


College of Dentistry
Office of the Dean

PO Box 100405
Gainesville, FL 32610-0405
352-273-5800
352-392-3070 Fax

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MEMORANDUM

To: Professor Jack Mecholsky
Chair, Faculty Senate

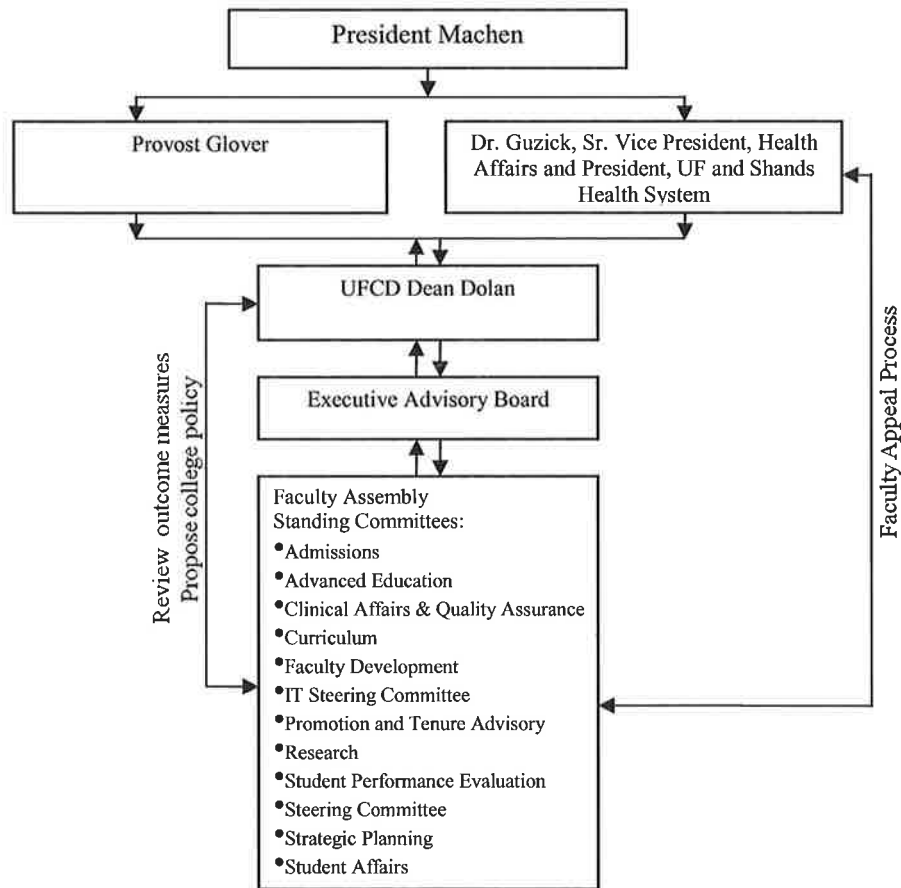
From: Teresa A. Dolan, D.D.S., M.P.H. 
Professor and Dean

Thank you for the opportunity to provide additional background information and rationale supporting the college-level decision to consolidate the Departments of Operative Dentistry and Prosthodontics and to create a new department of Restorative Dental Sciences at the College of Dentistry. Several questions were raised by the University Senate's Academic Policy Council, and this response should demonstrate that college governance issues and faculty welfare were strongly considered and actively discussed prior to the college's approval of this proposal.

College of Dentistry Governance Structure

The faculty and administrators of the University of Florida College of Dentistry (UFCD) are committed to the practice of shared governance. The College of Dentistry has an established governance structure, as illustrated in Figure 1. Dean Dolan reports to the Provost and has a dual reporting relationship to the Senior Vice President for Health Affairs and president of the UF Health System. The college governance structure is organized to ensure faculty involvement in critical academic issues including admissions, curriculum, student performance and promotion and tenure through a committee structure. The dean has overall responsibility for the college's academic, fiscal and administrative functions while the Executive Advisory Board (EAB) serves in an advisory capacity to the dean. The dean, with the assistance of the EAB, considers the work generated by the college standing committees and proposals brought to this governance body for consideration. Feedback and appeal mechanisms are critical components of the college governance structure. The faculty of the college has the right to appeal any decision by the dean to the senior vice president for health affairs.

Figure 1. University of Florida College of Dentistry Model of Shared Governance



How were faculty engaged in the discussion about the proposed departmental consolidation?

During the fall semester Dean Dolan attended three faculty meetings with the Department of Prosthodontics, the Department of Operative Dentistry, and the TEAM Leaders to discuss the proposal.

All full-time and part-time (non-OPS) faculty members from Operative Dentistry, Prosthodontics and Team Leaders were asked to vote on the "Proposal to consolidate the Departments of Operative Dentistry and Prosthodontics to create a new Department of Preventive and Restorative Dental Sciences in the College of Dentistry." The electronic ballot was available to the affected faculty from October 30 through November 6, 2009; a total of 34 faculty voted. Of the tenured faculty, 8 voted in support of departmental consolidation, and 7 faculty did not support the proposal. Of all voting faculty, 19 supported the proposal for consolidation, 13 did not support the proposal, and 2 abstained from voting.

Recognizing that the proposal was supported by a lean majority of faculty, an open forum was held on Monday, November 23, 2009. Following this discussion, the proposal was

presented at the December 17, 2009 Executive Advisory Board meeting where it received strong support following active discussion by the college leadership (16 votes in favor, 2 opposed, 2 abstaining).

Have we considered any changes in governance with the creation of this new department?

Yes. The question of departmental representation on the EAB was discussed during department, general faculty and EAB meetings. While several faculty within the departments suggested the importance of having four representatives (the chair and a representative of each of the three divisions) of the consolidated department as members of the EAB, the members of the EAB disagreed and felt that the current structure of one representative from each department in addition to other administrative representatives and a representative of the Faculty Assembly should remain as currently structured.

This issue could be revisited through several existing governance mechanisms including a request by the Faculty Assembly Steering Committee or through one of the standing committees of the Faculty Assembly.

What is the academic merit and benefit of this proposal?

Several critical challenges and opportunities face academic dentistry including national faculty shortages, the high cost of dental education, reductions in state support for higher education, rapidly changing scientific knowledge and technologies, and recognition of the value and importance of collaboration and interdisciplinary academic activities. Silos within academic environments retard the advancement of the college, negatively impacting our teaching, research, and service missions.

The College of Dentistry offers two degree programs: the professional degree of Doctor of Dental Medicine (DMD) and the Master of Science in Dental Sciences. The proposed departmental consolidation would have its greatest potential impact on the DMD program through: (1) facilitation of clinical research collaborations and growth in the research activities of the department, ensuring its national stature and recognition; (2) opportunity to further improve the education of the DMD students through enhanced curriculum integration and clinical educational experiences; and (3) over time, improved administrative efficiencies that will allow the chair to direct more resources to support the academic work of the department.

Is this the academic standard in our peer institutions?

The College of Dentistry benchmarks its performance and outcomes to ten peer institutions identified in Table 1. Six of the ten peer institutions have consolidated departments that include the subunits as described in the UFCD proposal; the remaining four schools have separate departments (Table 2).

The UF College of Dentistry is currently ranked fourth of all dental institutions in NIH/NIDCR research funding for fiscal year 2008 ¹ behind the University of California, San Francisco, University of Michigan at Ann Arbor, and the University of Washington in this national ranking. All three of these schools have a more consolidated administrative structure than the University of Florida, and all have combined departments of restorative dentistry.

Table 1. Peer dental institutions with consolidated academic units in the disciplines of operative dentistry, prosthodontics and general dentistry.

	Peer Institution	Name of Department
1	University of Michigan	Cariology, Restorative Sciences, and Endodontics
2	The Ohio State University	Restorative and Prosthetic Dentistry
3	University of California, San Francisco	Preventive and Restorative Dental Sciences
4	University of Maryland	Health Promotion and Policy (Programs of Dental Hygiene, General Dentistry, Pediatric Dentistry and Health Policy)
5	University of Minnesota	Restorative Sciences (with divisions of Operative Dentistry and Prosthodontics)
6	University of Washington	Restorative Dentistry

Table 2. Peer dental institutions with separate academic units in the disciplines of operative dentistry, prosthodontics and general dentistry.

	Peer Institution	Name of Department
1	University of California, Los Angeles	Two departments: Restorative Dentistry and Removable Prosthodontics
2	University of North Carolina, Chapel Hill	Two departments: Diagnostic Sciences and General Dentistry, and Prosthodontics
3	University of Iowa	Three departments: Family Dentistry, Operative Dentistry and Prosthodontics
4	University of Texas Health Science Center, San Antonio	Two departments: General Dentistry and Restorative Dentistry

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http://www.nidcr.nih.gov/GrantsAndFunding/NIDCR_Funding_to_US_Schools/DentalSchools/GrantstoDentalInstitutions2008.htm

What positions are being eliminated?

With the consolidation, we will eliminate one chair position which will be vacated through retirement, and we will conduct a national search for the chair of the new department. No other faculty or staff positions will be eliminated based on the consolidation.

What will happen to the existing department chairs?

The college is facing a large number of retirements from both the DROP and Retirement Enhancement Program, including the current chair of Prosthodontics. We recently received a request from the Interim Chair of Operative Dentistry to change his faculty role to that of a TEAM Leader. If the college did not move forward with this consolidation, it would conduct a national recruitment of two to three chairs rather than single chair of the Department of Restorative Dental Sciences. Given the national faculty shortage and the difficulty of recruiting into such positions, the college will be better served by conducting a single national search for a department chair.

What functions are being eliminated?

None at this time. As stated in the proposal, "the faculty members [of the consolidated department] led by the chair and division heads would be expected to develop a strategic plan for the consolidated department no later than December 2010. Items to be included in the plan include the efficient and effective operation of the TEAM program to ensure the highest quality DMD clinical dental education and patient-centered care, opportunities in advanced and international dental education across the divisions, opportunities for enhanced and integrated DMD didactic and preclinical curriculum so that students are well prepared for their clinical roles, and opportunities to expand the basic, clinical and translational research conducted within the department and college, and in collaboration with campus entities including the CTSI, the College of Medicine and the College of Engineering. The group will also be asked to reflect on opportunities to ensure the continued success of the college's faculty practice as an important means to achieve competitive faculty salaries while maintaining clinical skills."

The proposal indicates that there will be consolidation of certain administrative functions. Will these affect the academic functions of the units?

As stated in the proposal, "The department would include three academic divisions: operative dentistry, pre-doctoral general dentistry, and prosthodontics. Each division would be led by a division director who reports to the department chair. The chair would delegate specific responsibilities to division heads, but retains the ultimate responsibility for the administration of the department."

Will this new structure result in any budget reductions?

No budget reductions are anticipated for the next fiscal year. With time, the chair, working in collaboration with the division heads and the college administration, will seek opportunities to more effectively and efficiently support the work of the faculty with cost reductions, if possible.

How does the number of faculty of the new unit compare with the sizes of the old units?

College of Dentistry full-time faculty, as currently organized

Department	Tenured	Tenure-Track	Clinical-Track	Research-Track	Asst/Assoc In	Dept Total
Community Dentistry & Behavioral Science	7.00	2.00	9.00	2.00	1.00	21.00
Endodontics	3.00	2.00	0.00	0.00	0.00	5.00
Operative Dentistry	7.00	1.00	10.00	0.00	1.00	19.00
Oral & Maxillofacial Surgery	8.00	0.00	4.00	0.00	0.00	12.00
Oral & Maxillofacial Diagnostic Sciences	6.00	1.00	1.00	0.00	0.00	8.00
Oral Biology	12.00	1.00	0.00	4.00	1.00	18.00
Orthodontics	5.00	1.00	1.00	1.00	0.00	8.00
Pediatric Dentistry	5.00	1.00	3.00	0.00	0.00	9.00
Periodontology	3.00	5.00	2.00	0.00	2.00	12.00
Prosthodontics	9.00	1.00	6.00	0.00	0.00	16.00
Total FTE:	65.00	15.00	36.00	7.00	5.00	128.00

College of Dentistry full-time faculty, with the proposed department consolidation

Department	Tenured	Tenure-Track	Clinical-Track	Research-Track	Asst/Assoc In	Dept Total
Community Dentistry & Behavioral Science	7.00	2.00	9.00	2.00	1.00	21.00
Endodontics	3.00	2.00	0.00	0.00	0.00	5.00
Oral & Maxillofacial Surgery	8.00	0.00	4.00	0.00	0.00	12.00
Oral & Maxillofacial Diagnostic Sciences	6.00	1.00	1.00	0.00	0.00	8.00
Oral Biology	12.00	1.00	0.00	4.00	1.00	18.00
Orthodontics	5.00	1.00	1.00	1.00	0.00	8.00
Pediatric Dentistry	5.00	1.00	3.00	0.00	0.00	9.00
Periodontology	3.00	5.00	2.00	0.00	2.00	12.00
Restorative Dental Sciences	16.00	2.00	16.00	0.00	1.00	35.00
Total FTE:	65.00	15.00	36.00	7.00	5.00	128.00

Are we considering the consolidation of other departments to better equalize the size differences among departments with the creation of this large department?

Not at this time. The proposed department reorganization is driven by goals of advancing academic excellence, providing a contemporary curriculum, and recruiting and retaining the best academic leaders along with achieving administration efficiencies, rather than a focus on departmental size.

If the faculty and college administration believe it would be in the best interest of the college to further consolidate and better equalize the size differences among departments, we will follow a process similar to that used for the current proposal to accomplish that goal.

Have we considered the issues of tenure and promotion?

Yes. The proposal would not impact our current policies or procedures related to faculty promotion and tenure. The college has a well described Promotion and Tenure document that has been actively discussed, reviewed and updated by the faculty through the Promotion and Tenure Advisory Committee, a standing committee of the college's Faculty Assembly. The process within the department or college would not change. However, a larger number of departmental faculty would be eligible to assess a candidate's nomination.

How do the TEAM Leaders relate to the new department?

All faculty in the College of Dentistry have academic homes. Currently, the TEAM Leader faculty are housed either in the Department of Operative Dentistry or the Department of Prosthodontics. With the departmental consolidation, all TEAM Leaders will be housed in the Department of Restorative Dental Sciences, and will be lead by a division head who will report to the department chair.

Will the faculty who voted against the proposal support the new department once it is implemented?

Jim Collins, in his latest book, *How the Mighty Fall*,² describes the leadership-team dynamics of companies **on the way up** as comprised of "team members [who] unify behind a decision once made and work to make the decision a success, even if they vigorously disagreed with the decision." The College of Dentistry consistently demonstrates faculty engagement in important academic decisions through its governance policies and procedures, and through participation in *ad hoc* department and college-wide faculty meetings. While the voting faculty did not unanimously support the proposal, faculty had several formal and informal opportunities to discuss their issues and concerns, and many of these were reflected in modifications to the proposal. The college leadership as demonstrated by the EAB vote strongly endorsed the proposal, and thus, I approved the proposal at the college level. Should the faculty have concerns about the

² Collins, J. *How the mighty fall: and why some companies never give in*. New York: HarperCollins Publisher, Inc. 2009.

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implementation of the proposal or its impact on our academic programming or faculty welfare, there are mechanisms available to them to express or act on this concern.

Thank you for the opportunity to provide this additional information to the UF Faculty Senate.

cc: Provost Glover
Dr. Guzick, Sr. Vice President for Health Affairs and President, UF and Shands
Health System
Dr. Bernard Mair, Chair, University Curriculum Committee
Amelia Bell, Faculty Senate Office
Dr. Clay Walker, Chair, UFCF Faculty Assembly
UFCF Deans and Chairs