

February 16, 2011

Dr. Bernard Mair
Associate Provost, Undergraduate Affairs
and Chair, University Curriculum Committee
PO Box 113175
Gainesville, FL 32611-3175

Dear Dr. Mair:

Please find enclosed "A Proposal to Create a School of Advanced Dental Sciences in the College of Dentistry" for your information. As you know, the proposal must be reviewed and approved by the University Curriculum Committee. The document itself contains background information and the rationale for the proposal. This restructuring should have no impact on academic programming at this time therefore there is no corresponding CIP code. There will be minimal expenses of approximately \$15,000 to support the restructuring.

All full-time faculty members in the affected departments/programs (excluding visiting faculty), were asked to vote on it. Dr. Timothy Wheeler, Assistant Dean for Advanced and Graduate Education conducted numerous meetings with affected department chairs (as well as those chairs unaffected by the proposal), program directors, college leadership, the Advanced Education Committee, staff and residents respectively during proposal development.

There were numerous opportunities for all college faculty members to provide input throughout the process of refining the proposal. I discussed the School proposal in my remarks to the faculty at Assembly meetings beginning with the meeting on November 4, 2010. The first college-wide open forum for faculty was held on November 16, 2010. Dr. Wheeler provided an update on the proposal to the Faculty Assembly at its meeting on January 6, 2011, and included a question and answer session. Another open forum specific to the proposal was held on Thursday, January 20, 2011, to provide opportunity for comment and to address frequently asked questions. A final special meeting of the Faculty Assembly was held on Friday, January 28, 2011, for review of the final proposal.

The electronic ballot was available to the faculty eligible to vote from 8:00 a.m. on Monday, January 31, 2011 through 5:00 p.m. on Monday, February 7, 2011. A total of 25 faculty members voted as follows: 22 for, 2 against, and 1 abstain. The proposal was discussed and endorsed unanimously by the college leadership during the February 10, 2011 Executive Advisory Board meeting.

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As dean, I support and approve the proposal. I am requesting that the effective date of this change be on July 1, 2011. Once approved, the college would conduct an internal search for the Director of the School.

I am happy to attend the meeting during which the proposal is reviewed and look forward to your positive support of this initiative. Please feel free to contact me if you have questions or concerns at 273-5802 or tdolan@dental.ufl.edu.

Sincerely,



Teresa A. Dolan, DDS, MPH
Professor and Dean

cc: Dr. Robert E. Primosch, Associate Dean for Education
Ms. Diana Hull, Registrar's Office
Dr. Don Cohen, UFCD Senator
Dr. Lorena Baccaglini, UFCD Senator
Dr. Marc Ottenga, UFCD Senator
Dr. Shannon Holliday, UFCD Senator
Dr. Timothy Wheeler, Assistant Dean for Advanced and Graduate Education
Dr. Ikramuddin Aukhil, Chair, Periodontology
Dr. Henrietta Logan, Chair, Faculty Assembly

Dr. David S. Guziek, Sr VP, Health Affairs and President UF & Shands Health System
Dr. Marc Heft, UFCD Senator
Dr. Nery Clark, UFCD Senator
Dr. Roberta Pileggi, Chair, Endodontics
Dr. Daniela Silva, Acting Chair, Pediatric Dentistry
Dr. Arthur Nimmo, Chair, Prosthodontics

TAD:jms

Attachment

College of Dentistry
Office of the Dean

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

February 15, 2011

The College of Dentistry has completed a review of "A Proposal to Create a School of Advanced Dental Sciences in the College of Dentistry" through its college governance process. With my signature below, I approve this proposal.



Teresa A. Dolan, DDS, MPH
Professor and Dean
University of Florida College of Dentistry

2-16-11

Date



David S. Guzick, MD, PhD
Senior Vice President, Health Affairs and
President, UF & Shands Health System

2.16.11

Date



Joseph Glover, PhD
Provost and Senior Vice President for
Academic Affairs

2-22-11

Date

Proposal to Create a School of Advanced Dental Sciences in the College of Dentistry

Introduction

The College of Dentistry (COD) is recognized as one of the leading dental schools in the United States. We have achieved this high level of respect based on our balanced record of accomplishments in the areas of teaching, research and service in the art and science of dentistry. Recent strategic planning activities at the Health Science Center (HSC) and within the college provide roadmaps for ensuring the continued success of the college in the face of economic challenges and a changing dental educational landscape nationally and within Florida.

The college has successfully demonstrated its ability to change and prosper in several important ways, including the implementation of the NIH U24 Research Infrastructure Enhancement Award to enhance basic and clinical research, the creation of the Department of Restorative Dental Sciences, and the implementation of the DMD TEAM program. Continued innovation and collaboration will not only ensure the college's success, but will also enhance the quality of the educational and work environment for our students, faculty and staff.

This proposal recommends creating a School of Advanced Dental Sciences within the College of Dentistry. In keeping with innovation, this will create opportunities that are unique among our peer institutions. The school would include the Departments of Endodontics, Orthodontics, Pediatric Dentistry, Periodontology, and the prosthodontic graduate program. The creation of this school will allow the advancement of these programs by:

- Increasing public relations profile of advanced education programs and its faculty at the COD, HSC and nationally which will aid in patient recruitment, resident recruitment, fund raising and marketing;
- Facilitating interdisciplinary care between dental disciplines by improving patient access to multidisciplinary care and improving the processes and atmosphere for patient care.
- Improving interdisciplinary education to the residents by developing new interdisciplinary courses, interdisciplinary clinical experiences and developing dual specialty program offerings;
- Facilitating clinical research for residents through the addition of personnel such as a research manager and increasing the opportunities for collaborations between disciplines;

- Improving services to school faculty and residents by allowing for administrative efficiencies by consolidating managerial responsibilities such as fiscal oversight, personnel management, contracts and grants management and other critical operational issues within the School's administrative structure;
- Enhancing ability to be self-sustaining with today's unknown impact of health care reform and continued threats to graduate medical education funding;
- Supporting integrated strategic planning to ensure the continued success of the school and college.

Mission statements

College of Dentistry

To achieve excellence in the art and science of dentistry through teaching, research and service.

School of Advanced Dental Sciences

(to be refined by the school's faculty)

To advance graduate dental education within the College of Dentistry while conducting clinical and translational research, outstanding patient services, and providing contemporary, innovative, and integrated didactic and clinical education to the residents.

Leadership

The College of Dentistry would identify a nationally prominent leader in advanced dental education to direct the proposed school with the anticipation that the individual would commence his or her activities on or before July 2011. The school's director should have the following characteristics:

- Recognized and experienced leader in advanced dental education;
- Excellent leadership, interpersonal, communication and administrative skills;
- Record of scholarly accomplishments
- Experience in accreditation issues
- Experience in graduate medical education funding
- Committed to the college's strategic goals, including the advancement of scholarship in clinical and translational dental science, and providing the highest quality education within the advanced and graduate education programs.

Administrative structure¹

The school would include the Department of Endodontics, Department of Orthodontics, Department of Pediatric Dentistry, Department of Periodontology, and the prosthodontics graduate program. As shown on the attached organization chart, each department would be led by a chair who reports to the director of the school. The school's director would delegate specific responsibilities to chairs, but retains the ultimate responsibility for the administration of the school.

Each department chair would continue to be responsible for:

- faculty recruitment in consultation with the dean and school director; faculty mentoring and professional development, and evaluation of departmental faculty in consultation with the school director;
- faculty promotion and tenure;
- discipline specific predoctoral and advanced education curriculum;
- individual faculty staff support;
- continue to attend regularly scheduled chairs meeting with the dean;
- departmental and clinical scheduling and operations which were not centralized within the school.

The prosthodontic graduate program resides in the Department of Restorative Dental Sciences and would be led by a graduate program director who reports both to the chair of the Department of Restorative Dental Sciences and to the director of the school. The program director will be evaluated annually jointly by the chair of restorative dentistry and

¹ The college is the basic degree-granting unit of the university and may include departments, centers, and schools. The Dean is the chief administrative officer of a college and is appointed by the Provost (as the President's designee). The Dean has the authority and the responsibility for the administration and supervision of the college, and is the agent of the faculty for the execution of educational policy.

Except for the Graduate School, a school is a unit subordinate to a college organized for a special program of studies. The administrative officer of a school is the director. The department is the fundamental unit of academic and administrative organization. The administrative officers of departments are Chairs. Chairs and directors have the authority and responsibility for the administration and supervision of all activities of the department. Chairs and directors are responsible to their Deans and to their respective Vice Presidents.

The teaching, research, and extension functions of a department or school are conducted by the faculty under the auspices of the chair or director. See: Handbook
<http://www.aa.ufl.edu/handbook/structure.html>

the director of the school. The restorative department would be responsible for:

- faculty recruitment, mentoring and professional development, and evaluation of departmental faculty;
- discipline specific predoctoral and advanced education curriculum; and
- staff support for individual faculty.

The director of the school would be responsible for:

- overall fiscal and administrative oversight and management of the school to include advanced and graduate education staff and other staff that may be centralized at the school level;
- overall fiscal and administrative oversight and management of the departments located within the school;
- oversight of continuing education located within the school;
- ensuring a culture of excellence, collegiality and collaboration among the departments and within the school; and
- leading the development and implementation of the school's strategic plan in consultation with the dean and the college's Strategic Planning Committee and in a manner consistent with the strategic goals of the college, health center and university. The plan would include teaching, research and service goals and objectives to ensure that the school becomes one of the highest quality and influential group of advanced education programs in the country.

Impact on Faculty Promotion and Tenure

The creation of the school would not require any change to the college promotion and tenure criteria for faculty. However, we would anticipate a slight modification in process based on the creation of the school and the appointment of a school director.

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 college uses a single document describing criteria for tenure and/or promotion for the entire college faculty, rather than separate documents for each department or program. The criteria would not change based on the creation of the school.

Regarding the faculty review process, faculty would continue to be evaluated by his or her chair, and this feedback would be forwarded to the college's Promotion and Tenure Committee, as currently occurs. However, for chairs within the school, the director of the school would provide input regarding the performance of the chair to the Promotion and Tenure Committee, and this input

would also be considered by the dean in the dean's letter of evaluation for promotion and/or tenure.

Impact on DMD program

Responsibility for the didactic and clinical educational aspects in the DMD program of each department will be unchanged. Departments will maintain their current infrastructure and the chair's responsibility for the DMD education will be unchanged.

Evaluation of outcomes

Various outcome measures will be used to assess the effectiveness of the school, to include:

- **Curricula:**
 - Student evaluation of the core curriculum within the MS in Dentistry programs.
 - Overall resident evaluation of their advanced education program as measured using annual interviews conducted by the school director.
 - The number of graduate students/residents enrolled in interdisciplinary clinical education and/or pursuing PhD education along with their dental specialty.
- **Research**
 - The number of manuscripts produced annually as a result of the research conducted by residents.
 - Funding generated from resident research.
 - The number of presentations made by residents at research meetings.
 - Recognition awards received from resident research.
- **Clinical:**
 - Evaluation of wait time necessary to obtain a dental consultation among disciplines within the school (measured monthly).
 - Patient satisfaction within the clinics overseen by the school (measured at least annually).
- **Financial:**
 - Affected departmental balance sheets including the maintenance of required reserved in the AEF accounts (measure monthly, reviewed at least semi-annually).
- **Fundraising**
 - The dollars raised per year for programs within the school, including gifts, pledges, and annual funds related to each dental specialty.

- Continuing Education
 - Gross and net revenue by type of CE program assessed annually.

Timeline for faculty input and college/university approvals:

The proposal has been presented and discussed with:

- Chairs and program directors of the affected programs (June-August 2010);
- College of Dentistry Deans (August 30th, 2010);
- Chairs of unaffected departments (September 16th, 2010);
- Faculty of affected departments (September-October 2010);
- Advanced Education Committee (October 28th, 2010);
- College of Dentistry faculty forum (November 16th, 2010);
- College of Dentistry Faculty Assembly (January 6th, 2011);
- College of Dentistry Resident forum (January 13th, 2011);
- College of Dentistry faculty forum (January 20th, 2011);
- College of Dentistry Special Faculty Assembly (January 28th, 2011);
- College of Dentistry departmental staff forum (February 3rd, 2011);
- College of Dentistry vote by faculty of the affected departments (January 31st - February 7th, 2011) VOTE: 22 in favor, 2 against, 1 abstained;
- College of Dentistry Executive Advisory Board (February 10th, 2011) Approved.

Vision for the future

The faculty members led by the director and school's chairs would be expected to develop a strategic plan for the school. Items to be included in the plan include the efficient and effective operation of the resident clinics to ensure the highest quality interdisciplinary dental education and patient-centered care, opportunities in advanced and international dental education across the departments, opportunities for enhanced and integrated curriculum, 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.