VCU School of Dentistry Priority Goals as Reported in its 2012 Annual Report to the Vice President.

These came from Dr. Sarrett’s Dean’s Priorities as listed in his appointment letter from Vice President Retchin. These priorities have been Dr. Sarrett’s guide during the first two years of his deanship.

Priority 1: Building the research enterprise of the school with a focus on oral and head & neck cancer and bioengineering in collaboration with the Massey Cancer Center and the other VCU schools

Draft Response: The search of for the Director of the Philips Institute was completed with the hiring of Dr. Iain Morgan from University of Glasgow who will join the faculty this coming year. This search was completed in a model interdisciplinary fashion with involvement of faculty members and administrators across the university. Dr. Morgan will arrive at VCU with established contacts for development of collaborative research. In addition, two (2) new research intensive faculty members were hired, one in cancer research and one in tissue engineering. The December All Faculty Development Day was dedicated to research development, particularly for faculty members who have primarily been involved only in teaching and clinical service. A dental research seminar series was also initiated. We partnered with the School of Nursing to host joint faculty development programs and funded a School of Nursing and Dentistry Collaborative Research grant program and funded one proposal submitted by faculty members who are collaborating between the two schools.

Priority 2: Enhancing the education, research, and patient care outcomes through growth of the faculty in strategic areas and through faculty and staff development

Draft Response: The Faculty Activity and Reporting System (FARES) was implemented for the SOD faculty. Two full-day faculty development programs were held and a monthly lunch time faculty development series was initiated which focuses on instruction, learning outcomes, assessment, and research. Two current faculty members are enrolled in the MSHA program. One faculty member is enrolled in the MS in Clinical and Translation Research program. The staff participated in a full day of development on December 2011. Several speakers presented on various topics, including personal health and chronic disease, diversity initiatives, and diffusing confrontation. Other shorter development events took place throughout the year. Topics presented and discussed include customer service, anticipating supervisor expectation and state and association benefits. Manager training included FMLA, progressive discipline, and evaluating performance. A Manager’s Study Club was also started to assist managers with gaining and improving management skills. Topics discussed during the year include reward and recognition, coaching and motivating, improving efficiency, progressive discipline and goal setting. We have also invested in a video library that managers and employees can utilize for additional training.
Priority 3: Recruiting and retaining of talented and innovative faculty, staff and students

Draft Response: The School of Dentistry has successfully recruited and hired 22 new, full-time faculty members over the past year and has not lost any full time faculty members. This reflects a tremendous improvement in faculty retention compared with 2009-2010. Since 2009, the school has hired 60 full-time faculty members and 22 have resigned or retired. All faculty losses occurred prior to 2011-2012 year. We have filled high need areas of expertise in numerous areas including general dentistry, prosthodontics, surgery, endodontics, pediatric dentistry, dental anesthesiology. The Department of Oral Health Promotion and Community Outreach was established from the Dental Hygiene Division to better position the school for expansion into the area of public health dentistry and oral health care workforce. We obtained university approval to transfer approximately 60 VCU staff members who support the clinical instructional program to employment under Dentistry@VCU, our corporate arm. This will lead to reduced cost and improved service which will help keep instructional cost lower for students.

Incoming Dental, Dental Hygiene, and Advanced Dental Education student were recruited from strong applicant pools. 95 D1 students were selected from an applicant pool of 2513 for the class of 2015 that entered fall 2011. Eight new students were enrolled into the International Dentist Program (IDP). 30 dental hygiene students were enrolled from an applicant pool of 94. The pool has declined over the past two years which supports this class size. In the Advanced Dental Education programs, the following number of students enrolled/applications were completed: Advanced Education in General Dentistry 6/38; Pediatric Dentistry 5/130; Orthodontics 4/164; Endodontics 4/47; Periodontics 3/28; Oral & Maxillofacial Surgery 3/135.

Considerable effort has been spent on recruiting staff members with skills and credentials that were previously identified as “lacking but necessary.” Exemplars include clinical managers with extensive experience in managing process as well as personalities. We were able to attract managers from specialty Orthodontic, Oral Surgery and Pediatric practices. The results have been improvements in employee satisfaction, efficiency and profitability. We were also able to recruit and hire a CPA candidate for the fiscal office. He has been an excellent addition to our veteran staff and brings a new perspective. In an effort to reduce clinical department redundancy, we restructured our insurance and billing department, as well as created a centralized call center. Key to the success of this new area was identifying and hiring a supervisor with knowledge of dental insurance, claims and call center practices. We expect this restructure to improve our accounts receivable and patient satisfaction and retention. Lastly, we recruited and hired a dental hygienist to assist our clinical departments in community programs and outreach into the private sector. Her greatest asset is her knowledge of oral disease and treatment combined with her comfort in speaking with diverse groups. Thus far she has increased our exposure in the community, the state and nationally.
Priority 4: Building a strong and collaborative alliance with the Virginia Dental Association and the alumni

Draft Response: Fruitful collaboration with the Virginia Dental Association (VDA) resulted in a new dental and resident license bill which passed during the 2012 General Assembly session unanimously. Worked with the VDA on a student mentorship program which links dental students with community practitioners. Initiated a summer reading program for entering DDS/DH students focusing on ethics and included participation by VDA leadership and alumni. Multiple alumni and student engagement programs have continued and have contribute to the school having a 25% alumni engagement metric, best at VCU. Completed The search for the Associate Dean for Development and Alumni Engagement was completed with the hiring of Ms. Gloria Callihan. This search was conducted in collaboration with the Vice President for Development. Reunion Weekend was reformatted to involve greater participation by the faculty. The dean and or an associate dean attended each individual class event on reunion week-end. A tribute to the Class of 1962 for their 50th reunion was held and participants included President Rao, Rodney the Ram and current students. The Department of Endodontics held a well-attended Legacy Day to celebrate its rich heritage, alumni and program directors.

Priority 5: Growing the clinical enterprise through expansion of services in strategic high-need areas

Draft Response: A new faculty member was hired to provide temporomandibular joint disorders (TMD) and facial pain clinical services. While not successful, after a pilot year, the school established a clinical location in Petersburg, VA primarily to capture more pediatric dentistry patient volume. In collaboration with the School of Nursing startup funds were obtained from Virginia Premier to establish a nurse practitioner model clinic in the School of Dentistry to provide primary care services for dental patients with goal of improving using the dental practice entry to enhance overall health and improve early detection of disease and encourage prevention of disease. A Maxillofacial Radiology clinical service program was established to support intramural and extramural service demand. Patient accounting services were centralized to reduce overhead and improve service. A new patient call center and accounting center was opened following renovation of what was a previous instructional lab. The SOD Bylaws were changed to establish the Practice Affairs Committee to study and recommend ongoing improvements in clinical operations. Separated the didactic curricular schedule from the educational clinical care schedule thereby increasing availability to provide patient care. We continued with our Dentistry@VCU branding and outreach programs to bring awareness of the School of Dentistry’s dental practices. Examples include speakers for community organizations, supporting Give Kids a Smile, advertising package with VCU Rams Athletics. The main theme of these programs is oral and general health messages and the importance of oral health in overall health.
Priority 6: Creating a productive and supportive environment for learning and work with a commitment to diversity

Draft Response: All dentistry, faculty and staff were invited to dean’s open forums for informal meet and talk. Completed Our unit diversity plan was completed and the SOD Faculty Bylaws were changed to add the new standing committee on Diversity and Inclusion. A master facilities planning cost estimate was completed and presented along with a funding plan to the university leaders to attempt to get support. Renovation phasing plan and cost estimation for improvements to enhance patient care, wayfinding, and increase needed office spaces was completed. An ad hoc Budget and Finance Advisory Committee was established to assist in setting financial priorities and improving the understanding of the SOD finances among the faculty. Instituted a Corporate Assessment of all practices to provide funds for overall improvement of the School of Dentistry and to centralize clinical support functions to reduce costs and improve service. The BOV approved School of Dentistry Teaching and Research Faculty Salary Plan was implemented. Our contract with the State of Kuwait renegotiated to continue the DDS training program for Kuwait residents. The School of Dentistry Budget & Finance Advisory Committee meets monthly to review and advises on school and departmental revenue and expenditures. This improves the faculty understanding of the financial systems of the school operates, improves performance, and reduces misunderstanding and suspicion. The past year departmental and unit annual budgets were created using a sources and uses approach.