Framing the Strategic Planning Process and Environment
Topics

• Where we are in the strategic planning process
• Some observations and opportunities
• The challenge of the next steps
Meeting dates

SCHOOL OF DENTISTRY STRATEGIC PLANNING COMMITTEE

MEETING SCHEDULE

ALL MEETINGS ARE ON TUESDAYS FROM 5:30 – 7:30 P.M. ON THE DENTAL SCHOOL CAMPUS

December 11, 2012
January 8, 2013
January 22, 2013
February 12, 2013
February 26, 2013
March 12, 2013
March 26, 2013
April 9, 2012
April 23, 2013
May 14, 2013
May 28, 2013
Planning

Where are we going?

How will we get there?

Increasing scope & time, horizon, decreasing detail

Strategic Plan
(Entire Organization)

Operational Plans
(Divisions, Councils, Committees)

Tactical Plans
(Teams, Individuals)

Monthly, Weekly, Daily

1 Year

5+ Years
Process and Prioritization

• Developed in alignment with the University vision and strategic plan

• Design must bring our school in compliance and accreditation with the new ADA/CODA standards
  – 15 standards are technical and procedurally oriented skills
  – 12 standards are cognitive, behavioral, and collaborative skills
  – academic and clinical preparation must equip student for success as he/she enters the workforce upon graduation.
Process and Prioritization

• Must insure our place as a leader in discovery and application of new knowledge

• Must enhance our integration
  – University
  – Community
  – Health care systems
  – World

• Define priorities for resources
Topics

• Where we are in the strategic planning process
• Some observations and opportunities
• The challenge of the next steps
Dental School Applications Drop For 8th Straight Year

NEW YORK (AP) — Applications for dental schools this fall were down for the eighth consecutive year, with students increasingly concerned that the recession has made the profession less profitable.

While final figures aren't available yet, a spot check of the nation's 60 private and public dental schools shows that fewer students competed for fewer spots this fall's class.

The American Association of Dental Schools in Washington says applications for the 1981-82 school year were 8,852, a bit more than half the 1975 total of 15,734. Enrollments also fell, from a peak of 5,301 in 1978 to 5,855.

High tuition is an added drag on enrollments. At private dental schools annual tuition averages $8,702, and $2,244 at public schools, but costs can run as high as $13,500 — at New York University and Boston University, for instance.

Public Postpones Dental Care

School officials noted that dentistry is one kind of health care that the public readily postpones when family budgets tighten.

"There is not as much demand for dental care, apparently," Richard Mumma, dean of NYU's dental school, said.

For those reasons, dental school administrators say, many math and science-oriented students who once would have considered dentistry are instead choosing engineering schools, training for a field with far brighter job prospects.

"In talking with students, I'd say the cost of education and the problems of borrowing money are real problems. And they're also perceiving that dentists aren't doing as well as they used to financially," Dr. Robert Thye, director of admissions at the University of California in Los Angeles, said.

Applications Down 10 Pct.

He said applications at UCLA dental school have dropped about 10 per cent a year since 1979. Eight hundred applicants competed for 96 spots this fall, compared with about 900 applicants last school year.

UCLA and other schools, such as the University of Michigan, are shrinking the size of their classes at least partly because of the elimination last year of a 19-year-old federal subsidy created when Congress believed the nation faced a shortage of dentists.

Thomas Louden, an official of the Department of Health and Human Services, said the Federal Government has sent about $1 billion to dental schools to encourage them to expand and accept more students.

But now that both the Government and the dental profession fear a glut may be developing, the federal subsidies were ended and schools are responding by curbing enrollments this fall.
### Dental Schools That Closed, 1986-2001

<table>
<thead>
<tr>
<th>Institution</th>
<th>Closing Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral Roberts University</td>
<td>1986</td>
</tr>
<tr>
<td>Emory University</td>
<td>1987</td>
</tr>
<tr>
<td>Georgetown University</td>
<td>1990</td>
</tr>
<tr>
<td>Farleigh Dickinson University</td>
<td>1990</td>
</tr>
<tr>
<td>Washington University in St. Louis</td>
<td>1991</td>
</tr>
<tr>
<td>Loyola University Chicago</td>
<td>1992</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>2001</td>
</tr>
</tbody>
</table>
## Opening of New U.S. Dental Schools, 1997-2015

<table>
<thead>
<tr>
<th>Opening</th>
<th>University</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td>Nova Southeastern University College of Dental Medicine*</td>
<td>Davie, Florida</td>
</tr>
<tr>
<td>2002</td>
<td>University of Nevada, Las Vegas, School of Dental Medicine*</td>
<td>Las Vegas, Nevada</td>
</tr>
<tr>
<td>2003</td>
<td>Arizona School of Dentistry and Oral Health*</td>
<td>Mesa, Arizona</td>
</tr>
<tr>
<td>2008</td>
<td>Midwestern University College of Dental Medicine-Arizona*</td>
<td>Glendale, Arizona</td>
</tr>
<tr>
<td>2009</td>
<td>Western University of Health Sciences College of Dental Medicine*</td>
<td>Pomona, California</td>
</tr>
<tr>
<td>2011</td>
<td>Midwestern University College of Dental Medicine-Illinois*</td>
<td>Downers Grove, Illinois</td>
</tr>
<tr>
<td>2011</td>
<td>East Carolina University School of Dental Medicine*</td>
<td>Greenville, North Carolina</td>
</tr>
<tr>
<td>2011</td>
<td>Roseman University of Health Sciences College of Dental Medicine*</td>
<td>South Jordan, Utah</td>
</tr>
<tr>
<td>2012</td>
<td>Lake Erie College of Osteopathic Medicine School of Dental Medicine*</td>
<td>Bradenton, Florida</td>
</tr>
<tr>
<td>2013</td>
<td>University of New England College of Dental Medicine</td>
<td>Biddeford, Maine</td>
</tr>
<tr>
<td>2013</td>
<td>Missouri School of Dentistry and Oral Health</td>
<td>Kirksville, Missouri</td>
</tr>
<tr>
<td>2013</td>
<td>University of Utah School of Dentistry</td>
<td>Salt Lake City, Utah</td>
</tr>
<tr>
<td>2015</td>
<td>Tazewell Dental School, Bluefield College</td>
<td>Tazewell, Virginia</td>
</tr>
</tbody>
</table>

* Opened and enrolled students  

Source: American Dental Education Association
Dental School Applicants and First-Time Enrollees, 2000-11

Source: American Dental Education Association, U.S. Dental School Applicants and Enrollees, 2011 Entering Class
VCU DDS Program Applications & Enrollees

VCU % of National Pool

VIRGINIA COMMONWEALTH UNIVERSITY
They are the most threatening and exciting generation since the baby boomers brought about social revolution, not because they're trying to take over the Establishment but because they're growing up without one. The Industrial Revolution made individuals far more powerful—they could move to a city, start a business, read and form organizations. The information revolution has further empowered individuals by handing them the technology to compete against huge organizations: hackers vs. corporations, bloggers vs. newspapers, terrorists vs. nation-states, YouTube directors vs. studios, app-makers vs. entire industries. Millennials don't need us. That's why we're scared of them.
Critical Thinking

The Time/Carnegie Corporation survey asked U.S. adults and college leaders about the crisis in postsecondary education.

The Value of Higher Education
What is the most important reason people should go to college?

<table>
<thead>
<tr>
<th>General Population</th>
<th>College Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>40% To gain skills and knowledge for a career</td>
<td>21%</td>
</tr>
<tr>
<td>17% To gain a well-rounded general education</td>
<td>14%</td>
</tr>
<tr>
<td>14% To increase one's earning power</td>
<td>2%</td>
</tr>
<tr>
<td>6% To become an informed citizen in a global society</td>
<td>19%</td>
</tr>
<tr>
<td>12% To learn to think critically</td>
<td>36%</td>
</tr>
<tr>
<td>11% To formulate goals and values for life</td>
<td>8%</td>
</tr>
</tbody>
</table>

Cost of College
At many colleges, the education students receive is not worth what they pay for it.

<table>
<thead>
<tr>
<th>General Population</th>
<th>College Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes: 80% strongly agree</td>
<td>41%</td>
</tr>
</tbody>
</table>

THE 12 BRAIN RULES, ILLUSTRATED

Explore each rule through illustrations, charts and video. These tutorials are designed to reinforce the concepts in the book; we recommend reading the corresponding chapter first.

EXERCISE | Rule #1: Exercise boosts brain power.
SURVIVAL | Rule #2: The human brain evolved, too.
WIRING | Rule #3: Every brain is wired differently.
ATTENTION | Rule #4: We don't pay attention to boring things.
SHORT-TERM MEMORY | Rule #5: Repeat to remember.
LONG-TERM MEMORY | Rule #6: Remember to repeat.
SLEEP | Rule #7: Sleep well, think well.
STRESS | Rule #8: Stressed brains don't learn the same way.
SENSORY INTEGRATION | Rule #9: Stimulate more of the senses.
VISION | Rule #10: Vision trumps all other senses.
GENDER | Rule #11: Male and female brains are different.
EXPLORATION | Rule #12: We are powerful and natural explorers.
FY12 Operative Budget for VCU School of Dentistry

<table>
<thead>
<tr>
<th>Funds Sources</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition &amp; Fees</td>
<td>17,912,449</td>
<td>41%</td>
</tr>
<tr>
<td>State/VCU Fund Contribution</td>
<td>4,678,657</td>
<td>11%</td>
</tr>
<tr>
<td>Continuing Education</td>
<td>231,884</td>
<td>1%</td>
</tr>
<tr>
<td>Active Grants &amp; Contracts</td>
<td>892,909</td>
<td>2%</td>
</tr>
<tr>
<td>Unrestricted Non-State Source</td>
<td>54,577</td>
<td>0%</td>
</tr>
<tr>
<td>Restricted Non-State Source</td>
<td>126,254</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>1,143,378</td>
<td>3%</td>
</tr>
<tr>
<td>Completed Grants &amp; Contracts Residuals</td>
<td>88,243</td>
<td>0%</td>
</tr>
<tr>
<td>MCV Hospital Services</td>
<td>219,498</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Total Funds in University Accounts</strong></td>
<td><strong>25,347,849</strong></td>
<td><strong>58%</strong></td>
</tr>
</tbody>
</table>

| Student Practice                       | 4,356,782  | 10%     |
| Graduate Practice                      | 6,262,197  | 14%     |
| Faculty Practice                       | 5,749,044  | 13%     |

**Total Clinical Revenue** 16,368,023 37%

| Endowment Payout from MCVF             | 820,809    | 2%      |
| Gifts (deposited into MCVF)            | 1,400,596  | 3%      |
| **Total from Donors**                  | **2,221,405** | **5%**  |

**Total Income** 43,937,277 100%

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Amount</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Faculty</td>
<td>17,419,042</td>
<td>40%</td>
</tr>
<tr>
<td>Academic Staff</td>
<td>2,737,021</td>
<td>6%</td>
</tr>
<tr>
<td>Clinical Staff</td>
<td>7,173,283</td>
<td>17%</td>
</tr>
<tr>
<td>Supplies</td>
<td>6,787,540</td>
<td>16%</td>
</tr>
<tr>
<td>Part-time &amp; Residents</td>
<td>2,254,333</td>
<td>5%</td>
</tr>
<tr>
<td>Facilities and Perkinson Bldg. Loan</td>
<td>3,006,075</td>
<td>7%</td>
</tr>
<tr>
<td>Scholarships</td>
<td>1,291,210</td>
<td>3%</td>
</tr>
<tr>
<td>Faculty Development, Training, Travel</td>
<td>784,965</td>
<td>2%</td>
</tr>
<tr>
<td>All Other</td>
<td>1,818,357</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Total Expenditures** 43,271,825 100%

Major Sources of Funding To Operate the School of Dentistry:
- 41% Tuition & Fees
- 37% Patient Care Fees
- 11% State/VCU
WASHINGTON — More Americans are falling behind on student loans, threatening their ability to obtain mortgages and other credit in the future.

The Federal Reserve Bank of New York says more than 31 percent of people with student loans at the end of last year were 90 or more days delinquent. That compares with less than 25 percent at the end of 2008.

Student loans were the only type of credit to increase through the Great Recession and afterward. Student debt amounted to $966 billion at the end of last year, up 34 percent from four years earlier.

Meanwhile, delinquency rates for other categories of loans are improving. The percentage of borrowers behind on mortgages, home equity and auto loans fell from the July-September quarter of last year to the October-December quarter.
Student Loans: Debt for Life
Exclusive investigation: Deadbeat doctors & dentists stick taxpayers with student loan bills

By: Lee Bowman, Scripps Howard News Service

WASHINGTON (SHNS) - Payback can be a bitter pill for the nation's deadbeat doctors.

The government has seized tax refunds and unemployment checks, claimed judgments against them in federal court, banned them from billing Medicare and Medicaid, even posted their names on a public shaming list.

Yet 930 medical professionals nationwide remain in default, owing the government more than $116 million for loans many stopped repaying more than 18 years ago. Among them:

--- Detroit dentist Duane Senior, 55, has been on the default list since 1997 and reported owing

$651,783 as of Nov. 1. A graduate of Meharry Medical College in Nashville, Tenn., Senior works in a small dental practice.
Is a breaking point in student debt near?

By Martin Smallidge, Pittsburgh ’14, chapter vice president

Student debt in America now exceeds $1 trillion according to the Center for American Progress. This number includes both federal and private loans and signifies a looming situation that could be the next sub-prime mortgage crisis. Cost of tuition and fees for first-year dental students who are non-residents has increased by 44 percent and the tuition and fees for residents has nearly doubled between the year 2000 and 2010 according to a report from the American Dental Education Association. Data from ADEA also show that the average student debt at graduation (among students graduating with debt) has risen to more than $200,000 for private schools and nearly $175,000 for public schools. The interest rates on these loans could double the overall expense of dental school over 20 years of payments.

In the October 2011 issue of ASDA News, I wrote an article discussing the Budget Crisis Act of 2011. This legislation ended subsidized loans for dental students, effectively raising Stafford

continued on page 4
Dr. Marko Vujicic – Managing Vice President, Health Policy Resources Center, American Dental Association

• $350/person dental expenditures per year currently
• A slow down in growth of this metric started in 2000 and went flat in 2008 and then declined
• GP earnings started to decline in 2005 and flattened in 2009
• In 2005 the percent utilization of adult dental care services began to decline. For every 1% decline this is estimated to be 18 patients per dentist. Adult utilization declined in all income groups but largest decline was in poorer adults.
• Percent utilization of children’s dental services has continued to rise. The gap between poor and non-poor children in dental services utilization has closed.
• A shift in where benefits have come from has taken place. Private insurance has declined and Medicaid and the uninsured has increased and this is seen in both adults and children but the number of uninsured children has declined.
• It is expected that 20.8M more adults and 3M more children will be covered by Medicaid by 2018. It is not clear how this will impact demand for dental services.
How Key Forces Are Reshaping Dentistry and Myth Busting the Trend Towards Group Practice

James L. Willey DDS, MBA
Director
ADA Council on Dental Practice
Division of Dental Practice and Professional Affairs
Key Forces Affecting Dentistry

- New Dental Schools
- Rising Student Debt
- Midlevel Providers
- Changes in Oral Health Status
- Trends in Insurance Benefits
- The Economy
- Corporate Practices
- Health Care Reform Act
Drop in Dentist Income Preceded the Great Recession

Source: *Surveys of Dental Practice* (various years), Bureau of Labor Statistics, and Bureau of Economic Analysis.
Myth: A Dental Education Isn’t Worth the Investment

Average Education Debt is Approaching Average Net Incomes

Source: HPRC Calculations based on ADA Survey of Dental Practice and ADA Survey of Dental Graduates, selected years.
It’s 2013 in Virginia
Where are We With Healthcare and in Particular, Dental Care

Deputy Secretary of Health and Human Resources
Keith Hare
January 19, 2013
The Cost of Health Care
How much is waste?

Source: Institute of Medicine: *The Healthcare Imperative: lowering costs and improving outcomes*
Move to Evidence-based and Preventive Models

• Future payment will be based more on health outcomes and not on procedures completed

• VDH is restructuring
  – Eliminate DDS services
  – RDH remote supervision – hiring 18 hygienists
  – They need academic and EHR partner

• Greater focus on health behaviors
  – Check out your new state health insurance plans
Topics

• Where we are in the strategic planning process
• Some observations and opportunities
• The challenge of the next steps
Planning

Strategic Plan
(Entire Organization)

Operational Plans
(Divisions, Councils, Committees)

Tactical Plans
(Teams, Individuals)

Monthly, Weekly, Daily

1 Year

5+ Years

Where are we going?

How will we get there?

Increasing scope & time, horizon, decreasing detail
The Change Process

• We all support change – “but not for me”
• Sometimes scary- actually always scary
• We will be much happier (and successful) if we do not wait until we are forced to change
• “If we do not like change we will like irrelevance a lot less”
• Educational institutions are not very good at this change thing (historically) – Easier to let some else in the future deal with it
• Focus on the parts of the plan you are most uncomfortable with – this is likely what we need to work on the most
We Need to Create a Sense of Urgency

• The strategic plan points us in a direction toward a vision. Only ownership and engagement by all faculty will allow the vision to become a reality.

• Educational institutions do not have a good track record for achieving change. There are many obstacles that have the potential to stall our progress of growth. It will take the creative thinking and collaboration of all of our talented faculty around this shared vision.

• Conversations around your small groups today will help us gain a common understanding of the proposed direction from the many stakeholders. Each of you have unique perspectives which will help propel us forward. The changing face of our profession demands we provide our students with the best preparation possible.