Search for the Dean
University of Minnesota
School of Dentistry

Minneapolis, Minnesota

“The University of Minnesota School of Dentistry advances health through scientific discovery, innovative education, and the highest-quality care for all communities.”

The Search

The University of Minnesota, the public land-grant research university of the State of Minnesota, seeks a visionary and collaborative scholar, leader, and educator to serve as the Dean of the School of Dentistry. Reporting to the Executive Vice President and Provost, the Dean is the chief executive and academic officer of the School and will provide strategic leadership and vision in collaboration with faculty, staff, students, and other key internal and external stakeholders. The successful candidate will have a substantial history of decisive and innovative leadership and a demonstrated commitment to dental education, research, and clinical care.

The University of Minnesota School of Dentistry is part of the alliance of academic health sciences schools and colleges at the University of Minnesota, one of the largest, most comprehensive academic health centers in the nation, with schools of Medicine, Nursing, Public Health, Pharmacy, and Veterinary Medicine, as well as interprofessional and allied health programs of the Office for Academic Health Sciences. The School of Dentistry consistently attracts high-quality faculty and students and has achieved an international reputation for research, education, and service.

The School of Dentistry is the only school of dentistry in Minnesota, and the only dental school in the northern tier of states between Wisconsin and the Pacific Northwest. As such, it is a regional resource to five states for dental education, consulting services, patient treatment, and continuing dental education. Recognized as a national leader in dental education, the School educates 73 percent of Minnesota’s dentists, 68 percent of the state’s licensed dental therapists, and 49 percent of its dental hygienists. The School sustains six research clusters that cross traditional department and division boundaries to address the most critical problems in oral and craniofacial health. The School has received the coveted Gies Award for Vision/Academic Dental Institution from the American Dental Education Association (2010). It also received a Gies Award recognizing the School’s multidisciplinary biomaterials research center for its 30-year history of research and development in partnership with 3M (2013).

In 2015, the School received the Gies Award for Vision by a Public or Private Partner, in concert with the Minnesota State Colleges & Universities and the Minnesota Board of Dentistry, for joint efforts to develop dental therapy education in Minnesota.
The Executive Vice President and Provost has formed a search committee chaired by Lynda Welage, Dean of the School of Pharmacy, and has retained Isaacson, Miller, a national executive search firm, to assist in the recruiting of the new Dean. The search committee will begin to review candidates immediately and continue until a new appointment is made. All inquiries, applications, and nominations should be directed in confidence as noted on page 8.

**The School of Dentistry**

The School of Dentistry at the University of Minnesota has a long history of leadership in clinical education, research, and health care outreach serving the State of Minnesota and the northern tier of states looking westward that have no dental schools. The nation’s eighth-oldest University-based dental program, the School began as a division of the University’s Department of Medicine in 1888 and became the School of Dentistry in 1932. Over time, advanced dental specialty training programs were added for those wishing to obtain an education beyond the doctor of dental surgery (DDS) degree. A two-year dental hygiene program was added in 1920, with a baccalaureate degree program established in 1990. During the years 1957 to 1993, several programs were developed to give dental graduates the opportunity to earn a PhD in various disciplines. In 2009, the University became the first dental school in the nation to educate dental therapists, and in 2016, that program evolved into a dual-degree program offering a BS in dental hygiene/MS in dental therapy.

The School’s Board of Visitors includes a broad spectrum of leaders and stakeholders from regional dental associations, from local and state government, and from neighboring states. The Dental Therapy degree program, launched in 2009 and the first such program in the country, trains students to provide oral health services in rural areas and underserved urban areas. The School has consistently been funded by the National Institutes of Health in its research and training programs and has an ongoing relationship with local industry including a powerful partnership with 3M.

In 2015, the School developed a strategic plan that focuses on:

- Excelling in team-based, patient-centered healthcare, evidence-based decision-making, and problem solving
- Providing high-quality, patient-centered care and education that treats oral health as an integral component of health and wellbeing
- Developing innovative research programs that address the critical needs of the community
- Reinventing the School’s financial future with cost-effective administration, an efficient and robust clinical system, and a resourceful approach to expanding funding opportunities
- Fostering participatory leadership which supports the development of all employees in an environment of collaboration, accountability, diversity, and respect, and
- Providing technology and facilities that enable forward-thinking excellence in scientific discovery, innovative education, and the highest of quality care.
The School’s strategic plan integrates well with the University’s strategic vision to excel in transformative research, teaching, and public engagement and to be preeminent in addressing the critical challenges of the state, nation, and world. The institutional vision builds on the University of Minnesota’s unique strengths as a globally engaged research university of exceptional breadth and depth, its strong land-grant mission, and its locational advantages as one of only a few major public research universities situated in a major metropolitan area. The University strategic vision, carried out through collaborative work across the campus, has four component goals:

- Build an exceptional University that leverages its research and curricular strengths for powerful impact on grand societal challenges
- Enhance excellence and reject complacency to foster an invigorated campus culture of ambition, challenge, and innovation
- Recruit and retain the best field-shaping research scholars and teachers spanning diverse disciplines and backgrounds, and
- Capitalize on the institution’s location and build a culture of reciprocal engagement.

A facility to modernize the School’s clinical instructional and service facility to assist in fulfilling portions of the vision is under discussion by the School and University. The next Dean will be charged with assuring the ongoing alignment of the School strategic plan with the University vision and with strategic initiatives to advance collaborative leadership and enhance synergy within the sphere of the health sciences, both within and beyond the health sciences schools and colleges, as the School and University fulfill their shared vision of integrative excellence in instruction, patient care, research, and outreach and service to the community.

In an attached appendix, we provide detailed information about the University of Minnesota and the School of Dentistry’s programs, students, faculty and research, outreach and service to the community, as well as the administration that enables the School to fulfill its vision to lead the profession into the future of comprehensive healthcare.

**Dean, School of Dentistry**

The School of Dentistry seeks an inspirational academic leader with proven administrative experience to work closely with faculty, staff, and administrators, within the School and beyond, to foster excellence in teaching and learning, research and scholarship, and outreach and service. The Dean provides strategic and intellectual leadership and administrative oversight for the school’s educational, clinical, research, service, and patient care programs and collaborates with faculty, students, and staff to create and sustain a unified vision for the School and to advance the School’s quality, reputation, stature, and goals. As leader and champion for the School, the Dean works with alumni and the dental community of practitioners and across other schools and colleges at the University.

Additionally, the Dean is responsible for the administration of the School, including management of capital, human, fiscal, and other critical resources, and for recruiting and retaining distinguished faculty and outstanding students. The Dean garners support for the
School from alumni and various internal and external stakeholders; leads efforts to secure philanthropic support for the School’s academic mission; and promotes outreach efforts that engage the University and its partners appropriately in state, national, and international issues.

The Dean will work with University senior leaders and leaders in the other health science schools to advance collaborative leadership and support enhanced integration across the health sciences in clinical work, research, and interprofessional education. The dean will serve on the Health Sciences Deans Council along with the vice president for clinical affairs and dean of the medical school and the deans of nursing, pharmacy, public health, and veterinary medicine, and will also work closely with the associate vice president for academic health sciences. As an institutional leader reporting to the Executive Vice President and Provost, the Dean represents the School of Dentistry in University-level discussions and strategic initiatives, and works with other collegiate deans as a member of the Twin Cities Deans Council to advance the educational mission of the University and to develop joint educational and research activities.

**Opportunities and Challenges**

Building on the existing strengths of the School, its strategic plan, and the strategic priorities of the University, the Dean will have substantial opportunities to strengthen a school that is already well-positioned in dental education and discovery. Important opportunities and challenges for the new Dean include:

**Engage the entire School of Dentistry community in articulating a clear, focused, compelling vision for the School; making active decisions to further the vision, taking full account of the importance and value of all aspects of the School; and knitting together all segments of the School community in a shared sense of purpose and commitment to excellence.**

The next Dean will enhance collaboration and integration across the School, engaging all areas of the dental faculty to sustain an environment that advances the School as a whole. The Dean will work collaboratively with faculty, staff, students, alumni, and all key constituencies to cultivate a School community of mutual respect and regular interaction across and among the departments, programs, and divisions of the School.

The Dean will encourage integration across the School’s programs and departments, both those that foster research and those that predominately focus on clinical education. The Dean will also work to manage the qualitative growth of the School, while maintaining a cohesive and collaborative culture. The Dean also will foster interaction and collaboration with the other health sciences schools and units, as well as with the other professional schools and colleges on campus. To that end, the Dean will promote and advance innovative intra- and interprofessional education and research. This will strengthen the bridges between the clinical education, clinical research, and basic research areas of the School; advance the School and University goals of expanding interdisciplinary collaborations for greater excellence and impact; and help ease structural barriers that may exist in the translation of discovery to clinical care.

The Dean will also be expected to be a visible advocate and champion for the school, within the group of health science schools and colleges and across the University and, more broadly, to the general public in the region, state policy leaders, community dentists, potential donors, and the
national community of academic dentists. The Dean will be a public leader for the advancement of the profession of dentistry and dental education in the state and beyond, and must maintain strong ties and good communication with the organized dental community, as well as with healthcare leaders and policymakers.

**Recruit, develop, and retain faculty both for the current environment and in preparation for a new wave of hires as current faculty retire.**

The School of Dentistry will have opportunities to recruit faculty at all levels who will further enhance the impressive and highly productive work of its research and clinical faculty. Currently there are two faculty in a phased retirement program. There are 42 full-time faculty over the age of 60, including 23 tenured faculty. Two tenured faculty are on phased retirements; at least two additional faculty retirements are projected to occur in the next two- or three years. The Dean and the School administrative team will work closely with departments and divisions to recruit new faculty and to advance their mentoring and development in clinical instruction, teaching, and research. Understanding the increasing difficulty of attracting dental faculty nationally, the Dean will promote the innovations and reputation of the School in order to attract and retain high-caliber faculty.

The Dean will need to support and promote research from current faculty, while also recruiting new faculty to develop and broaden the research programs in both basic science and in clinical research, and to support collaborative interprofessional health sciences education and research. It is critical that faculty be mentored and supported, enabling them to develop solid goals and accomplish a positive career trajectory that results in long-term contributions to the School and University. The Dean will oversee strategies to encourage faculty development and to incentivize departments and faculty to expand their research programs and further develop collaborative research and teaching relationships across the health science schools, the broader University, and beyond.

Retention of strong faculty will require that the Dean ensure the School sustains an environment that top faculty find attractive. An effective dean also must have the intellectual stature and interpersonal skills that will help attract and retain outstanding faculty members.

**Promote and foster diversity and inclusion with all School constituencies-- students, staff, faculty, and patients-- and enhance an open and inclusive environment.**

The dean will provide leadership for fostering and sustaining a welcoming climate and diverse and inclusive School community and for developing and executing effective marketing to prospective students and patients at all levels and from all backgrounds. The School will be expected to attract students from underserved populations and will continue to serve diverse populations from both urban and rural areas with a goal of expanding healthcare access and diminishing healthcare disparities.

The Dean will be expected to promote and strengthen diversity, equity, and inclusion as integral to the mission and excellence of the School and University, and will demonstrate a personal and professional commitment to diversity aligned with the foundational values and strategic priorities of the University. The Dean will work with School leadership, faculty, and staff to actively recruit underrepresented students, faculty, and staff and will oversee structures and
strategies to retain, mentor, and support the success of students, faculty, and staff across a range of cultural and human differences, including gender, race, ethnicity, religion, sexual orientation, social and economic backgrounds, and in the promulgation of varying approaches to, and views on, issues related to education and the provision of health service.

**Position the School to make critical decisions while enhancing trust within and across its various constituencies.**

Strong working relationships, trust, and transparent communications will allow the Dean, in consultation with faculty and staff, to lead the School successfully. The Dean will be expected to promote an environment of two-way communication, both offering vision and also listening carefully to faculty and staff as decisions are being made and priorities are being set. The Dean will be expected to maintain and enhance open lines of communication at all levels of the School. While seeking and carefully considering collaborative input, the Dean also will be expected to make critical and potentially difficult administrative and strategic decisions if they would position the School for positive change. The Dean will be expected to ensure that once decisions have been made they are broadly communicated across the School in ways that advance understanding and constructive engagement by all constituencies.

Among areas of immediate administrative and strategic importance that will require the Dean’s involvement are those related to the restructuring of the University’s Academic Health Center. The restructuring reflects the University’s interest in advancing collaborative leadership and supporting enhanced integration in clinical work, research, and interprofessional education. The Dean will have the opportunity to collaborate with leaders from across the health sciences and cognate areas of the University to develop and expand efforts to improve health through interdisciplinary discovery, education, and care, including expanded community engagement. In another area of pivotal importance, the University is discussing and potentially seeking funding for a new building that will provide new clinical space for the School of Dentistry. The Dean will be involved in these discussions and decisions.

**Pursue the goals and mission of the School in an operationally responsible manner, using financial acumen and good business sense.**

To continually improve the education, scholarship, and clinical goals of the School, the leadership will need to explore with faculty ways to create greater diversification of revenue streams. The Dean will need to understand the educational and market issues, including the tuition level, rising student debt, and its impact on the student body, and will need to oversee the student and faculty practice clinics, considering operational issues, financial management, and performance.

The University of Minnesota has experienced some of the challenges that many public research institutions have faced over the last decade. With decreased funding from the state, the School of Dentistry must seek opportunities to generate new sources of revenue. The Dean will be expected to seek and build partnerships that may lead to additional sources of revenue in the future.
This may include exploring opportunities to work with area and national corporations and organizations that develop and provide products and services used for delivery of oral health care.

In addition, the Dean will be expected to continue to increase philanthropic funding. The School has established many connections with alumni and friends. The next Dean will be expected to continue those relationships and explore new ones. In September 2017, the public phase of Driven: The University of Minnesota Campaign was launched with a goal of raising $4 billion by June 2021. The School of Dentistry has set a campaign goal of $31.5 million to advance its commitment to fuel student success in dentistry and improve the health of all Minnesotans. Of this goal, $6.5 million is for investment in leading-edge research; $3 million is to prepare students for the digital age of dentistry. The School has to date raised 77 percent of its goal. The Dean will convey the future needs of the School and articulate how the School’s research, contributions to public and individual health care, and education are deserving of support. The Dean will also lead the conversation that determines the goals for fundraising beyond the current campaign.

The Ideal Candidate

Candidates must have a DDS, DMD, or doctoral-level degree in a relevant field, as well as a proven record of scholarly achievement commensurate with an appointment as a tenured professor at the University of Minnesota. Successful candidates also will be able to play a major administrative and strategic leadership role in a large, complex, public research university.

Successful candidates also will have a broad set of skills and assets deemed important for success as the next Dean. While perhaps no candidate will possess all of the following traits, the successful candidate will bring many of these personal attributes, professional experiences, and demonstrated strengths:

- A track record of successful leadership in education, research, clinical care, service, and administrative management.
- A distinguished academic background. A record of exceptional scholarly achievement, a history of teaching effectiveness, a record of administrative effectiveness, and acknowledged reputation in the provision of exemplary health care are among the preferred criteria, in addition to the requirement that candidates have a scholarly record commensurate with an appointment as a tenured professor at the University of Minnesota.
- Demonstrated success in managing and leading a complex organization undergoing significant and persistent change.
- Demonstrated ability to build a sense of community and to actively engage faculty, staff, students, alumni, and oral health professionals in support of a shared strategic vision.
- Demonstrated success in enhancing the education and research agenda of an academic unit or program, in responding to student needs and building environments that enhance student learning, and in building programs and environments that enhance faculty research productivity.
- Demonstrated commitment and success in promoting and supporting diversity, equity, and inclusion in the recruitment and retention of faculty, staff, and students and in the training
of oral health practitioners who are prepared to attend to the unique needs of an increasingly diverse patient population.

- Demonstrated interest and ability in generating external funding, including private fundraising for the School.
- Exceptional interpersonal and communications skills; the ability to listen attentively to varied perspectives; the ability to foster a supportive and collaborative working environment.
- A collegial, consultative management style, with the ability to be strong and decisive while also taking into account the needs and perspectives of faculty, staff, and students. The ability to collaborate and to delegate along with the ability to make difficult and timely decisions based on well-considered input. Effective negotiating and consensus-building skills, and a commitment to fair, compassionate, and objective decisions.
- The ability to represent the School effectively; to build strong relationships with internal and external constituents, to be an effective advocate for the School and the advancement of the profession; and to be an effective liaison between the School and external stakeholders, including practicing dentists and other health professionals, affiliates, health care systems, business and industry, and local, state, and federal policymakers.
- A clear understanding and interest in embracing new pedagogical and clinical care techniques, such as use of digital dentistry, to meet current and future needs of learners and clinicians.
- Experience with and an interest in exploring ways in which the School might become more involved in the global community of dentistry as a key part of an integrated and interdisciplinary healthcare team.
- A high level of integrity and professionalism, and a commitment to support the professional development of faculty and staff, and
- An understanding and deep appreciation of the historic land-grant mission of the University of Minnesota and the School of Dentistry.

Review of applications and nominations will begin immediately and will continue to be accepted until the position is filled.

TO APPLY:

The University of Minnesota has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications (a resume and cover letter) should be directed electronically in confidence to the firm:

Michael Baer or Marc St. Hilaire
Isaacson, Miller
202-682-1504
www.imsearch.com/7038

The University of Minnesota provides equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.
Appendix

University of Minnesota

Founded in 1851, the University of Minnesota is one of the most comprehensive universities in the country and ranks among the most prestigious research universities in the world. The University has scholars of national and international reputation as well as a strong tradition of education and public engagement. It has the special distinction of being both Minnesota’s land-grant university, dedicated to serving the public good; and its globally engaged flagship research institution, charged with positioning the state at the forefront of emerging knowledge and educating highly skilled workers, professionals, leaders, and global citizens to thrive in a diverse and changing world.

The University enrolls approximately 67,000 students, including nearly 51,000 in the 17 colleges and schools of its flagship campus in the Twin Cities. With 150 undergraduate, 179 masters, and 103 doctoral degree programs on the Twin Cities campus, as well as professional degrees in law, education, dentistry, medicine, nursing, pharmacy, public health, social work, and veterinary medicine, the University offers its students tremendous breadth and depth of opportunity, spanning the liberal arts, sciences, agriculture, and a range of professions. The University is one of only five universities in the nation with schools of engineering, human and veterinary medicine, law, nursing, and agriculture on one campus.

The UMN ranks 8th among public universities in research spending, with just under $1 billion in research expenditures. In 2018, researchers at the University were awarded a record $793 million in external research funding, with the National Institutes of Health and National Science Foundation being the largest sources of sponsored funding. The more than nearly 4,000 faculty of the University include members of the National Academy of Sciences, the National Academy of Engineering, and the Institute of Medicine, plus the American Academy of Arts and Sciences, among other prestigious bodies. Current and former faculty have won Guggenheim Fellowships, MacArthur Fellowships, and Nobel Prizes. UMN consistently ranks among the nation’s top 10 public research universities according to several well-regarded research university assessments, including the National Science Foundation’s Higher Education Research and Development survey (HERD), the Center for Measuring University Performance (CMUP), and the Academic Ranking of World Universities (ARWU).

The University is the state’s economic and intellectual engine and a national research leader. With its 26,000 employees, large student population, and research centers and health care services, it has an annual statewide economic impact of $8.6 billion. As one of an elite few land-grant universities that also are world-class research institutions, and one of few major land-grant research institutions situated in a major metropolitan area, the University consistently has advanced the land-grant mission with exceptional vigor—distinguished by a comprehensive commitment to integrating public engagement deeply into teaching and learning, research and discovery. The University strongly embraces equity and diversity as foundational values, and has made both engagement and diversity central to the vision and goals of strategic planning.

The University of Minnesota Twin Cities has a geographically diverse enrollment and ranks 16th as a destination for international students in the United States, with about 6,400 such students from 137 countries. Twenty-one percent of students on the Twin Cities campus are
students of color, and 13 percent are international students. In 2017, the University of Minnesota Twin Cities received the Higher Education Excellence in Diversity Award from *Insight into Diversity* for the seventh year in a row. The University is ranked by *Forbes* as one of the country’s 20 best educational employers.

The University of Minnesota Twin Cities has embraced an ambitious strategic plan, *Driving Tomorrow*, to accelerate advancement of excellence and impact in research, teaching, and outreach. As a strategic planning priority, the University is implementing new strategies to engage interdisciplinary teams of faculty, students, and community partners in collaborative research addressing the most pressing and complex problems of Minnesota and the world. Through the Provost’s Grand Challenges Research Initiative, the University has made significant internal investments to seed and foster high-potential collaborations in grand challenges areas of special focus.

**School of Dentistry**

**Educational Programs**

**The Doctor of Dental Surgery Program (DDS):** The University of Minnesota has the largest enrollment of pre-doctoral dental students in the upper Midwest, with an entering class of 110 and 415 students overall. Emphasizing the scientific, scholarly, interpersonal communication, and practice management skills required of graduates in a continually changing profession, the DDS program provides students with the tools, technology, and rich educational experience to achieve their goals and become well-rounded dental professionals.

Dental students learn in the 3M Foundation Dental Simulation Clinic, a facility designed to create a realistic clinic environment. By practicing restorative procedures on simulated patients, the students learn the eye-hand coordination and manual dexterity skills, techniques, and procedures they’ll use to treat real patients.

The school launched a Program for Advanced Standing Students (UMN PASS) to prepare graduates of dental schools outside of the United States and Canada for licensure in the United States. The 29-month program accepts 16 students a year who graduate with a doctor of dental surgery degree; 310 candidates from 28 countries applied for the current class. In operation for over a decade, the program has graduated 124 doctors of dental surgery from 36 countries.

**Dental Hygiene Program:** The dental hygiene program’s mission is to educate individuals to meet the oral health care needs and challenges of the future and provide quality care to diverse populations in a variety of settings. The program is committed to excellence in dental hygiene education, practice, public health, management, and research. The School also offers a Master of Science in Dental Hygiene program that prepares leaders in the profession for research, the healthcare industry, and academia.

**Dental Therapy Program:** As the only dental institution in the state, the School of Dentistry responded to the state legislative initiative and became the first dental school in the nation to educate dental therapists. This program has evolved into a B.S. in Dental Hygiene/Master of...
Dental Therapy dual degree program whose graduates, under supervision of a dentist, provide preventive, basic operative, and basic surgical services for children and adults.

**Advanced education and graduate programs:** The School offers advanced education programs in endodontics, geriatrics, oral and maxillofacial surgery, orofacial pain, orthodontics, pediatric dentistry, periodontics, and prosthodontics, as well as a general practice residency. A Master of Science in Dentistry is offered to prepare graduates for leadership roles in dental research, education, administration, and advanced clinical and oral sciences. There are also M.S. and PhD programs for those who wish to pursue advanced basic science training, clinical research, biological sciences, or public health. Master’s and doctoral programs in basic science disciplines are offered in conjunction with other departments through the Graduate School.

**Students**

The School is committed to graduating professionals who provide the highest quality care and service to the people of the state of Minnesota, the nation, and the world. Acceptance into the School of Dentistry’s academic programs is highly competitive. With robust applicant pools, all programs are able to attract the best students. For the most recent DDS class, there were 1,071 applicants for 109 positions. The average GPA of the entering class was 3.59 out of 4.0.

The University of Minnesota School of Dentistry embraces a strong commitment to diversity, in alignment with the University’s mission and priorities and the School's mission to “provide oral health care to a diverse patient population in a variety of settings.” The School seeks to recruit, retain, and graduate students from underrepresented and underserved communities, to ensure their appropriate representation in the dental profession and to provide culturally competent care to the diverse and changing communities of the state and beyond. Many factors are used in evaluating a student’s potential contributions, including attention to geographic diversity, disadvantaged educational background, racial and ethnic background, evidence of outstanding leadership, and experience and/or interest in research and teaching.

Students in the School are attracted from a wide geographic area, with a significant number from Minnesota and nearby states. Total enrollment is 645, including graduate and advanced education students. Of the 505 students enrolled in the School’s dental, dental hygiene, and dental therapy programs, 339 are from Minnesota and 78 are from Wisconsin, North and South Dakota, and Montana. Another 75 are from other states and 21 are from other countries. Twenty-two percent of DDS students are students of color, along with 26 percent of dental therapy students, and 46 percent of the dental hygiene students.

Dental students at the University of Minnesota are active professionally. Minnesota dental students were the first in the nation to become members of the state’s professional association, in the 8th District Dental Society of the Minnesota Dental Association. Students participate on Association committees, and have voting representation on its Board of Trustees and at policy making sessions of its House of Delegates. Minnesota dental students are also active as leaders of the American Student Dental Association (ASDA), and are the recipients of numerous ASDA, University and Alumni Association leadership and service awards.
Finances

The School had an annual budget in the fiscal year ending June 30, 2018, of over $78 million, with approximately 19 percent of its funding from state support through the University, 22 percent from clinical revenues, 40 percent from tuition and fees, and 7 percent from research grants/contracts.

The school has various endowed funds, altogether totaling in excess of $25 million, with several endowed professorships and lectureships, and an endowed research chair. As with dental schools in all land-grant institutions, state support is under pressure, but the University commitment to the School remains strong. The School participates in the annual University academic planning and budgeting process, with significant funding requests submitted to the University for consideration and potential prioritization for specific funding support from the state legislature.
In addition, the school may support significant requests through fundraising from alumni and corporate supporters, such as the multi-million dollar grant from Delta Dental of Minnesota that made possible the School’s graduate program pediatric dental clinic, and the current initiative to modernize and upgrade surgical suites in the Division of Oral and Maxillofacial Surgery.

The University uses a responsibility-centered management (RCM) budget model, which attributes tuition, fees, clinical revenues, and research funds to the originating school/college and then allocates discretionary state appropriations and common University costs out to the schools/colleges based upon relevant metrics such as space occupied, relative staffing levels, and number of students.

Over the last decade, the School of Dentistry has averaged $4.4 million in funding from the National Institutes of Health, including about $2 million annually in funds from the National Institute of Dental and Craniofacial Research (NIDCR). In addition, the School is also the recipient of grants from a range of organizations, including 3M, the Minnesota Department of Health, and the Pew Charitable Trusts. (More information is below under Research Excellence.)

Faculty

The School’s excellence rests on the distinction of its faculty, who have earned a world-wide reputation for educational innovation and contributions in many areas of research. The School particularly has achieved an international reputation for breakthrough work in biomaterials and biomechanics, and it has research clusters in bone biology and craniofacial development, oral health disparities and community health, oral infections and microbiology, oral inflammation and cancer, and orofacial pain and neuroscience.

There are 106 full-time faculty, 41 percent of them tenured and 6 percent tenure track. The full-time faculty includes 49 regular faculty, 54 clinical faculty, and 3 research faculty. The School has 155 part-time faculty, including 5 part-time clinical faculty and 150 adjunct faculty. In addition, the School has a staff of 285: 35 professional/academic personnel, 235 civil service and labor-represented staff (administrative or technical positions), and 15 postdocs and graduate assistants.

Research Excellence

The School is committed to discovering new knowledge through research, thus inspiring innovation in the biomedical, behavioral, and clinical sciences. The School's faculty members have pioneered discoveries in pain research from both a basic science and clinical perspective, in how bacterial viruses invade healthy cells and replicate themselves, and in bone biology, which has implications for dental implants, periodontal health, endodontics, and orthodontics; it has also achieved an international reputation for work in the development and testing of dental and dental-related materials.

The School supports a diverse research program that focuses basic biology, translational and clinical sciences, and public health research into six areas of investigation: oral infections and microbiology; oral inflammation and cancer; orofacial pain and neuroscience; bone biology and
craniofacial development; biomaterials and biomechanics; and oral health disparities and community health.

The University of Minnesota School of Dentistry maintains an active, competitive, and successful research environment. Investigators and programs in the School are currently supported with over $8 million annual external funding. Support comes from a diverse range of public federal and state agencies, including the National Institutes of Health and National Science Foundation, U.S. Health Resources and Services Administration and Department of Defense, and the State of Minnesota; as well as from industry and not-for-profit partners including the RWJ Foundation, PEW, Delta Dental, Park Dental, 3M, and Merck.

Of the 56 dental schools in the US, University of Minnesota is ranked 14th for the level of NIH support in 2017 ($3.05 million in grants) from the National Institute of Dental and Craniofacial Research (NIDCR) and seven other institutes within NIH. Types of NIH grants range from individual investigator grants (e.g. R01, R21), to mentored career development (e.g., K08, K99) and research training (e.g., T32) awards. The research environment has supported advanced degree completion by 90 MS and 7 PhD graduate students and the filing of 18 patents from 2014–18, as well as an overall scholarly publication record of 112 papers in 2017 alone.

**The Minnesota Oral Health Clinical Research Clinic** supports research projects in the areas of oral surgery, dental materials, restorative procedures, facial pain, neuroscience, caries, periodontal diseases, and oral medicine. The center develops and applies advanced technology to prevent, diagnose, and treat diseases affecting the orofacial region. It has cooperative ventures with other related centers, institutes, and universities throughout the U.S. and abroad.

The Clinic maintains a fully equipped multi-purpose research clinic consisting of 10 dental operatories and a data analysis facility, with goals that include translating advances in the basic and applied sciences to the clinical setting, testing new technologies in dental care and delivery, and linking clinical researchers with the dental community to improve the prevention, diagnosis, and treatment of oral diseases.

**The Minnesota Dental Research Center for Biomaterials and Biomechanics** (MDRCBB) is a multi-disciplinary resource dedicated to furthering research and development in biomaterials, biomechanics, and nano-technology. The Center was launched as the University and industry realized that they could collaborate more closely to leverage complementary strengths to further strengthen knowledge discovery and productivity. 3M Company/3M ESPE Dental is a founding member of the MDRCBB and has provided continuous support since 1991. Many pioneering material evaluative technologies have been developed as a result of this close collaboration with industry, including the Artificial Mouth, a research tool for measuring the strength of dental materials. The MDRCBB also pioneered using imaging technology and 3D computer modeling to track changes in dentition.

Other research units in the school include the Biofilms, Apatite and Microbiomes Lab; the Hard Tissues Research Laboratory; the Institute of Molecular Virology; the University of Minnesota Bio-Engineering Lab, and the Oral Health Clinical Research Clinic. Each of these provides opportunities for cross-disciplinary collaboration. Descriptions may be found on the School’s Centers, Institutes and Labs webpage.
Service and Community Outreach

The School of Dentistry is inextricably linked to the larger community and provides oral health care to a diverse patient population in a variety of settings. Its larger community includes the citizens of the state, various state and local health agencies, professional dental organizations, and a variety of healthcare delivery organizations serving Minnesotans. The School also recognizes its role and responsibilities regionally and nationally, and makes a special effort to be engaged with communities of the Dakotas, which have no dental school.

Aligned with the mission and priorities of the School and the other health science schools and colleges, and the broader University land-grant and engagement commitments, the School’s training and outreach programs support expanded access to dental care across the state and further the goal of expanding the oral health workforce in pediatric, general, and public health dentistry. (The state has 124 dental health professional shortage areas, according to HRSA data for 2018.)

The School’s community-based service-learning program is an important part of its educational program, as well as its service mission. There are more than 105,000 patient visits to the School’s campus-based clinics each year, and 48,000 to the School’s community-based clinics. In the School’s on-campus Comprehensive Care Clinic, students treat patients under faculty supervision in 377 spacious operatories. In addition, two clinics are staffed by faculty: The University of Minnesota Faculty Dental Clinic is a multi-specialty clinic treating dental decay, patients in need of full mouth restorations, periodontal and bone conditions, and replacement of missing teeth. The University of Minnesota Orthodontic Faculty Practice provides all aspects of orthodontic care to children, teens, and adults.

Special clinics include a pediatric dental clinic, which is fully integrated with the new University of Minnesota Masonic Children's Hospital. There are a number of specialty and advanced clinics whose services include treatment of a range of issues, including orofacial trauma, orofacial pain, cleft lip and palate, dental infections, and temporomandibular joint (TMJ) disorders.

The School of Dentistry also partners with community stakeholders to establish clinical rotations at ten outreach sites. Community outreach is a graduation requirement for all senior-level students (DDS, dental therapy, and dental hygiene). Students spend approximately ten weeks in outreach rotations, gaining experiences that reinforce their knowledge of the principles of dental care delivery, while they provide needed dental services to a variety of patients, including underserved patient populations, in on- and off-site clinical settings.

In the Twin Cities area, students care for patients at three inner-city clinics—all within fifteen miles of campus—that serve diverse communities. The remaining seven outreach sites are at locations around the state. One is based at a hospital serving a fifteen-county rural community, two are specifically targeted to Native American populations, and one specializes in providing geriatric dental care. In the last ten years, students have provided over $43 million worth of dental services in community clinics, federally qualified health centers, Indian Health Service and tribal clinics, all serving underserved populations in the region.
These opportunities meet critical health care needs while exposing students to, and encouraging students to consider, career options that include public health service, rural practice, or institutional care.

**Alumni and Dental Health Care Providers**

The School of Dentistry is particularly proud of its relationships with alumni and with the other dental health care providers in the region, including a close relationship with the state dental association. Through the Board of Visitors, the School is the beneficiary of knowledge and expertise, advice, advocacy, and assistance in achieving its mission of dental education, research, and outreach. There are nearly 10,000 living alumni, including DDS, dental hygiene, and dental therapy alumni. An active School of Dentistry Alumni Society works to link alumni to the School and the University; generate alumni pride and support; provide input for School policy and programs; and improve the student experience.

The School is the leading provider of continuing dental education (CDE) in the state and the second largest CDE provider in the country. The School hosts 59 seminars and large-format weekend courses annually for approximately 4,700 dentists, dental hygienists, dental assistants, and dental office leaders in the United States and worldwide. Continuing education is also provided through CDE Anytime—podcasts, YouTube videos, and i-Books. The goal of CDE is to provide high-quality educational experiences that impart knowledge and teach new skills and to showcase the innovation of School faculty.

**Fundraising**

The School received over $2.8 million in gifts during the 2018 calendar year, with over 80 percent provided by alumni and another 8 percent by faculty and staff. During the current capital campaign, 19 percent of alumni have made donations; 9 percent give annually. The School has $20 million in endowed funds, with three-fifths of the earnings supporting students, a quarter going to program support, and the remainder dedicated to research and other areas. In 2018, 129 students received a total of $430,000 in donor-funded scholarships and awards.

Four professorships and one endowed chair in the School are supported by endowments, with support being sought in the current campaign to increase endowed faculty positions. With two years remaining in the current capital campaign, the School has raised 77 percent of its $31.5 million goal. The goal covers three broad areas: increasing student support by providing scholarships that help make dental school more affordable and attract talented students from Minnesota and the Upper Midwest; driving innovation through research by enhancing leading-edge scientific progress in a variety of areas, as well as reducing disparities in oral health care delivery; and ensuring state-of-the-art dental education by making strategic improvements in teaching and providing care using the most contemporary methods in digital dentistry.