Introduction

Indiana’s only dental school is one of the older dental schools in the nation. It was established as the Indiana Dental College in 1879 and was acquired by Indiana University in 1925. It treats patients from the greater Indianapolis/central Indiana area of more than one million people. The school also maintains dental clinics at the IU medical center in Riley and University Hospitals and at several off-campus sites. In 2016-17, IUSD was the second largest publicly supported dental school in the United States as measured by FTE enrollment. IUSD is a major contributor to improving the overall and oral health of the citizens of Indiana: more than 80% of all dentists practicing in Indiana are IUSD graduates.

Demand for dental education (DDS degree) and advanced dental education (MSD, PhD and various residency programs) remains very high nationally, and Indiana is no exception. In the 2016-17 application cycle (DDS Class of 2021) more than 1,500 applicants competed for 106 traditional (four-year) DDS positions. The Class of 2021 consists of 63 Indiana residents and 43 non-residents with 47% being females. In addition, IUSD is one of approximately 30 dental schools in the U.S. to offer an advanced standing (24-30 month) academic program for internationally educated dentists who wish to become licensed in the U.S. For the advanced standing International Dental Program (IUSD- IDP), over 500 applicants competed for the 14 positions.

The dental school is actively engaged with the work of the IUPUI campus and is proud of its interactions with other colleges and schools. The IUSD website contains more extensive information about the school and IUSD students for the 2016-17 academic years. Please visit to learn more at:

About Us & Fast Facts

We are pleased to submit our Campus Annual Report 2016-17 and as you will note from our cover photograph of the current progress on the James J. Fritts Clinical Care Center building – IUSD is on the move!

John N. Williams
Professor and Dean

July 31, 2017
Part 1: IUPUI Strategic Plan Goals

GOAL 1: Promoting undergraduate student learning and success

IUSD sponsors three undergraduate programs: an AS degree in dental hygiene; a BS degree in Public Health Dental Hygiene degree-completion program and a nine-month certificate program in dental assisting that is offered in both traditional and online formats.

Major Accomplishments

Dental Hygiene Program

- The transition to a baccalaureate degree as the entry level degree for the Dental Hygiene program was completed. Twenty-one credit hours were added to prepare dental hygiene graduates for a wider variety of employment opportunities, such as public health, administrative positions or research activities. 55 applications were received; 21 students were accepted for the first IUSD BS DH class to matriculate in A.Y. 2017-18.
- From February through April, during two half days per week, 16 Dental Assisting students, 6 Dental Hygiene students and 3 periodontics residents participated in a simulated private practice intra-professional experience. Excerpts from weekly reflections provided by Dental Hygiene students:
  - “…valuable experience because it was totally different than what we regularly do in the dental hygiene clinic. I was able to experience what it's like working with a doctor and working at a faster rate. Cleaning teeth in 1.5 hours is very different…”
  - “…made me feel more prepared for when I go into the real workforce…”
  - “…I really like this rotation because it makes me feel more professional and is helping me shape my flaws…”

Dental Assisting Program

- The IUSD Dental Assisting program updated the Dental Assisting Master Course List by coordinating this program and all IU regional dental assisting programs to reach a consensus regarding courses. The update converted most courses to the 200 level with a few remaining 100 level and two 300 level courses. Course descriptions were also updated to more accurately reflect the course rigor and the content, including the increased patient treatment responsibilities of dental assisting students as a result of the increased scope of practice for dental assistants in Indiana. In addition, the updates facilitate the acceptance of dental assisting course credits toward baccalaureate degrees at IUPUI.
  - For the Class of 2017, 53% (10 out of 19 students) and, for the Class of 2016, 47% (8 out of 17 students) from the Dental Assisting students are pursuing baccalaureate degrees at IUPUI. The majority of the students are working part-time as dental assistants.
  - One student in the Class of 2016 entered the program with a B.S. in Biology and is completing prerequisites to apply to dental school.
Highlights

Dental Hygiene Program

- The IUPUI Pre-dental Hygiene Club has almost 40 student members. Ten club members were accepted in the Dental Hygiene Class of 2018.
- A 2017 Curriculum Enhancement Grant was awarded to enhance the ethics curriculum. (see GOAL 3)
- Increased community outreach through a new partnership with the Jane Pauley Center to provide dental hygiene services. (See GOAL 7)
- Dental Hygiene Faculty are members of the IPE Academic Steering Committee and build teams for the TEACH 2.0 Anchor experiences.
- Dental Hygiene is participating in the TEACH 2.0 curriculum. Our students were able to participate in the pilot of Anchor 3 during the spring 2017 semester.
- The on time graduation rate is 95% for the Associate degree in Dental Hygiene program in Spring 2017

Dental Assisting Program

- IUSD has one of the few online Dental Assisting programs in the country, offering working students a flexible alternative to the on-campus program.
- Dental Assisting students participated in the simulated private practice intra-professional experience (see above). Excerpts from weekly reflections provided by Dental Assisting students:
  - “...I learned to be ready for anything that could happen, especially during the surgery…”
  - “...It definitely did give me a sense of how private practice worked since I had to flip the unit 4 times very quickly…”
- DANB Review sessions are presented to students prior to graduation to review highlights of courses prior to taking their national board exams.
  - The average of all 3 national board exams first time pass rate was 84% on the Dental Assisting National Board.
  - The average of all 3 exams of students passing was 95%.
- The on time graduation rate for the Dental Assisting Program in Spring 2017 was 86%.

Engagement with undergraduate students

- Coordination and collaboration through the Office of Diversity, Equity and Inclusion, and the Office of Admissions and Student Affairs provides support for IUSD to engage with several IUPUI activities that connect with undergraduate students to foster an interest in the dental professions. The program and its activity include:
  - First-Year Seminar Course/instruction to Health and Life Science Freshman
  - Dental Hygiene Career Panel for Bridge Course/prospective student advising
  - IUPUI Passport Program with Ivy Tech Community College/support transition of pre-dental students from the community college.
  - Crispus Attucks Medical Magnus High School Advisory Board/medical magnet high school student support
  - IUPUI-Chicago State Louis Stokes Midwest Center of Excellence (LSMCE)/collaboration with Midwest underrepresented minorities in STEM
  - IUPUI Center on Teaching and Learning Advisory Board/undergraduate research
  - IUPUI Office of Adaptive Educational Services.
• In the DDS class of 2020, 38 students attended IUPUI with 13 students who attended IUPUI as their primary college. The IUSD Office of Admissions and Student Affairs was involved with the following activities with the undergraduate students:
  o IUPUI Decision Days on March 24, March 31 and April 7. Presentations on the DDS, Dental Hygiene, and Dental Assisting programs were presented. Each day had from 20-30 students and parent/guardian. Many students expressed an interest in the pre-Dental Hygiene program.
  o IUPUI Health Programs Fair (February 28): Table display for prospective dental students.
  o IUPUI Pre-Dental Club: Organized tour for 15 members to learn more about the DDS program at IUSD.
  o IUPUI Undergraduate Recruiter's Group (Fall and Spring Semester): Presentation about the IUSD Programs.

• The IUSD Office of Admissions and Student Affairs created a listserv of 31 pre-professional advisors in Indiana from 18 schools to facilitate communication and strengthen relationships to promote student success.

• Presented to prospective students at the Dental Assistant/Dental Hygiene information sessions, March and November 2016. Dental Assisting had a separate session in April.

Research with IUPUI undergraduate students

• Ongoing recruitment of IUPUI students interested in furthering their research experience prior to entering dental or medical school.
  o Several IUSD faculty continue to act as research mentors for undergraduate Capstone projects administered through Indiana University and Purdue University. Students conduct a supervised research project toward their baccalaureate degree.
  o IUSD research faculty are engaged as mentoring students in several undergraduate research programs, including: the Life-Health Sciences Internship Program (LHSI), Undergraduate Research Opportunities Program (UROP), Multidisciplinary Undergraduate Research Institute (MURI) and the RISE to the Challenge initiative.

□ In 2016-17, one LHSI was admitted to dental school.

IUSD-ODEI Dental Summer Undergraduate Research Program (DSURP)

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<th>Year</th>
<th>Number of Students</th>
<th>Applied to IUSD/Class</th>
<th>Accepted to IUSD</th>
<th>Matriculated at IUSD</th>
<th>Current Pre-dental Student</th>
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Specific Actions for 2017-18

**Dental Hygiene Program**
- In a collaboration with the IUPUI Schools of Nursing, Medicine and Public Health, the Dental Hygiene program is a stakeholder in the Welcoming Campus Initiative grant project, Discover Your Role in Healthcare: A Conference of Exploration. An all-day workshop will be designed and implemented for incoming IUPUI students to explore healthcare professions. Details on the date are to be determined.

- Lisa Maxwell, Director of the Dental Hygiene program, serves on Primary Care/Oral Health Group. A program will be finalized to create an opportunity for Dental Hygiene students and DDS students to provide oral health screenings during primary care appointments with medical residents at the IU Family Practice Clinics. The anticipated start date for the program in September 2017.

- In 2018, the simulated private practice intra-professional experience pilot for the Dental Assisting students, Dental Hygiene students and periodontics residents will be expanded to include all 2nd year Dental Hygiene students.

**Dental Assisting Program**
- A Task Force on Dental Assisting Education, appointed by the Dean in fall 2015 to evaluate recruitment, enrollment and workforce capacity for both tracks of the dental assisting program, made the following recommendations in 2016:
  1. Develop and implement a marketing and recruitment plan (see GOAL 4)
  2. Formalize and pursue baccalaureate articulation agreements with IUPUI and other IU campuses, schools, and programs (see GOAL 1)

**Research with IUPUI undergraduate students**
- A Task Force composed of IUSD research faculty is currently evaluating approaches to coordinate and track the recruitment, activities and achievements of undergraduates engaged in research at IUSD.

**Conduct Feasibility of integrating the IUSD-IUPUI Allied Dental programs with IUSD-Fort Wayne dental education programs**
- Feasibility assessment to be part of the 2017-18 transition year
- Accreditation site visit for IUSD-Ft Wayne Allied dental education programs will happen fall 2018
GOAL 2: Increase capacity for graduate education

IUSD grants the following graduate degrees: the Doctor of Dental Surgery (D.D.S.) degree, Masters of Science in Dentistry (M.S.D.), Doctor of Philosophy (Ph.D.) and certificates in the dental specialties.

Major Accomplishments

- On September 23, 2016, IU President Michael McRobbie presided over the Groundbreaking Ceremony for the James J. Fritts, D.D.S. Clinical Care Center, a $21.6 million, 45,000-square-feet building that will house approximately 125 new clinical operatories.
- The Graduate Preventive Dentistry and Operative programs were consolidated into a three-year program entitled MSD in Cariology and Operative Science, allowing more time for students to conduct research and providing better continuity of instruction and scholarship by faculty. The new program has recruited its first students beginning summer 2017.
- MSD students' research proposals are now required to be complete by the end of the first year of the program, allowing the students to spend more time on their research projects. Twenty-five out of 33 first-year students have been approved by end of first year; others are in progress.
- Collaborative agreement between IUSD and King Saud University in Riyadh, Saudi Arabia was finalized, providing support for KSU interns, and for MSD and PhD students to pursue graduate work and conduct high-level research at IUSD. Support is also provided for IUSD faculty to travel to KSU to deliver courses. During the first year of the collaboration, renovation of the audiovisual equipment in DS 245 was completed and 2 KSU students worked in IUSD research labs for 4 months on defined research projects leading to 2 publications in preparation.
- Created a Dental Informatics course and graduate minor that is being utilized by several of our PhD and a few of our MSD students.
- Dental student Allison Williams (DDS’18) was elected Chair of the American Dental Education Association Council of Students, Residents and Fellows.
- Dr. Afnan AlZain, a recently graduated PhD student was awarded the top graduate student award on the IUPUI campus with her recognition as the 2017 Sherry Queener Award for Graduate Student Excellence.
- Dr. Travis Bellicchi, Graduate Maxillofacial Prosthodontics resident, received first place recognition at the MD Anderson Oral Oncology Symposium for his work in digital dentistry and 3-D reconstruction.

Highlights

- Implemented in A.Y. 2015-16, “IU Dentistry Professional Pathways: Staying Connected!” digital job board (Simplicity software) was implemented by the Office of Admissions and Student Affairs, allowing graduating students and alumni the opportunity to seek or post jobs in the oral health care community in Indiana and beyond. One hundred eighty-nine potential employers have posted positions with 61% located in Indiana. 35% of the DDS Class of 2017 is registered.
- Nearly $200,000 in private donor scholarships were awarded in 2016-17 to students in all DDS class levels.
• Of the DDS Class of 2017, 13 students were accepted into 1 year advanced general dentistry residency programs and 9 additional DDS students were accepted into multi-year Advanced Specialty Residency programs

Specific Actions for 2017-18
• IUSD Phase 2 Planning will determine priorities and establish financial needs for the use and repurposing of the existing IUSD building in anticipation of the relocation of most DDS and graduate endodontic clinical operations into the James J. Fritts, DDS Clinical Care Center.

• Planning for IUSD presence at the Health Sciences Research Center in Evansville, Ind., will continue. (see PART 2: Physical Resources)

• Objectives and plans will be defined to consider reopening an MSD in Oral Surgery graduate program coupled with our existing Oral Surgery residency program resulting in an increase in the number of our graduate students.
GOAL 3: Transform online education

By engaging through technology, IUSD is enhancing student learning while improving the efficiency of content delivery and faculty-student interactions.

Major Accomplishments

- To support teaching, learning, collaboration and decision-making, conference rooms and learning spaces were equipped with the Solstice Pod (Mersive). The technology provides collaborative learning technology capabilities, allowing multiple users to instantly connect, share and control content on a display.

Highlights

- The Distance Learning Dental Assisting program is the only completely online program offered at IUSD. According to a Commission on Dental Accreditation survey in 2015-2016, only 33 programs are offered in the United States. With the assistance of IU Online, the Dental Assisting program has reviewed all the courses to incorporate more interactive activities between students and faculty.
- Due to the unique schedules in each Advanced Dental Education program, instruction in Advanced Minimal and Moderate Sedation (R951) via an online lectures accompanied by a hands-on lab session and in-person assessments. The IUSD residents in Endodontics, Oral and Maxillofacial Surgery, Pediatric Dentistry, and Periodontics, and General Practice Residents (VAMC) are enrolled in the course.
- Two 2017-18 Curriculum Enhancement Grants (CEG) were awarded to support online education for the Dental Hygiene program and the DDS program.

Specific Actions for 2017-18

- With the approval by the IU Board of Trustees and the Purdue University Board of Trustees for the realignment of the Indiana University-Purdue University Fort Wayne campus effective July 1, 2018, the curriculum of the Dental Assisting and Dental Hygiene programs will be reviewed for potential opportunities for innovation in student learning and collaborative integration.

- The School of Dentistry and IU Online will implement a marketing and recruitment strategy to expand the Distance Learning Dental Assisting program in Indiana and out-of-state.

- With the support of 2017-18 CEG, the following two courses will be implemented:
  1. Incorporating Online Ethics Modules into the Dental Hygiene Curriculum Using Standardized Patients
     Lisa Maxwell, Clinical Assistant Professor and Dental Hygiene Program Director, Department of Periodontics and Allied Dental Programs, will create an interactive online experience to teach ethics to dental hygiene students.

  2. Enhancing Curriculum Flexibility and Student Engagement by Developing a Blended-Learning Course for Teaching Dental Practice Administration
     John Williams, IUSD Dean; Melinda Meadows, Assistant Dean for Academic Affairs; and David Zahl, Director of Curriculum Support, will restructure the current Dental Practice Administration Course (D803/D804) for DDS students to a blended learning environment with face-to-face, synchronous and asynchronous content.
GOAL 4: Optimize our enrollment management

Major Accomplishments

- The Cariology and Operative Science MSD Program is now fully approved and we have accepted our first students beginning in July 2017.
- The Dental Assisting program updated the Dental Assisting Master Course List to facilitate the acceptance of dental assisting course credits toward baccalaureate degrees at IUPUI. (see GOAL 1)
- The International Dentist Program has adopted the same flat-rate tuition for both non-residents and residents so that all are treated equally with respect to the costs of the program effective July 1, 2017.

Highlights

- Demand for the DDS program continues to be high. For the class beginning July 2016, more than 1,400 candidates applied for the 106 positions. Of the students who matriculated, 67% were in-state residents and 33% were non-residents.
- Demand for the International Dental Program has increased. More than 530 applicants from 31 countries applied for the class beginning in 2017 and 14 were accepted. To date, students from all IDP classes graduate on time, having on average completed more clinical cases than their traditional DDS program colleagues.
- Demand for our Advanced Dental Education and Graduate programs also remains high. For the class that began in July 2016, 696 candidates applied for the approximately 35 first-year positions in our 10 graduate and advanced dental programs. Currently we have 114 students in these programs. Many of these students are international students.
- The five-year IUSD/King Saud University Collaborative Grant is now in its second year, and it has provided support for two visiting KSU students.
- The on time graduation rate is 98% for the DDS program in Spring 2017
- The on time graduation rate is 95% for the Associate degree in Dental Hygiene program in Spring 2017
- The on time graduation rate for the Dental Assisting Program in Spring 2017 was 86%.

Specific Actions for 2017-18

- A Task Force on DDS Admissions, established by Dean Williams in May 2017, will review the DDS admission process and report findings with any recommendations to the faculty body.

- The Oral and Maxillofacial Surgery Program will continue evaluating the feasibility of reopening a MSD in Oral and Maxillofacial Surgery graduate program.

- The IUSD Office of Admissions and Student Affairs will continue its efforts with the IUSD Assistant Dean for Finance and Administration regarding enrollment management for short-term and long-term tuition planning so that the committee can assess the needs of resident and non-resident enrollments.

- As a result of recommendations from the Task Force on Dental Assisting Education, the Dental Assisting Program will:
  1. Continue formalizing baccalaureate articulation agreements with IUPUI
and other IU campuses, schools, and programs. Agreements are in place with Organizational Leadership and Supervision, Health Sciences, General Studies and the Individualized Major BS degree.

2. Continue working with IU Online to develop a marketing strategy to promote the online Distance Learning Dental Assisting program.

3. The marketing plan to promote the Campus Dental Assisting program includes advertising on the IUPUI campus through digital signage, JagTVs, table top advertisements in the Café Court throughout the coming semesters; and print materials and advertisements in the IUPUI newspaper.
GOAL 5: Leverage our strengths in health and life sciences

Major Accomplishments

• In honor of the man who established the Department of Dental Materials Laboratory at IUSD in 1940, the inaugural Ralph W. Phillips Symposium on Dental Materials was held on October 10, 2016. More than 80 clinicians and scientists came to the IUPUI campus to learn from 6 invited speakers from 5 different countries.

• In spring 2017, two projects were accepted at the Collaborating across Borders VI Conference in Banff, Canada (October 1-4, 2017).
  o **Oral Presentation**: Dr. Tawana Ware, Clinical Assistant Professor Department of Pediatric Dentistry, and Dr. Martina Allen Clinical Assistant Professor in the IU School of Health and Rehabilitation Sciences Occupational Therapy (OT) program, collaborated on the development and piloting of an interprofessional education (IPE) experience involving 10 dental and 10 OT students to learn about, with and from each other to develop an oral health education activity for children in the IU Children's Youth Center.
  o **Poster Presentation**: Dr. Laura Romito developed and implemented the spring pilot of a Peer Led Team Learning module for TEACH Learning Anchor (IPLA #3). Six students, including two DDS students, two dental hygiene students, one nursing and one physical therapy student were trained and deployed as facilitators for interprofessional teams for the two Indianapolis sessions of IPLA#3.

Highlights

• IUSD is a significant participant in enhancing IU’s leadership in interprofessional education and collaborative practice.
  o Dr. Laura Romito, associate professor, Biomedical and Applied Sciences, serves as the Associate Director for Faculty Development and Curriculum in the IU Interprofessional Practice and Education Center.
  o IUSD’s Dr. Laura Romito and Dr. Rick Jackson serve on the IU Interprofessional Practice and Education Center Design and Implementation Team, which is operationalizing IU’s Team Education Advancing Collaboration in Healthcare (TEACH) curriculum framework launched in Spring 2016 across all IU campuses.

• In 2012, IUSD established an internal IPE Workgroup to assist the IUSD community in understanding, assimilating and assessing IPE activities for the dental school. This team of more than 20 faculty and staff has grown IUSD’s faculty capacity in IPE, promoted adoption of the TEACH curriculum framework by the school, and supported increased involvement in IPE learning activities by IUSD’s students.
  o The third- year DDS class and second-year Dental Hygiene class participated in the TEACH Interprofessional Learning Anchor #3 (Application of Interprofessional Teamwork Skills in Person- and Community-Centered Care) in Fall 2016 and Spring 2017 with students from the Schools of Medicine (136), Nursing (168), Health and Rehabilitation Sciences (52) and Social Work (9). Twenty-three dental faculty and 6 dental hygiene faculty facilitated the fall and spring Indianapolis events.
  o Twenty-three Dental Hygiene students participated in the February 2017 TEACH Learning Anchor # 1, An Introduction to Interprofessional Teamwork, IPLA #1. Two dental faculty and 4 dental hygiene faculty served as facilitators for the Indianapolis event.
Twenty first-year Dental Hygiene students participated in the third annual November case-based IPE learning activity with students from the Schools of Nursing, Health and Rehabilitation Sciences, and Social Work. This activity was developed and implemented by an interprofessional team of faculty from the participating schools.

- Two 2017-18 Curriculum Enhancement Grants by the IUPUI Center for Teaching and Learning support interprofessional education.
- IUSD faculty conduct population health studies on access to care, oral health promotion and outcomes of care in a variety of community settings (see GOAL 6).

Specific Actions for 2017-18

- All Dental Hygiene and DDS students will participate in TEACH Orientation and learning anchors # 1, 2, 3 and 4 by the end of the 2017-18 AY.

- With the support of 2017-18 CEG, the following projects will be implemented:
  1. **Peer Led Team Learning in an Interprofessional Practice and Education Curriculum**
     Laura Romito, Associate Professor, Department of Biomedical and Applied Sciences, Associate Director for Faculty Development and Curriculum in the IU Interprofessional Practice and Education Center. will expand the Peer Leader program with the project, which she piloted in Spring 2017, to optimize IPE facilitators.

  2. **A Summer Clinical Practicum for Oral and Systemic Health Screening Assessments of Pediatric Patients**
     Joan Kowolik, Associate Professor, Pediatric Dentistry; Richard Jackson, Associate Professor, Cariology, Operative Dentistry and Public Health Dentistry; with Carol Clark and Kathleen Kent, School of Nursing Department of Community and Health Systems, engage nurse practitioner students and dental students with patient assessments utilized by each profession in the pediatric setting.
GOAL 6: Accelerate innovation and discovery through research and creative activity

Major Accomplishments

- A Task Force for Research Strategic Planning was established to revise and implement an IUSD research strategic plan. Short-, mid-, and long-term goals for IUSD research have been identified.
- Collaborative agreement between IUSD and King Saud University in Riyadh, Saudi Arabia, was finalized, providing support for KSU interns, and for MSD and PhD students to pursue graduate work and conduct high-level research at IUSD. (see GOAL 2)
- IUSD celebrated the 25th Annual IUSD Research Day on April 10, 2017. Dr. George K. Stookey delivered the keynote address.

Highlights

- In 2015-16, IUSD ranked 27th against its peers among the 65 U.S. dental schools in total dollars expended on research and ranked 6th in non-federal dollars expended on research (2015-2016 ADA Survey of Dental Education Series).
- Two research-intensive faculty joined IUSD. Dr. Simone Duarte joined Cariology, Operative Dentistry and Dental Public Health with her research focused on biofilm. Dr. Chandler Walker joined Biomedical and Applied Sciences with his research focused on nerve regeneration.
- Major research activities in 2016-17:
  - Department of Cariology, Operative Dentistry and Dental Public Health
    - Dr. Rick Jackson, Cariology, Operative Dentistry and Dental Public Health, is concluding the final year of a 5-year project to study predicting caries risk in underserved toddlers.
    - Dr. Angeles Martinez-Mier, Cariology, Operative Dentistry and Dental Public Health, is concluding a five-year grant to study the effects of prenatal and childhood fluoride exposure on neurological development. Dr. Angeles Martinez-Mier and Dr. Frank Lippert received $60,000 to study, in collaboration with researchers from York University, Canada, how fluoride exposure during pregnancy affects neurobehavioral function in children.
    - Dr. Gerardo Maupome, Cariology, Operative Dentistry and Dental Public Health, has received second-year funding of $702,000 funding from a multi-year NIH RO1 grant to study the social network dynamics and oral health disparities in Mexican American immigrants, including immigrant communities in Indiana.
    - Dr. Thankam Thyvalikakath, Cariology, Operative Dentistry and Dental Public Health, has received NIH funding to study the use of the electronic dental records to evaluate the outcome of dental treatments. The grant is for $1,680,000 over three years, 2015-18. Dr. Thyvalikakath has also received NIH funding as co-investigator to conduct A Clinic-Randomized Trial of a Clinical Decision Support System to Improve Dental Provider Delivery of Brief Tobacco Interventions and Quitline Referrals. The grant period is from August 1, 2016-July 31, 2020.
Department of Biomedical and Applied Sciences

- Dr. Angela Bruzzaniti, Biomedical and Applied Sciences, is concluding the final year of a 5-year NIH-sponsored project to study the regulation of osteoblast function by megakaryocytes.
- Dr. Marco Bottino, Biomedical and Applied Sciences, is in the fourth year of his 5-year NIH-sponsored training grant to study the use of multilayered membrane for periodontal regeneration.
- Dr. Gabriel Chu, Biomedical and Applied Sciences, is concluding the final year of a 3-year Department of Defense-sponsored project to study the effects of thrombopoietin on bone regeneration in critical-size defects using a minipigs tibial model. He also concluded two projects sponsored by Oral and Maxillofacial Surgery Foundation and Osteo Science Foundation on the use of stem cells for cranial regeneration.

- Faculty annual reviews were conducted and compared against the approved Faculty Workload document, facilitating better assessment of individual faculty commitment and productivity, and in turn, developing a better strategic plan for research.
- The Associate Dean for Research meets bi-monthly with the Dean and the Executive Associate Dean/Dean for Faculty Affairs to address the ongoing review of the research faculty and the research portfolio of the School.

Specific Actions for 2017-18

- The IUSD Research Strategic Plan to enhance research support to IUSD faculty will be presented and implementation initiated.
- The review of Faculty Annual Review/Faculty Workload comparison will be streamlined to assess faculty commitment and productivity.
- IUSD will recruit two more research-intensive faculty in bone-related research area and strengthen collaborative relation between IUSD and Indiana Center for Musculoskeletal Health (ICMH).
- An internal review for the Oral Health Research Institute will be initiated to evaluate the current operation and to envision future direction of the Institute.
- IUSD will begin execution of research space analysis to determine laboratory space requirements for projected research activities for the next 5 years.
GOAL 7: Deepen our commitment to community engagement

Major Accomplishments

- The Student Outreach Clinic (SOC) was recently awarded $100,000 from A Community Thrives, a USA Today Network initiative to provide expanded services. During 22 Saturday sessions annually, DDS students and Dental Hygiene students, with faculty supervision, provide >2,000 volunteer hours of free comprehensive dental services for low-income, uninsured adult residents of Indianapolis’ near Eastside. These services are provided at People’s Health and Dental Clinic in collaboration with HealthNet. The Project is funded by the IU Foundation Donald W. Johnson Fund. [http://act.usatoday.com/submit-an-idea/#/gallery/59391824/]

- SEAL Indiana is a community-based service-learning program that aims at reducing disparities in oral health outcomes for Indiana’s underserved school children, while providing opportunities for engagement and learning for dental students. In 2016-17, 978 patients received services provided by students. This program is funded in part by Medicaid and extramural grants in the amount of $85,477.50 for 2016-17. IUSD underwrites the remaining costs as in-kind.

- The Dental Hygiene Program has increased community outreach through a new partnership with the Jane Pauley Community Health Center dental clinics to provide dental hygiene services.

- The award of a Greening IUPUI Grant in May 2016, allowed Steven Blanchard, Associate Professor, Periodontics and Allied Dental Programs to place two beehives at the New York Street Garden. With the IUPUI Office of Sustainability, he hosted a workshop on beekeeping attended by IUPUI students, staff and faculty in August of 2016, with another one scheduled in August 2017.

Highlights

- Veteran’s For Employability, Veteran’s Advantage, and Victims of Domestic Violence grants: These IUSD programs link dentistry with economic development by promoting employability for people who are homeless and are veterans or are victims of domestic violence. These individuals, who are missing front teeth, participate in job training while they are receiving dental rehabilitation that is fully funded by grants. Additional veterans with low-income are offered a deeply discounted set fee for comprehensive dental services. These programs are operated in cooperation with several veterans’ organizations and agencies. In 2016-17, 50 patients received services in the amount of $33,000.

- Indiana Dental Safety Net Rotations: A commitment has been made for mandatory rotations for the DDS curriculum. Seven fourthyear DDS students provided dental services.

- IUSD has an Office of Community Engagement that initiates, coordinates, implements and evaluates a wide variety of community-based, oral health related programs in local, state-wide and global locations. Dr. Armando Soto has recently been named interim director of Community Engagement and Health Policy and will be leading the efforts of this office.

- The Dental Assisting students have been rotating for a total of 6 half days at two Marion County Health Department Clinics since A.Y. 2015-16. The potential of expanding to additional community-based clinics is currently being explored.
Specific Actions for 2017-18

- The 4th year DDS students will have the opportunity to participate in a two-week community-based elective rotation in the Spring 2018 semester. The recently hired Director of Community-Based Dental Education Program and the Community-Based Dental Education Workgroup will continue its progress to finalize implementation of a mandatory two-week rotations for all fourth-year dental students to begin in A.Y. 2018-19.

- Since A.Y. 2014-15, DDS students have participated in a fourth-year required rotation at the Jane Pauley Community Health Clinic at the Walker Career Center. During the Fall semester, students are assigned for 4 contiguous days in the Summer and Fall semesters; and two contiguous days in the Spring semester. The Dental Hygiene and Dental Assisting programs will develop learning objectives and assessments for their students, and coordinate each curriculum to allow for opportunities for their students to rotate at the Jane Pauley Community Health Centers beginning Fall 2018.

- The Dental Assisting program will determine capabilities to expand its community-based learning opportunities to two more sites with the Marion County Health Department.
GOAL 8: Strengthen internationalization effort

Major Accomplishments

- **IUSD strengthened its relationship with the Tehran University of Medical Sciences (TUMS), initiated in 2015.** Despite having to navigate considerable political and bureaucratic obstacles, Dr. Gabriel Chu (Associate Dean for Research) and Dr. Michael Kowolik (Executive Associate Dean) obtained visas to visit in August 2016. They were invited to speak at an international congress during the visit, and with considerable assistance from the campus Office of International Affairs, they were granted an OFAC license by the State Department and were able to participate. The visit permitted discussion of projects of mutual interest that all build toward establishing a formal collaborative relationship in due course.

- **IUSD boasts significant student participation global service learning.** In the DDS Class of 2017, 63% (69 out of 109 students) participated in the IUSD Global Community Engaged Dental Programs at least once in their four years at IUSD. In 2016-17, the participants were as follows:
  - Faculty: 8
  - Students:
    - DDS 2017: 16
    - DDS 2018: 31
    - DDS 2019: 15
    - DDS 2020: 9
    - DH 2017: 1
    - DH 2018: 4

Highlights

- **Over Spring Break in March and during the months of May and June, IUSD enables dental students to participate in one-to-three week Global Community Engaged Dental Programs in Ecuador, Guatemala, Haiti, Kenya, Mexico, and the Rosebud Indian Reservation in South Dakota.** The program can accommodate all students who apply to the program.

- **Newcastle, England Study Abroad Elective**, under the direction of Dr. Joan Kowolik and Dr. Stuart Schrader, and approved by Bloomington in 2015, is now in its second year. To date, two groups of IUSD students have visited the dental school in Newcastle, UK, and the first group from there are visiting IUSD in the summer of 2017. Feedback from the students has been positive. The outcomes were presented at the annual meeting of the International Association for Dental Research in San Francisco in March 2017.

- In line with our “Internationalization Vision Statement,” IUSD continues to strengthen relationships in Southeast Asia and the Middle East. Further visits with colleagues and alumni in Japan and Korea included joining President McRobbie in celebration of the 30th anniversary of the Korean IU Alumni Chapter in December 2016. The King Saud University relationship is flourishing and, after meeting HRH Prince Monsour bin Nasser bin Abdulaziz Al Saud in his visit to Bloomington, IUSD was encouraged to seek a dialogue with other institutions in the Kingdom.
Specific Actions for 2017-18

• IUSD will continue to **build on its alumni partnerships in Southeast Asia**. The partnership with colleagues in Japan, now in its seventh year, continues to evolve. New developments are anticipated, with additional educational elements.

• IUSD will continue **collaboration with King Saud University**, and exploratory communication is being sought with the medical and dental schools of the King Saud Bin Abdulaziz University for Health Sciences (KSAU-HS), as recommended by HRH Prince Monsour and endorsed by IUB.

• IUSD will continue to forge collaborations with equally determined and enthusiastic colleagues at TUMS. A planned trip to Tehran in April 2017, by Dr.’s David Zaret, Shawn Reynolds, Paul Halverson and Michael Kowolik was postponed, as visas were not granted. However, in collaboration with Gil Latz, Associate Vice Chancellor for International Affairs, and the Office of International Affairs, IUSD will continue to pursue avenues by which the potential offered by engaging with TUMS may be realized.

• The **Study Abroad Program** with the UK will continue to evolve. Preliminary discussions will continue at a university in Brazil to implement another opportunity for dental students.
GOAL 9: Promote an inclusive campus climate

Major Accomplishments

- Dr. Pamella Shaw, Associate Dean for Diversity, Equity and Inclusion, IUSD Office of Diversity, Equity and Inclusion, was one of three honorees at the inaugural IUPUI Advocate for Equity in Accessibility Awards for her steadfast commitment in support of students with disabilities at IUPUI.

Highlights

- The creation of a Diversity Planning Workgroup, which includes staff, faculty, and students, will assist the IUSD Office of Diversity, Equity, and Inclusion (IUSD-ODEI) in the implementation of the diversity plan and other diversity related activities throughout the school. The IUSD Diversity Plan framework is action-based and will require input from every area of the school using the model developed by Daryl Smith to:
  - Achieve appropriate levels of diversity among its students, faculty and staff.
  - Engage in ongoing systematic and focused efforts to attract and retain students, faculty and staff from diverse backgrounds.
  - Systematically evaluate comprehensive strategies to improve the institutional climate for diversity.
- The IUSD-ODEI has implemented a variety of diversity and inclusion programs to support underrepresented and disadvantaged students from the IUPUI campus and from the Midwest. They offer opportunities for student engagement and recruitment to IUSD. These activities include:
  - Community College Collaboration: IUSD partners with Ivy Tech Community College of Central Indiana to identify students interested in dental careers. This relationship was initially created through a grant from the American Dental Education Association (ADEA) National Learning Institute Dental Pipeline Program in 2012. The program helped to identify minority pre-dental students and implemented supportive initiatives to prepare Ivy Tech students for their transition to IUPUI.
  - P-20 Engagement: IUSD-ODEI provides school visits and internships for students from several high schools and academic programs that present the opportunity to learn more about the dental profession and how to prepare to enter the IUSD programs. The interns complete a minimum of 100 hours of observation in IUSD clinics and simulation laboratories. Interns attend classes with DDS students and complete a formal paper/presentation. The second participant in the internship applied for admission to the IUSD Doctor of Dental Surgery (DDS) program for 2016 and is entering his second year of dental school at Howard University School of Dentistry. Our other past intern students are currently in post-secondary programs as pre-dental students.
  - Additional engagement activities include:
    - Local high schools (Arlington, George Washington, Pike, Indianapolis Metropolitan, Decatur Central, Herron, Ben Davis, Crispus Attucks)
    - McKinley Health Population Fair – Urbana, Illinois
    - Upward Bound
    - National Organization of Black Chemists and Chemical Engineers (NOBCE) Dress for Success Workshop
IUSD works with several student groups during the summer. **Summer programs** include:
- IUSD Dental Summer Undergraduate Research program (DSURP)
- IUPUI Upward Bound Program
- Project SEED
- Breaking the Myths
- Diversity Summer Research Program (DSRP)

Students complete **research projects, hands-on activities, and/or work with IUSD faculty, students, and staff** in areas related to research, dental education, and/or dental administration. These programs have been excellent opportunities for students to learn more about dentistry.

As part of IUSD’s commitment to **community engagement and relationship building efforts** with health organizations, church groups, and community centers, faculty, staff and students participate in Indianapolis are events including: Indiana Black Expo, Indiana Latino Expo, La Plaza, Indiana Area Health Educational Centers (AHEC), and Jobs for America’s Graduates (JAG).

IUSD **meets the diversity goals for the campus**, with a single exception: Hispanic non-tenure track faculty. Based on the 2015 OEO report, Dentistry is one of only a few schools not required to set further active goals for enhancing the number of diverse hires. The school is committed to a diverse community.

Through internal department reorganization, we now have **ten academic departments**, **thus with ten chairs, three of whom are women**. Three of our associate deans are women, one of whom is African American.

The IUSD community is **reminded of the expectation of a civil, respectful, professional environment in which all members can work and study free from harm and disruptive, disrespectful or unprofessional behavior** in monthly Town Hall meetings and periodic articles in the Dean’s First Friday report. Individuals who demonstrate behavior counter to these above attributes are counseled to align their behavior with a civil environment.

Specific Actions for 2017-18

- Continued efforts to increase student diversity, especially among black applicants and enrollees to the DDS program has been difficult, and **increasing URM enrollment is one of the target measures of the IUSD Institutional Outcomes Assessment Plan.**

- In Fall 2017, the IUSD Diversity Planning Workgroup with the support of IUSD-ODEI will introduce a lecture series called “This is IUSD.” The **bi-semester lecture series** is for faculty, staff, and student enrichment.
- IUSD Office of Faculty Affairs will continue dialogue with Dr. Gina Sanchez-Gibau, Associate Vice Chancellor for Faculty Diversity and Inclusion, to better understand how IUSD may **enhance the principles of diversity and inclusion** in the strategy for **faculty hiring**.

- IUSD Office of Admissions and Student Affairs will continue to involve IUPUI Office of Advocacy and Support, CAPS, and inclusion and diversity content in the **incoming class (D1) orientation**.
GOAL 10: Develop faculty and staff

Major Accomplishments

- As of July 17, 2017, IUSD has 108 fulltime faculty (previously 105) and 122 part-time faculty (previously 120) and will continue a process of strategic hiring. In accordance with the Chancellor’s recommendations in the Dean’s Five Year Review, this past year, enhancing the research core of the school has been a major focus.

- Dean Williams has established a clinical fellowship by which to introduce new dental graduates/postgraduates to a career in academia. The emphasis is primarily, but not exclusively, on clinical education. The first fellow will start the two-year program in July 2017.

- In February 2017, as a development within IUSD’s Mentoring Academy project, Dean Janet Guthmiller of the University of Nebraska Medical Center College of Dentistry was invited to conduct sessions with our Department Chairs and also the Faculty Peer Mentoring Group. The IUSD Office of Faculty Affairs has reviewed outcomes of the sessions to generate programs and initiatives for faculty development.

- The office of Faculty Affairs, in consultation with the Executive Committee of the Faculty Council, completely revised the policy and procedure for dealing with allegations of Faculty Professional Misconduct.

Highlights

- IUSD supports an annual fall Faculty Teaching Conference and a separate Staff Development Conference to present topics of interest and need for development.

- A Peer Mentoring Group of early- and early mid-career faculty meets regularly and is supported by the IUSD Office of Faculty Affairs. The participation of the faculty has grown, and external speakers or peer facilitators address topics of interest.

- The IUSD Office of Faculty Affairs publishes a monthly newsletter and highlights the wide variety of faculty development opportunities on the IUPUI campus. By request, this is now also circulated to the students and staff, and to external interested parties.

- A complete revision of the IUSD Faculty Handbook was presented to and approved by the Faculty Council.

- IUSD has enhanced the review of annual faculty and staff work plans against the Workload Document, in order to strengthen individual performance and success of faculty candidates for promotion and tenure, and career advancement.

- The Associate Dean for Faculty Affairs holds group and individual faculty meetings, together with the P&T Committee Chair and Director of Faculty Enhancement to help faculty focus on career goals and how to achieve them. We have met individually with most of the clinical track faculty and all the tenured associate professors. Faculty on tenure track are monitored and invited to meetings with their chair, according to the requirements of the process.

- The IUSD Office of Faculty Affairs and the DDS student class presidents are in the process of developing a proposal to a more equitably recognize exemplary faculty.

- IUSD continues to align with the Diversity Mission of IUPUI (IUPUI 2015 Diversity Report) through support of the campus diversity goals and objectives. This is demonstrated through multiple dimensions of diversity within the curriculum, outreach, and institutional climate. Evidence of this commitment can be seen by the inclusion of
Diversity as one of the school’s Core Values, through its inclusive admission and hiring policies, and with an environment supportive of underrepresented minority (URM) students, faculty and staff.

- To help increase these numbers and expand the dental pipeline and achieve appropriate levels of diversity among its faculty and staff, IUSD is actively working to identify, educate, and mentor a population of faculty and students who can help increase the URM dental workforce and provide needed access to quality oral health care. Structural diversity focuses on the numerical representation of students, faculty, and staff from diverse backgrounds in all programs of the institution. Indiana’s 2015 population of 6,619,680 included 9.6% African-Americans, 6.6% Latino/Hispanic-Americans, 0.4% Native-Americans, and 1.9% multi-racial citizens representing 18.5% of Indiana residents (Source: STATS Indiana). Programs have been designed to increase Indiana resident matriculation at IUSD through an institutional outcomes goal of admitting a DDS class whose demographics mirror the racial and ethnic makeup of the citizens of the state of Indiana by 2019.

- IUSD search committees are selected by the IUSD offices of Faculty Affairs and Human Resources to ensure the diversity of the committees and applicant pools. All members on search committees are required to review the search and screen online training offered by the Office of Equal Opportunity. The IUSD Office of Diversity, Equity, and Inclusion (IUSD-OIDE) also works closely with IUPUI and all IUSD departments to actively recruit, select, and mentor minority faculty and staff.

- The IUSD-OIDE Associate Dean for Diversity, Equity, and Inclusion is involved in all faculty and executive management searches, and the Director of Diversity and Enrichment is involved in most staff searches.

- To stay current on dental employment of minorities at the national level, members of the ODEI office attend annual workshops and training including the Minority Dental Faculty Development at the American Dental Education Association (ADEA) sessions, the annual Louis Stokes Midwest Center of Excellence conferences, and other science and health professional conferences.

**Specific Actions for 2017-18**

- IUSD will continue with its process of strategic hiring to continue strengthening the research core and address the retirement of senior members of the faculty and administration, some of whom fall within the “18/20” program. Among these are department chairs and associate deans.

- IUSD will work with campus administration to initiate the search process for a successor to Dean John Williams, who will step away from that position in June 2019.

- The IUSD-OIDE will continue to work with the IUSD Diversity Planning Workgroup to implement programs and activities for faculty, staff, students, and patients. (see GOAL 9)

  - The biannual faculty meeting in August 2017 will promote professionalism and civility within the entire community. (see GOAL 9)
Part 2: Resource Management Summaries

Physical Resources

During the 2016-2017 year, the IU School of Dentistry made great strides toward its primary expansion goals. Through the efforts and generous donations from alumni and other dental affiliates, the Fritts Clinical Care Center is coming to fruition. This approximately $27 million, 45,000-square-foot clinical facility offers 125 all-new operatories to provide excellent educational experiences for our students and the highest quality of care for our patients. The new expansion allows the school an opportunity to evaluate its currently existing space and consider future space realignments, renovations, and upgrades.

The School of Dentistry is also expanding into areas outside of Indianapolis, thus creating more of a statewide presence. Indiana University has provided the school a very generous opportunity to have a clinic within the new Health Sciences Research Center located in Evansville, Ind. The clinic will be comprised of 14 operatories and over a half-million dollars in dental equipment. This new facility will create an environment for the health sciences departments of Indiana University, University of Southern Indiana, and the University of Evansville to collaborate in optimizing patient care. By participating in this collaboration, the IU School of Dentistry will be able to care for the oral health needs of the population in and around southern Indiana.

With the separation of the IPFW campus in Fort Wayne, Ind., the IU School of Dentistry will absorb the dental facilities and its faculty and staff. The IU School of Dentistry’s presence in Fort Wayne and Evansville expands its footprint from Northern Indiana to Central Indiana to Southern Indiana. Details are still in the planning stages; the school is looking forward to these opportunities.

Finally, several other noteworthy upgrades the school include:
- Acquiring a new backup generator at $526,000, thus investing in the safety of those within school
- Investing more than $100,000 to upgrade school conference rooms
- Expanding and upgrading the school’s E4D system
- Upgrading the school’s radiology capacity by acquiring a new 3DCBCT unit and several I/O units
- Relocating the Oral Surgery and Emergency Clinics inside the main IUSD facility
- Numerous upgrades to overall infrastructure, paint, carpet, utilities, etc.
Financial Resources

The story of IUSD for FY17, as always, is the story of the general fund. The general fund is 80% or more of the total financial activity of the school in a given year. The general fund invests in and/or subsidizes activities in other fund groups, such as the entire research enterprise via research support services (i.e. animal facilities, faculty research incentives, new research faculty start-up packages, renovation of research laboratories, support for faculty conference travel and presentations). The general fund also subsidizes continuing education programs heavily, benefitting faculty and alumni throughout the state.

As described below, IUSD saw unexpected declines in tuition and clinic revenue in FY17 of almost $1.2M. In addition, IUSD transferred more than $2.8M of cash from the general fund into the Fritts building reserve fund in order to meet its cash commitment toward the $21.6M construction cost for the building that is very rapidly being completed at this time and is due to open in the winter/spring of 2018. Adjusting the general fund revenues and expenses for these and other one-time and/or non-operating transactions, IUSD essentially broke even for FY17, even with the revenue decline just mentioned. For an unexpected general fund decline, it turned out to be a manageable year.

General fund total revenue was $42.276M, $1.269M below FY17 adjusted base budget, but $932K above FY16 total revenue. FY17 total expenses for this fund was $44.187M, $642K above adjusted base budget for the fiscal year, and $3.288M above total expenses for this fund for FY16. The resulting net margin for FY17 was <$1.911M> versus a net margin of $445K in FY16. The balance sheet impact of these activities was an increase to fund balance at 6/30/16 of $445K to $4.548M. The FY17 negative net margin will reduce the general fund balance to $2.304M, substantially below the previous year-end, but still $954K, or 70.6% above the required 3.0% shortfall reserve amount of $1.350M.

Major drivers of these budget to actual variances were student withdrawals and residency conversion issues (non-resident to resident), negatively impacting tuition revenue. In total, student fee revenue was $675K below budget. IUSD’s “Other Revenue” category is almost entirely student clinic revenue. This revenue source was budgeted at $11.069M for FY17. Actual clinic revenue fell short of that amount by $560K for a total of $10.509M, or 5.0% below budget. It was, however, $359K, or 3.5% greater than actual clinic revenue from FY16. The budget shortfall in clinic revenue for FY17 was the result of an overly ambitious growth estimate for the fiscal year, for the second year in a row. Actual FY17 clinic revenue was, in fact, $878K greater than FY16 clinic revenue and, net of final write-offs, was greater than FY16 by $430K, or 4.77%. Gift revenues (transfers in from IUF) were $6K greater than budgeted and indirect cost recoveries (ICR) was below FY17 budget by $34K and below FY16 by $136K.

**General fund expenses.** As has historically been true, IUSD ended FY17 with a positive budget variance in total compensation of $2.41M. This large variance is due to budgeted vacant positions, both faculty and staff. The faculty vacant positions reflects the reality of very long recruitment cycles, as well as new positions committed to new department chairs and associate deans that have not been actively recruited for yet. On the staff side, vacancies reflect both turnover in clinic personnel and the recruitment cycle. FY17 actual total compensation, at $29.238M, was in fact, $1.0M greater than FY16 total comp, even though total budgeted and actual FTE declined from year to year. This reflects increases in average wages across categories. IUSD is having to start
newly hired faculty and staff at higher salaries than we paid the previous incumbents of these positions, as is reality for all schools within IU. IUSD has also spent the past few years trying to increase compensation for on-going faculty and staff in order to avoid or reduce the impacts of salary compression for these individuals.

Elsewhere within the general expenses, or “Other Expenses” category, variances between FY17 actual and FY16 actual were relatively low. However, some FY17 budget to actual variances were significant. Rental expense continues to be significantly below budget because IUSD no longer pays Wishard/Eskenazi for leased space, but we have maintained the budget line in anticipation of needing it when the new Evansville health education facility opens in winter 2017-18. At $351K of actual travel expense versus the $245K budgeted, IUSD funds the difference with transfers from IUF. Finally, capital purchases are budgeted at $441K, but were only $256K in FY17. This category will become fully utilized in FY18 and FY19 as IUSD opens the Fritts Clinical Care Center and begins to replace miscellaneous outdated equipment.

Finally, FY17 actual transfers out were $4.771M compared to the FY17 budgeted amount of $2.561M and as compared to $1.420M actual transfers out in FY16. The FY17 budgeted amount of $2.561M includes $1.969M to cover the year one annual IU internal loan payment for the Fritts building, as well as the $324K required transfer into the IUPUI R&R fund for this same building. The actual transfer total includes $2.8M of transfer from the general fund current year into the Fritts building cash reserve fund (account 9270114) to meet the $12.1M cash commitment made by IUS toward the $21.6M total cost of construction of this facility. IUSD made the actual year one payment on this internal loan from account 2376110 instead of the general fund. However, this created a cash deficit of $540K in the 2376110 account that had to be covered via a cash transfer from the general fund, contributing to the very large budget variance in this category and also contributing to the $1.910M negative net margin in the general fund for FY17. Finally, IUSD transferred cash subsidies into Continuing Education, Bioresearch, the Oral Health Testing Center, and a few other cost centers, totaling $600K to meet Dean’s commitments.

To recap, FY17 total general fund revenues were $42.276M, $1.269M below budget, but $932K above FY16 actual revenues. Total expenses were $44.187M, $642K above budget, and $3.289M above FY16 actual expenses. Both of these negative variances are largely the result of the $2.82M cash transfer out of the general fund to meet the building cash reserve obligation. As the table below indicates, deducting both the building reserve transfers and the $512K prior period adjustment, but adding in the full impact of the year one building loan payment would leave IUSD with an adjusted net operating margin of <$7,655>, almost break-even from annual on-going operations of the school. This break-even status includes the negative budget to actual revenue variance of $1.1M from tuition and clinic revenues.
IUSD Financial Strengths:

- **The ability to attract outstanding applicants to both its DDS program and its International Dental Program (IDP).** IUSD receives approximately 14 applications for every available seat in the entering DDS and IDP classes each year.

- **IUSD continues to be one of the best values among dental schools as measured by resident tuition rates.** The median resident rate for the nine publicly affiliated Big Ten dental schools for FY 2016-17 is $38,462. IU's resident dental tuition rate is $32,695, 15.9% below the median of these schools. For FY 2016-17, IUSD is again the median value ($70,740) for the nine publicly affiliated Big Ten dental schools for non-resident tuition rates.

- **The Bicentennial Campaign continues to run well ahead of the $26 million goal projection for the dental school.** The School enjoyed another productive philanthropic year in fiscal year 2017 (July 1, 2016-June 30th, 2017). The School of Dentistry garnered $3,330,521.97 in gift dollars in 2017, an increase of 51.8% over the previous year. In addition, both donor participation and number of gifts increased from the previous year by a modest 2.42% and 4.04% respectively. The school also has exceeded its $11 million private philanthropy dollar goal for the IU Bicentennial Campaign, reaching a total $15.7 million in gift dollars and pledges at the end of fiscal year 2017 with 30 months remaining in the campaign (ending date December of 2019).
Financial Challenges to IUSD:

- **Increasing competition for patients** from low-cost, highly capitalized, corporate dental practices. This competition works to erode our patient pool, and we must work harder to keep our existing patients coming back and attract new ones. The competition also keeps dental procedure rates lower for patients, but keeps patient care revenue lower for IUSD as well. This situation is exacerbated by the annual increases in clinic supplies and equipment, personnel and overhead costs that go into providing this patient care, putting increased pressure on IUSD’s net margin.

- The recent trend for **non-resident students to be granted resident status for the purpose of paying student fees**. One such DDS student tuition conversion for one academic year is a loss of $40,247 for IUSD. Due to the four-year structure of the DDS program, one such conversion between a student’s D1 and D2 years represents a **total loss of $120,741** over the D2 through D4 years. Ten such conversions would be a $1.2 million loss for the School. As mentioned earlier in this document, IUSD is projecting a certain number of withdrawals and conversions into its enrollment projections in the future to provide some cushion in the revenue budget.

- In the short to medium term, the new Evansville dental clinic, due to open in FY19 or FY20, will be a net negative cash flow operation for one to three years while it progresses through its anticipated start-up period. Thereafter, we project a modest annual operating surplus from this operation.
Human Resources

The IU School of Dentistry employs 225 full-time appointed staff consisting of 164 support and service staff, 24 professional non-exempt staff and 37 professional exempt staff.

Over the last five years, the staff turnover at IUSD has been trending downward, with the exception of this past fiscal year. This increase can be attributed to the fact that our involuntary turnovers increased as supervisors have been working more closely with IUSD human resources for assistance with performance management.

- **Workforce planning:** 6% of our current staff (14 employees) will be age 65 or older during FY18. In five years, approximately 18% of our staff (40 employees) will be age...
65 or older. We had two professional staff retire this year whose duties were absorbed by changing processes and providing other staff with additional responsibilities. We are currently reviewing other positions that may become vacant within the next five years and will develop a plan to manage those functions.

- In an effort to develop career paths for support and service staff, we were able to update position description and reclassify 21 biweekly support staff positions. Career development options enable us to boost morale and retain employees.

- IUSD is partnering with IU Talent Management and working closely with Rocco Mazza and Martie Adler on professional development opportunities for our staff.
  
  o Rocco is leading and facilitating leadership lunch and learn sessions for our clinic coordinators, supervisors and team leads. With our active clinic schedules, it is often difficult for our staff to break away for training. More frequent, short sessions have allowed our clinic staff the opportunity to participate in professional development opportunities. Rocco will also facilitate sessions during our annual staff retreat in October.
  
  o Martie is working with Finance and Administration to strengthen the team by developing common standards and building trust. Martie will also facilitate sessions during our annual staff retreat in October.

- Oral surgery and finance staff are partnering on a lean process improvement project to make the scheduling, insurance, billing and collection processes for oral surgery more effective and efficient. Team members currently certified in Six Sigma are teaching others who have an interest in process improvement by working together on the project. This in turn enhances skills and professional growth for our employees. Upon completion of the oral surgery project, the team will look at other processes in the school that may benefit from process improvement.

- IUSD Diversity, Equity and Inclusion and Human Resources are working with the IU School of Medicine Diversity Affairs Office to host our first session in a new diversity series starting this fall. Dr. Tori, Assistant Dean for Diversity Affairs, IU School of Medicine is presenting a workshop to help train our dental practitioners on working with LGBTQ patients.
Information/Technology Resources

IUSD continues to engage CAITS as its service provider for support of student, faculty and staff computers, servers, classrooms, and other I.T. support. Each support area/service line in CAITS coordinates with the IUSD departments and Dean’s office to continue the educational and administrative operations, using the most secure and up-to-date technology resources. Part of this effort includes the ability to pool and distribute support resources to best handle issues arising during the day.

CAITS work has included several important initiatives within the school:

- Coordinated with IUSD to consistently provide staff support in the IUSD building and extend remote support center hours into the evenings.
- Installed MiPacs system to acquire, store, and view digital dental images
- Upgraded Dolphin system to support Orthodontic imaging and diagnostic tools
- Implemented Carestream Intraoral Scanner technology for Orthodontics
- Developed and deployed new Cash Drawer Application in accordance with IU Treasury Office requirements; retired old PLATO cash drawer module
- Securely retired the old warehouse of patient data from the predecessor to AxiUm (pre-2004 data)
- Provided setup and support for the Commission on Dental Competency Assessments (CDCA) testing
- Upgraded technology in DS 245 as part of total room renovation
- Began technology planning for Fritts Clinical Care Center
Part 3: Plans to Support Welcoming Campus Initiative

In response to the initial announcement of the 2017 Welcoming Campus Innovation Fund, a dental school committee, comprised of three faculty members and three staff members, was formed. Dean Williams committed up to $25,000 matching funds for any proposal funded by the IUPUI Campus. In December, the IUSD Welcoming Campus Initiative (WCI) Committee sent an electronic survey to the IUSD community asking individuals to rank the five themes of the Welcoming Campus Initiative as well as suggest project possibilities. The excitement surrounding the potential for an idea to materialize heightened the awareness at IUSD of what it means to be “welcoming.” The engagement and input from the faculty, staff and students motivated the IUSD WCI committee as they brainstormed ideas. The theme, which emerged as a priority for IUSD, was Investing in Faculty and Staff. The proposal put forth by the IUSD WCI committee targeted new employees with a mobile app that offered assistance navigating through the first year of employment. Although the proposal was not selected for funding in 2017, the proposal reviewer feedback commented on its positive alignment with the Welcoming Campus Initiative priorities; however, the details of the content and delivery needed to clarified and defined. The IUSD WCI committee will continue to work with IUPUI Campus Human Resources Administration and University Information Technology Services to determine the feasibility and sustainability of a mobile app, as well as advance the conversation and explore the other Welcoming Campus Initiative project suggestions shared by colleagues.

The Welcoming Campus Initiative has created a spirit of collaboration within the walls of IUSD, as well as an appreciation of the history of IUPUI. Through the dialogue that has ensued as a result of the initiative, IUSD faculty, staff and students have been reminded of IU School of Dentistry’s role in IUPUI’s commitment to not only the campus but to the Indianapolis community in which IUPUI resides.

Moving forward, the IU School of Dentistry supports the Welcoming Campus Initiative in both big and small ways and will continue its commitment to:

Creating a vibrant and inclusive student experience

- The IUSD Office of Admissions and Student Affairs will continue its participation IUPUI Decision Days, IUPUI Health Professions Fair, IUPUI Undergraduate Recruiter's Group.
- The School of Nursing hosted its first “Breaking the Myths of Nursing” in 2011. Working with the School of Nursing, the School of Dentistry launched the “Breaking the Myths of Dentistry” program in June 2016. Similarly structured, the 2-day program introduced high school students from underrepresented minorities to the field. In addition to learning about careers in the health professions, the students learn about the application process, including essay writing and scholarship opportunities. The two schools hope to expand the program to other health profession programs on the IUPUI campus.

Designing an accessible, inspiriting urban campus

- The opening of the James J. Fritts, D.D.S. Clinical Care Center will increase the accessibility to oral health care in the city and the state in the new, state-of-the-art, 45,000-square-foot clinical space.
- IUSD Office of Diversity, Equity and Inclusion and IUSD Human Resources will expand a new diversity series, “This is IUSD.” Working with the IU School of Medicine Diversity
Affairs Office, IUSD will host the inaugural session in Fall 2017. The session will focus on addressing the needs of LGBTQ patients in the dental practice. (see GOAL 9)

- In the Fall 2017, IUSD will engage in ADEA CCI 2.0, a multi-year initiative looking at the impact that external factors of technology, education, demographics, health care and environment have on dental education.

**Investing in faculty and staff**

- With the additional clinical space provided by the Fritts Clinical Care Center, the Phase II building redesign of the older dental school buildings is underway to determine the needs and priorities in maintaining a positive work environment.
- The IUSD Welcoming Campus Initiative committee will continue to work with IUPUI Campus Human Resources Administration and University Information Technology Services to determine the feasibility a mobile app.

**Communicating who we are**

- In collaboration with IU Communications, IUSD will redesign the public-facing website to raise the profile of IUSD by communicating the school’s role in serving the oral healthcare needs and its engagement on campus, in the city, state and beyond.
- The IUSD Office of Admissions and Student Affairs will continue its engagement with campus pre-professional academic advisors.
- Alumni and friends of IUSD will continue to be kept abreast of the happenings at the dental school and the campus through several publications, including the *Alumni Bulletin magazine*, *Dean’s First Friday*, digital *Alumni Update*, and *New Bites*. In addition, the IUSD Office of Faculty Affairs (monthly) and IUSD Office of Admission’s and Student Affairs inform the IUSD community through newsletters.

**Engaging and integrating with the community**

- With the recent Gannett grant award of $100,000 from *A Community Thrives*, a USA Today Network initiative, the Dental Student Outreach Clinic (SOC) will provide expanded complex dental services for an underserved adult population. (see GOAL 7)
- Fourth-year DDS students will provide dental care in Indianapolis and throughout the State of Indiana by implementing a required two-week community-based rotation. (see GOAL 7)
- Students, faculty and staff will continue their involvement in community events, including Indiana Black Expo, Indiana Latino Expo, La Plaza, Indiana Area Health Educational Centers (AHEC), Jobs for America’s Graduates (JAG) and Indiana Mission of Mercy (MoM).