



DEAN, SCHOOL OF DENTAL MEDICINE

POSITION SPECIFICATION

December, 2010



Tufts University

Established in 1852, Tufts University is a privately endowed, coeducational research university with approximately 10,480 students, a faculty of 1,260, and a staff of 3000. Recognized among the premier universities in the United States, Tufts enjoys a global reputation for academic excellence and for preparing students as leaders in a range of professions. With its breadth of research, Tufts has extensive and highly regarded liberal arts, sciences, health sciences, and engineering programs that draw outstanding students from around the world with the highest academic achievement and standing.

Tufts College opened its doors on twenty acres of land donated by Charles Tufts with seven students and four professors. Today, Tufts University has three campuses in Massachusetts (Medford/Somerville, downtown Boston, and Grafton) and a European Center in Talloires, France.

Tufts' eight Schools offer undergraduate, graduate, and professional education:

- School of Arts and Sciences;
- School of Engineering;
- Fletcher School of Law and Diplomacy;
- Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy;
- School of Dental Medicine;
- School of Medicine;
- Sackler School of Graduate Biomedical Sciences; and
- Cummings School of Veterinary Medicine.

The School of Dental Medicine

Tufts University School of Dental Medicine (TUSDM) offers one of the most forward-looking educational environments in dental medicine in the country. Since its founding in 1868, TUSDM has been committed to leadership in education, patient care, research, and community service. Students obtain an interdisciplinary education, integrated with medicine, with access to training in dental specialties. Clinics managed at TUSDM provide quality comprehensive care to more than 20,000 individuals annually, including those with special needs. Nationally and internationally, the School promotes health and educational programs and researches new procedures, materials, and technologies to improve oral health.

Mission statement

TUSDM is an accredited, private dental school that provides education to a diverse body of predoctoral and postdoctoral students to prepare them to practice dentistry in the twenty-first century with knowledge of many different patient populations, dental specialties, and varied practice settings. Students are taught in an ethical and professional environment in which quality dental care is provided to patients.

The School presents a dynamic curriculum, which provides excellent clinical training, integrates the health sciences with clinical experience, and utilizes modern technology.

Tufts' success is based on maintaining a strong faculty and staff who are supported in their commitment to teaching and administration, professional development, scholarship, research, student service, and community service.

Since 1868, Tufts University School of Dental Medicine has played an integral part in the development of oral health care services and dental education. The School's primary mission then was "to educate students to become competent general dentists and to deliver high quality dental treatment." Since that time, the School's mission has been expanded to reflect the additional challenges in society's diverse culture. The School's current mission statement--patient-centered education committed to excellence--reflects this changing mission and includes research, community service, and an international reputation for leadership in dental education and patient care.

Vision

TUSDM is moving in exciting clinical, teaching, and research directions and has the following as part of its evolving vision statement:

"As we strive to achieve our vision to educate the world's leading clinicians to address the challenges of 21st century dentistry, we will,

- Provide compassionate care through our clinics. The clinic of the future will be a patient care environment. It will be managed as an ambulatory care center or office, running efficiently with multi-level care providers. We will expand the use of auxiliary clinical practitioners, and will leverage their skills and time in the TUSDM clinic, strengthening our program and contributing to the nation's goal of expanded access to care.
- Elevate the science of dentistry. Research will be integrally linked with our clinical and teaching practices, becoming even more rigorous, with evidence-based outcomes informing our consistent, empirical protocols and treatment plans both in the classroom as well as in the clinic. Quality and continuous process improvement will lead to new knowledge and improved patient outcomes.
- Live our core values of clinical and teaching excellence and profound compassion by treating the whole patient; placing the healthcare of others as a priority; and making quality part of our everyday work-life, whether in the classroom, the clinic, or the office."

In recognition of the School's outstanding achievement in advancing quality patient care, service to underserved patient populations, cultivating diversity, strengthening the research portfolio, and achieving fundraising, alumni engagement and capital construction goals, the School will be recognized with a William J. Gies Award for Vision, Innovation and Achievement - Educational Institution: Achievement at the 2011 ADEA Gies Foundation Awards Dinner in March. The award recognizes the impressive growth and strength of the School on all available measures. The William J. Gies Awards for Vision, Innovation, and Achievement remain the preeminent recognition of exceptional contributions to and support of oral health and oral health education around the world.

Education and research

At Tufts University School of Dental Medicine, research and teaching are complementary, producing professionals who possess the analytical capacity and the spirit of inquiry to deal with an ever-increasing knowledge base and rapid technological changes.

The School of Dental Medicine has a competency-based curriculum and a patient-centered primary mission. Our goal is to develop dental practitioners who utilize the basic principles of human biology and human behavior in conjunction with technical skills in diagnosing, treating, and preventing oral disease. The TUSDM graduate should be able to integrate knowledge across disciplines and perform procedures with patient well-being in mind. They should understand the importance of life-long learning to continually improve their knowledge and skill base. In addition to the four-year DMD program, Tufts offers postdoctoral programs, dental international programs, and accredited advanced education programs in the following areas:

- Endodontics (two years)
- Oral and maxillofacial surgery (four years)
- Orthodontics (two years; or three years if combined with Master of Science)
- Pediatric dentistry (two years)
- Periodontology (three years)
- Prosthodontics (three years)

Also, Tufts supports an accredited General Practice Residency program in affiliation with Tufts Medical Center. All programs lead to a Certificate of Achievement in the respective specialty.

The following specialty fellowship programs are also available:

- Implant dentistry (one or two years)
- Advanced education in esthetic dentistry (one or two years)
- Craniomandibular disorders and orofacial pain (two years)
- Oral and maxillofacial surgery (one year)

Research

TUSDM is dedicated to performing ethical and scientifically meaningful highly translational research that will have a significant impact on oral health care. Research efforts are directed towards meeting the needs of a broad spectrum of scientific and dental communities, the public at large, and to our study volunteers and students. The focus of the research community is to:

- Apply basic and clinical science research to the development of new clinical methodologies and treatment technologies;
- Publish in high quality, peer-reviewed journals;
- Communicate research findings through oral presentations;
- Create research opportunities and training for faculty;
- Develop innovative hypotheses that will drive cutting-edge, interdisciplinary discovery;
- Collaborate with other scientists within Tufts and other institutions;
- Share research ideas among faculty and students;
- Empower dental and postgraduate students with critical thinking skills that will nurture future scientists and leaders; and
- Educate and promote the oral health and well being of our study volunteers.

Areas of research include the following:

- Dental materials
- Bone remodeling
- Sjögren's Syndrome: dry mouth and dry eye
- Public health and community service
- Craniofacial and molecular genetics
- Oral medicine and public health
- Center for integrated tissue engineering
- Biostatistics
- Stem cell biology
- Prosthodontics and operative dentistry
- TMD and orofacial pain

TUSDM is a respected leader in corporate-funded clinical research, especially in biomaterials, whitening agents, the management of xerostomia, and craniofacial pain. TUSDM has transformed its profile from receiving no NIH funding in 2003, to receiving nearly \$7 million annually in sponsored research. A well-established cadre of basic and translational clinical scientists is leading this research effort.

Tufts dental students are actively engaged in a broad spectrum of research activities. Since 2002, three TUSDM students have been selected to participate in the Howard Hughes Medical Institute - National Institutes of Health Research Scholars Program, which brings 42 top health science students from across the country to pursue a year of biomedical research at the NIH campus in Bethesda, Maryland. Of the fourteen slots occupied by dental medicine students in the last 20 years, TUSDM has secured three. A

Dean's Research Scholarship is awarded to five students who are selected to continue research for all four years of enrollment.

Patient care

To meet the wide variety of patients' needs, Tufts University School of Dental Medicine has general and specialty clinics, Tufts Dental Associates (a full-service Faculty Practice), and Tufts Craniofacial Pain Center. Tufts Dental Clinics offer a full range of high quality general, specialty, and emergency dental care at lower fees than private practices. At the Clinics, dental care is especially affordable because faculty-supervised predoctoral dental students or postdoctoral dental residents provide treatment.

The quality of the patient care educational experience is recognized as the long-standing strength of the School and the vast majority of students selecting Tufts for their predoctoral and postgraduate educational experiences seek to gain self confidence in rendering patient care to a variety of patient populations, utilizing an increasing array of more sophisticated patient care techniques.

The second floor of the School is presently undergoing renovations to provide 48 additional operatories for use by the School's predoctoral students. By 2011, the second, third, and fourth floors of the school, with 144 operatories, will be utilized by the school's predoctoral students in acquiring the dental patient care skills necessary to be competent practitioners in private practice. A significant portion of the School's ethos and faculty and staff workload effort is centered on preparing the next generation of students to become effective patient care providers. For many at the School, this role is a central component of the institutional self-image, as the School has been among the best in the country in providing this educational experience for decades.

A related hallmark of the School has been an emphasis on the role of the biomedical sciences in educating students to work effectively with medically compromised patients (e.g., the elderly, HIV/AIDS patients, and tuberculosis patients) and socioeconomically and culturally disadvantaged patients (e.g., those with limited linguistic capabilities or victims of domestic abuse). Comprehensive training is accomplished through a three-year medicine course sequence, culminating in a five-week rotation in Tufts Medical Center, the principal teaching hospital of Tufts Medical School. This emphasis in the D.M.D. program was first undertaken in 1980 and complements renewed interest among educators in promoting and creating interprofessional educational opportunities in school and community settings.

Community

The students and faculty at TUSDM benefit from the University's commitment to interdisciplinary teaching, research, and practice. The School is dedicated to training doctors of dental medicine as expert clinicians with strong biomedical backgrounds. Located in the heart of Tufts' Health Sciences Campus in downtown Boston, the School shares resources and is well-integrated across the School of Medicine, the Cummings School of Veterinary Medicine, the Friedman School of Nutrition Science and Policy, and the Sackler School of Graduate Biomedical Sciences.

Global health and leadership in dentistry

TUSDM has a legacy for educating international dentists in the School's advanced education programs. Over the last 50 years, many alumni have returned to their native countries and have built stellar reputations in both private practice and in academic careers in advancing global oral health standards. More recently, TUSDM has expanded relations in China and India as these countries have emerging economies and larger populations that demand high standards of oral health care. TUSDM has a partnership with the Dental Council of India to collaborate in working with select Schools across India to develop Centers of Excellence in dental education in raising education standards.

Faculty recruitment, development, and retention

There are currently 113 full-time and 92 part-time faculty members, and approximately 200 volunteer faculty members. TUSDM is committed to the recruitment, retention, and development of excellent faculty. The Strategic Talent Development initiative strives to ensure the continuity and quality of faculty, develop leadership skills, and identify strategic professional developmental needs in planning for the future as a leader in dental education. This effort has included detailed career development discussions with 75 percent of the School's paid faculty and a significant commitment over the next 10 years to secure and support the best didactic, clinical, and research faculty.

Ten years ago, TUSDM initiated a Faculty Track of the International Student DMD Program. The program was created to support the development and retention of junior faculty members with a dental degree from a foreign country. These faculty members must indicate a significant intention to make a long-term commitment to academia at TUSDM as their career choice. Tuition for the International DMD program is managed as a benefit/scholarship. The faculty member retains his or her full-time paid position with development release time as necessary to fulfill the requirements of the program. Overall retention rates have been strong, making this a successful program.

Diversity

TUSDM is committed to diversity and an environment of collegiality and inclusiveness. Women and men are enrolled in near equal numbers. More than 259 universities and colleges and 23 countries are represented in predoctoral enrollment. Members of underrepresented minority groups represent 30 percent of the enrollment. The School ranks in the top 10 among dental schools in terms of numbers of students who are members of underrepresented minority groups. GLBT applicants are supported by an active student organization.

Enhanced facilities

The School's recently converted vertical expansion project involved construction of an additional 95,000 square feet of five floors added to the top of the School building. The vertical expansion includes five additional floors with administration offices, simulation clinic, continuing education, alumni lounge and post-graduate clinical space. There remains one floor (20,000 sq ft) of shell space for future growth. The \$68 million project

was completed ahead of schedule, on budget, and while the School remained fully operational for educational and clinical programs.

Community service and public health

TUSDM reinforces the importance of active citizenship and ethical principles that inform patient care with both a community and global reach. This includes practice management courses, clinical rotations for management courses, clinical rotations for health screening at nursing homes, geriatric centers, and 26 off-site locations across the country, including veteran's hospitals, migrant worker health clinics, Native American reservations, correctional facilities, US military bases, and rural and inner city community centers.

Two of TUSDM's signature programs are the Dental Outreach to Survivors (DOTS) and the Tufts Dental Facilities Serving Persons with Special Needs (TDF). DOTS is a state-wide program to provide anonymous dental care for victims of domestic violence and their children. The TDF program is a 33-year, public-private, practice partnership with the Commonwealth of Massachusetts and is regarded as a national model for providing health services to the developmentally and physically disabled.

TUSDM has been active in the "Step UP" program administered by the City of Boston, providing dental care to students in the Boston Public School system.

Advancement

Tufts is currently engaged in *Beyond Boundaries: The Campaign for Tufts*, the most ambitious fundraising endeavor in the University's history. The goal of this University-wide, comprehensive campaign is to raise \$1.2 billion by 2011. As part of the University's comprehensive campaign TUSDM, has already reached 99 percent of its \$40 million campaign goal and is looking forward to a successful conclusion.

In recent years, the School secured the largest gifts in its history, including \$5 million from Delta Dental of Massachusetts to support teaching, research, leadership, and clinical services for people in need and \$4 million from Nobel Biocare to expand the School's Implant Center and Maxillofacial Surgery Clinic, to support education in dental implants, and to enable the "vertical expansion" of the School. Giving from individuals is at its strongest in the School's history with close to 50 percent of alumni and a total of 5,200 alumni, parents, and friends making a gift to the School during the campaign. The Tufts Dental Fund, the School's robust annual fund, represents 25 percent of the campaign total.

Alumni Engagement

TUSDM has very strong alumni programming to serve the School's 8,000 alumni. The work of development and alumni relations has been more closely integrated at Tufts, reflecting the belief that a tight connection between these functions is essential for developing a culture of philanthropy at the school, expanding prospect pools, and positioning the School for the future. The focus of our alumni relations program has been to build lifelong relationships between alumni and the School to increase alumni

engagement with the school through a broad range of programming and volunteer opportunities.

The School has a strong and productive relationship with the Tufts University Dental Alumni Association. A body of 20 elected alumni leaders who serve as the governing body. The Alumni Association, in conjunction with the Office of Alumni Relations, supports and sponsors all alumni programs, activities, and initiatives.

The Alumni Association has active chapters in New York, Florida, California, Greece, and Italy. Alumni outreach includes regular reunions in Boston and regional programming, including Red Sox Spring Training, the Annual Golf and Tennis Tournament, and travel to regional and specialty dental meetings.

Predoctoral admissions and enrollment statistics

- Enrollment: 870 full-time students
 - 710 predoctoral students
 - 160 postgraduate students, including 110 postgraduate students in residency (specialty) programs and 50 master of science students
- Applications to DMD class of 2014: 4,233
- Students in DMD class of 2014: 178
- College GPA for class of 2014: 3.46; science GPA: 3.33
- Class of 2014: DAT: Academic Average – 19.5, Perceptual Ability – 19.9, Reading Comprehension - 21.2, Total Science – 19.6
- Class of 2014: 51% women, 49% men
- Racial/Ethnic Breakdown:
 - 43% Asian/Pacific Islander;
 - 2% Hispanic/Latino;
 - 2% Black/African-American
- Class of 2014 average age: 23; range 20-33
- Class of 2013 composed of students from 30 states
 - 23% from New England (CT, MA, ME, NH, RI)
 - 14% from Mid Atlantic (NJ, NY, PA)
 - 19% from West Coast (CA, HI, WA)
 - 10% from Florida
 - 14% from South (AL, GA, NC, OK, TN, TX, VA)
 - 13% from Midwest (IL MI, OH, MN, WI)
 - 7% from Mountain States (AZ, CO, NV, ID, NM, UT)
- Tuition 2010-2011: \$56,700

Dean of the School of Dental Medicine

Reporting to the Provost, the Dean is the chief academic officer of the School of Dental Medicine and is responsible for the quality, conduct, and coordination of academic affairs throughout the School.

With the Provost, the Dean is responsible for the following:

- ensuring the quality of dental education and research in the School of Dental Medicine;
- overseeing the recruitment, development, and promotion of faculty;
- collaborating with the deans of the other schools to build synergistic partnerships that will establish educational and scholarly links across the University;
- overseeing student functions including admissions, student life, and student services; and
- Securing resources to ensure success of the School.

The Dean is a member of the University's academic leadership team, which is focused on continually improving the academic strength and reputation of the University.

Reporting to the Dean are the chairs of the nine dental medicine departments at TUSDM, an executive associate dean, six associate deans, and the director of international student program.

Supporting the Dean, but not a direct report, is the senior director of development and alumni relations. The University Advancement Division's business model is fully centralized; the division has complete budgetary authority and management responsibility for all fundraising and alumni relations programs across the University. Service to the University's seven schools is delivered in a distributed fashion, with staff situated in the schools they serve. Although all formal organizational authority rests in University Advancement, the advancement leadership and the deans of the schools are full partners in creating an environment in which advancement programs can thrive and in ensuring that fundraising efforts are in alignment with academic priorities.

The School of Dental Medicine has a Board of Overseers that serves as a resource to the Dean, Provost, and President as they work to address the School's needs and aspirations. While formal institutional governance and fiduciary responsibility for the University rests solely with its Board of Trustees, the members of the Board of Overseers play an important role as advisors and ambassadors of the School.

Opportunities and challenges for the next Dean

The key challenges and opportunities for the next Dean include the following:

Faculty development and support. The Dean will be expected to build upon the legacy of success in dental education, foster curricular innovation, and support research

excellence. To further enhance the outstanding reputation of the Tufts University School of Dental Medicine, the School must continue to be on the cutting edge of oral health research and dental education. The new Dean will lead strategic thinking regarding the future of dental education, dental service delivery, and life-long learning, and will work to ensure that the curriculum is innovative and responsive to emerging clinical and research needs and trends.

The Dean should inspire leadership qualities in Tufts students and faculty and foster their development in a manner that will best prepare them to assume leadership positions in their communities and in the dental profession. The next Dean will foster intellectual collaborations in both practice and research and will support the development of the faculty through targeted recruitment initiatives and engagement in the continued enhancement of the School's programs. He/she should advance the School's excellent reputation for clinically relevant and highly translational basic and clinical science research. The central role of the faculty in accomplishing the goals identified in the School's mission statement and strategic plan will be acknowledged, with a concerted effort towards their professional development.

Collaborative and collegial leadership: The Dean of the School of Dental Medicine is an integral member of the University's senior leadership team. He/she will serve as a strong advocate for the School, while working to foster collaborative relationships with other deans and inspiring interdepartmental research and scholarship, focusing especially on synergies among the health sciences, including veterinary medicine, public health, and nutrition. The Dean will work to engage faculty and continually build faculty morale. He/she will also work to build relationships with external constituencies, including donors, alumni, local community, and government. Such collaboration will create stronger and more powerful research and scholarship within the School of Dental Medicine, but also across the University community.

Public service and global citizenship. The Dean will lead efforts to position the School of Dental Medicine as an international leader in terms of public service and global citizenship. He/she will provide inspiration and leadership to ensure that the ethos and curriculum of the School of Dental Medicine strives to serve all of humanity, emphasizing issues such as access to care across socioeconomic and national boundaries. The next Dean will work to attract students and faculty who believe in this commitment to global citizenship and public service and will strive to marry this commitment with the highest academic standards. He/she should also have the vision to meet the challenges and opportunities presented by changes in the health professions that are linked to the broader social, economic and political environment that have an impact upon dentistry.

Innovative strategic resource management and fundraising. The School's operating budget for FY 09 was \$75 million; its endowment is \$ 26.4 million dollars. The School has just completed a major "vertical expansion" project, which added 95,000 square feet of usable space; clinical facilities and departments are in the process of renovation. Tufts has fostered a culture in which the deans understand that their personal participation in

external relations functions is key, and their involvement has contributed significantly to the University's fundraising success. The next Dean will continue to build support from alumni and other donors. He/she will be expected to seek and obtain new resources to support the work of the students and faculty and to ensure that facilities are always state of the art. The next Dean will seek ways to use technology and globalization as tools to achieve greater excellence while keeping tuition increases under control.

Fostering Diversity. Recognizing the inherent educational value of an inclusive learning environment, Tufts seeks to further foster diversity in its student body, faculty, staff, and curriculum. The Dean will need to champion diversity—in the broadest sense of the word—and to create a community that prepares students to lead in an increasingly diverse society.

IDEAL QUALIFICATIONS AND CHARACTERISTICS

Successful candidates will show evidence of the following:

- Accomplishment as a dental educator, with an articulated understanding and respect for the growing importance of basic, clinical, and translational research, and for interdisciplinary collaboration and, scholarship, and education;
- A vision for the future direction of dental medicine and education that will inspire the next generation of dental professionals;
- Experience leading and managing a complex academic enterprise;
- Interpersonal leadership skills to inspire others, foster collaboration, and accomplish goals;
- Ability to work collegially and collaboratively across the School and University externally;
- Ability to build upon strong alumni relations and to lead ambitious fund raising efforts; and
- Experience in promoting diversity in all meaningful dimensions.

To succeed as a leader in the Tufts community, the Dean should also possess the following characteristics:

- Ability to forge positive working relationships with diverse populations including faculty, staff, students, other deans and administrators, alumni, parents, and Board of Overseers;
- Ability to garner resources and steward their use to support institutional priorities;
- Energy, visibility, and accessibility; and
- High personal integrity.

Nominations, inquiries, and expressions of interest should be forwarded as soon as possible to tuftsdental@storbeckpimentel.com.

For more information on Tufts University please see <http://tufts.edu>. For information on the School of Dental Medicine, please see <http://dental.tufts.edu>.

Tufts University is an Equal Opportunity/Affirmative Action Employer. Upon invitation for an interview, applicants requiring accommodations due to a disability should inform the consultants so that proper arrangements can be made.