In accordance with the bylaws of the Rutgers School of Dental Medicine, Chancellor Brian L. Strom and Dean Cecile a. Feldman have initiated a school-wide comprehensive review of the Rutgers School of Dental Medicine.

The RSDM Bylaws call for the periodic review of the school and the stewardship of the Dean.

RSDM Bylaws § II.A.1.6: There shall be a periodic review of the school and the stewardship of the Dean at least once every five (5) years. The Chancellor shall appoint a committee to conduct the review and to report its findings and recommendations to the Chancellor who will recommend appropriate action to the President and Board of Governors. The committee shall take steps to ensure that the faculty and other appropriate constituencies have opportunity for input to the committee’s review. At least 50% of the committee shall be members of the RUTGERS SCHOOL OF DENTAL MEDICINE faculty.

In addition, the Bylaws call for the review and evaluation of the School’s department chairs every five years. A stewardship review of two RSDM Chairs have accordingly been completed and a report submitted to the dean.

RSDM Bylaws: § II.B.1.6 The Department Chair shall be subject to review and evaluation at least once every five (5) years. Such reviews shall be carried out following procedures set forth in the Rutgers School of Dental Medicine Procedural Code. The findings of such reviews shall be reported to the Dean.

To assist in the review, a School-wide Comprehensive Review Committee (“Committee”) was established by the RSDM Faculty Affairs Committee, with provision for advice and assistance by an External Advisory Committee, selected by the School-wide Committee. The External Advisory Committee consisted of three nationally renowned dental faculty, one from each of the following areas: dental school dean, clinical scholar, research faculty.

The Committee invited faculty input through various avenues, including Academic Assembly meetings, anonymous email comments, and meetings with the External Advisory Committee. A Sakai site was established and maintained to share with faculty relevant documents under review.

The Committee was charged at its first meeting by Chancellor Brian Strom on March 31, 2016. Subsequently, the Committee received an internal review report from each RSDM department. The departmental reports included analysis of extensive data concerning education, research, faculty and student metrics, facilities, programs and leadership. Each department also hosted a departmental site visit by external reviewers, expert in the department’s discipline.

On October 13th and 14th, 2016, a comprehensive school-wide site-visit was conducted by the External Advisory Committee, which allowed committee members to speak with the school’s administration, faculty, staff, students, RBHS and Rutgers University officials, and representatives of external professional associations. The External Advisory Committee submitted its report and recommendations to the School-Wide Comprehensive Review Committee and to the Chancellor.
## Table 1: RSDM Comprehensive School-Wide Committee

<table>
<thead>
<tr>
<th>Role</th>
<th>Name and Position</th>
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<tbody>
<tr>
<td>Chair</td>
<td>Sherine Gabriel, MD, Dean, Robert Wood Johnson Medical School CEO, Rutgers Robert Wood Johnson Medical Group</td>
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<tr>
<td>Members</td>
<td>Dr. Steven Morgano, Chair, Restorative Dentistry</td>
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<td>Dr. Daniel Kadouri, Associate Professor, Oral Biology</td>
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<td>Dr. Barry Zweig, Professor &amp; Director of RSDM Implantology Center, Oral &amp; Maxillofacial Surgery</td>
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<td></td>
<td>Dr. Meredith Blitz-Goldstein, Clinical Associate Professor, Director of Anesthesia, Oral &amp; Maxillofacial Surgery</td>
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<td>Dr. Cindy Sickora, Associate Professor, School of Nursing, Director, Jordan and Harris Community Health Center, Director, NJ Children’s Health Project</td>
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<td>Dr. Patricia Findley, Associate Professor, School of Social Work</td>
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## Table 2: External Advisory Committee

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<tr>
<th>External Advisory Committee Reviewers</th>
<th>Name and Position</th>
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<tr>
<td></td>
<td>Laurie McCauley, DDS, MS, PhD, Dean, University of Michigan School of Dentistry</td>
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<tr>
<td></td>
<td>Thomas Oates, DMD, PhD, Chair, Departments of Endodontics, Periodontics, and Prosthodontics, University of Maryland, Baltimore School of Dentistry</td>
</tr>
<tr>
<td></td>
<td>Keith Mays, DMD, MS, PhD, Associate Dean for Academic Affairs, University of Minnesota School of Dentistry</td>
</tr>
<tr>
<td>Site Visit Date</td>
<td>October 13, 2016 – October 14, 2016</td>
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The objectives of the review were:

1) To assure ongoing excellence within RSDM;
2) To assess the alignment of the school’s goals with the strategic goals of RSDM, RBHS, and Rutgers University;
3) To provide the school with opportunities for review and assessment of directions, goals, strengths, areas for improvement in education, research, and patient care;
4) Assess the present and future programmatic and operational needs of the school to achieve its stated goals;
5) To provide a mechanism for faculty to express their views on the performance and responsiveness of school’s leadership.

During the course of the review, the Committee had an opportunity to consider the review reports of all RSDM departments and the following documents/information:

Table 3: Documentation Reviewed

<table>
<thead>
<tr>
<th>RSDM Overview</th>
<th>Organizational Chart</th>
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<tr>
<td></td>
<td>Inventory of academic programs including Graduate Dental Education</td>
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<td>Publications</td>
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<td>Diversity goals and progress reports</td>
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<td></td>
<td>Faculty headcount and percent tenured, minority, and female</td>
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<td>Mission, Vision, Goals and Strategic Plan</td>
<td>RSDM, RBHS, RU strategic plans</td>
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<td>Outcomes</td>
<td>Post graduate admissions reports</td>
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<td>Dental residency match reports</td>
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<td>Enrollment reports</td>
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<td>Graduation and retention reports</td>
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<td>Student/alumni simulated and actual board certification exams</td>
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<td>Research and grant awards information</td>
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<td>Fundraising performance</td>
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<td>Awards or special acknowledgements by professional organizations</td>
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<tr>
<td></td>
<td>Additional information/documents recommended by the dean</td>
</tr>
<tr>
<td>Other</td>
<td>Dean’s slide presentation on national trends in dental education</td>
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ORGANIZATION OF THIS REPORT

The Committee adopts the views expressed by the External Advisory Committee, with additional comments. The following pages include the External Advisory Committee’s entire report verbatim, with the Committee’s responses and comments included in blue font immediately following each section.

BACKGROUND

Rutgers School of Dental Medicine (RSDM) is the only dental school in the State of New Jersey and was established in 1954. There have been four name changes during its history with the most recent being a merger with Rutgers University in 2013. There are 17 programs offered by RSDM and more than 500 students. The RSDM runs a robust patient care operation with more than 125,000 patient visits/year. There are three existing community sites
RSDM COMPREHENSIVE SCHOOL-WIDE REVIEW COMMITTEE

(Northfield, Galloway, and Stratford) with a new site (New Brunswick) coming on board. The school’s research program includes 6.61 million dollars of funding in FY16 (a significant increase from the previous year) with most of the funds coming from federal sources. There are three centers of research excellence: the Center for Oral Infectious Diseases, Biomaterials, and the Center for Temporomandibular Disorders and Orofacial Pain. The school is organized into 9 academic departments currently with joint leadership of two of these departments (Community dentistry and Pediatric dentistry). RSDM is part of the Rutgers Biomedical Health Sciences (RBHS) division of Rutgers University. The health sciences are located on three geographical campuses with the largest site being at New Brunswick. The RBHS is led by Chancellor Brian Strom who leads the eight health science schools.

FINDINGS

RSDM Achievements (last 5 years)

- Increased research funding over the past five years (~2x10^6 to >6x10^6) which links directly to a decision to develop leadership in research and expand faculty and staff support to research operations
- There has been a dramatic improvement in graduate clinic facilities that demonstrates innovation in the concept of integrated care across the disciplines.
- Pre-doctoral clinics have been partially renovated and research laboratory renovations are underway
- A strategic plan that aligns with the RBHS strategic plan has been launched
- A diverse student body is engaged and empowered to assure mutual development and growth in their careers as well as school success
- Students are highly successful on national boards and post graduate placement
- RSDM has incorporated IPE throughout their curriculum and has demonstrated leadership on the campus in this area

The Committee agrees with the findings of the External Advisory Committee.

RSDM Strengths

- Faculty and leadership are highly responsive toward student accomplishment
- A collaborative culture that focuses on a shared goal of clinical excellence
- Students engage in early clinical experiences which fuels their professional identity
- The dean is a strong advocate for the school, well recognized at the University and national level, and has a strong commitment to the education of students
- Strong regard of the school’s leadership from external entities (ADEA, ADA, State)
- Strong track record of accomplishments in accreditation reviews
- Strong presence of school leadership in the Graduate School (Fine as Sr Assoc Dean)

The Committee agrees with the findings of the External Advisory Committee and notes additional strengths:

- RSDM provides a large, diverse patient pool for student clinical learning, which contributes to a consistently outstanding clinical dentistry education. Students gain direct experience in treating a wide variety of oral diseases due to the size of the patient pool and complexity of the conditions represented. Assessments of student clinical achievements support the excellence of the clinical learning experience.
- The Dean’s strong support for faculty research motivates and enhances the faculty’s research goals.
- RSDM has an academically and clinically strong faculty, diverse in experience and academic interests, and well-trained in their disciplines. Many faculty and post-graduates
achieve Board certification in their fields, and many are well-recognized in peer-reviewed journals.

- RSDM maintains a close relationship with University Hospital, including representation in hospital governance and embedded RSDM hospital-based department services.
- The expansive RSDM Continuing Dental Education program provides a wide range of post-professional education for practitioners, and attracts participants from throughout New Jersey, the nation and the world.
- The RSDM International programs attract students globally, adding to the diversity of the student experience and spreading the clinical expertise gained to areas in need.

RSDM Areas of Improvement

- The new interdisciplinary graduate clinic is a huge milestone and provides an opportunity for a graduate program curriculum assessment
- A focus on research has already been orchestrated and this positive momentum should continue with optimization of cross campus collaboration. As the other health science units’ research accomplishments improve, the RSDM collaborations and successes should also
- There is uncertainty in the transition to the University’s new budget model. A clear path forward of success in the fiscal management of the school under the budget model is needed.
- There is a fair amount of angst with the new academic tracks. This angst is not unique to the RSDM but appears to be also true in other campus units.

The Committee agrees with the findings of the External Advisory Committee and notes additional areas in need of improvement:

- Faculty express serious concern about the impact of the new academic tracks and new appointment and promotion standards on the ability of RSDM to recruit and retain talented faculty. These new standards, combined with New Jersey’s elimination of benefits for part-time faculty, adversely impacts recruitment of highly qualified faculty.
- There is a major need for development of additional technology to support state-of-the-art dental practice education (digital dentistry).
- The RSDM Faculty Practice has been hampered in achieving its full potential through insufficient patient recruitment and marketing for the practice.
- The Committee encourages the recruitment of more faculty designated specifically for research concentration.

Assessment of Goals and/or Strategic Directions

- The mission of the RSDM is broad reaching in scope and appropriate in direction impacting the health of patients and well-being of the community, the education of its students, and the advancement of knowledge.
- The mission of RSDM is clearly articulated and appears to be adequately communicated.
- The mission statement is supported by the RSDM Strategic Plan.
- RSDM has developed a strategic plan fully in alignment with those of Rutgers University and RBHS.
- The RSDM strategic plan has been developed with substantial faculty participation. In meeting with the faculty it appears that there is a moderate level of awareness of the strategic plan, and further communication of the plan to faculty may be required.
- The community engagement of the RSDM is strongly supported by ongoing activities throughout the state.
- The RSDM research enterprise has ambitious goals with strengths that align with the University research themes including Inflammation & Infectious Diseases with the potential for enhanced research collaborations in community health based on a strong network of outreach clinic activities. The potential
for engagement within the Rutgers Health initiative is intriguing and should represent an active component for development within the RSDM.

- The RSDM has strongly embraced Interprofessional Education and serves as a leader for new initiatives within the RBHS.
- The RSDM represents diversity as a strength among its students, but requires additional focus on the inclusion of a diverse faculty.
- The development of the Pipeline program offers the potential for further enhancement of student and faculty diversity, and further assessment mechanisms will need to be developed to enhance program efficiencies in the future.
- HRSA-supported FP2P program offers a unique mechanism for transitioning practitioners into academics. This program should continue in developing faculty for the RSDM into the future, but must also be evaluated to reflect challenges and successes of appointments within the University.

The Committee agrees with the External Advisory Committee and adds that RSDM contributes as a major component of the newly established Rutgers Health.

Assessment of Current Operational, Capital and Resource Needs

- The Dean has been quite successful in internally funding and/or obtaining external support for facilities renovations. A few areas of need linger including completion of the pre-doctoral clinics, pre-clinical laboratories, and research facilities.
- Likely due to the transition of the dental school from various entities over the years, the endowment of the RSDM is quite modest and could be bolstered to provide legacy resources.
- There appears to be an extensive array of programs in the school many of which are innovative and provide added value, but it is unclear that they have been reviewed in a ‘cost/benefit’ outcomes based manner.
- Concerns were raised regarding the state of the technology in the school such as digital dentistry equipment.
- Faculty consider clinical research a missed opportunity. A clinical research facility exists but is likely underutilized.

The Committee agrees with the findings of the External Advisory Committee.

Other observations:

- Two senior faculty members expressed concerns about equal representation across the faculty in general and specifically related to the review process.

The Committee notes that the RSDM Faculty Affairs Committee selected the Committee members in accordance with the RSDM bylaws, that periodic updates and relevant documents have been freely available to faculty throughout the review process and that anonymous comments were repeatedly solicited. In addition, the departmental review process was similarly conducted with extensive faculty participation.

SUGGESTIONS

Suggested New Opportunities and/or Directions that can be pursued with minimal new resources

- A strategy should be put into place to build the endowment with targeted philanthropy.
- The RSDM should partner with the other schools to work with the Chancellor to clarify tracks and create an environment where faculty see the pathway toward their promotion. In addition, the RSDM needs to see that their faculty are worthy of recognition at the University level (e.g. is a
The Committee agrees with the External Advisory Committee and adds the following suggestions:

- RSDM should continue to be an integral player in Rutgers Health, Rutgers Health Group, and Rutgers Health Network, as RSDM is in a position to add value to these enterprises and to partake in significant opportunities for clinical expansion.
- RSDM should be included in Rutgers development and negotiation of third party agreements to assure appropriate RSDM participation in Rutgers affiliations.
- Students would benefit from rotations in a variety of health care facilities, particularly in facilities that would expose them to medical and social modalities that are relevant to dental practice but not currently available for clinical learning at RSDM.
- In addition to existing faculty communication from the Dean’s office, the RSDM Dean should endeavor to meet regularly with clinical faculty to add an additional avenue for discussion and communication.

Suggested Opportunities and/or new Directions that require New Resources along with Suggested Future Operational, Capital and Resources

- The RSDM working with the central administration should identify potential sources of revenue to accomplish completion of pressing facility needs such as the remaining pre-doctoral clinics, research facilities, pre-clinical laboratories. As the RSDM class size is limited by the pre-clinic,
RSDM COMPREHENSIVE SCHOOL-WIDE REVIEW COMMITTEE

this could provide strategic growth in the student body (based on a robust applicant pool) to fuel increased revenues

- An assessment of the program of joint degree between the RSDM and the School of Public Health should be performed in order to optimize what could be a strong feeder for expanding the community health presence of dentistry in the state of New Jersey while providing preceptors for increased student involvement in community outreach

- Investment in research should be considered in concert with the research strengths in the school and across campus. For example, the Center for Infectious Disease and Inflammation is a cross campus effort with representation from Dentistry. Such efforts should be highlighted, invested in, and rewarded. The expansion of outreach clinics represents another potential opportunity to focus RSDM research directions at the community level and may be leveraged in support of the CTSA application.

- A long term strategy for the incorporation of digital dentistry into the clinic education and patient care missions of the school should be considered. Support from industrial sponsors could be considered in this effort.

- Cross campus support for the recruitment of a diverse faculty should be a University investment. Apparently such a program is in its beginning phases but there is not clarity on the parameters around the program.

- Leveraging of graduate school – dental school relations to promote PhD program with targeted efforts to obtain individual training awards through NIDCR

- An analysis of the clinical research operation should be considered and then either embraced and developed in concert with RBHS collaborations and direction or ‘sunsetting’ considered. Apparently there is interest among the other health sciences to bolster clinical research and hence there may be an opportunity for the school to have strong participation

The Committee agrees with the External Advisory Committee and adds the following suggestions:

- The creation of a faculty lounge would facilitate more communication among faculty.
- When a Rutgers inter-professional building is constructed, a new dental pre-clinical facility should be included from the outset. This would enable students from all health schools to engage in inter-professional exposure at the earliest possible time and free RSDM from the need to renovate its older pre-clinical areas. This step would enable RSDM to expand its much-needed research labs and increase its class size.

CONCLUSION

The Committee wishes to thank Chancellor Strom for initiating this valuable review, Dean Gabriel for ably chairing the Committee, Dean Feldman for her unwavering support in enabling the review activities, the RSDM administrative offices and the leadership and faculty of the academic departments for tirelessly working to provide data and recommendations, and the members of the External Advisory Committee for a thoughtful and productive site visit and report.

APPENDIX

1. Charge to Committee by Chancellor Strom, March 31, 2016
2. Departmental Review Reports
3. Comprehensive School-Wide Review Report by External Advisory Committee