

## **Comprehensive Programmatic Review Departments, Dean, and School – Rutgers School of Dental Medicine 2015-2016**

The School of Dental Medicine (SDM) was formally incorporated into Rutgers University on July 1, 2013. Now, during the third year post integration, is an opportune time to undertake a comprehensive review of the departments, programs, and leadership of the school. The SDM faculty, Dean Cecile A. Feldman, and Chancellor Brian L. Strom all concur that the timing for this review is optimal.

The SDM Bylaws call for the periodic review of the school and the stewardship of the Dean. Specifically the Bylaws state

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**SDM 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 Rutgers School of Dental Medicine Bylaws call for the review and evaluation of the School's department chairs every five years.

**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.

The Procedural Code outlines the following procedure:

**RSDM Procedural Code § II.D.1:** Review will be undertaken at five (5) year intervals on the initiative of the Dean. The Dean and the Faculty Affairs Committee shall appoint an Ad Hoc Department Chair Review Committee. This committee shall be composed of the following five (5) members: one (1) member elected by and from the department concerned; one (1) Rutgers School of Dental Medicine department chairperson from a department other than the one concerned; one (1) Rutgers School of Dental Medicine faculty member from a department other than the one concerned; two (2) members from dental faculty outside Rutgers School of Dental Medicine, one (1) of whom shall be a chair in the same discipline as the evaluated chair. Any part-time faculty member must have a 50% time equivalent or greater. The report of the Ad Hoc Department Chair Review Committee shall be transmitted to the Dean.

### **Overview**

The review to be conduct in AY2015/16 is to be prospective rather than retrospective and focus on SDM's efforts to be in the vanguard of dental education, dental research and dental practice nationally.

Specific objectives include:

- 1) To assure ongoing excellence;
- 2) To assess the alignment of goals and strategic directions;
- 3) To provide opportunities for review and assessment of directions, goals, strengths, and areas for improvement
- 4) To assess present and future programmatic and operational needs;
- 5) To provide a mechanism for faculty to express their views on challenges and opportunities along with the performance and responsiveness of leadership.

A two-stage review process will be used. After appointment and charging the school wide review committee, department wide review committees shall be appointed to first, review the academic departments and major programs within the school. These reviews, once completed, will serve as the foundation for the school-wide review. The review process should also include a site visit by external reviewers who have national reputations and particular expertise in dental education.

Thus stage one is completion of department and program reviews and the second stage is completion of the school wide review.

### **Appointment of the School Wide Review Committee**

The RSDM wide review committee shall be appointed by the Chancellor. This committee will be appointed in consultation with the Faculty Affairs Committee and the dean. The RSDM Bylaws state that at least 50% of the committee shall be members of the Rutgers School of Dental Medicine faculty. A dean of another RBHS will be asked by the Chancellor to serve as the chair.

Upon appointment and organization the School Wide Review Committee will be responsible for the following:

- 1) Scheduling and conducting committee meetings;
- 2) Organizing staff resources to support the review process;
- 3) Conducting a formal site visit with the participation of the external visitors;
- 4) Conducting meetings and interviews with internal and external constituents as needed;
- 5) Conducting a review of the dean;
- 6) Writing a report on their findings that is prospective rather than retrospective, and includes:
  - A report documenting the assessment of the external visitors;
  - A confidential evaluation of the dean's performance;
  - A summary of recommendations for the school to pursue.
- 7) Presentation of the final report to the Chancellor and dean

### **Appointment of the Department/Program Review Committees**

The dean, in consultation with the chair of the school wide review committee and the RSDM faculty affairs committee shall initiate, name, and organize a series of review subcommittees (department/program review committees) for each of the major academic departments and major programs of the school. The RSDM Procedural Code specifies that members of departmental review committees shall be composed of the following five (5) members: one (1) member elected by and from the department concerned; one (1) Rutgers School of Dental Medicine department chairperson from a department other than the one concerned; one (1) Rutgers School of Dental Medicine faculty member from a department other than the one concerned; two (2) members from dental faculty outside Rutgers School of Dental Medicine, one (1) of whom shall be a chair in the same discipline as the evaluated chair. Any part-time faculty member must have a 50% time equivalent or greater..

The departments and chairs of SDM are:

- 1) Community Health – Christopher V. Hughes, DMD, PhD (Acting)
- 2) Diagnostic Sciences – Steven Singer (DDS)
- 3) Endodontics – Craig S. Hirschberg, DDS (Interim)
- 4) Oral Biology – Daniel H. Fine, DMD
- 5) Oral & Maxillofacial Surgery – Vincent B. Ziccardi, DDS, MD, FACS
- 6) Orthodontics – Thomas J. Cangialosi, DDS
- 7) Pediatric Dentistry – Christopher Hughes, DMD, PhD
- 8) Periodontics – Andrew Sullivan, DDS (Interim)
- 9) Restorative Dentistry – Steven M. Morgano, DMD

A possible tenth review committee should review the relationship between the School of Dental Medicine and the New Jersey Medical School biomedical science departments. The review of these biomedical sciences departments

which shall focus on the quality of the basic science education provided, affiliated research initiatives, alignment with SDM strategic goals, and identify areas for improvement or efficiencies.

Dean Feldman in consultation with the Faculty Affairs Committee and School Wide Review Committee Chair shall appoint the department review committees as directed in the Procedural Code. If appropriate, a single Department Review Committee could review more than one department. For example, it may be desirable to have one review committee reviewing the biomedical sciences along with the Department of Oral Biology.

Staff resources for each committee should be identified and approved by the dean's office. The reviews where department chairs are serving in an interim or acting capacity should focus primarily on the academic and clinical programs of the department and secondarily on the performance of the interim/acting chair. Priorities and a timetable for filling the vacant chair positions should be established as part of this overall process. Search committees should be empanelled as needed during the period of the comprehensive review. Searches for open positions should commence immediately following the conclusion of the review process to ensure recruitment aligns with the needs of the school.

### **Phase I Part A: Department/Program Review**

The objective of these reviews shall be:

- 1) To assure ongoing excellence within the department's discipline(s);
- 2) To assess the alignment of the department's goals with the strategic goals of SDM, RBHS, and Rutgers University;
- 3) To provide the department 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 department to achieve its stated goals;
- 5) To provide a mechanism for faculty to express their views on the performance and responsiveness of departmental leadership.

Upon appointment and organization by the Dean, as well as a committee chair and vice chair, each Ad Hoc Committee will be responsible for the following:

- 1) Compiling information for and writing a preliminary department resource document including the following:
  - An overview of the department's history;
  - Current departmental organizational charts;
  - Descriptions of the education, research, clinical, and community service programs of the department;
  - The department's academic plan - outlining the directions in education, research, and administration for the next three years;
  - Listings of departmental faculty, fellows, residents, resources, accomplishments, other pertinent data, etc. as appropriate;
- 2) Conducting meetings and interviews with internal and external constituents as needed;
- 3) Conducting a review of department chair;
- 4) Soliciting comments and feedback on the preliminary department resource document from faculty, comments from staff and students may be sought as well at the committee's discretion;
- 5) Presentation of a final report to the dean that is prospective rather than retrospective, and includes:
  - A revised department resource document, including input collected during the review process;
  - A confidential evaluation of the department chair's performance;
  - A summary of recommendations for the department to pursue.

Department Chairs shall meet with the committee and present to the committee an assessment of the current state of the department, strategic plans for the future, relevant goals, outcomes, and accomplishments during the past five years. The dean shall review the assessments of the committee with each department chair.

All final reports (excluding chair assessments) shall be provided to the School Review Committee as primary resources for their review.

Department/program reviews should be completed within 90 days of the appointment of the committee. Reports from each department/program review shall be transmitted to both the Dean and the school wide review committee as the reports will become important resource documents for use by the school wide review committee in conducting its preliminary research and preparation of their final comprehensive report.

In addition, the school wide review committee shall organize a site visit by external reviewers. The school wide review committee should hold a series of meetings in preparation for a site visit by the external reviewers. The external reviewers site visit should be an in person visit over the course of one to two days. The external reviewers should meet with faculty, staff, and administration from the institute or school. The site visit should begin with a charge from the RBHS chancellor, followed by a meeting with the dean and conclude with a meeting with the school wide review committee, followed by a meeting with the dean, the chair of the school/institute wide review committee, the campus provost, and other leadership as needed. The final meeting should be a private meeting between the external reviewers with the RBHS chancellor. At these concluding meetings, the external reviewers share their findings and recommendations prior to issuing a formal written report.

The final work product of the school wide review committee, after its series of meetings have concluded, is to produce a formal written report of its review, including its observations, findings, and recommendations. The external reviewers' report and subcommittee reports will be appended to form the comprehensive review document. The final document is to be submitted to the dean/institute director and RBHS chancellor.

### **Phase I Part B: Stewardship of the Chair**

For departments whose permanent chair has been serving for four years or more, as part of the department review, an assessment of the chair's stewardship shall be completed. To assist in this review the following is to be made available:

- Chair's job description
- Curriculum vitae of the chair
- Self-Assessment

The chair shall prepare a self-evaluation based upon the review criteria and have an opportunity to make a presentation to the committee. Information collected to assess the performance of the chair will become part of the chair's personnel file and shall remain confidential.

The review of the chair's stewardship shall include an assessment of:

- 1) Leadership
- 2) Promotion of excellence in education
- 3) Promotion of excellence in scholarship and research
- 4) Defining school specific goals
- 5) Alignment with the Department, School, RBHS and Rutgers University strategic plans
- 6) Management of fiscal affairs, business, and resource development
- 7) Department organizational structure, delegation of responsibilities, staffing, and succession planning
- 8) Communication
- 9) Building relationships with internal/external constituencies
- 10) Advocacy of the interests and goals of the SDM
- 11) Support for diversity goals

The following documents and data reports (all reports should include data from the past five years unless otherwise indicated) should be provided to the committee:

#### **Department Overview**

- Organizational Chart
- Inventory of academic programs including Graduate Dental Education
- Department publications

- Affirmative action goals and progress reports
- Faculty headcount and percent tenured, minority, and female

#### **Mission, Vision, Goals and Strategic Plan**

- Department annual, long range and/or strategic plan

#### **Financial Management**

- Financial reports, including faculty practice and clinical revenues

#### **Outcomes**

- Post graduate admissions reports
- Dental residency match reports (if applicable)
- Enrollment reports
- Graduation and retention reports
- Student/alumni simulated and actual board certification exams
- Research and grant awards information
- Fundraising performance
- Awards or special acknowledgements by professional organizations
- Additional information/documents recommended by the department chair

### **Phase II Part A: School Wide Review**

The second phase of the comprehensive review of the School of Dental Medicine shall be a broad review of the school itself, building upon the assessment made of the individual component departments and chairs as well as a review of the stewardship of the dean.

The first three committee members will be selected from a slate of between eight and twelve nominees presented by the Academic Assembly of the SDM. The proposed committee will be presented to the dean and the chancellor to ensure that there are no conflicts of interest or appearances thereof. The Chancellor will appoint one of the internal committee members as chair. Staff support for the committee will be provided by the chancellor's office.

Three external visitors shall serve as a resource for the committee. It is recommended that one of the external visitors be a current or former dean of a school of dental medicine. Another external visitor should be a tenured faculty member of a peer school of dental medicine.

The objectives of the committee shall be:

- 1) To assure the ongoing excellence of the school among its peer schools of dental medicine;
- 2) To assess the alignment of the school's goals with the strategic goals of SDM, RBHS, and Rutgers University;
- 3) To provide the school with broad 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 and school constituents to express their views on the direction, goals, and performance of the school;
- 6) To provide an assessment of the stewardship of the dean.

The committee should meet no less than three times. An organizational meeting, a site visit - including a meeting with the dean, and a final summation/presentation meeting will be scheduled. Chancellor Strom will provide a charge to the committee at the organizational meeting. The committee may arrange for an open forum for faculty to comment on the committee objectives.

As part of the committee's review a two-day site visit where both external visitors can participate will be planned. The external visitors will tour the campus and school; meet with internal and external constituents, meet with school and university administrators. The committee will review the objectives and obtain input from the constituents individually or in group settings. Selection of these groups and individuals should be addressed at the organizational meeting.

The committee will receive copies of all final departmental resource reports. In addition, the following documents and data reports (all reports should include data from the past five years unless otherwise indicated) should be provided to the committee:

#### **School Governance and Overview**

- Organizational Chart
- School bylaws and procedural code
- Inventory of academic programs including Graduate Dental Education
- List of academic and clinical affiliates
- Accreditation reports and findings
- School publications
- Affirmative action goals and progress reports
- Faculty headcount and percent tenured, minority, and female

#### **Mission, Vision, Goals and Strategic Plan**

- RBHS and Rutgers University Strategic Plans
- School mission and vision statements;
- SDM strategic plan

#### **Financial Management**

- Financial reports, including faculty practice and clinical revenues

#### **Outcomes**

- Admissions reports
- Enrollment reports
- Graduation and retention reports
- Student performance reports including national board scores and passing rate
- Dental residency match reports
- Research and grant awards information
- Fundraising and endowment performance
- Summary graduate survey results
- Results of NERB examinations
- Awards or special acknowledgements by professional organizations
- Additional information/documents recommended by the dean

### **Phase II Part B: Stewardship of the Dean**

As part of the school wide review, an assessment of the dean's stewardship shall be completed. To assist in this review the following is to be made available:

- Dean's job description
- Curriculum vitae of the dean
- Self-Assessment

The dean shall prepare a self-evaluation based upon the review criteria and have an opportunity to make a presentation to the committee. Information collected to assess the performance of the dean will become part of the dean's personnel file and shall remain confidential.

The review of the dean's stewardship shall include an assessment of:

- 1) Leadership
- 2) Promotion of excellence in education
- 3) Promotion of excellence in scholarship and research
- 4) Defining school specific goals
- 5) Alignment with the RBHS and Rutgers University strategic plans
- 6) Management of fiscal affairs, business, and resource development

- 7) School organizational structure, delegation of responsibilities, staffing, and succession planning
- 8) Communication
- 9) Building relationships with internal/external constituencies
- 10) Advocacy of the interests and goals of the SDM
- 11) Support for diversity goals

## Proposed Time Line

The following time is proposed for the comprehensive review of the SDM inclusive of the ten department/chair reviews and the school/dean:

<b>Department/Program Review</b>	
<b>October, 2015</b>	Kickoff meeting with faculty outlining process Solicitation of potential nominees for review committee members and external visitors Appointment of review committees Departmental review process begins, Data collection initiated, Committees hold organizational meetings.
<b>November, 2015</b>	Departmental review continues
<b>December, 2015</b>	Departmental committee reports are drafted Opportunity for chair to respond
<b>January, 2016</b>	Reports presented to Dean and School-Wide Review Committee
<b>February, 2016</b>	Final report published and distributed to faculty
<b>School Wide Review</b>	
<b>March 1, 2016</b>	School Review Committee is re-convened; Reports provided to committee, d Data is presented to committee.
<b>April, 2016</b>	Site visit by external reviewers, Dean meets with review committee.
<b>May, 2016</b>	Report is drafted
<b>June, 2016</b>	Review committee reviews draft report, Opportunity for dean to respond.
<b>June , 2016</b>	Report presented to Chancellor.
<b>July, 2016</b>	Final report published and distributed to faculty