



"Our first priority always has been and always will be education — to educate our dental students in the best possible clinical, research, and teaching environment."

DEAN DENIS KINANE

# STRATEGIC GROWTH & DEVELOPMENT

## Q&A WITH DEAN DENIS KINANE ON THE SCHOOL'S STRATEGIC GOALS

ON JOINING PENN DENTAL MEDICINE as the Morton Amsterdam Dean in July 2009, Dean Denis Kinane quickly took up the task of defining a strategic plan and goals that would continue to move the School's mission forward. Working in collaboration with faculty and staff, the result was a 10-year strategic plan (2010-2020) with seven overarching goals (see page 24) designed to advance the School's mission "to educate predoctoral and graduate dental students in the highest quality clinical and research environment" while addressing the overall University's strategic objectives.

With 2015 marking the midpoint of this 10-year plan, the *Penn Dental Medicine Journal* sat down for a conversation with Dean Kinane on some of the key priorities and outcomes over the past five years and his thoughts on the way ahead.

**2015 will mark the midpoint of the School's current 2010-2020 strategic plan; what have been the top priorities?**

Our first priority always has been and always will be education — to educate our dental students in the best possible clinical, research, and teaching environment — this is our mission, and thus, our top priority. In support of that, our key priorities have been recruiting the very best faculty and continuing to improve the infrastructure of the School. These two things have been consistent through the last five years, and we have made important strides in both areas.

We have recruited nine accomplished standing faculty in both the basic and clinical sciences. And in terms of infrastructure, key projects included expanding the pediatric clinic this summer with the addition of six operatories (see story, page 7); renovating the Syngcuk Kim Endodontic Clinic in 2013 to be the best equipped endodontic clinic in the world; updating the swing clinic within the Schattner Center in 2013, which allowed the Paletz Clinic to move up from the Evans Building lower concourse to a much nicer space; creating the William

## GROWTH&DEVELOPMENT

Cheung Advanced Dental Care Clinic in 2010 for our clinical honors program and advanced restorative cases; and within all the School's clinics and faculty practices, we made the transition to electronic patient records, digital radiology, and this year, electric handpieces. In addition, patient flow and admissions were enhanced with the addition of the central registration area in 2010, conveniently at the School's entrance. And in the Levy Building, over 3,700 square feet of research and research support space was added to the first floor in 2011 and 2012. While we have a lot more to do in terms of renovating Levy, laboratories are being refurbished as new recruits join us.

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9 standing faculty members in the basic & clinical sciences were recruited since 2009

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Looking ahead, improvements to the infrastructure of the School remain a top priority with much needed changes within the Evans Building to be addressed through the Evans Building Centennial Renaissance project (see story, page 8), planned to begin in 2015.

**Why is this next priority — the Evans Building Centennial Renaissance project — so critical to the strategic goals and mission of the School?**

To continue to attract the best students and faculty, we need to ensure the quality of our facilities is consistent with the quality expected from an Ivy League dental school. While the specialty clinics within the Evans Building have all been renovated, problematic issues remain throughout the building — from the outdated preclinical lab to the 65-year-old HVAC system — these vital issues will be addressed fully with the Centennial Renaissance project.

In addition to new heating and ventilating systems for the building, this project will completely transform the lower concourse with a new preclinical lab, a new home for the advanced simulation lab, and much better student facilities. It also allows us to reposition the library into its original location of 1915, while making it a 21st-century library in the sense that we will utilize the space better for accessing media online and creating space for students and faculty to use as learning, research, and meeting places. We will also reposition faculty into appropriate offices and meeting rooms and reposition administrative offices to create space for a large modern clinic on the first floor.

While all-encompassing in many respects, the plan is efficient in creating a major transformation of the facility within an estimated time frame of just 18 to 24 months — a tremendously exciting aspect.

**Share a bit more on the role faculty recruitment has played in support of the strategic goals? The types of faculty recruited and why?**

Penn is one of the top universities in the world with illustrious schools across disciplines, so as part of Penn, the dental school also needs to be stellar — with faculty producing high quality research and in demand in their own right for what they do. Having said that, we also have to bear in mind the educational and clinical goals of the School, and therefore, in terms of recruitment, we are attracting high quality clinicians as well as high quality researchers.

We are now regaining our proper place as one of the foremost dental research universities in the world. However, I want to stress that this has not been just about bringing in new people, but about bringing in people who have energized existing faculty with a different view and different approach to the strategic mission of the School. The new faculty recruits are stellar players in the fields of scholarship and dentistry, and they have helped by collaboration and collegiality to enhance the excellence in everyone.

The collaboration across the basic science and clinical faculty is also increasing, and I think that is happening not only due to the collaborative nature of the new recruits, but also from a reawakening and reimagining of the collaborative possibilities within the existing faculty.

There has also been a lot more transparency at the Chair level with respect to School resources — where resources are generated and where they are spent. I think this has helped the clinical and basic science faculty to better understand each other, to bring them together, and to appreciate each other more. This is something we are continuing to build on and this is very rewarding.

**What other collaborative initiatives have been implemented as part of the strategic goals?**

The unique nature of the Penn campus with all 12 schools within walking distance of each other provides tremendous opportunity for interdisciplinary research, teaching, and service, and we have taken advantage of that. For example, our dual-degree options with other Penn schools have grown to eight programs — our latest being a Masters in Health and Law, which was just established in September with Penn Law. We have also contributed to service across disciplines, merging with Penn Medicine in 2012 to offer dental services as part of its Sayre Health Center and with Penn Nursing in 2010 to provide dentistry to geriatrics at its LIFE Center, which is very exciting and rewarding. We also have some plans to work with Wharton on the delivery of education to our up-and-coming dentists who need to be trained better in the management of their staff and the business of dentistry.

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5 new dual-degree programs with other Penn schools added since 2009, bringing the total to 8

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# 59.47%

increase in research funds awarded  
from FY09 to FY14

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What does Penn Dental need to do  
strategically to prepare graduates for  
dentistry today?

Our students are among the very best, and as such, have ambitions greater than the average dental student. A great percentage of our students go on to residency programs and many have ambitions to combine dentistry with law or business or engineering, which we have responded to with our growing dual-degree programs. We also have seen a big growth in the number of postgraduate students pursuing their master's in oral biology along with their residency programs, and we expanded our academic offerings to include a PhD equivalent with the creation of our Doctor of Science in Dentistry program in 2011 — that has been extremely popular.

The School is still growing in the area of  
sponsored research — as you look to the  
future, how do you see the sources of research  
support shifting among government, industry,  
and private donors?

The NIH federal funding is flat right now, and we are seeing a lot of changes in the profile of research portfolios across the University, particularly in medicine, where you see the changes in a larger scale. We have been somewhat protected

by the fact that we have been recruiting high-quality faculty with established federal funding, and we also have been effective at improving the federal funding profile of our existing faculty. However in the future, we have to address the fact that federal funding is going to be more difficult to get and that we will have to focus on bringing in private monies from industry and donors and on being more entrepreneurial with our intellectual property.

Dr. Henry Daniell, one of our recent recruits who now represents the School in Penn's Center for Innovation, is very experienced in this area and a tremendous resource for the School. He is a great role model for anyone considering taking inventions and ideas to industry and getting resources from industry to further their research. I think this will be very important for the future, and we are fortunate to not only have Dr. Daniell, but also other existing faculty who will collaborate on such efforts and who are also experienced in increasing research support by linking with private enterprise and industry through their inventions.

students are finding new ways to learn and are learning at different times of the day and in different ways, so we need to look at the methodology and delivery platform of our classes. I believe the use of the internet and online educational media will continue to play a bigger part in delivering our educational mission. To this end, we recently recruited an educationalist from Penn's Graduate School of Education to help move this forward (see story, page 40). He will be working with our faculty to explore flipping lectures from the traditional didactic to more online educational modules and helping students and faculty to take advantage of social media to improve interactions and the teaching experience. Another considerable technology investment has been in our Simodont advanced simulation units that use haptic technology; we acquired these units this past spring, and the plan is not only to conduct formal classes but also to have 24/7 access to them so students can develop motor skills and build their confidence and proficiency to help them when working on patients.

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# 3,700 sf

of research and research  
support space added  
**5** clinical/patient spaces  
renovated since 2009

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Enhanced technology resources have been  
part of a number of strategic initiatives over  
the past five years, and now the School is  
looking to increase online course development  
— tell me a bit about the goals and motivation  
for this latest initiative?

Students today are learning in a completely  
different way from how we learned in the past.  
Social media has changed everything. Increasingly,

Over the past several years, the School's  
Board of Overseers also has been growing  
and changing in its make up — how is this  
supporting the strategic plan/goals?

The Board has been growing and evolving with added diversity on all levels. A lot of the people who have joined the Board are not traditional dentists, but are instead linked to industry and research arms of companies. In addition, we have advisory groups within the Board that have been very active in helping us with our research mission, our clinical mission, our diversity mission, and with the business of running the dental

school — they have helped enormously in these areas, and we also have had a lot of support in reaching out to alumni and other groups around the dental sphere. So we have been able to use our Board very effectively, and each of the Board members has not only been supportive of the School philanthropically, but also has been energetic and enthusiastic in providing their expertise, which has greatly enhanced our ability to perform our mission.

**This July marked your five-year anniversary as Dean, what have you found to be the best part of this role?**

Two things stand out. One is that the students are the very best part of the job in the sense that it is wonderful to see them developing from undergraduates to becoming skilled, hands-on dentists, who are able to deliver care to patients. I am very impressed with their skills and intellects as well as their professionalism and hard work. It is very rewarding to be part of their career development.

Going back to something I mentioned earlier, another thing that has been remarkably rewarding has been the way the basic science and clinical science faculty have come together and the way in which the entire School — faculty, staff, and students — are all working together on the mission of the School.

At the beginning, it took time to communicate the vision I had for the School and to create the strategic goals and processes that would get us to a very strong position. Now, I see everyone engaged in this strategic plan, and it is tremendously rewarding to see everyone adopting particular positions that will advance the School's strategic goals and mission. It is uplifting to hear Department Chairs being concerned about the resources, advancing excellence, and engaging in improving the quality of education and the experience we are delivering to students. I see this throughout the School with faculty, staff, and students. My sense is that we have developed a different culture, a culture that will put us in a very good position to continue to be the very best school going forward into the next hundred years. ■

## STRATEGIC GOALS

1

### PROMOTE INSTITUTIONAL EFFECTIVENESS

- Stabilize funding and identify resources required to support core mission and new strategic initiatives
- Develop a budgeting process to increase transparency and ownership
- Limit rate of tuition increases
- Renovate selected facilities to support core mission and new strategic initiatives
- Maintain commitment to diversity and humanistic culture
- Energize fundraising and development programs
- Engage alumni through targeted continuing education and development opportunities at the local, national, and international levels

2

### PROMOTE HIGH-QUALITY EDUCATIONAL PROGRAMS

- Offer a curriculum that prepares graduates in the knowledge, skills, and values necessary to begin the practice of general dentistry
- Conduct a comprehensive curriculum review
- Enhance and increase the use of technology in dental education
- Increase and formalize research opportunities for students

3

### CULTIVATE AND ENHANCE HIGH-QUALITY FACULTY AND STAFF

- Enhance the faculty career development and mentoring programs
- Develop academic-clinician track and rename CE track as clinical scholar
- Recruit experienced researchers

4

### SUPPORT STUDENTS WITH HIGH-QUALITY EDUCATIONAL SUPPORT SERVICES

- Recruit excellent students to predoctoral and advanced dental education programs
- Maintain applicant pool and diversity of students consistent with the mission of the University of Pennsylvania
- Maintain student financial aid support and investigate potential sources for new student funding
- Investigate online modules and increased technology
- Investigate and promote interprofessional education

5

### DELIVER HIGHEST QUALITY OF PATIENT CARE

- Establish Penn Dental Medicine as a center for clinical excellence
- Increase use of technology, including digital patient records, digital radiography, and CAD CAM
- Improve operational efficiency

6

### ACHIEVE EMINENCE IN RESEARCH

- Retain NIH funding and publication rates
- Recruit experienced researchers
- Increase collaboration within Penn Dental Medicine, with other University schools and external to Penn

7

### ENGAGE WITH THE LOCAL, NATIONAL, AND GLOBAL COMMUNITIES

- Raise the local, national, and international reputation of Penn Dental Medicine
- Increase collaboration and visiting scholar programs
- Encourage participation in CE, research presentations, and leadership roles in professional organizations
- Continue international clinical/biological symposia at Penn and globally