



COLUMBIA

COLLEGE OF  
DENTAL MEDICINE

## Search for the Dean

### Columbia University College of Dental Medicine

The Columbia University College of Dental Medicine (CDM) invites applications and nominations for the position of Dean. This key senior leadership role requires a dynamic individual with extensive experience and a comprehensive understanding of the College's multifaceted missions: education, research, and patient care, as well as the challenges facing academic health centers today.

CDM is dedicated to cultivating a community of global leaders committed to enhancing human health by integrating dentistry and medicine at the forefront of education, research, and clinical practice. Its vision is to transform dental care by bridging the gap between oral and systemic health.

Recognized as a leader in dental education, CDM advances its mission through robust academic programs that prepare students to become influential leaders in dental education, clinical practice, and research. The collaborative environment within the College, across the broader medical community, and throughout Columbia University fosters an enriching experience for students as they embark on their journeys in the field. Our innovative curricula provide diverse opportunities for learning through mentored relationships with faculty dedicated to shaping the next generation of dental professionals. CDM offers an intellectual experience that emphasizes the biological foundations of oral and systemic health, the significance of research, and the value of clinical practice.

For their next Dean, CDM is seeking a transformational leader dedicated to redefining the role of dentistry within the healthcare continuum. This forward-thinking individual will embrace the challenges and opportunities of an interconnected health system, fostering innovation in education, clinical care, and research. The ideal candidate will bring fresh ideas and strategies for elevating CDM's educational programs, expanding clinical innovations, and positioning CDM as a global leader in research and public service.

Isaacson, Miller, a national executive search firm, has been retained to support the search committee in this effort. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

### ABOUT THE COLUMBIA UNIVERSITY COLLEGE OF DENTAL MEDICINE

#### History

The College of Dental Medicine (CDM) was founded in 1916 when a prescient Columbia University recognized dentistry as a core component of the health sciences and established the School of Dental and Oral Surgery. One of the school's founders, Dr. William Gies, was a recognized pioneer in the profession

and an early champion for rigorous medical and scientific instruction in dental education. Since its founding, CDM has been a model and leader in integrating dentistry with a holistic medical model of patient care, combining dental education with a medical school curriculum. In 1928, CDM moved to the newly established medical center campus in Washington Heights, joining the medical, nursing and public health schools and further developing its integrated approach to health care, including its growing relationship with the New York Presbyterian Hospital. In 2006, the School of Dental and Oral Surgery was renamed the College of Dental Medicine to reflect the school's comprehensive biomedical approach and close work with other disciplines in the medical field.

### **Mission, Values, Key Characteristics**

The mission of the College of Dental Medicine is to engage in high-quality education, patient care, research and service that improves the oral health of the diverse communities the school serves. The school's core values include oral health as integral to general health and well-being; a culture of discovery and innovation; interdisciplinary collaborations that advance health care and health education; social justice, community service and global impact; civility, compassion, and a sense of belonging among staff, students, faculty, patients, and community partners. CDM has several areas of focus, which have established several key characteristics of the school: commitment to medical-dental integration; commitment to community engagement, service, access to care for the underserved; commitment to supporting students in pursuing advanced dental education; advancement of research and scholarly activities; commitment to diversity, access, equity, inclusion and belonging. In September 2024, CDM has successfully completed its accreditation process.

- *Medical-Dental Integration* – Since its inception, a defining characteristic of CDM has been its commitment to medical-dental integration. CDM has implemented the Epic electronic health record, and since early 2020, students, faculty, staff, and patients have been learning, teaching, managing, and receiving treatment using an integrated system and record. Curricular work on population oral health, patients with special needs, and vulnerable populations shows how the learning environment builds on the foundation created through system implementation. CDM continues to leverage its membership in the Columbia University Irving Medical Center with ongoing work in Interprofessional Education (IPE), which includes work with Nursing School students, regular interactions with social workers, the ongoing academic collaboration with the medical school for D1 and D2 students, and the partnership with the medical school on continuing curriculum enhancement and innovation.
- *Community Engagement* – Another defining characteristic of CDM is its commitment to community engagement and ensuring access to care for the communities the school serves. The College of Dental Medicine's teaching clinic is the largest provider of primary and specialty oral health care serving the communities of Washington Heights, Inwood, Harlem, and the South Bronx, communities underserved in health care. Annually, CDM provides clinical care to over 23,000 patients through approximately 100,000 visits. The majority of patients receiving care in

the teaching clinics are Medicaid-eligible, and CDM provides services to a larger percentage of Medicaid-eligible patients than any other dental school in the country. In addition to the services and clinical care it provides through its teaching clinic, for over 25 years, CDM's Community DentCare Program has provided patient-centered oral healthcare services to underserved communities of northern Manhattan and the South Bronx. With two mobile dental units, local onsite screening and education programs, and partnerships with a range of community organizations, the DentCare program extends CDM's commitment to the community beyond the campus while preparing the next generation of healthcare providers. Through the DentCare program, CDM serves 14 senior programs, 56 Head Start programs, and 10 schools. CDM also provides international service and service-learning opportunities through a partnership with Universidad Francisco Marroquin in Guatemala, the Program for Education in Global and Population Health, and the university's International Collaboration and Exchange Program.

- *Commitment to Supporting Students in Pursuing Advanced Dental Education, including in Post-Graduate General Dentistry* – A large majority (typically 85-90 percent) of CDM's graduating predoctoral classes further their education by attending a postdoctoral training program in dentistry. The College uses the residency MATCH rates to measure success in matching into the following programs: Advanced Education in General Dentistry (AEGD), General Practice Residency (GPR), Oral and Maxillofacial Surgery (OMFS), Orthodontics, Pediatric Dentistry, Periodontics, Prosthodontics. Year over year, CDM achieves exceptionally high match rates of its predoctoral students into both advanced specialty and general dentistry post-graduate programs.
- *Advancement of Research and Scholarly Activity* – CDM's position within Columbia University and its medical center affords it access to faculty, researchers and other resources that enhance the educational experience of students, the professional development of faculty and the care provided to patients. The implementation of the Center for Precision Dental Medicine has introduced technologies and access to data that expand how care, education and research are done. The number of summer research projects integrated with the medical school and the reinvigoration of the student-run Jarvie Research Society all point to a strong interest in and commitment to research and scholarly activity among students. The recently approved DDS/PhD program that CDM manages in partnership with Columbia's Engineering School and its Department of Biomedical Engineering will also open new avenues for clinical care, research, and education.
- *Commitment to diversity, access, equity, inclusion and belonging* - Columbia University College of Dental Medicine embraces diversity among its students, faculty and staff. Diversity is a fundamental component of the school's culture. CDM's student recruitment activities have focused not only on attracting the most highly qualified candidates, but also on creating a student body with a high degree of gender, racial/ethnic, socioeconomic, cultural, and geographic diversity. CDM continues to make great strides in building a diverse faculty. The school's

commitment to diversity is reflected in a highly diverse staff, including significant internal promotion of staff to more senior or upgraded positions. For eight consecutive years, CDM has received the Higher Education Excellence in Diversity (HEED) Award from INSIGHT into Diversity, the oldest and largest diversity-focused publication in higher education. The award recognizes schools, colleges and universities that demonstrate an outstanding commitment to diversity.

## **STUDENT CLASS SIZES AND SCHOOL ACADEMIC PROGRAMS**

### **Predoctoral Program**

The College of Dental Medicine's predoctoral program has a class size of 84 students with 15 Advanced Standing students joining in the 2<sup>nd</sup> semester of the second year for a total of 381 students. Admissions for the DDS predoctoral program are rigorous and highly selective. The predoctoral class of 2028 had a mean GPA of 3.9 and a mean DAT score in the 98<sup>th</sup> percentile. Admissions standards for the Advanced Education program are also rigorous and selective.

During the first year and a half of their program, predoctoral students are taught jointly with the medical students of Columbia's Vagelos College of Physicians and Surgeons in a well-integrated curriculum. Throughout this curriculum, the students are given a comprehensive learning experience that provides a core of in-depth information on the fundamental structures, functions and relationships of the body systems. Also, during their pre-clinical education, predoctoral students receive instruction in CDM's state-of-the-art simulation environment. Students progress through their clinical education, directly treating patients under the supervision of attending faculty, through their third and fourth years while continuing with their education's didactic components.

CDM also offers an Advanced Standing Program for Internationally Trained Dentists, designed for graduates of a recognized foreign dental school who want to practice dentistry in the United States. It is a two-and-a-half-year program, starting in the second semester of the second year of the predoctoral program, which leads to a DDS degree. CDM accepts 15 applicants into its Advanced Standing program each year.

### **Postgraduate Programs**

The College of Dental Medicine draws a diverse group of talented trained dentists who wish to undertake specialized postdoctoral study in key fields. Programs offered by CDM include challenging studies in both the basic sciences and clinical aspects of dentistry. Students take advantage of significant research opportunities both at the College and in other areas of the medical center and university. Annually, CDM admits a total of 82 postdoctoral students across five tuition-based programs:

- *Postgraduate Endodontics* – a 2-year program with a class size of 6 students for a total of 12 students. Upon successful completion of the program, students receive a Certificate in Endodontics.
- *Postgraduate Orthodontics* – a 3-year program with a class size of 7 students for a total of 21 students. Students can pursue either a Certificate of Orthodontics or a Master of Science degree.
- *Postgraduate Periodontics* – a 3-year program with an average class size of 5 students for a total of 16 students. Students can pursue either a Certificate of Periodontics or a Master of Science degree.
- *Postgraduate Prosthodontics* – a 3-year program with a class size of 4 students for a total of 12 students. Students can pursue either a Certificate of Prosthodontics or a Master of Science degree.
- *Advanced Education in General Dentistry* – a 1-year program with an option for a second year. A class size of 21 students. Upon successful completion of the program, students receive a Certificate in General Practice Dentistry from Columbia University.

### **Residency Programs**

The College of Dental Medicine supports GME stipend residency training programs run by New York Presbyterian Hospital, through faculty mentorship and supervision, provision of clinic experience and instruction, in addition to lectures and seminars. There are a total of 38 residents across five programs.

- *Oral and Maxillofacial Surgery/MD Residency* – designed to provide the full scope of oral and maxillofacial surgery while meeting the requirements of the Commission on Dental Accreditation. During the 6-year program, residents obtain an MD degree from Columbia University Vagelos College of Physicians and Surgeons, receive training in oral and maxillofacial surgery, and complete one year in general surgery at New York-Presbyterian Hospital. There are a total of 12 residents in the program.
- *Pediatric Dentistry Residency* – a 2-year program affiliated with Morgan Stanley Children's Hospital/New York-Presbyterian Kids. The curriculum provides broad-based sequential and milestone-based experiences at the Children's Hospital and university teaching and residency clinics. Upon completion of the program, the resident is awarded a Certificate in Pediatric Dentistry and meets the eligibility requirements of the American Board of Pediatric Dentistry. There are a total of 10 residents in the program.
- *General Practice Residency* – a 1-year program with an option for a second year. The program offers comprehensive multidisciplinary oral health care training at a postdoctoral level of skill and complexity, focusing on patients with very complex medical histories, developmental disabilities

and geriatric medical complications. Upon successful completion, residents receive a Certificate in General Practice Dentistry. There are a total of 6 residents in the program.

- *Residency in Advanced Education in General Dentistry* – a 1-year residency program with an option for a second year. Residents serve as primary care providers for patients with complex medical and dental needs, including patients with special needs. Upon successful completion of the program, students receive a Certificate in General Practice Dentistry from Columbia University. There are a total of 7 residents in the program.
- *Oral and Maxillofacial Pathology Residency* – a 3-year hospital-based program managed in partnership with both CDM's Division of Oral and Maxillofacial Pathology and the Department of Pathology and Cell Biology at the Vagelos College of Physicians and Surgeons. Upon successful completion, residents receive a Certificate in Oral and Maxillofacial Pathology, which qualifies them for the American Board of Oral and Maxillofacial Pathology examination. There are a total of 3 residents in the program.

### **Dual Degree Programs**

For students who wish to expand their experience at the College of Dental Medicine, the school offers opportunities to pursue dual degrees at other professional schools at the university or affiliated with the university:

- DDS-MPH Program with the Mailman School of Public Health
- DDS-MBA Program with the Columbia Business School
- DDS-MA Program with Columbia University's Graduate School of Education, Teachers College
- DDS-PhD in Biomedical Engineering with Columbia University's Fu Foundation School of Engineering and Applied Science

### **RESEARCH**

Research is integral to Columbia University and the College of Dental Medicine. As mentioned above, CDM's position within Columbia University and its medical center affords it access to faculty, researchers and other resources that enhance the educational experience of students, the professional development of faculty and the care provided to patients. Programmatic areas of research include: biomaterials, stem cells, regenerative medicine; cancer biology; microbial pathogenesis and microbiome; behavioral sciences and health sciences; and systemic and oral disease interactions. Research labs include labs focused on biomaterials and tumorigenesis; cartilage biology and regenerative medicine; the human microbiome; and musculoskeletal and craniofacial tissue regeneration. Research centers located within the school include the Center for Dental and Craniofacial Research and the Center for Precision Dental Medicine.

Situated within both the medical center and university, the College of Dental Medicine has access to a robust set of researchers, facilities, and opportunities for collaboration. The university's initiatives on data science, precision medicine, and head and neck cancer are examples of key areas of collaboration.

Over the last five years, CDM has received \$18M in NIH grant awards, filed 17 patent applications, published 289 peer-reviewed research papers, and launched an NIH-funded DDS/PhD program. The school's active and robust research activity provides research opportunities and mentorship for predoctoral and postgraduate students, residents, and students in dual-degree programs.

## **PATIENT CARE**

The College of Dental Medicine supports its patient care mission through several clinical operations. CDM's largest patient care operation is its teaching clinic, which supports predoctoral, postgraduate and residency programs. The 200-chair clinic includes the Center for Precision Dental Medicine, a 48-chair clinic floor with state-of-the-art technology to support patient care, preclinical simulation and research. General dentistry and specialty care services for patients are provided by predoctoral students, postgraduate students, and residents under the supervision of attending faculty. Radiology services, prosthodontic laboratories, digital design and milling services are all available within the teaching clinic. 88% of patients are eligible for NYS Medicaid or Medicaid Managed Care and self-pay fees are set at rates to promote accessibility for the patients the school serves. A team of financial advisors works with patients and providers to help develop estimates for teaching plans and make determinations of coverage and out-of-pocket expenses. The clinic also provides urgent and emergency care, telehealth services, and the services of a social work team. The comprehensive care model of clinical education at the school, along with the group practice model, reinforces the patient-centered approach to patient care. The CDM teaching clinic treats over 23,000 patients annually through approximately 100,000 visits across adult, pediatric and senior populations.

In January 2020, CDM went live with the Epic electronic health record, one of the first dental schools in the country to do so. The Epic EHR provides an integrated medical-dental record that provides a comprehensive view of patient medical history and medications. Epic has also enabled student providers, under the supervision of faculty, to expand services to patients, including screenings for social determinants of health and depression screenings, along with the ability to conduct a population health approach with patients.

The College of Dental Medicine extends patient care beyond the teaching clinic through its Community DentCare program. DentCare has two mobile dental units for service programs for children and older adults. DentCare also works with a range of community partners to provide oral health education and screening, providing these services to over 2,000 patients in 2023. Predoctoral students have rotations on the mobile dental units, so they receive training and experiences in community-based care as part of their curriculum.

In addition to its teaching clinic and community programs, CDM also provides patient care through its faculty practice. Approximately 40 CDM full-time faculty provide direct general dentistry and multi-specialty care to patients, along with teaching and research responsibilities, at one of five faculty practice sites in Manhattan. The CDM faculty practices treat approximately 15,000 patients annually through an estimated 35,000 visits, with many of those patients being Columbia faculty, staff and students. The CDM faculty practices are part of the larger medical center faculty practice organization, ColumbiaDoctors, and are also integrated with the Epic electronic health record.

## **FACULTY**

The College of Dental Medicine faculty members are responsible for the teaching, service and research functions needed to meet the College's mission goals and objectives. At CDM, there are 86 full-time faculty and 10 part-time faculty. CDM also benefits from the assistance of more than 100 volunteer faculty. Faculty are organized across ten academic divisions: Endodontics, Foundational Sciences, Operative Dentistry, Oral and Maxillofacial Surgery, Oral Pathology, Oral and Maxillofacial Radiology, Orthodontics, Pediatric Dentistry, Periodontics and Prosthodontics. Approximately 20% of CDM full-time faculty hold administrative leadership positions throughout the College.

The responsibility for teaching the core fundamental biomedical sciences in the first 18 months of the predoctoral program is shared to a significant degree with the faculty of the Vagelos College of Physicians and Surgeons.

## **ADMINISTRATORS AND STAFF**

Supporting the faculty, students, and patients served by the school and helping to administer the academic, clinical, research and service operations of the school are 110 administrative staff, 75 collective bargaining staff, and 35 faculty practice support staff.

## **FACILITIES**

Situated in the heart of the medical center campus, CDM occupies over 80,000 square feet of space across several buildings. The majority of its space, 50,000 square feet, is dedicated to its teaching clinic within four floors of the Vanderbilt Clinic, with 200 dental chairs/operatories. CDM also maintains a pediatric clinic with six operatories, a few blocks from the primary teaching clinic in Vanderbilt.

In October 2017, CDM opened an entirely new clinic floor on the 5<sup>th</sup> floor of the Vanderbilt Teaching Clinic (VC5), a complete renovation of the space encompassing approximately 13,000 square feet. The clinic floor is comprised of two wings, each containing 24 operatories with dental chairs, along with radiology rooms, digital design labs, digital printing facilities, faculty touchdown stations with video-enabled supervision of each operatory, a central dispensary along with computer-enabled local supply dispensaries across the floor. The dental chairs are equipped with technologies to gather information on the beginning and end of



visits, tethered instrument use, and chair movement. There is a wide-angle camera to capture activity in the operatory, along with a camera in the light head to provide video capture of the oral cavity. Each operatory also has a storage cabinet containing a mannequin for preclinical instruction, so each operatory also functions as a preclinical instruction station. The VC5 Clinic is also the home of the Center for Precision Dental Medicine. This center enables enormous amounts of passive data gathering through a range of technologies to support teaching, patient care, and research.

The Roy and Diana Vagelos Education Center is a 100,000-square-foot facility dedicated to the education of medical, dental, and graduate students. The 14-story building houses classroom and auditorium spaces, advanced medical simulation facilities, modern gross anatomy laboratories, and social and study spaces for students. CDM predoctoral students take the majority of their classes alongside medical school colleagues in this facility during the first 18 months of their program. In addition to the Vagelos Education Center, the CUIMC Teaching and Learning Center is a 30,000-square-foot central classroom facility serving all four medical center schools. Separate ancillary shared auditorium and classroom facilities are located throughout the medical center campus.

## **FINANCES**

The College of Dental Medicine's annual budget is approximately \$89M, with roughly 54% of revenue coming from tuition and fees, 30% from teaching clinic and faculty practice revenue, 7% from government and non-government grants and contracts, and the balance from miscellaneous income. CDM's endowment is approximately \$50M, with about \$21M unrestricted.

## **OVERVIEW OF THE DEANSHIP POSITION**

CDM seeks a strategic leader committed to academic excellence in the School's educational programs, professional practices, and research activities. The new dean must build on the success of the College and leverage the opportunities for interdisciplinary collaboration within the CUMC community to ensure that the College ascends among the elite of its research-intensive peers. The incumbent must be a consensus builder but unafraid to serve as a change agent.

The Dean will demonstrate a strong commitment to diversity in all its forms, the ability to manage the clinical enterprise, the ability to increase the funded research portfolio, and the capacity to be an able and energetic fundraiser.

### **Key Responsibilities:**

#### **1. Academic Leadership:**

- Provide strategic oversight and leadership for academic programs, ensuring they align with the highest standards of dental education.

- Promote innovative curriculum development that incorporates emerging trends in dental science and technology.
  - Foster an inclusive and collaborative learning environment that supports faculty and student success.
2. **Research and Scholarship:**
- Enhance the college's research agenda, promote interdisciplinary collaboration, and support faculty in securing research funding.
  - Advocate for the importance of research within the dental profession and its relevance to community health and policy.
3. **Clinical Excellence:**
- Oversee clinical operations, ensuring high-quality patient care and the integration of clinical education with practice.
  - Promote the College's commitment to community service and public health initiatives.
4. **Administration and Finance:**
- Manage the College's budget and resources effectively, ensuring financial sustainability while pursuing new funding opportunities.
  - Collaborate with university administration to enhance facilities, technology, and infrastructure.
5. **Advocacy and Engagement:**
- Serve as the primary spokesperson for the College, advocating for its interests within the university, the dental profession, and the community.
  - To support the college's mission and initiatives, build and maintain relationships with alumni, donors, and external stakeholders.
6. **Diversity, Equity, and Inclusion:**
- Champion diversity, equity, and inclusion within the College, promoting a culture that values diverse perspectives and experiences.
  - Implement initiatives that enhance recruitment and retention of underrepresented students and faculty.

**Qualifications:**

- A DDS, DMD, or equivalent degree from an ADA-accredited institution.
- A record of excellence in dental education, clinical practice, and research, with a strong understanding of the evolving landscape of dental medicine.
- Proven leadership experience in academic administration, with a demonstrated ability to inspire and manage faculty, staff, and students.
- Exceptional communication skills, with the ability to engage a diverse array of stakeholders effectively.
- A commitment to diversity, equity, and inclusion in all aspects of academic and community engagement.

Isaacson, Miller – a national executive search firm - is assisting Columbia University with this important search. Please forward nominations of appropriate candidates or expressions of interest to:

<https://www.imsearch.com/open-searches/columbia-university-college-dental-medicine/dean>

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