



COLLEGE OF DENTISTRY

The UNIVERSITY *of* OKLAHOMA HEALTH SCIENCES

Chief Dental Officer
The University of Oklahoma College of Dentistry
Oklahoma City, OK

THE SEARCH

The University of Oklahoma College of Dentistry invites an innovative, collaborative, and visionary clinical leader to serve as its inaugural Chief Dental Officer (CDO), a pivotal leadership role arriving at a moment of historic growth, strategic transformation, and renewed commitment to advancing oral health. Reporting directly to the Dean, the CDO will serve as the senior clinical executive responsible for shaping the College's clinical vision for its faculty practice, leading its expanding care-delivery enterprise, and elevating its excellence in patient care, community engagement, and academic-clinical integration.

As Oklahoma's only dental school, the College is experiencing a powerful revitalization of its mission, focused on expanding access to care, improving health outcomes, and serving communities—from the larger OU Health community to metropolitan centers and rural regions—through high-quality, patient-centered, and evidence-based dentistry. The Chief Dental Officer will be a champion of the oral health mission and an entrepreneurial leader, ensuring that clinical operations, patient care models, and community partnerships advance accessibility, excellence, and innovation for the people of Oklahoma.

The incoming CDO will join the College as it actively remodels and renovates a new state-of-the-art clinical facility for the faculty practice. The Chief Dental Officer will be the key architect in establishing and launching the new clinic, implementing a successful clinical practice model, strengthening clinical standards, recruiting clinical talent, enhancing faculty development, and fostering deeper integration with the OU Health system. This includes building strong bridges across health professions, driving collaborative models of care, and representing the College in systemwide discussions around clinical strategy and population health. The CDO has a unique opportunity to lead transformative efforts that will elevate oral health standards and expand access to high-quality care for communities throughout the state.

The ideal candidate will demonstrate excellence in clinical leadership, operational oversight, and strategic planning within a complex academic or healthcare environment. They will bring deep expertise in contemporary dental care delivery, clinical quality, compliance, and safety, and articulate an

entrepreneurial vision for the development and growth of the faculty practice model at OU. In this role, the CDO will collaborate closely with Deans, Department Chairs, program leaders, faculty clinicians, staff, students, and health system partners to elevate patient care, expand community outreach, and ensure the success of the new clinic, driving growth and extending its reach across the OU Health community and beyond. The CDO will also play a critical part in shaping culture, supporting faculty success, and ensuring that the College's PEAK values— Professionalism, Excellence, Accountability, and Knowledge —support every aspect of its clinical enterprise.

The University of Oklahoma College of Dentistry has retained the national executive search firm Isaacson, Miller to assist in the search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

ABOUT THE UNIVERSITY OF OKLAHOMA

Founded in 1890, the [University of Oklahoma](#) (OU) in Norman, Oklahoma, is the state's premier institution of higher education and a leading research university. It spans three campuses and a number of additional sites and boasts a student body of 32,000 enrolled in more than 170 academic programs. With a significant commitment to research, OU expends \$416.6 million annually on research initiatives, driving a \$2.05 billion enterprise focused on transforming lives through scholarship and impactful research across Oklahoma. The University was one of five Oklahoma-based organizations named to [Forbes' 2026 America's Best Large Employers](#).

ABOUT THE UNIVERSITY OF OKLAHOMA HEALTH CAMPUS (OUHC)

With programs located on campuses in Oklahoma City and Tulsa and at several additional sites, [the OU Health Campus](#) is one of the nation's few academic health centers with seven professional colleges on-site, including [Medicine](#), [Allied Health](#), [Dentistry](#), [Nursing](#), [Pharmacy](#), [Public Health](#), and [Graduate Studies](#). With an annual budget of \$900 million, OUHC employs over 800 full-time faculty and 4,000 staff, educating nearly 4,000 students and training 1,000 residents, postdoctoral fellows, and fellows across more than 70 degree programs.

OUHC holds the largest National Institutes of Health (NIH) funding portfolio in the state, which has grown to \$75.2 million. The Blue Ridge Institute for Medical Research ranks OUHC 98th nationally in NIH funding—a 31-position rise—with an ambitious goal of reaching the top 75 by 2030.

Aligned with the University of Oklahoma’s refreshed [Lead On, University: The Next Phase](#) strategic plan, OUHC is advancing a bold new vision centered on excellence in education, research, and patient care—positioning the institution to expand its impact, improve health outcomes, and change lives across Oklahoma and beyond.

ABOUT THE COLLEGE OF DENTISTRY

[The University of Oklahoma College of Dentistry](#) (OUCOD), founded in 1971, is the state’s only dental school and a leading institution for oral health education, clinical service, and research. Created to address Oklahoma’s need for dental professionals, especially in underserved rural regions, the College graduated its first dental hygiene class in 1973 and first Doctor of Dental Surgery (DDS) class in 1976. That same year, the Dental Clinical Sciences Building was completed, becoming the school’s academic and clinical center.

OUCOD is located on the University of Oklahoma Health Campus (OUHC) campus in Oklahoma City, an interdisciplinary hub that brings together medicine, nursing, pharmacy, public health, and allied health programs. Today, the College enrolls approximately 264 dental students and 100 dental hygiene students, supported by 72 full-time and 83 part-time faculty members, 130 staff, 31 residents, and 19 postgraduate students in Oklahoma City, Tulsa, and several additional sites.

The University of Oklahoma College of Dentistry’s [2025–2030 Strategic Plan](#) is intentionally aspirational, charting a path to elevate the College as the premier source of dental education and lifelong professional development in Oklahoma. Central to the plan is Pillar 2: Address Health Disparities Across Oklahoma, which reinforces the College’s clinical mission by committing to expanding access to high-quality, research-driven, state-of-the-art care for underserved communities across the state. The plan emphasizes strengthening patient-centered clinical operations, enhancing service capacity on both the Oklahoma City and Tulsa campuses and in rural locations, and aligning all efforts with Commission on Dental Accreditation (CODA) standards to ensure excellence and accountability. In doing so, the Strategic Plan reaffirms the College’s founding purpose—to serve rural and underserved populations—while advancing a forward-looking vision to transform the health of Oklahomans through integrated clinical care, science, technology, and research innovation.

Academic Programs

OUCOD offers a comprehensive suite of academic programs designed to prepare students for careers across general and specialty dentistry. The four-year [Doctor of Dental Surgery \(DDS\) program](#) currently enrolls a class of 60 students and emphasizes clinical excellence, comprehensive care, and professional development. For U.S. permanent residents or naturalized citizens who completed dental education abroad, the [Advanced Standing Program for International Dentists \(ASPID\)](#) provides an accelerated 2½-year pathway into the DDS curriculum. The College also offers a [Bachelor of Science in Dental Hygiene](#), which includes two years of professional training following the completion of prerequisite coursework and prepares graduates for licensure as registered dental hygienists. Postgraduate opportunities include the one-year [Advanced Education in General Dentistry \(AEGD\)](#) residency; the 30-month [Graduate](#)

[Orthodontics Program](#); the three-year [Graduate Periodontics Program](#); the 24-month [Pediatric Dentistry Residency](#); and the four-year [Oral & Maxillofacial Surgery Residency](#).

Clinical Scope

Clinical education is a core strength of the University of Oklahoma College of Dentistry, supported by a comprehensive infrastructure that prepares students for real-world patient care. The primary clinical activities take place in the Dental Clinical Sciences Building, a state-of-the-art facility equipped with 180 predoctoral chairs, 48 graduate and postgraduate chairs, and 12 chairs dedicated to allied dental programs. These resources allow students across all levels of training to gain extensive experience in a modern, high-volume clinical environment. In addition, the College maintains 140 laboratory workstations, fully equipped simulation labs, specialty suites, and technologically advanced classrooms that support both pre-clinical skill development and advanced clinical education. A new facility opened in Tulsa in 2022, providing clinical training to 7 third-year and 7 fourth-year students. Students also rotate through 44 extramural chairs across the state, reinforcing the College's mission to serve diverse communities, including rural and underserved populations. Together, these clinical platforms create a robust, patient-centered environment that fosters competency, confidence, and professional readiness.

Faculty Practice

The College operates the OU College of Dentistry Faculty Practice, a comprehensive faculty practice that has been integral to the College since its inception. Licensed faculty clinicians deliver high-quality dental care across general dentistry and all specialty areas, allowing faculty to remain active practitioners while advancing the College's academic, clinical, and service missions. The practice serves as an essential faculty benefit, supporting clinical excellence, professional fulfillment, and ongoing engagement with evolving models of care delivery.

The faculty practice also fosters a strong culture of interdisciplinary collaboration—not only across all dental specialties within the College of Dentistry, but also in partnership with OU Health, the University's academic health system partner, and the broader dental community. These collaborations strengthen referral networks, expand access to specialized care, and reinforce the College's role as a trusted clinical and academic partner.

Looking ahead, the faculty practice is poised for an exciting new chapter. A newly renovated, stand-alone clinical facility, strategically located in a central area on the Oklahoma City campus to maximize accessibility, is scheduled to open in summer 2027. Designed to serve a larger, more diverse patient population, the new location offers significant growth potential as the practice succeeds. This next phase presents a unique opportunity for visionary leadership to strengthen partnerships, elevate clinical operations, and shape the future of an integrated, interdisciplinary faculty practice.

Leadership

[Dr. Paul M. Mullasseril, DDS, MS](#), has served as Dean of the University of Oklahoma College of Dentistry since 2021. Originally from Mumbai, he earned his dental degree from the University of Bombay and completed advanced training in prosthodontics at OU, followed by a fellowship in maxillofacial prosthetics at MD Anderson Cancer Center. Since joining the OU faculty in 1998, Dr. Mullasseril has held several leadership roles, including Chair of Restorative Dentistry and Assistant Dean for Clinical and Preclinical Education. He holds the Connie and Herbert T. Shillingburg Professorship of Fixed Prosthodontics and is a nationally recognized educator in prosthodontics and implant dentistry. A U.S. Army Reserve veteran and former president of the Oklahoma Dental Association, he has been a strong advocate for oral health policy and community outreach.

ROLE OF THE CHIEF DENTAL OFFICER

The Chief Dental Officer (CDO) at the University of Oklahoma College of Dentistry (OUCOD) will serve as the senior executive responsible for the strategic, financial, and operational leadership of the College's faculty dental practice. This individual will ensure that clinical services provided by faculty are patient-centered, financially sustainable, and aligned with the College's educational and service missions. The CDO will play a critical role in advancing OUCOD's efforts to expand access to care, support faculty engagement, and strengthen the business model of its clinical enterprise.

Key Responsibilities:

- **Clinical Operations Oversight**
 - Oversee daily operations of the faculty practice clinic, including scheduling, support staffing, facilities, compliance, and workflow improvements.
 - Establish and monitor clinical productivity, access to care, and patient satisfaction benchmarks consistent with leading academic dental centers.
 - Collaborate with the Clinic Operations Team and ensure integration with student and resident clinical activities where appropriate.
- **Financial Stewardship and Revenue Generation**
 - Lead business planning and budget development for the faculty clinic, including fee structures, billing practices, and payer strategy.
 - Monitor and improve revenue cycle performance to ensure sustainable financial margins and reinvestment in clinical infrastructure.
 - Develop operational KPIs, identify inefficiencies, and implement corrective action to improve the clinic's financial performance.
- **Faculty Engagement and Compensation Models**
 - Evaluate and update faculty compensation models related to clinical effort, ensuring they reflect productivity, benchmark data, and evolving market conditions.
 - Work closely with the Dean, Associate Deans, and HR to implement transparent, performance-aligned incentive structures.

- Support faculty in optimizing their clinical practice and developing referral networks within and beyond the OU Health system.
- **Clinic Renovations and Infrastructure Planning**
 - Oversee logistics related to planned renovations of the faculty dental clinic, including space reconfiguration, patient flow design, and clinical equipment acquisition.
 - Work closely with University facilities, architects, vendors, and faculty to ensure new layouts and operatories support efficient, modern care delivery.
 - Provide strategic input into renovation timelines, temporary service continuity plans, and long-term infrastructure investments to enhance the patient and provider experience.
- **Strategic Planning and Integration**
 - Align faculty clinic operations with OUCOD’s broader academic and clinical priorities, including interprofessional education, community outreach, and research.
 - Collaborate with the Office of Clinical Affairs, department chairs, and other stakeholders to ensure consistency between clinical service delivery and the educational mission.
 - Lead efforts to innovate clinical delivery models, expand patient access, and adopt technology solutions for care optimization.
- **Leadership and Stakeholder Engagement**
 - Serve as the key liaison between clinical providers, administrative teams, OU Health, and external partners.
 - Foster a service-oriented, high-performance culture among clinic staff and providers.
 - Represent the faculty practice in leadership discussions, strategic planning efforts, and system-level collaborations.
- **Provide Care**
 - Serve as a primary Practitioner in the Faculty Practice to generate revenue.

KEY OPPORTUNITIES AND CHALLENGES

Launch and establish the new faculty practice clinic.

This leader will play a central role in launching the College’s new faculty practice within a newly remodeled, state-of-the-art clinical space. The CDO will oversee all aspects of the transition into the renovated facility—from participating in design refinement and ensuring the space supports modern clinical workflows, to guiding final remodeling needs, to facilitating equipment installation, to coordinating the operational move-in. This individual will lead the development of clinical protocols, quality standards, safety procedures, and patient-flow models that reflect the College’s commitment to excellence, innovation, and equitable care

Beyond operational launch, the CDO will serve as the primary architect of a strong, visible, and community-responsive faculty practice. This includes shaping a cohesive brand identity for the practice, spearheading community advertising and outreach campaigns, and cultivating partnerships that deepen the College’s engagement with patients, local organizations, and the broader OU Health system. The CDO

will ensure that the new clinic becomes a thriving hub for comprehensive care—advancing the College’s mission, strengthening its dental impact statewide, and supporting financial sustainability.

Ensure excellence in clinical operation stewardship

The Chief Dental Officer will provide visionary and hands-on leadership for all aspects of the faculty practice’s clinical operations. This includes overseeing day-to-day workflows, scheduling systems, staffing models, facilities management, compliance oversight, and continuous workflow optimization to ensure a seamless, high-quality patient experience. The CDO will establish and monitor clear benchmarks for clinical productivity, access to care, quality assurance, and patient satisfaction—aligning the practice with the standards of top academic dental centers nationwide.

Equally essential to this role is the financial stewardship required to sustain and grow a thriving faculty practice. The CDO will lead business planning and annual budget development, oversee fee structure design, guide payer and billing strategy, and ensure that the practice operates with strong financial integrity. This includes monitoring and optimizing revenue cycle performance, identifying operational inefficiencies, establishing key performance indicators, and implementing data-driven improvements that reinforce long-term fiscal health. By aligning clinical excellence with sound business strategy, the CDO will ensure that the new faculty practice not only delivers superior patient care but also provides a financially stable foundation that supports the College’s broader mission, its educational enterprise, and its statewide impact.

Develop partnerships across the University of Oklahoma Health Campus (OUHC), the broader University of Oklahoma, and the community to advance OUCOD’s strategic mission.

As a senior clinical leader within the University of Oklahoma College of Dentistry, the Chief Dental Officer (CDO) will play a pivotal role in strengthening the College’s clinical mission by building essential bridges between the College, its expanding clinical enterprise, the broader OU Health system, and the communities it serves. This inaugural CDO will be the strategic connector who ensures that clinical operations, academic programs, and community partnerships work seamlessly together to advance high-quality, patient-centered care across Oklahoma.

In this capacity, the CDO will cultivate strong partnerships across the OU Health Campus (OUHC), collaborating with health system leaders, faculty clinicians, and interprofessional teams to align dental care with broader institutional goals in health improvement, access, and innovation. The role will also involve forging deeper ties across the OU campus and with community stakeholders—strengthening referral pathways, enhancing service integration, and ensuring that the College’s clinical offerings respond to the evolving oral health needs of Oklahomans.

Importantly, the CDO steps into leadership at a transformational time: the opening of a new, state-of-the-art clinical facility that expands the College’s reach and capacity for advanced, community-responsive care. This individual will guide the establishment and growth of the new faculty practice, shaping clinical protocols, service models, and the patient experience to reflect excellence and the College’s core values.

With OUHC's recent investments in world-class clinical environments, the stage is set for the CDO to lead with vision, unify partners across the health campus, and position the College as a driving force for clinical excellence and community impact across the state.

QUALIFICATIONS AND CHARACTERISTICS

Candidates must hold a DDS or DMD degree and bring a proven record of excellence in clinical practice, patient care delivery, and operational leadership within a dental or health-care environment. Academic experience is welcome but not required; however, candidates should demonstrate the capacity to contribute to an academic health sciences setting and collaborate effectively with faculty, residents, and students. Successful candidates will be prepared to play a major strategic and administrative leadership role within a large, complex, public health sciences institution.

The strongest applicants will bring many of the following personal attributes, professional experiences, and demonstrated strengths:

Minimum Qualifications:

- DDS or DMD degree from a CODA-accredited institution and eligibility for licensure in the State of Oklahoma.
- At least seven years of clinical practice experience, preferably in a multi-provider, group, or health-system environment.
- Demonstrated leadership experience in clinical operations, practice management, or healthcare administration (e.g., clinical director, practice leader, chief clinical officer, or similar role).
- Proven ability to oversee daily clinical workflows, operational systems, and quality assurance standards.
- Experience supervising clinical staff, managing teams, and leading culture-building initiatives in patient care settings.
- Demonstrated commitment to patient-centered accessible care and community engagement.
- Familiarity with compliance, risk management, safety protocols, and regulatory frameworks relevant to dental clinical operations.

Preferred Qualifications:

- Experience launching, expanding, scaling, and modernizing a dental clinic, including facilities planning, remodeling oversight, and practice start-up operations.
- Experience developing or managing a faculty practice or multi-site dental service line.
- Background working within an academic health center environment or partnering with interprofessional clinical teams.
- Understanding of payer mix strategy, billing models, revenue-cycle operations, and financial performance management in dental practices.
- Demonstrated success establishing clinical protocols, productivity benchmarks, and quality-improvement initiatives.
- Experience engaging with community organizations, public agencies, or safety-net providers to expand access to care.
- Knowledge of CODA standards and an appreciation for how clinical environments support dental education.

OKLAHOMA CITY, OKLAHOMA

Oklahoma City, the capital and most populous city of Oklahoma, offers a compelling combination of affordability, economic opportunity, and community-centered living. With a low cost of living and strong industry growth in energy, aerospace, and healthcare, the city continues to attract professionals and families alike. Its revitalized downtown features a vibrant mix of dining, entertainment, and cultural venues, all while maintaining a welcoming, small-town atmosphere. In 2025, [U.S. News & World Report](#) recognized Oklahoma City as the **#1 Best Big City to Live In**, **#5 Best Place to Live in Oklahoma**, and **#96 Best Place to Live in the United States**, underscoring its growing appeal as a dynamic and livable urban center.

To explore Oklahoma City, please visit: <https://www.okcchamber.com/>

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website:

[Chief Dental Officer | Isaacson, Miller](#)

Electronic submission of materials is strongly encouraged.

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The University, in compliance with all applicable federal and state laws and regulations, does not discriminate on the basis of race, color, national origin, sex, sexual orientation, marital status, genetic information, gender identity/expression (consistent with applicable law), age (40 or older), religion, disability, political beliefs, or status as a veteran in any of its policies, practices, or procedures. This includes but is not limited to admissions, employment, housing, financial aid, and educational services

Why You Belong at the University of Oklahoma:

The University of Oklahoma values our community's unique talents, perspectives, and experiences. At OU, we aspire to harness our innovation, creativity, and collaboration for the advancement of people everywhere. You Belong Here!

Mission of the University of Oklahoma:

The Mission of the University of Oklahoma is to provide the best possible educational experience for our students through excellence in teaching, research and creative activity, and service to the state and society.

This document has been prepared based on the information provided by The University of Oklahoma, College of Dentistry. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by The University of Oklahoma, College of Dentistry would supersede any conflicting information in this document.