SCHOOL OF DENTISTRY

Dean

University of Minnesota, School of Dentistry

Minneapolis, MN

THE SEARCH

The University of Minnesota seeks a collaborative, forward-looking leader to serve as the next Dean of its School of Dentistry.

As one of the nation's leading public research universities and a land-grant institution, the University of Minnesota (UMN) brings a strong tradition of education, discovery, and service, including broad strengths across the health and life sciences. The School of Dentistry (School) is Minnesota's only dental school and the training ground for 73 percent of the state's practicing dentists, playing a consequential role in educating and preparing the state's oral health workforce.

The School of Dentistry has a long history of leadership in patient care, education, and research. and is the first dental school in the nation to educate dental therapists. Integrating education with comprehensive patient care, the School brings together multiple dental services alongside advanced specialty and graduate programs across its dental, surgical services, multidisciplinary, and medically oriented clinics. It also has a diverse research enterprise with Departments of Development and Surgical Sciences, Diagnostic and Biological Sciences, Primary Dental Care, and Restorative Sciences. Each year, the School supports more than 100,000 patient visits at Moos Tower and more than 20,000 appointments at 24 outreach sites across Minnesota, bringing its educational and clinical work to communities throughout the state.

The next Dean will join the School at an important point in its history. They will inherit a deeply committed faculty and staff, talented students, distinctive educational programs, a substantial clinical and outreach presence, and the research resources of a major R1 university. The School is also navigating changes in how students learn, how comprehensive medical, surgical, and dental care is delivered, and how comprehensive oral health training institutions can sustain their missions. The incoming Dean will align the School around a unified vision, leveraging Minnesota's existing strengths, while evolving strategically to serve students, patients, faculty, and the broader profession.

Backed by a proposed $150 million investment in state and University funding, the School is poised to revolutionize its footprint at the Malcolm Moos Health Sciences Tower with state-of-the-art clinical and educational facilities. The next Dean has a unique opportunity to shape this physical footprint while

setting a bold standard for modern comprehensive oral health education, advancing interdisciplinary research, and expanding care for patients statewide.

University of Minnesota School 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.

THE ROLE OF DEAN

The Dean serves as the chief academic and administrative officer of the School of Dentistry and is responsible for the leadership and stewardship of the School's education, research, clinical care, and service missions. Reporting to the Executive Vice President and Provost, the Dean will set the strategic vision and direction of the School; oversee its academic programs, faculty, staff, finances, clinical enterprise, research activities, and administration; and ensure the effective use of resources to support the School's mission and long-term success. In addition, the dean works in close partnership with the Executive Vice President for Health Affairs (EVPHA), who provides strategic alignment and executive oversight across the University's integrated health sciences and clinical enterprise, inclusive of the University of Minnesota Faculty Dental Clinic, in partnership with the School of Dentistry Dean and the clinical leadership team.

The Dean will work closely with the School's leadership team, faculty, staff and students to establish priorities and advance the work of the School. The Dean oversees a leadership team that includes the following direct reports: Associate Dean of Research and Discovery; Associate Dean for Academic Affairs; and the Associate Dean for Patient Care and Clinical Services (interim). In addition, the Dean is responsible for the strategic allocation and stewardship of an annual operating budget of $90 million, ensuring resources are aligned with the School's mission and priorities. Success will require a leader who can set priorities, make difficult decisions, build trust, delegate effectively, and bring the School community together around a shared sense of purpose.

As a senior academic leader at the University, the Dean will also be an active partner to fellow deans and University leadership, strengthening connections across the health sciences and the University more broadly. Externally, the Dean will represent the School to alumni, donors, professional organizations, policymakers, healthcare and community partners, and other stakeholders throughout Minnesota and beyond.

ABOUT THE SCHOOL OF DENTISTRY

The School of Dentistry at the University of Minnesota has a long history of leadership in clinical education, research, and health care outreach serving the State of Minnesota and the northern tier of states looking westward that have no dental schools. The nation's eighth-oldest University-based dental program, the School began as a division of the University's Department of Medicine in 1888 and became the School of Dentistry in 1932. Over time, advanced dental specialty training programs were added for

those wishing to obtain an education beyond the Doctor of Dental Surgery (DDS) degree. A two-year dental hygiene program was added in 1920, with a baccalaureate degree program established in 1990. During the years 1957 to 1993, several programs were developed to give dental graduates the opportunity to earn a PhD in various disciplines. In 2009, the University became the first dental school in the nation to educate dental therapists, and in 2016, that program evolved into a dual-degree program offering a BS in dental hygiene/MS in dental therapy.

The Dental Therapy degree program, launched in 2009 and the first such program in the country, trains students to provide oral health services in rural areas and underserved urban areas. The School has consistently been funded by the National Institutes of Health in its research and training programs and has an ongoing relationship with local industry, including a powerful partnership with 3M.

The School's VISION2030 strategic plan is guided by the mission of advancing health through scientific discovery, innovative education, and patient-centered, highest-quality care for all communities. The plan is organized around five strategic priorities:

- Improving the oral health of Minnesotans and beyond
- Preparing the next generation of oral health professionals
- Lead the advancement of oral health discovery and research
- Ensure student success, wellbeing and development
- Collaborate and partner with external communities, stakeholders and industry to advance health

The School's mission, vision, and strategic plan build on the University of Minnesota's unique strengths as a globally engaged research university of exceptional breadth and depth, its strong land-grant mission, and its locational advantages as one of only a few major public research universities situated in a major metropolitan area.

Educational Programs

The Doctor of Dental Surgery Program (DDS): The University of Minnesota has the largest enrollment of pre-doctoral dental students in the upper Midwest, with an entering class of 105 and 415 students overall. Emphasizing the scientific, scholarly, interpersonal communication, and practice management skills required of graduates in a continually changing profession, the DDS program provides students with the tools, technology, and rich educational experience to achieve their goals and become well-rounded dental professionals.

Dental students learn in the 3M Foundation Dental Simulation Clinic, a facility designed to create a realistic clinic environment. By practicing restorative procedures on simulated patients, the students

learn the eye-hand coordination and manual dexterity skills, techniques, and procedures they'll use to treat real patients.

Dental Hygiene: The Division of Dental Hygiene comprises three programs, including the Bachelor of Science in Dental Hygiene, the Master of Science in Dental Hygiene, and the Oral Health Educator Certificate Program. The Division of Dental Hygiene educates individuals who are prepared intellectually, technically, and ethically to meet the oral health care needs and challenges of the future. The Division is committed to excellence in dental hygiene education, practice, public health, management, and research. The Master of Science in Dental Hygiene program prepares leaders in the profession for research, the healthcare industry, and academia. The Oral Health Educator Certificate is a 24-week program that educates dental, dental therapy, and dental hygiene educators with the skills needed for effective teaching.

Dental Therapy Program: As the only dental institution in the state, the School of Dentistry responded to the state legislative initiative and became the first dental school in the nation to educate dental therapists. This program has evolved into a B.S. in Dental Hygiene/Master of Dental Therapy dual degree program whose graduates, under supervision of a dentist, provide preventive, basic operative, and basic surgical services for children and adults.

Advanced Education and Graduate Programs: The School offers advanced education programs in endodontics, oral and maxillofacial surgery, oral biology, orofacial pain, orthodontics, pediatric dentistry, periodontics, and prosthodontics. A Master of Science in Dentistry is offered to prepare graduates for leadership roles in dental research, education, administration, and advanced clinical and oral sciences. There are also M.S. and PhD programs for those who wish to pursue advanced basic science training, clinical research, biological sciences, or public health. Master's and doctoral programs in basic science disciplines are offered in conjunction with other departments through the Graduate School.

Program for Advanced Standing Students (PASS): The University of Minnesota Program for Advanced Standing Students (PASS) is a 29-month program for graduates of dental schools outside of the United States and Canada. Graduates earn their Doctor of Dental Surgery to practice general dentistry in the United States. UMN PASS is one of the only programs that prepares graduates to take the dental board examinations so graduates can practice dentistry in Canada as well. A total of 16 students are admitted each year.

UMN PASS is an integrated program, therefore students receive the same clinical education as any other student graduating from the University of Minnesota School of Dentistry. All instruction is research-based, taught by top faculty who are leaders in dentistry, and incorporates leading dental techniques, skills, and tools. UMN PASS facilitates a smooth transition into the United States and Canadian dental profession with 100% employment after graduation.

Students

The School is committed to graduating professionals who provide the highest quality care and service to the people of the state of Minnesota, the nation, and the world. Each year, approximately 121 dentists, 8-9 dental therapists, and 21 dental hygienists graduate from the School of Dentistry, gaining experience in a wide range of settings from rural to urban, and learning to work effectively in a rigorous team-based environment.

The University of Minnesota School of Dentistry embraces a strong commitment to inclusive excellence, in alignment with the University's mission and priorities and the School's mission to "provide oral health care to a diverse patient population in a variety of settings." The School seeks to recruit, retain, and graduate students from underrepresented and underserved communities, to ensure their appropriate representation in the dental profession and to provide culturally competent care to the diverse and changing communities of the state and beyond. Many factors are used in evaluating a student's potential contributions, including attention to geographic diversity, disadvantaged educational background, racial and ethnic background, evidence of outstanding leadership, and experience and/or interest in research and teaching.

Students in the School are attracted from a wide geographic area, with a significant number from Minnesota and nearby states. Additionally, 73% of the state's dentists graduated from the University of Minnesota. Dental students at the University of Minnesota are also active professionally. Minnesota dental students were the first in the nation to become members of the state's professional association, in the 8th District Dental Society of the Minnesota Dental Association. Students participate in Association committees, and have voting representation on its Board of Trustees and at policy making sessions of its House of Delegates. Minnesota dental students are also active as leaders of the American Student Dental Association (ASDA), and are the recipients of numerous ASDA, University and Alumni Association leadership and service awards.

Faculty

The School's excellence rests on the distinction of its faculty, who have earned a worldwide reputation for educational innovation and contributions in many areas of research. The School particularly has achieved an international reputation for breakthrough work in biomaterials and biomechanics through the following research clusters: 1) Behavioral, Public Health and Educational Research; 2) Biomaterials, Biomechanics and Technology; 3) Oral Microbiology, Virology, Immunology and Cancer; 4) Systems Biology of the Orofacial Complex; 5) Clinical and Translational Research.

The School has 280 staff and 125 faculty, 50 of which are tenured or tenure track, 70 are clinical, 4 are research, and 1 teaching.

Alumni

The School of Dentistry boasts a diverse, accomplished, and highly engaged network of over 10,000 alumni worldwide. Serving as leaders in clinical practice, academic dentistry, research, public health, and industry, our graduates embody the institution's commitment to excellence, patient-centered care, and continuous learning. Our alumni community remains deeply invested in the ongoing success and strategic direction of the school. They contribute actively as clinical adjunct faculty, student mentors, advisory board members, and philanthropic supporters, ensuring that upcoming generations of dental professionals receive exceptional training and support. The majority of School of Dentistry donors are alumni (79%), collectively contributing an average of $3.5 million annually in support of the mission.

Research Excellence

The University of Minnesota School of Dentistry maintains an active, competitive, and successful research environment. Investigators and programs in the School are currently supported by $9,420,000 of external funding in FY2026. The School is committed to discovering new knowledge through research, thus inspiring innovation in the biomedical, behavioral, and clinical sciences. The School's faculty members have pioneered discoveries in pain research from both a basic science and clinical perspective, in how bacterial viruses invade healthy cells and replicate themselves, and in bone biology, which has implications for dental implants, periodontal health, endodontics, and orthodontics; it has also achieved an international reputation for work in the development and testing of dental and dental-related materials.

Service and Community Outreach

The School of Dentistry is inextricably linked to the larger community and provides oral health care to a diverse patient population in a variety of settings. Its larger community includes the citizens of the state, various state and local health agencies, professional dental organizations, and a variety of healthcare delivery organizations serving Minnesotans. The School also recognizes its role and responsibilities regionally and nationally, and makes a special effort to be engaged with communities of the Dakotas, which have no dental school.

Aligned with the mission and priorities of the School and the other health science schools and colleges, and the broader University land-grant and engagement commitments, the School’s training and outreach programs support expanded access to dental care across the state and further the goal of expanding the oral health workforce in pediatric, general, and public health dentistry.

The School’s community-based service-learning program is an important part of its educational program, as well as its service mission. There are more than 100,000 patient visits to the School’s campus-based clinics each year, and more than 16,000 in the School’s community-based clinics. Special clinics include a pediatric dental clinic, which is fully integrated with the new University of Minnesota Masonic Children's Hospital. There are a number of specialty and advanced clinics whose services include treatment of a range of issues, including orofacial trauma, orofacial pain, cleft lip and palate,

dental infections, temporomandibular joint (TMJ) disorders, and services for hospital and special needs patients.

The School of Dentistry also partners with community stakeholders to establish clinical rotations at their outreach sites. Community outreach is a graduation requirement for all senior-level students (DDS, dental therapy, and dental hygiene). Students spend approximately ten weeks in outreach rotations, gaining experiences that reinforce their knowledge of the principles of dental care delivery, while they provide needed dental services to a variety of patients, including underserved patient populations, in on- and off-site clinical settings.

In the Twin Cities area, students care for patients at three inner-city clinics—all within fifteen miles of campus—that serve diverse communities. The remaining seven outreach sites are at locations around the state. One is based at a hospital serving a fifteen-county rural community, two are specifically targeted to Native American populations, and one specializes in providing geriatric dental care. In the last ten years, students have provided over $43 million worth of dental services in community clinics, federally qualified health centers, Indian Health Service and tribal clinics, all serving underserved populations in the region.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DEAN

Develop and advance a compelling and unifying vision for the School's future.

The next Dean will lead the School at a time of significant change in higher education, healthcare, and the dental profession. Leveraging the School's strengths, the Dean will work with faculty, staff, students, and University leadership to articulate a clear, compelling and unifying vision for the future and establish the priorities needed to advance it. The School seeks a leader who can bring fresh perspectives, inspire its community, and translate ideas and plans into action. There is an appetite for meaningful change and for a Dean willing to challenge deeply entrenched ways of operating, while recognizing and building upon existing strengths. The Dean will bring greater alignment across departments, divisions, and programs while positioning the School to respond to contemporary changes in dental education, research, clinical care, and the broader profession.

The next Dean will strengthen trust across the community and establish a strong foundation for long-term excellence. Faculty and staff value open communication and seek a Dean who will be visible and accessible across the School, including in its clinics, classrooms, and labs; listen to people closest to the work; communicate candidly even when decisions are difficult; and respect the important role of faculty governance. The community is eager to move toward a stronger sense of 'us and we' across the School, with less distance between its leadership and the people carrying on its mission each day. The Dean will help to empower leaders throughout the school to do their best work and provide the continuity, transparency, and accountability needed to move shared priorities forward.

Strengthen the School's financial foundation and steward resources strategically.

The next Dean will work with University and School leaders to develop a sustainable financial model that protects the School's core missions while identifying opportunities to use resources differently and diversify revenue. This will require a Dean with business and financial acumen, including the ability to examine the clinical enterprise's reimbursement and staffing models and their role within the School's overall financial structure. The Dean will also seek opportunities to grow philanthropy, partnerships, research support, and other sources of revenue. Throughout this work, the Dean will make a compelling case within the University and externally for investment in the School and its mission.

Invest in faculty and staff and foster a culture in which they can thrive.

The School's faculty and staff are deeply committed to its students, patients, and mission, and many have built long careers at Minnesota. Clinical faculty in particular have chosen academic careers, reflecting their commitment to students and the academic environment. At the same time, staffing needs have placed strain on parts of the School, particularly its clinical programs. The next Dean will prioritize recruitment, retention, and professional development, finding creative ways to cultivate the next generation of academic dental leaders while supporting the School's current faculty and staff. The Dean will foster opportunities for professional growth and mentorship; recognize the different needs of its clinical, research, and teaching faculty; and ensure that staffing and organizational structures support the School's ambitions. In doing so, the Dean will preserve the School's culture of collegiality and collaboration that faculty and staff identify as among the School's greatest strengths.

Deliver an exceptional, forward-looking educational experience that prepares students for a changing profession.

The next Dean will build on the School's distinctive educational strengths while ensuring that its educational programs continue to evolve alongside the profession. This includes leveraging the presence of dentistry, dental hygiene, and dental therapy within one School, along with its comprehensive medical, surgical, and dental specialty and graduate programs, as a distinctive opportunity to educate the full oral healthcare team and prepare students to work together as they will in practice. Opportunities also exist to build upon the School's rural presence and current academic pathways to incorporate digital dentistry, teledentistry, and other emerging technologies where they can meaningfully enhance learning and patient care. In building on these strengths and opportunities, the Dean will foster an educational environment that prepares students for the profession they will enter and also the ability to adapt to and help shape what the profession becomes.

Strengthen the clinical mission and extend the School's impact across Minnesota.

Clinical care is integral to the School's educational mission and its responsibility to Minnesota. The next Dean will ensure that this substantial clinical enterprise provides an excellent environment for patient care and student learning supported by a sustainable financial and operational foundation. This includes understanding and addressing the realities of caring for large numbers of publicly insured and

underserved patients; addressing clinical staffing needs that can affect chair availability, student learning, patient access, and revenue; and advocating for the resources necessary to sustain this work. The School's extensive outreach footprint is both a source of pride and a defining part of its commitment to the state, but its long-term sustainability will require thoughtful partnership with the University, state, and communities it serves. The Dean will also have opportunities to strengthen coordination across the School's comprehensive specialty programs and build on the School's existing network to address oral health access and workforce needs across the state.

Elevate research excellence, innovation, and collaboration.

As part of a major R1 research university, there is opportunity for deeper collaboration within the School and across the University. Minnesota is described as a place where researchers can do almost anything once they understand how to access the University's considerable expertise and resources. The next Dean will ensure that the School continues to attract and retain outstanding investigators, strengthen connections between its research and clinical enterprises, and create the capacity for clinically engaged faculty to participate more fully in research and scholarship alongside their patient-care and teaching responsibilities. The Dean will also work to strengthen or cultivate cross-disciplinary partnerships with colleagues in medicine, veterinary medicine, biological sciences, and other disciplines. As connections between oral health and overall health continue to grow, the Dean will support faculty in pursuing new ideas, partnerships, and areas of research.

Champion the School internally and externally, building support for its future.

The Dean will be an energetic advocate for the School and will work to ensure that the breadth and impact of its work are understood across the University, throughout Minnesota, and within the dental profession. Constituents see an opportunity to put the School more firmly on the map within the broader University, where the scale of its clinical, educational, research, and community contributions is not always well understood. The Dean will strengthen relationships with alumni, donors, policymakers, professional organizations, healthcare and community partners, and will be personally engaged in reconnecting alumni to the life and future of the School, visiting clinical and community partners, and building a stronger culture of engagement and philanthropic support. The Dean will also make the case for the facilities, technology, and infrastructure required for delivering contemporary dental education. An early leadership priority will be guiding the School toward its next Commission on Dental Accreditation (CODA) review in October 2028, ensuring both readiness for the review and continued attention to academic and clinical quality. Ultimately, the Dean will be a visible and effective champion for the School, building confidence in its direction and support for its future.

UNIVERSITY OF MINNESOTA

The University of Minnesota, founded in 1851 and designated as Minnesota's largest land-grant university, is one of the nation's leading public research institutions. The University serves students across five campuses, with the flagship Twin Cities campus ranking among the most comprehensive and

research-intensive universities in the United States. With more than 70,000 students systemwide and a broad portfolio of undergraduate, graduate, and professional programs, the University is distinguished by its commitment to advancing education, research, and public service.

The University is a member of the Association of American Universities (AAU) and consistently ranks among the nation's top public research universities. Research activity reached a record $1.44 billion in annual expenditures across the University system, including more than $1.41 billion on the Twin Cities campus, reflecting the institution's significant impact across the biomedical, health sciences, engineering, agricultural, and social science fields. The University ranks among the leading public universities nationwide in research productivity and technology commercialization.

Health sciences are a defining strength of the University. Through its academic health enterprise, the University includes schools and colleges of Dentistry, Medicine, Nursing, Pharmacy, Public Health, and Veterinary Medicine, as well as a robust network of clinical and research partnerships. The institution is nationally recognized for interdisciplinary collaboration, innovation in healthcare delivery, and a longstanding commitment to improving the health and well-being of Minnesotans and populations around the world.

Located in the vibrant Minneapolis-Saint Paul metropolitan region, the University of Minnesota combines the resources of a major public research university with a strong culture of collaboration, community engagement, and public impact. Its mission of education, discovery, and service continues to shape the future of Minnesota and contribute solutions to challenges of national and global significance.

QUALIFICATIONS AND CHARACTERISTICS

Candidates must have a DDS, DMD, PhD, or equivalent degree and a record of academic accomplishment appropriate for appointment as a tenured professor at the University of Minnesota. The successful candidate will bring significant administrative and leadership experience and the capacity to lead a complex academic enterprise encompassing education, research, clinical care, and service.

While no candidate may possess all of the following qualifications and characteristics, the successful candidate will bring many of the following:

- Record of progressively responsible leadership in academic dentistry, an academic health center, or a similarly complex environment;
- Demonstrated success leading through change and translating plans into results;
- A collaborative and transparent leadership style, with demonstrated ability to build trust, listen to various perspectives, communicate candidly, and bring people together around common goals;
- Demonstrated financial and operational acumen, including experience setting priorities, stewarding resources, and making difficult decisions;

- Demonstrated ability to recruit, retain, and develop outstanding faculty, staff, and academic leaders;
- A commitment to contemporary dental education and student success, with an understanding of evolving approaches to teaching, technology, team-based education, and the changing needs of the oral health profession;
- Experience with or an advanced understanding of clinical operations, including the relationship among patient care, clinical education, access, staffing, quality, and financial sustainability;
- An appreciation for a strong and diverse research enterprise, including the ability to support scholarship within the School and interdisciplinary collaboration;
- The presence and communication skills to serve as a compelling advocate for the School;
- Experience generating external support and resources; experience engaging alumni, donors, institutional leaders, policymakers, professional organizations, and other external stakeholders;
- Record of building productive partnerships across organizational boundaries, with the ability to strengthen connections within the School, across the University, and with external partners;
- High integrity, sound judgment, and humility;
- The ability to be visible and accessible, demonstrating a sustained commitment to the School and its community;
- Demonstrated success in driving innovation across disciplines to develop solutions to complex institutional, dental and healthcare challenges;
- An understanding and deep appreciation of the historic land-grant mission of the University of Minnesota and the School of Dentistry.

COMPENSATION

The salary range for this position is $475,000 to $525,000. The salary of the finalist selected for this role will be set based on a variety of factors, including but not limited to qualifications, experience, education, and internal pay comparison. The range represents the University of Minnesota's good faith and reasonable estimate of the range of possible compensation at the time of posting.

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: https://www.imsearch.com/open-searches/university-minnesota-school-dentistry/dean. Electronic submission of materials is strongly encouraged.

Jay Torio, Partner
Jasmine Miller, Senior Associate
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The University of Minnesota provides equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.

This document has been prepared based on the information provided by the University of Minnesota. 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 Minnesota would supersede any conflicting information in this document.