



SCHOOL OF  
**DENTISTRY**  
UNIVERSITY OF MICHIGAN

**Dean, School of Dentistry  
University of Michigan**

## **THE SEARCH**

The University of Michigan invites applications and nominations for the position of Dean of the School of Dentistry (U-M SoD/School), a top-ranked dental school. This critically important senior leadership position requires a dynamic individual with experience in and a comprehensive understanding of the multiple missions of the School: education; research; and patient care, and the numerous challenges facing academic health centers and schools of dental education today. The mission of the School is “advancing health through education, service, research and discovery” and the next Dean will be expected to develop and foster a collaborative, diverse and inclusive global community of leaders dedicated to transforming dentistry through excellence in education, research, and clinical care to improve the health of the residents of Michigan and beyond.

The Dean acts as the chief academic officer and administrator of the U-M SoD, reporting directly to the Provost. The Dean is responsible for the overall success of the School, overseeing the clinical operations, research enterprise and educational framework, community relations and fundraising. Working in concert with U-M SoD faculty, staff, students and other constituents, the new Dean will chart a course for the future of the school, helping to ensure that the school’s next 150 years are as successful as the first 150.

The successful candidate will possess stellar academic credentials, a track record of leadership and accomplishment in academic dentistry, and the ability to significantly contribute to the educational, clinical and research missions of the School. The Dean will be a person of the highest integrity with a collegial style and exemplary communication skills.

The University of Michigan has engaged Isaacson, Miller, a national executive search firm, to assist in the search. Inquiries should be directed as indicated at the end of this document and are not considered a formal application.

## **THE UNIVERSITY OF MICHIGAN**

The University of Michigan has a long and distinguished history dedicated to public service and engagement. It was founded in 1817, 20 years before the territory became a state and 45 years before the Morrill Act of 1862 established the modern, public land-grant university system. It was one of the first public universities in the nation, and throughout its 200-year history, it has maintained the highest levels

of distinction in education, scholarship, and research, and is the home of one of the largest academic medical centers in the world.

As part of a three-campus system between Ann Arbor, Flint, and Dearborn, U-M creates an unparalleled landscape for student opportunity, success, and innovation throughout the state of Michigan. While the three campuses share the same mission and work in close partnership to provide access to educational programs, each campus makes decisions locally to meet individual needs of the students they serve, the work and research they do, the people they hire, and the markets in which they operate.

U-M is one of the state's largest employers, with 50,000 employees. It draws an exceptional student body, in state, nationally, and globally, attracting over 80,000 applicants per year in recent years. Its athletic teams produce Olympians and win national championships with great regularity. It has 640,000 loyal and committed alumni, whose generosity is a source of pride for the University as well as its philanthropic success. Its last capital campaign raised \$5.3 billion, more than any other public university, rivaling the most successful privates. The endowment now exceeds \$17 billion, placing Michigan among a very small set of institutions that are as highly endowed. U-M uses its financial assets to power its future and to realize its mission, including offering free tuition to every household in Michigan that earns less than \$65,000 a year, roughly half the state.

U-M is dedicated to attracting and retaining talented faculty and staff and is consistently rated as one of the nation's top university workplaces in the *Chronicle of Higher Education's* annual listing of "Great Colleges to Work For."

## THE DENTAL SCHOOL

Established in 1875, the U-M SoD was the first dental school to provide graduate dental education, was among the first to admit women, and was the first to establish a four-year dental curriculum.

Today, the school enrolls approximately 665 students and residents, spread over 15 programs. The school employs 133 full-time faculty, and 320 full-time staff.

The U-M SoD is supported by a diverse income stream, comprising a strong sponsored research portfolio, philanthropic gifts, student and faculty clinics, and a general fund budget of \$41 million. During FY21, it generated an operating margin of \$5 million on \$91 million total revenues, and housed an endowment valued at \$166 million. The SoD has a strong fundraising team, who most recently raised \$43M in the "Victors for Dentistry" campaign which concluded in 2018. The School is preparing for a new major fundraising campaign well timed to coincide with the School's upcoming sesquicentennial anniversary.

### *Research*

The U-M SoD is a research-intensive dental school, which consistently ranks among the best dental schools in the world (QS ranking). When compared to other dental schools in the country, U-M SoD has consistently ranked near the top of funding metrics for the National Institutes of Health and National Institute of Dental and Craniofacial Research funding.

Research activities at the UM SoD are loosely organized into four research themes:

- Clinical, Population and Educational Research

Investigators in this research theme focus primarily on oral disease prevention, dental education/delivery of care, and how both could be made more efficient and responsive to the needs of a diverse patient population. Many projects under this theme have investigators working with human subjects and new products/technologies, with the aim of improving the delivery of dental care. Some investigators design and assess strategies for reducing disparities in how dental diseases are recognized and treated in children in underserved regions. Other investigators use state-of-the-art neuroimaging techniques to study neuroplasticity in chronic pain disorders, e.g., migraine and temporomandibular joint disease, or examine the role of social determinants of health and health care and related patient-centered outcomes. A few also utilize social science techniques and approaches to analyze a wide variety of topics and subject areas relevant to the dental profession.

- Tissue Engineering & Regenerative Medicine

Investigators in this research theme use a combination of progenitor/stem cells, biomaterials, biochemical factors, scaffolds, and tissue engineering approaches to restore, improve, or replace tissues and/or organs that have been lost as a result of trauma, diseases, or birth defects. These studies often involve multi-disciplinary teams and collaboration with different schools and colleges, such as the College of Engineering. This theme represents a significant, internationally recognized strength and unique expertise of our school, which is spearheading the regenerative medicine discipline at the University of Michigan.

- Cancer Biology and Therapeutics

Investigators in this theme focus on understanding the mechanisms driving cancer initiation, cancer resistance to treatments, and metastasis. The PIs in this theme primarily focus on head and neck cancers, salivary gland cancers, and skeletal metastasis. These investigators possess significant complementary expertise in cancer immunology, tumor micro-environment, tumor markers, clinical tissue banking, translational studies, and treatment resistance.

- Craniofacial Biology, Bone Biology, and Disease

Investigators in this research theme examine biochemical, cellular, and physiological processes that take place both during normal craniofacial development and bone formation, and during different pathological conditions that result either in common birth defects (such as cleft lip, cleft palate, and craniosynostosis), or in acquired conditions (such as osteoporosis or osteoarthritis). Other investigators in this research theme study tooth development, dental genetics, neural control of the craniofacial complex, and the oral microbiome. These studies help provide a molecular understanding of the pathogenesis of genetic dental defects and common oral diseases, such as periodontal disease.

The total number of active investigators is 115, 86 of which have independent extramural funding as PI. Between 2017 and 2021, U-M SoD investigators have published 1424 scientific papers (on average, 285 papers per year); 200 of those had an impact factor of more than 5. During this same time period, the

total amount of funding received by the U-M SoD investigators is ~103 million dollars, or on average, ~\$20 M per year.

Researchers at the U-M SoD are well integrated with the larger university research community. Several tenured faculty members have joint appointments either in the college of engineering or in the medical school and there are several ongoing research collaborations between U-M SoD faculty and faculty members from many different departments and disciplines on campus. Similarly, many U-M SoD investigators belong to the faculty of Ph.D. graduate programs in other schools and colleges, such as the Program in Biomedical Sciences (PIBS), Cell and Molecular Biology, Neuroscience, and Biomedical Engineering.

### *Clinical Operations*

The U-M SoD provides excellent student training and patient care in their clinical facilities. In FY21 the school's clinics generated \$26M in gross income from 124K patient visits.

This fall, the Dental School unveiled a \$140million overhaul, its first renovation in nearly 50 years. Referred to as *UM's Blue Renew* project, the renovation added three floors within an existing courtyard and renovated 11 separate on-site dental clinics, all designed with adaptability in mind.

Illustrating this commitment, the School launched a new Integrated Special Care Clinic for patients with developmental disabilities and cognitive impairments. Funded by a \$2million grant from Delta Dental, this clinic is not only intended to help patients who tend to have unmet needs, but also to give students valuable experience working with this typically underserved population as well.

The new facility includes a 48,000 square foot addition, revamped entrances to improve access and a new special care clinic for patients with mobility issues or special healthcare needs, making it more adaptable for its next generation of patients, students and researchers. The renovations create more space for training and collaboration for students, many of whom help the school treat around 700 patients a day. In addition, the project caused school leaders to re-examine its staffing model, adding non dental practitioners to work with patients who can't afford care and connect them with the resources they need.

The project's new three-story addition includes two floors dedicated to research, with an open floorplan for lab space that will allow researchers to better collaborate. Common areas, lab benches, write-up spaces and break areas also have been added, while a smaller version of the school's famous courtyard remains, [along with its 14-foot-tall Tooth Fairy sculpture](#).

Additional clinical care is provided at externship sites, as well as at the University of Michigan's [Community Dental Center](#), which since 1981 has helped to address patients with unique needs and limited finances.

### *Education*

The U-M SoD offers an innovative curriculum which focuses on evidence-based dentistry, fostering early clinical experiences for students, creating individualized pathways for growth, and promoting interprofessional education.

The SoD offers a variety of highly competitive degree programs, including:

- DDS
- Dental Hygiene
- Internationally Trained Dentist Program
- Master's Degree Programs (Dental Hygiene, Endodontics, Oral Health Sciences, Orthodontics, Pediatric Dentistry, Periodontics, Prosthodontics, Restorative Dentistry)
- Oral Health Sciences PhD Programs
- Dual Degree Programs (DDS/MBA, DDS/PhD)

In all, the school offers 15 degree programs which enroll approximately 680 students annually. The school receives approximately 1600 applications annually for the DDS program and enrolls approximately 110 students per class. Approximately 50% of the entering class consists of Michigan residents, and the entering class has an average DAT score of 22, and an average GPA of 3.8.

#### *Commitment to Diversity, Equity and Inclusion*

U-M SoD is fully committed to the mission of Diversity, Equity and Inclusion (DEI). U-M SoD was one of the first dental schools to actively recruit and enroll students from diverse backgrounds. Similarly, the oral health sciences graduate programs place a significant emphasis on diversity. Participation in DEI activities and promotion of the DEI mission is also an important evaluation criterion in both faculty recruitment and faculty promotion, and it is an integral part of the annual faculty evaluations. DEI is also incorporated into the SoD scholarly activities.

## **OPPORTUNITIES AND CHALLENGES**

### **THE ROLE OF DEAN**

The U-M SoD seeks a dean who will lead with integrity, build trust with proven administrative experience to help position the School for future success. Reporting to the Provost, the next Dean will have the opportunity to advance programs, transform clinical care, and further cement the School's reputation as a renowned leader in research and dental education. The Dean will also work closely with school alumni, external partners and legislators to ensure that the School has the support (financial and otherwise) to realize its long-term goals.

Specific areas of focus include the following:

#### Education

- Establish a culture of high expectations for all learners (predoctoral students, advanced graduate students, fellows, postdoctoral trainees).

### Research

- Advance the School's research agenda in interdisciplinary programs, basic, clinical translational and health services research.

### Clinical Care

- Foster a clinical enterprise characterized by quality, safety, evidence-based and patient-centered care.

### Infrastructure and Leadership

- Lead a governance, administrative, and financial structure that will advance each component of the SoD's overall mission and strategic plan
- Recruit/support a strong leadership team to unite and inspire a highly effective organization that is committed to achieving the School's vision and strategic plan.
- Provide visionary leadership and support that enables the SoD to sustain top-ranked national status in research, clinical, and educational missions.
- Lead the development of a strong philanthropic base to support and endow the programs and support the mission of the SoD.

### Community Engagement

- Promote and enhance diversity and inclusion among faculty, staff, and students, and in the process of education, conduct of research, and provision of patient care services.
- Articulate a focused, ambitious, and compelling vision for the School of Dentistry

## **EXPERIENCE AND QUALIFICATIONS**

Candidates must have earned a DDS, DMD, or PhD in a relevant field, and be eligible for a tenured faculty appointment at U-M SoD.

Successful candidates also will have a broad set of skills and assets deemed important for success as the next Dean. While no one person will possess them all, the successful candidate will embody many of the following qualifications and attributes:

- A track record of successful leadership in dental education, research, clinical care, service, and administrative management.
- Exceptional interpersonal and communications skills; the ability to listen attentively to varied perspectives; the ability to foster a supportive and collaborative working environment.
- Demonstrated success in managing and leading a complex organization.
- Demonstrated ability to build a sense of community and to actively engage faculty, staff, students, alumni, and oral health professionals in support of a shared strategic vision.

- Demonstrated success in enhancing the education and research agenda of an academic unit or program, in responding to student needs and building environments that enhance student learning.
- Demonstrated commitment and success in promoting and supporting diversity, equity, and inclusion in the recruitment and retention of faculty, staff, and students and in the training of oral health practitioners who are prepared to attend to the unique needs of an increasingly diverse patient population.
- Demonstrated interest and ability in generating external funding, including private fundraising for the School.
- A collegial, consultative management style, with the ability to be strong and decisive while also considering the needs and perspectives of faculty, staff, and students.
- The ability to represent the School effectively; to build strong relationships with internal and external constituents, to be an effective advocate for the School and the advancement of the profession.
- A clear understanding and interest in embracing new pedagogical and clinical care techniques, such as use of digital dentistry, to meet current and future needs of learners and clinicians.
- A high level of integrity and professionalism, and a commitment to support the professional development of faculty and staff.

#### **TO APPLY**

The University of Michigan has retained Isaacson, Miller to assist in this search. Please direct all inquiries, nominations, and applications (CVs and letters of interest) electronically and in confidence to:

**Stephanie Fidel, Partner**

**Samuel Ruth, Senior Associate**

Isaacson, Miller

<https://www.imsearch.com/search-detail/8777>

*The University of Michigan is an equal opportunity/affirmative action employer. The University will not discriminate against any employee or applicant for employment because of race, sex, color, religion, creed, national origin or ancestry, age, or marital status. Further, the University, through its employment practices and procedures recruits and employs qualified personnel for all of its diverse activities and at all of its facilities. The University provides equal opportunities before and during employment by administering each and every phase of its personnel program without regard to race, sex, color, religion, creed, national origin or ancestry, age, or marital status.*

## APPENDIX

### University of Michigan: Location and Leadership

#### **Ann Arbor**

The vibrant and active city of Ann Arbor is consistently rated as one of the nation's top college towns. In addition to its world-class university, Ann Arbor is home to high-tech research companies and charming neighborhoods with a rich mix of cultures. Downtown Detroit—with its eclectic mix of entertainment and professional sports—is less than an hour's drive away, and Detroit Metro Airport (DTW) offers a nearby gateway to the globe.

#### **University Leadership**

**Dr. Santa Ono**, formerly President and Vice Chancellor of the University of British Columbia, became the 15<sup>th</sup> President of the University of Michigan in October, of this year. Dr. Ono is an experienced vision researcher whose pioneering work in experimental medicine focuses on the immune system and eye disease.

Prior to his appointment as president and vice chancellor of UBC, Ono served as the 28th President of the University of Cincinnati and Senior Vice Provost and Deputy to the Provost at Emory University. He also served as Professor of Pediatrics at Cincinnati Children's Hospital Medical Center.

While serving at the University of Cincinnati, he was appointed by Gov. John Kasich to lead Ohio's Biopharmaceutical Task Force and to the Board of the Ohio Third Frontier – Ohio's technology-based economic development program. Dr. Ono was educated at the University of Chicago and McGill University and has taught at Johns Hopkins University, Harvard University and University College London.

**Dr. Laurie McCauley** is provost and executive vice president for academic affairs at the University of Michigan. Prior to her appointment as provost, she served as the dean of the School of Dentistry. Dr. McCauley is the William K. and Mary Anne Najjar Professor of Periodontics in the School of Dentistry and professor of pathology in the Medical School and was Chair of Department of Periodontics and Oral Medicine prior to becoming Dean.

An active researcher supported by the National Institutes of Health for more than 25 years, Dr. McCauley's work focuses on parathyroid hormone anabolic actions in bone, immune cell functions in bone, and prostate cancer skeletal metastasis. This mechanistic and translational research contributes to regenerative medicine and the development of treatments for inflammatory mediated bone loss.

The university is governed by the **Board of Regents**, which consists of eight members elected at large in biennial statewide elections. The president of the university serves as an ex officio member of the board. The Regents serve without compensation for overlapping terms of eight years. According to the Michigan



Constitution of 1963, the university has constitutional autonomy from the state of Michigan; under such terms, the Regents have “general supervision” of the institution and “the control and direction of all expenditures from the institution’s funds.”