

**UF College of Dentistry Academic Program Review**  
**May 27, 2016**

At A Glance									
<b>Students</b>	<b>467</b>								
<i>D.M.D.</i>	358								
<i>Dental Residents</i>	147								
<b>Advanced education programs</b>	<b>12</b>								
<i>Accredited degree/certificate</i>									
<b>Combined degrees with other colleges</b>	<b>3</b>								
<i>D.M.D./Ph.D; D.M.D./M.P.H.; Oral Biology</i>									
<i>IDP</i>									
<b>Applicants vs. enrolled in 2015</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"><b>DMD Program</b></td> <td style="text-align: right;"><b>1,494/93</b></td> </tr> <tr> <td>    <i>579 in-state applicants</i></td> <td></td> </tr> <tr> <td>    <i>915 out-of-state applicants</i></td> <td></td> </tr> <tr> <td><b>Advanced Education Programs</b></td> <td style="text-align: right;"><b>1,154/56</b></td> </tr> </table>	<b>DMD Program</b>	<b>1,494/93</b>	<i>579 in-state applicants</i>		<i>915 out-of-state applicants</i>		<b>Advanced Education Programs</b>	<b>1,154/56</b>
<b>DMD Program</b>	<b>1,494/93</b>								
<i>579 in-state applicants</i>									
<i>915 out-of-state applicants</i>									
<b>Advanced Education Programs</b>	<b>1,154/56</b>								
<b>Faculty full-time/part-time</b>	<b>123/50</b>								
<b>Staff full-time/part-time</b>	<b>226/7</b>								
<b>Program locations</b>	<b>Gainesville, Hialeah, Naples, Seminole</b>								
<b>Patient visits per year</b>	<b>132,361</b>								
<b>Operating budget (FY'15)</b>	<b>\$67,354,884</b>								
<b>Total research funding (FY'15 grants and contracts)</b>	<b>\$15,358,697</b>								
<i>NIH funding</i>	<i>\$11,653,591</i>								

1. What is the achievement during the last year about which you are most proud?

We completed a very successful accreditation site visit from the Commission on Dental Accreditation (CODA) in 2015. Included in the site visit were the predoctoral (DMD) program and seven advanced dental education programs: endodontics, periodontics, prosthodontics, oral pathology, oral and maxillofacial radiology, orthodontics and pediatric dentistry. The site visit affirmed the quality of our programs and areas of institutional strength as well as opportunities for improvement. In March 2016 we received the final report with “full accreditation without reporting requirements” from CODA for all programs that were reviewed.

2. Identify 2-3 other important advances/achievements made by your College this year.

### 1) Completed Preeminence Hires (CVs attached)

- **Frank Gibson** and **Jorge Frias-Lopez** were recruited under the Mucosal Immunology Preeminence Initiative.
  - Dr. Gibson, presently at Boston University Medical School, is a macrophage biologist with expertise in oral and systemic health. He has been funded from NIH for over 15 years and has an excellent publication record. He brings expertise in areas of immunology currently lacking at UF and will collaborate widely across campus.
  - Dr. Frias-Lopez currently at the Forsyth Institute and Harvard University in Boston is an expert in bioinformatics – particularly metagenomics and meta-transcriptomics of bacterial communities and host responses. He has a new five-year R01 and is enthusiastically supported by basic scientists, clinicians, statisticians and bio-informaticians in UFCD, COM, and CTSI. **Dr. Duran-Piñedo** will also join the faculty in the Research Track and is an expert in the genetics of prominent periodontal pathogens.
- **Zsolt Toth** was recruited under the Cancer Preeminence Initiative from the University of Southern California. **Dr. Toth's** area of expertise is Kaposi's Sarcoma-associated Herpes Virus (KSHV) and its role in cancer. He will be applying his expertise to understand how KSHV replicates in the oral cavity and interacts with oral epithelial cells. **Dr. Bernadett Papp**, from the Toth laboratory, also will join our faculty in the Research Track; her expertise is in induced pluripotent stem cells and their applications in wound healing and diabetes.

### 2) National Board Pass Rate

The DMD class of 2017 achieved a 100 percent first-time pass rate on the National Board Exam Part I. This marks the seventh consecutive year that the college's DMD students achieved a 100 percent first-time pass rate on this national measure; a strong indicator of the strength of our DMD education.

3. What is the one thing that you would have done differently in retrospect?

It would have been beneficial to have started the process of developing a new strategic plan earlier. One of the expectations of the accreditation process is tying institutional outcome measures to the college's strategic plan. Thus, we opted to make enhancements to the existing plan rather than start a new plan in the middle of the accreditation cycle.

4. If your College is involved in patient care, what are metrics that you will use to assess patient care quality under the UF Health Strategic Plan? Where does the College stand on this metric and where do you plan to be in 1 year and 5 years?

We rely on internal assessments to analyze trends in quality. Currently we track and report the following outcomes:

- Clinical productivity (patient visits and procedures by clinic and program)
- Patient complaints (formal and informal)

- Clinical occurrences (unexpected or poor patient outcomes)
- Patient satisfaction

We plan to adapt IDInc, the digital application used by UF Health Shands to streamline reporting and tracking of adverse events and patient complaints. A search has launched to fill the position of Associate Dean for Clinical Affairs and Quality, an existing position that has been revised to emphasize quality measurement and assurance.

### **Patient Satisfaction**

- UFCD administers a patient satisfaction survey during a one-week period yearly. In 2015, with 2,629 patient visits during the survey week, 1,473 patients returned a completed survey. The 56 percent return rate was a notable increase from the previous year (35 percent).
- Two-thirds (67 percent) of respondents rated the overall quality of dental care they received “excellent” and over one-fourth (26 percent) rated it “very good.”
- Only 6 percent of respondents rated the overall quality of care “good” and less than two percent rated it “fair” (1.3 percent) or “poor” (0.3 percent).

The following goals were recommended by the UFCD Patient Satisfaction Committee and approved by the Clinical Affairs and Quality Assurance Committee.

### **One Year Goals**

- Continue increase in overall clinical productivity.
- Continue increase in patient satisfaction survey return rate.
- Reduce percentage of “poor” quality of care rating to 0 percent.
- Maintain a less than 0.5 percent of patient complaints (formal and informal).

### **Five Year Goals**

- Validate and implement formal assessments to evaluate patients’ oral-health-related quality of life.
- Enhance UFCD’s ability to analyze clinical procedures and outcomes systematically through axiUm clinical management software.
- Participate in the [Consortium for Oral Health Research and Informatics](#), to strengthen our ability to create, standardize and integrate data using electronic health records.
- Increase adoption and implementation of evidence-based practices and principles in delivering care to ensure the highest-quality outcomes.

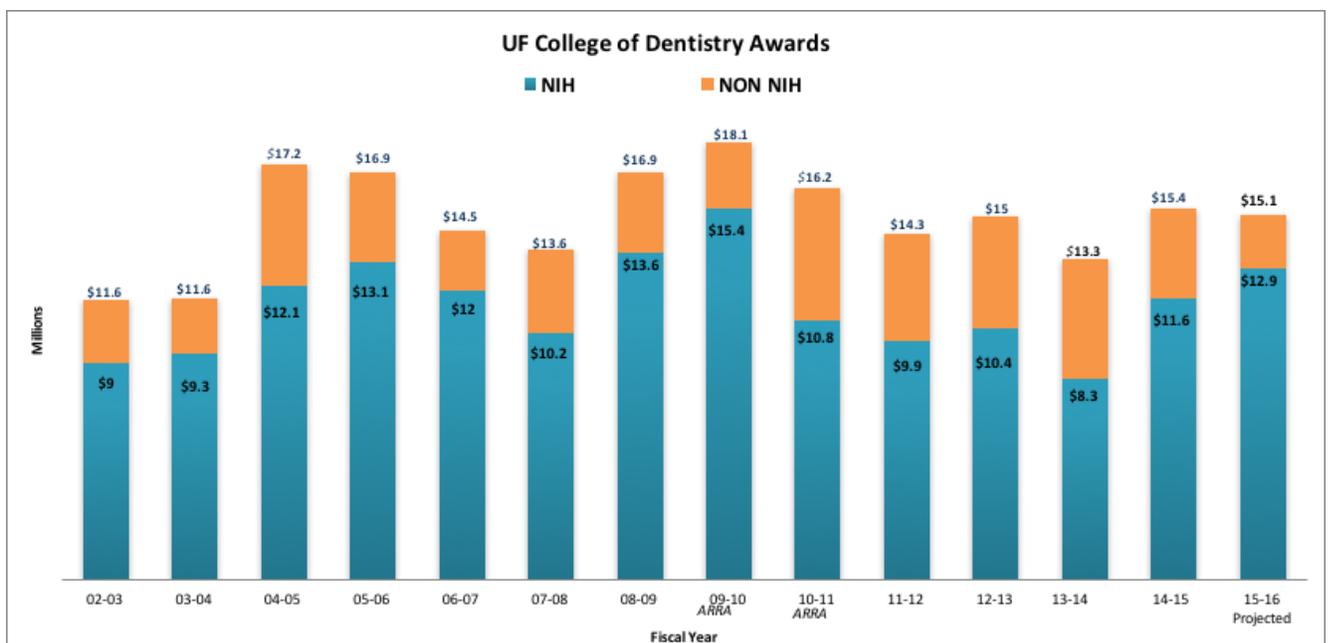
5. Are there plans to make significant changes in your educational curricula for undergraduate professional training and/or graduate education? If so, list the three most important changes.

Significant changes are underway for the DMD curriculum. These include earlier clinical experiences, closer integration between the basic and clinical sciences, and more active teaching/case based learning approaches. (See response to question 10 for further details.)

The graduate education will continue to improve interdisciplinary activities among the dental specialties and health science center and integrate #D imaging modalities to our curriculum.

6. What is the total amount of research funding (grants and contracts) at your College projected for FY15-16? What is the amount of NIH research funding? What are your goals for total and NIH research funding in 1 year and 5 years.

- Total amount of research funding (grants and contracts) for FY'15 was \$15,358,697 with \$11,653,591 (76 percent) from NIH.
- In FY'15 our trainees received three of the 12 NIH "F" awards received by the university. Of three active K99's at UF, one is held by UFCD.
- A college goal is to increase total funding from all sources, with a five-year goal of achieving top five status for NIDCR funding for dental institutions and/or Blue Ridge NIH funding.



7. List new hires who will begin employment in FY'2016-17, restricting the list to those who will use start-up funds for research.

Three newly-recruited faculty, Frank Gibson, Jorge Frias-Lopez, Zsolt Toth have or will receive start-up funding for research. More information is included on their backgrounds and areas of expertise in question two and their CVs are attached.

8. Identify the major ranking system for your College (e.g., US News & World Report) and indicate your current rank. What is the ranking that you plan to achieve in 1 year and 5 years? What are the main strategies for getting there?

Dental schools do not participate in the U.S. News & World Report ranking system. In FY'15, the college ranked 7th among 66 U.S. dental schools (excluding Forsyth Institute) with DDS/DMD programs in total NIH/NIDCR funding. Our goal is to move into the top five. This will require a sustained effort to recruit and support research faculty as well as completion of a major renovation of the Dental Sciences Building to update, modernize and expand research space. Please see questions 6 and 9.

9. Identify those programs within your College that are “top ten.” What investments are you making to maintain or enhance the ranking?

The college's educational programs are highly regarded. In 2015 there were 1,494 applicants for 93 available DMD positions (16:1 ratio) and 1,154 applications for 56 dental residency slots (18:1 ratio). Interdisciplinary education and patient care opportunities are highly sought after by UFCD students and applicants; our formal interprofessional curriculum is expected to grow in both the dental predoctoral and advanced education programs. (See question 13.)

Among the 56 U.S. dental schools with advanced educational programs, UFCD is **one of only two** with training in **all** recognized dental specialties and advanced education programs. Programs include: nine accredited degree/certificate programs, four degrees offered with other UF colleges, and a DMD/MPH in partnership with PHHP. Program rankings (data gathered from students for 1,300 dental graduate programs nationwide between 2012 and 2015) placed UFCD in 4th place. (See <http://www.graduateprograms.com/top-dentistry-programs>.)

UFCD's research program has been ranked in the top-ten for the past 15 years in terms of NIH ranking and other metrics. The T90/R90 Comprehensive Training Program in Oral Biology award for FY'15 was \$556,998 and supported eight pre-docs and six post-docs; the program is in its 25th consecutive year and is the largest T award at UF (the second largest T award at UF for FY'15 was \$458,787). We are awaiting the NOA for the program's renewal effective July 2016.

UFCD's oral biology program has been awarded \$11.3 million by the NIH since 2000 and ranks in the top five among similar U.S. programs in 11 key metrics, including first place rank in three publication-related categories, and third place rank in total number of grants and in grant dollars per faculty member (Academic Analytics).

The Pain Research and Intervention Center (PRICE), led by UFCD faculty is one of the largest and most productive pain research centers among U.S. dental schools, including over 40 researchers, trainees and clinicians from seven UF colleges. In 2015, PRICE had more than \$7 million in NIH research funding and expects total funding for 2015 to be similar. The center's investigators produced more than 300 publications in the past five years.

10. Identify two or three of your College's programs that are important to the College, but are not yet top ten, and describe your plans to foster their success.

- UFCD is poised to adopt a new predoctoral educational curriculum that will emphasize critical thinking, earlier clinical experiences, and more fully integrate basic sciences throughout. Curricular changes also will increase small-group learning, case-based instruction and decrease lecture time. Our ability to fully deploy a new curriculum is intricately tied to a building expansion.
- The UF Statewide Network for Community Oral Health is comprised of UF-owned dental centers in Gainesville, Hialeah, Naples and St. Petersburg, and affiliated dental centers throughout the state. This network represents a public-private partnership that serves the state's most-vulnerable residents. The network represents a tangible UF statewide presence and serves patients from all 67 counties in Florida. Very few states in the country, particularly those as large as Florida, have such extensive statewide infrastructure for oral health services. Potential for adoption of interdisciplinary health care within the network would establish it as a unique national model. Development of new partnerships and strengthening existing collaborations between UFCD and other professions will be an important part of the strategy.

11. Evaluate the data produced by Academic Analytics. Clarify any findings that you feel are not reflective of your college and indicate areas, based on these data, in which improvement is most needed and achievable.

- Oral biology and oral & maxillofacial diagnostic sciences (ODS) are the only two UFCD departments currently captured by Academic Analytics (AcAn). Both departments are mapped to the "Oral Biology and Craniofacial Sciences" taxonomy.
- It would be desirable for AcAn to include faculty with research assignments in other departments commonly found in colleges of dentistry (e.g., oral surgery, periodontology) for more comprehensive benchmarking. While oral biology is a major research unit in the college, the expectations for research of ODS faculty are very modest, with the majority of assignments being clinical. There is a concern that three of the 11 faculty in the AcAn database for oral biology are research assistant professors who are not required to compete for grants. Despite this, UFCD's department of oral biology ranks first in three categories related to publications, 3rd in four grant-related metrics, and is in the top 5 in a total of 11 key metrics compiled by AcAn.
- Some departments to which UFCD oral biology is compared have substantially more faculty -- in some cases more than twice as many -- which puts us at a disadvantage in non-normalized AcAn categories (e.g., total grants, total grant dollars). Removal of non-tenure-track faculty could result in an even higher ranking for oral biology in normalized (per faculty) categories.

12. Indicate advances in achieving diversity among faculty, staff, and students within your College.

**Student Diversity**

- UFCD is among three U.S. dental schools awarded a HRSA grant to support disadvantaged students during 2012-2016. The college is the top recipient of grant awards from HRSA among all U.S. dental schools at \$645,000 per year with total awards of \$2.58 million.
- Since 2013, about one-fifth of our matriculated students reported parental income at or below U.S. government poverty levels. Level of need is calculated from information obtained from students who applied for UFCD financial aid, so this proportion may be higher.
- Since 2012, underrepresented minority (URM) students have comprised, on average, almost one-third of all students. The fall 2016 entering class, while not yet finalized, is comprised of 34 percent URM. We continue efforts to increase enrollment of African American students, a group that remains underrepresented at our college and most U.S. dental schools. The data below reflect the entering DMD class statistics.

<b>Race and Ethnicity DMD Students Upon Admission</b>					
<b>Entering Class Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>	<b>Total</b>
Native American	0	0	0	0	0
Asian American	19	23	12	14	68
African-American/Black	6	2	9	8	25
Hispanic	24	18	26	13	81
White	34	46	41	44	165
Other	10	4	5	4	23
<b>Total Entering Class</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>83</b>	<b>362</b>
<b>Total Percent URM</b>					<b>URM=106/362 (29.3%)</b>

<b>Race and Ethnicity Upon Admission</b>	
<b>Entering Class Year</b>	<b>2016*</b>
Native American	1
Asian American	21
African-American/Black	2
Hispanic	25
White	34
Other	0
<b>Total (to date)</b>	<b>83</b>
<b>Total Percent URM</b>	<b>URM=28/83 (33.7%)</b>

\* As of May 24, 2016. The 2016 entering class is not yet finalized.

**Faculty & Staff Diversity.** Since July 1, 2015, 69 percent of faculty hires and 93 percent of staff hires were women. Underrepresentation of black faculty is a serious concern and multiple strategies are needed to improve our track record.

Faculty 2015-2016 according to race/ethnicity											
White		American Indian		Asian		Black		Hispanic		Not specified	
M	F	M	F	M	F	M	F	M	F	M	F
69	33	0	0	16	12	3	1	17	23	0	0
58.62%		0%		16.09%		2.30%		22.99%		0.00%	
Faculty (hires since July 1, 2015) according to race/ethnicity											
White		American Indian		Asian		Black		Hispanic		Not specified	
M	F	M	F	M	F	M	F	M	F	M	F
1	3	0	0	1	2	1	0	2	6	0	0
25%		0%		19.00%		6%		50%		0%	
Staff 2015-2016 according to race/ethnicity											
White		American Indian		Asian		Black		Hispanic		Not specified	
M	F	M	F	M	F	M	F	M	F	M	F
19	131	0	0	0	6	4	29	8	32	2	1
64.38%		0.00%		3.00%		14.16%		17.17%		1.29%	
Staff (hires since July 1, 2015) according to race/ethnicity											
White		American Indian		Asian		Black		Hispanic		Not specified	
M	F	M	F	M	F	M	F	M	F	M	F
0	6	0	0	0	0	0	0	1	7	0	0
43%		0%		0%		0%		57%		0%	

- Strategies implemented to increase the diversity of faculty and staff includes engaging underserved groups/societies to assist with identifying potential candidates and/or inviting underrepresented minority prospects to guest lecture/visit. We continue advertising in journals such as Hispanic Dental Association, Insight into Diversity, and through the National Dental Association.

13. Indicate notable successes in interdisciplinary collaboration in the past year.

Our accreditation final report cited interdisciplinary education as one of the strengths for both DMD and graduate level programs.

#### A. Education and Service

##### *Advanced and Graduate Educational Programs*

- Oral & maxillofacial diagnostic sciences began combined rotations for oral and maxillofacial radiology residents with neuroradiology at UF Health Shands. New affiliate professorships are now offered by the department to medical radiology faculty.

- The oral & maxillofacial surgery (OMFS) residency is integrated with UF Health Shands and the College of Medicine. OMFS residents participate in extensive rotations on various medical services and work with medical attending physicians. OMFS residents participate in facial trauma coverage and function alongside the other surgical services in Shands. The department works closely with plastic surgery and ENT, and residents work closely with attending physicians from each service, and participate in tumor board and the craniofacial clinic.
- Pediatric residents rotate weekly to the Infant Oral Health Clinic to learn about early signs of early childhood caries. Additionally, as part of the Shands Early Steps Program, infants with special care needs are assessed in our clinic with direct collaboration of pediatric medicine.
- The departments in the School of Advanced Dental Sciences continue to improve interprofessional education and clinical patient care by establishing courses among HSC colleges, especially the COM, on topics such as cancer, bleeding disorders and genetics.

#### *Predoctoral*

- The oral & maxillofacial surgery Student Oral Surgery Clinical Rotation continues to be a rotation option for MD students as part of their clerkship in family medicine. In this rotation, DMD and MD students work side-by-side to clinically evaluate and treat patients presenting for outpatient oral surgical evaluation and treatment.
- This year we created and implemented an interprofessional educational laboratory with physical therapy program students and first year dental students in DEN 5302: Foundations of Patient Care. This lab used small group learning, peer teaching and hands-on learning in the dental clinical environment.

#### **B. Research**

- During 2013-2014, 60 UFCD faculty were participating in 156 research awards and projects with principal investigators from other departments, colleges or universities (UFCD has 133 total full-time faculty equivalents). Research collaborations include 12 different components/programs in the UF College of Medicine, four departments in the UF PHHP, as well as several within the CTSI, and colleges of liberal arts, education, engineering, IFAS and the UF Health Cancer Center. There are new projects with Biomedical Engineering and the College of Liberal Arts and Sciences. Cancer initiatives provide many opportunities for our college and the Pain Research & Intervention Center of Excellence has enhanced collaborative interdisciplinary pain research across campus – particularly in the areas of the relationship of pain to cancer and aging.
- With an increase in our IPE curriculum across the advanced and graduate programs we had a noticeable increase on interdisciplinary research and increased number of awards received by our master students at their respective national meetings.

14. What are your College's top 3 goals in the next one to three years? Aside from budget, are there major impediments to reaching those goals?

- Finalize the DMD curriculum revision and formalize interprofessional education opportunities.
- Continue to bolster research standing nationally and internationally and contribute to UF research enterprise with the goal of attaining top-five status in NIH research funding within the next five years. While renovations are being made possible with support from the UF Office of Research and the SVPHA, the majority of research laboratories in the UF dental science building are in urgent need of modernization. This will require a combination of college sources, IDC funds, fundraising and support from the university.
- On the development front, there is a need to expand base of philanthropic support to reach annual campaign benchmarks leading to the public launch in October 2017. We also need to focus development communications to establish case for giving in support of college priorities as well as expand our presence on the web, social media and traditional channels. One major impediment is identifying and aligning top potential donors with key college priorities.

15. List current and planned projects to develop alternative revenue streams. Discuss any plans to initiate distance or off--book education programs.

- Discussions internally and with the Senior Vice President's Office are ongoing to locate a specialty-based practice on 39th Avenue in the planned new UF Health facility. This expansion would significantly grow the college's private practice model, increasing patient visits, clinical revenues and profitability.
- UF Health's hospitality training will be offered in the college over the next 12 to 18 months.
- Plans are in place to more fully utilize features of axiUm to improve scheduling, collections and other business processes. Improvements to the patient check-in and check-out processes also offer opportunities to improve the clinical revenues.
- A new master of science in operative dentistry program was approved this month, consisting of two parts: an initial year in the existing off-book residency program (granting a certificate at graduation) and a two-year traditional master's program. The program will be run by existing faculty in clinical space that is now underutilized.
- A post-baccalaureate, self-funded, one to two-year certificate program in oral biology is in early planning stages with anticipated start-up in fall 2017. The certificate program, envisioned to enroll six students annually, would give high quality college graduates further credentials to strengthen their dental school application, and also create a much needed cadre of dentists interested in academic careers. Some students receiving a certificate may opt to pursue a master's degree or PhD in the biomedical sciences in lieu of dental school, with coursework from the certificate program applied to these advanced degrees.
- St. Petersburg College has given the College of Dentistry first option on space being vacated by the UF College of Pharmacy in 2018. We will explore the viability of expansion at that location which could include a DMD rotation clinic, a self-funded international DMD

program and/or expansion of specialty programs. Most of these options would be accomplished through existing or new self-funded programs.

- Launch a new Executive Practice Management Program for dental practice administrators in 2017. The curriculum will be designed for dental office staff and is modeled after our very successful Executive Management Program for dentists. The program will enroll ~ 15-20 participants and will be conducted online with one or two live sessions in St. Petersburg or Gainesville. The program should yield over \$85,000 per year in additional revenues to our continuing dental education program.

Please see the attached table which details a list of projects the college has identified as priorities for coming years.

16. List future commitments. Commitments include buildings, renovations, infrastructure, major equipment and upgrades, start-up packages, and any other significant items.

- A new building at the West Entrance and renovations of ground through 11th floors in the dental tower are described in the attached PECO request. Currently the college is ranked 7th on UF's list of PECO fund priorities for legislative funding.
- During the CODA Accreditation self-study process, a list of major renovation and equipment needs was developed. The estimated total need exceeds \$12.4 million, with \$6.4 million of this most appropriately funded through clinical revenues.
- Several clinics including the endodontic clinics, oral medicine and oral and maxillofacial surgery, along with DMD clinics are in serious need of renovation. Infrastructure needs are of paramount importance, with failures negatively affecting operations at times.

UFCD Research Faculty Start-Up Commitments									
Calendar Year Fiscal Year	2015 14-15	2016 15-16	2017 16-17	2018 17-18	2019 18-19	UFCD Funding	Other Funding	Sub-Total	TOTAL Start-up Funding
Preeminence Renovations G Floor UFCD		\$ 89,000				\$ 89,000		\$ 89,000	
Preeminence Renovations G Floor HSC		\$ 100,000					\$ 100,000	\$ 100,000	\$ 189,000
Toth Start up DSP		\$ 350,000					\$ 350,000	\$ 350,000	
Toth Renovations (ARB)		\$ 5,000				\$ 5,000		\$ 5,000	
Toth Lab Move		\$ 5,000				\$ 5,000		\$ 5,000	\$ 360,000
Gibson Start Up DSP		\$ 150,000	\$ 50,000			\$ -	\$ 200,000	\$ 200,000	
Gibson Renovations DSP (G)		\$ 50,000				\$ -	\$ 50,000	\$ 50,000	
Gibson Lab Move		\$ 10,000				\$ 10,000		\$ 10,000	\$ 260,000
Frias-Lopez DSP (\$150,000 ICBR)		\$ 350,000					\$ 350,000	\$ 350,000	
Frias-Lopez Renovations DSP (G)		\$ 50,000					\$ 50,000	\$ 50,000	
Frias-Lopez Lab Move		\$ 10,000				\$ 10,000		\$ 10,000	\$ 410,000

17. List key financial opportunities and challenges for the coming year.

### Opportunities

- Establish a centralized call center to improve patient intake, assignment and flow.

- Revise the existing research incentive plan and restorative dental sciences faculty practice plan. Develop a clinical incentive plan and teaching bonus plan.
- Improve the payor mix in our clinics, particularly self-pay patients in pediatric dentistry.
- Participate in UF's major capital campaign and increase corporate and large donor gifts. Improve participation rates and gifts from alumni and friends.

### **Challenges**

- Recruitment of faculty is increasingly difficult. Vacancies affect the educational and clinical missions significantly. Recruitment costs along with visa processing add to the challenge of dental faculty recruitment. Prevailing wage problems are becoming a significant problem.
- Deployment of faculty is problematic with inconsistencies in faculty development time allotted between departments. A thorough review of faculty deployment is being conducted this year as part of the budget cycle.
- Unfunded mandates on non-state funds continue to be difficult to absorb. Fringe rate increases, federal labor law changes, annual merit raises, etc., on clinical, and off-book program salaries are unwieldy. We expect that the UF On Target project may result in multiple equity adjustment requests that will have a negative financial impact.
- Monitoring and responding to billing and compliance issues will continue to demand staff time. Return of reimbursements for inaccurate billing and coding will negatively affect clinical revenues.
- The dental science building continues to have significant infrastructure problems as noted previously.

18. Please explain the process you are using for goal-setting in the college.

UFCD has a standing Strategic Planning Committee, consisting of faculty, administration, a liaison from the Academic Health Center's Strategic Planning Committee, a local dental practitioner and several administrative staff members. The committee, chaired by the dean, is charged with systematically gathering and analyzing information to allow the college to anticipate and appropriately respond to needed changes, to review and update both short- and long-term goals, assess progress toward existing goals, reassess or formulate new goals as needed, and establish priorities and timelines for completion. A new strategic planning process will launch June 2016 and engage faculty, students, and staff as well as alumni and friends.