

School of Dentistry Faculty Council
J. Gwen Essex, RDH, MS, EdD, Chair

ANNUAL REPORT 2021-2022

Focus Points for the Year:

- Divisional Business
 - Academic Senate Inquiry on Academic Integrity
 - Chancellor's Funds Awards
 - Systemwide Academic Senate Reviews
- School Business
 - Dean's Reports
 - Education Matters
 - Creation of Mini-fellowship in Oral Oncology
 - IDP / D2 Revised Curriculum Proposal
 - Chief Dental Officer Role
 - Phone Improvement Project
 - Student Reports and Concerns
- School-specific Committees
 - * Academic Planning & Budget
 - * Admissions
 - * Educational Policy
 - * Scholarship
 - * Student Status

2021-2022 Members

Gwen Essex, RDH, MS, EdD, Chair

Cristin Kearns, DDS, MBA, Vice Chair

Nejleh Abed, DDS

Benjamin Chaffee, DDS, MPH, PhD

Sunil Kapila, PhD (9/21-12/21)

Sarah Knox, PhD

Sneha Oberoi, BDS, DDS, MDS (1/22-8/22)

Jennifer Perkins, DDS, MD

Mark Roper, DDS, MS

Alessandro Villa, DDS, MPH, PhD

Ex-Officio Members

Michael Reddy, Dean

Permanent Guest(s)

Rishi Gupta, DDS, MD

Affiliate Representative

Vinh Hoang (2021-2022)

Carol Sandoval (2022-2023)

ADS Student Representatives

Number of Meetings: 10

Senate Analyst: Alison Cleaver

Divisional Business

The School of Dentistry Faculty Council took up the following Divisional issues this year:

Academic Integrity Inquiry – Academic Senate

The UCSF Committee on Education Policy routed an inquiry to all Councils inquiring on their respective schools' current academic misconduct policies and considered whether to collaborate with CEP to continue to review and improve their policies related to academic integrity. The CEP letter included a link to the SOD Policy for Academic Misconduct. Member Perkins identified additional links that were relevant.

The Council responded by sharing the following resources with the Academic Senate's CEP:

- [Student Conduct, Professionalism, and Dispute Resolution](#)
- [Divisional Procedure for Student Grievance in Academic Affairs \(Appendix VII\)](#)
- [Procedures for Handling Breaches of Professionalism](#)
- [Flowchart for Handling Breaches of Professionalism](#)

Chancellor's Fund

In June 2014, the Chancellor announced that he would be awarding the Academic Senate with a reoccurring annual \$500,000 fund for faculty life. The fund administration would be at the Senate's discretion. After discussion, each of the four schools were given a similar amount. The School of Dentistry was awarded \$25,000.

The funds were used up in spring 2022. Four awards were granted; topics were:

- Conference Attendance – American Academy of Periodontology
- True North Pillars Departmental Retreat – OFS
- True North Pillars Departmental Half-day Remote Workshop - PRDS
- Camera/Tripod Purchase for Third Year Pre-DDS Sim-Lab

Systemwide Reviews

Academic Senate Executive Director Giedt along with Council member Perkins provided an overview at the April 2022 meeting of the new systemwide policy. Due to the importance of the policy to systemwide health care operations, the Academic Senate requested that the SOD FC conduct an in-depth review of the policy and provide comments:

[Presidential Policy on Affiliations with Certain Healthcare Organizations](#)

The background is that UC has affiliations with outside healthcare organizations throughout the state and country. The past attempted affiliation with Dignity Health (Catholic organization) which did not go through: there was significant pushback from trainees, residents, who didn't want to rotate through these sites if they weren't going to get trained in certain procedures. There are some aspects of the policy which aren't perhaps necessary but the policy as drafted aims to be neutral, outlining UC system's pathway and process with organizations whose policies run counter to UC values and policies.

Member Perkins cited an option within the policy for emergency care without consult for the umbrella organization. There is also language within the policy which states trainees have a right to refuse rotation through a policy-based institution. However, members inquired about implementation of these trainee opinions, especially as placement is often made upwards of a year out. It's unclear how it will impact the school of medicine, it won't impact SOD a lot.

The Council's response will be routed to Senate Chair Cheung to route onto systemwide Academic Senate. All Systemwide Reviews can be found at the Systemwide Senate [reviews page](#).

Dean's Reports

Throughout the academic year, Dean Reddy or Chief of Staff Eunice Stephens provided an overview on numerous topics. Priorities for AY 2021-2022 remain communication and team building. The below represents a sampling of various topics discussed with the school council:

Academy of Medical Educators (UCSF)

Applications are open for the Academy of Medical Educators (UCSF); this is across all disciplines and designated faculty serve as mentors to others in healthcare education at UCSF advancing methodologies and techniques. Dean Reddy supports SOD faculty to apply within May 2022 if they are inclined.

ADEA Inaugural Climate Survey

This is a national survey and is being led internally by George Taylor. Dean Reddy encourages people to respond. Other institutions have had a roughly 84% response rate. The survey focuses on how the school responds to DEI issues and matters. Every health center nationally is being asked to respond to this.

Bridge Funding

UCSF Academic Senate recently conducted a campus wide survey on bridge funding to assess its usage at the campus. No faculty member from SOD applied for such funding in the past three years. Dean Reddy spoke to the Council regarding the final results, in particular that there existed the perception within SOD that there is limited support or no support for faculty applying for these funds. This mechanism has one-third funding comes from School, one-third from department, and third from Chancellor. The Dean wants to make sure faculty understand this is available to them, and it is fully supported.

If the Department doesn't have finances to support the School, the Dean's Office will find the funds. Faculty should be applying for these funds if they're experiencing a gap. Departments shouldn't be using indirect cost recovery funds for administrative purposes.

CA Governor Budget

The UC system is slated to receive an additional \$8M for AY 2022-2023. It's anticipated it will largely go to undergraduate endeavors. It's a six-year commitment to higher education which is appreciated regardless.

Graduation

The in-person commencement was held on June 6 at Herbst Theatre, SF. Keynote speaker was Karen West, President, ADEA. Livestream was made available but Dean Reddy encourages as many different faculty to attend In person. If faculty or students are posting on social media, they are encouraged to use the hashtag #UCSFDent22 .

Integration with UCSF Health

This remains an ongoing process with a focus on developing data-driven dentistry and advancing technology and a 24/7 practice. The School is examining how the clinics are operated and doing so effectively. They're examining opportunities to grow clinical programs and improve efficiency in all clinical settings. The team working on that includes clinic leaders who are doing deep dives in operational matters, aimed at growing clinical revenue to have it support the school. The integration remains on track, and the building of the physical Dental Center is delayed only as other currently ongoing real estate projects on Parnassus (Phase 1) have been delayed.

Recruitment of an Associate Dean, Education

The School is actively recruiting for this. Two strong candidates have emerged. Both lecture presentations were recorded and are available if anyone wishes to review. Dean Reddy encourages comments on candidates. The timeline to bring that person on board is expedited; ideally, we'd like to have them onboard tomorrow. Members provided comments on the two candidates to date.

Vaccine Requirements

The campus remains following CDC and City-wide guidelines in re COVID-19 virus and its variants. At the close of the academic year, the campus requirement to be on site is to have had both vaccine shots, and one booster.

Chief Dental Role Overview

CDO Brian Bast provided an overview on the role which is linked with the integration with UCSF Health. Academic dentistry has not been funded well for the past decade. We're seeking financial sustainability, so examining how dental care is being provided with the aim of developing a business model.

As an example, the school's radiology program. We're not taking advantage of this. In fact, many patients when radiology services are needed, are sent outside of SOD. We've been meeting with the numerous different services involved in referring patients to in-house radiology services. The clinical practices should see these services as readily available, so it's another tool on-hand to use for clinicians on the same-day of a patient visit.

Naturally occurring along with this is quality improvement analysis. When things don't go the intended way, the School needs to have a mechanism in place to conduct deep dives. This mechanism will be one of the projects developed.

Council Q&A

Q: How is data being used to determine where to look for needs? Is the data shareable?

A: It's early days, but this must be data-driven in meeting with the services. The bulk of our time is meeting with all divisions, clinics to determine what the next steps are. Example, the first steps for Radiology is meeting with all services and to identify what the problems are. When we have data then we'll be able to assess and determine the next steps. Improvement processes developed from the data will be built into the school in the future. There are many opportunities like the Radiology Services issue.

The culture change starts with leadership, at a departmental level, with support from the Dept Chairs. A lot of foundational work was accomplished several years ago and given to the Dean's Office. In the in-between years other matters have occurred to put this process on pause.

We start each meeting with these different service groups saying that the School isn't closing. There's a narrative that this is the case, but it not. That information doesn't seem to be percolating down to the divisions or to faculty. Members advised that perhaps a solution is to have front-line employees (division directors and clinic managers) take business courses on how operations run, so they understand the full business model and profit/loss statements. Bringing transparency may dissolve the false narrative.

The goal is to have a single business model used throughout the school; the same budgetary issues and/or matters are applied the same way across departments, divisions, and all clinics. When people think of cost they aren't just thinking of salary and benefits. Cost isn't just salary/benefits, it's the overhead cost of clinical operations. Member Kapila advised that roughly five years ago, overhead was at 85%. Now it's at 53%.

Q: There is a lot of concern that while the school may not be closing, what's the plan? We know the building itself won't be here in a decade.

A: The upcoming building phase for Parnassus campus over the next decade is to do the following 3 things: hospital, Irving Street entrance, the research/academic building. This has been held up by neighbors' concerns. The Dental School revamping is in phase 2, which can't be addressed yet because of phase 1 remaining unfinished.

Faculty will be involved in the building planning, assessing what the SOD needs are, and other aspects, including: is the best SOD building a stand-alone building, or a series of clinics linked via real estate? Members discussed that the blueprints circulating are five years old. People are seeing those old plans and coming up with a false idea that the school is closing. SOD Administration will continue to work on resolving the perception that the school is closing. But for the next ten years, SOD will remain where it is. It was pointed out that the hospital isn't going to close either until it's refurbished. Members discussed framing the SOD discussion by mentioning the hospital, could be the way to proceed.

Education Matters

Approval of the 2021 Graduating Class

In June 2022, member Perkins, Director of Predoctoral Clinical Education, presented along with Leslie Chocano Solis provided the Council with a roster of proposed 2022 graduates for approval. All candidates who had met the requirements to graduate by the Spring Ceremony were approved.

Creation of Mini-fellowship in Oral Oncology

Member Villa went over the new mini-fellowship and requested a vote to approve. It's anticipated to be six months in length and will have a single fellow in the inaugural class, then grow to two fellows. This fellowship is focused on auto-complications from cancer treatments, more mucosal-oriented than dental-oriented. The rationale for the fellowship program is as follows:

The objective of the proposed fellowship program is to provide in-depth focused training for community dentists so that they are adequately prepared to manage cancer patients before, during and after cancer treatment. The program will contribute to an overall improvement in community health by increasing the knowledge, ability and engagement of the general practitioner. Graduates of the fellowship program will be expected to serve as community experts, providing a critical resource for oncologists, dentists, and cancer patients.

- As this is not an accredited fellowship, quality of the fellow experience will be determined by evaluations every three months via a written evaluation. Fellows will then provide the program with written feedback.
- As this non-accredited fellowship will run alongside an accredited program, Oral Oncology will seek accreditation through CODA past the inaugural year. To be accredited, the fellowship must be a minimum of nine months in length. This pilot program will be re-evaluated after one year.
- The program will be supported by the CareQuest Foundation, with Fellows receiving an NIH/NRSA Salary Scale. There will be a program director, an oral medicine clinic fee, a malpractice insurance fee, and a few other staff, all of whom are already on board. It's not anticipated there will be an extra role at additional cost added to Oral Oncology.
- On the research component, the ATCR is quite a comprehensive series of courses. Fellows will be given the option to enroll in the series of courses or a few of them. Doing all courses would extend them by another six months. We extend the same option to our residents. The department would cover their courses. Council approved the proposal.

IDP / D2 Proposal

Council member Perkins presented on the two curriculum development proposals. While they are separate, they are linked. Both DDS domestic and IDP students will enter clinic earlier than they do now.

- *DDS Curriculum Development Proposal to Add the D2 Summer Quarter*

DDS has no curriculum between years D1 and D2, the students are simply given time off. In examining data, it was shown that students don't have enough clinical experience upon completion of the DDS program. Graduate surveys reveal annually that they want more complex clinical experience, but UCSF cannot provide it. This proposal is an incremental step to resolve this issue.

Biggest known problem with this proposal is the student research fellowship program which is usually held during that summer. Especially for foundational researchers, that summer was historically useful for students to receive an immersive research experience. The goal was to have a poster and presentation by the end of it.

SOD doesn't want to eliminate or degrade the program, but they want to restructure it. The School needs to make it a more longitudinal program with attention on it being a quality experience. Some researchers have suggested extending it over a year. Due to COVID, the program has already been extended to that.

The general draft schedule is to move the curriculum earlier, with time each quarter up to the final quarter for several days a week available for research. Doing so, over the course of four years, gives students more time for research, but still eliminates the dedicated summer.

The School is examining a modular second year program making use of electives, including research. There's also a separate proposal in development to make research part of the core curriculum of the DDS program. If that is approved, we would have to significantly alter the curriculum.

What are the metrics for these D2 year changes? The School will be designing a new clinical course for spring D2 quarter which will have a more comprehensive onboarding into the clinics. The numbers will go up. We cannot speak to quality during this conversation today. There is a known need for QA on the clinical education program, efforts for which are underway.

The Council voted to approve the direction and framework, but not on schedule as presented. The Council looks forward to working with SOD leadership to develop specific details of these proposals to fully integrate DDS domestic, reclaim the D1-D2 summer, and further to recognize there is collaborative development that needs to occur to support the research component.

- *Integrating and aligning the IDP Program with domestic DDS Program at D2*

The IDP program aims to become a fully aligned and integrated DDS degree that allows all students to matriculate into clinic at the same time. This will increase the duration of the program and the clinical experience for the IDP students. Because IDP students have a three-month extensive boot camp prior to starting the program, they don't enter the clinic until October of their inaugural year.

Dean Reddy charged a task force to envision revitalization of this program. They found an alarming number of issues: in particular, there exists a 'separate but equal' mentality about the program, despite being accredited under the CODA DDS program. It should be aligned with the domestic DDS program.

- a. In 2019, for the CODA visit, the School did as much as they could to align the programs. With the time that IDP students have, there is no way to integrate them. For example, they don't participate in the community externship program, have different courses, pre-doc clinic, and other activities.

- b. There are also issues of equity: the perception is that it's a money-making program and students are treated differently. IDP students feel like they're missing out on experiences and have difficulty getting into a residency. Plus, the cost of running the program at Buchanan is high.
- c. The goal is to have the program start at the end of the second year (D2), with students having full access to courses, externships, RCOs, etc. When this goes into effect, these 20 students will be hosted together with the DDS students and have the same experience. This positions the school better for accreditation.
- d. The proposal has IDP starting one year earlier. Courses were moved where feasible. No faculty were forced to teach on a day they usually don't. Everything was moved earlier.

The patient cohort from Buchanan will move to Parnassus. The school's enrollment has been 118 with both cohorts, but now it will be 80 (60 domestic; 20 IDP). The Parnassus pre-doc clinic has 80 chairs. The idea is to bring everyone in at the same time, introduce them to clinic in spring quarter of second year.

The School isn't adding more IDP students at the expense of domestic DDS students; they've constricted both in order to better emphasize core curriculum and give each student a dedicated chair. Doing this will streamline SOD as well. Currently the School has two finance systems, two front desks, two onboarding, etc., one for these two programs. This will combine them. Members voted to approve the proposal.

- *IDP Admissions Requirements Update*

Member Perkins, co-chair of the IDP Working Group, updated members on the new IDP requirements for the three-year pathway and answered questions. It's on track to be implemented summer of 2023.

The two-year requirements haven't been changed. What has changed is that they must come into IDP having passed Board Exams and with pre-existing clinical practice experience. There remains a wide range on technical proficiencies and clinical skills for the three-year pathway as the intention is to put them in the curriculum the summer of the second year and to have that full year to get them up to speed for being a third-year dental student.

The School has proposed eliminating the preference for clinical experience which will help get more applicants. Second, Board Exams; the Integrated National Dental Boards are new and there's sufficient time to train IDP candidates to pass these. Combined these will entice more applicants. The School can adjust in the future especially that second year of having the three-year program, when we return to have just 20 students. The Council voted to approve admission requirements for the three-year IDP.

- *IDP Pathway 2022*

The School is recruiting two classes: one 2 year, and the other 3 year. Therefore in 2023, there will be a double class of students (40 students). Moving forward after that, it will be 20 students (3 year program only). It's completed the UCSF process of approval and is now slated to go up to systemwide for review/approval in early spring 2022.

Phone Improvement Project

A workgroup was formulated to address the long wait time patients are experiencing when phoning into the clinic. They found that on the SOD website there were numerous phone numbers listed which are inactive, so IT has eliminated those. This now directs patients to accurate lines. Faculty Council would be interested in seeing metrics in the future of how this has made a difference.

Members asked if this project will be directed now onto issues with the Billings Department. That is different issue than into clinics (pre-visit vs. post-visit). It is anticipated that a separate working group would be established to explore this in more depth. Several patients have complained about this to Council members directly.

Senate Bylaws Review

Council members created a new working group to develop revised bylaws. Six members volunteered to be involved in the project. The Senate Analyst will route membership bylaws from SOD and the other schools to this sub-committee to determine next steps.

In spring 2022, the working group discussed adding a graduate/resident representative on the council. The use of Other Representatives members should be used in this interim period, to reflect the composition of the School on the Council more fully. It's anticipated this process will take roughly six months of monthly meetings. Proposed bylaws will be reviewed and voted upon by the Faculty Council and then implemented.

Sponsorship of Two Journals

Vice Chair Kearns advised that the UCSF Library intended to cancel eight percent of its subscriptions. Of those were two journals including: Journal of Oral Implantology and Caries Research. These journals are critical to dental research and education. Vice Chair Kearns also sits on the Academic Senate's Library & Scholarly Communication Committee, which is how she was aware this was occurring.

Members voted to approve spending \$3,590.87 on two dental-specific journals for one year. These funds come from the remaining SOD Learning & Development Award funds in 2021-2022 academic year. The combined total funding for both journals is \$3,590.87.

School-specific Committees

Academic Planning & Budget (APB)

APB did not meet during 2021-2022 and provided no reports to the Council

Admissions

Chair Abed provided an overview on the committee's actions for this academic year.

The Executive Admissions Committee has been successful since its creation; the class of 2025 is remarkably inclusive and diverse meeting the goal of the pilot. Zoom interviews seem to be successful especially for those potential students with financial concerns who otherwise must be very strategic about the application and interview process. It is also less burdensome on faculty to participate.

DDS Class Profile General

For the incoming class, the School has made 83 offers, 47 have put down a deposit. That's a 57% yield. Of those, 52 are CA residents. Of those, 37 put down deposits, which is 71% yield from that group. Results to date are usual. By ethnicity, the incoming class is: 51% of admitted are Asian, 9% are Black, 6% Filipino, 15% Latinx, and 17% Caucasian.

Council members discussed the importance of a deposit in ensuring students abide by their agreement to attend UCSF. It was clarified that increasing the deposit amount would only deter potential students from attending. The following [link](#) was shared regarding forgiveness for federal loans. The University of California is a qualified employer for the federal Public Service Loan Forgiveness Program. Created for those in public service jobs, it offers the opportunity to have their federal loan balances forgiven after 120 qualifying monthly payments. SOD FC noted that this is an important new recruitment and retention tool. Chair Abed will pass on the information on UC's status as a qualified employer for the Public Service Loan Forgiveness Program for publication in the SOD NewsBrief.

IDP Class Profile General

For the incoming class, 26 were admitted, 19 have put down a deposit. Of those who accepted, 11 were female and 8 were male. Thirteen were international from the following countries: Albania, China, Egypt, India, Nepal, Nigeria, Pakistan, Taiwan, the U.S., and Venezuela.

Admissions cycle 2022-2023

The Faculty Council voted to approve the Admissions Committee using Kira Talent, an online admissions platform for asynchronous interviews in next year's admissions cycle. Having an interview process in this manner will facilitate faculty conducting interviews on schedules that work for them. Historically the School has had great difficulty in having faculty show up to conduct interviews. Faculty may sign up to do the interview, but then don't show up to conduct the interview.

The School will still hold four to five Visit Days to allow applicants to tour the campus, meet students, and faculty during panels.

Many other dental schools use Kira for their interviews, including U of Michigan, U of Minnesota, Detroit Mercy, Roseman, Ohio State, AT Still, UNLV, U of Washington and USC Ostrow. Medical schools including Stanford, UC Irvine and others use Kira Talent as well.

Members expressed concern about this platform, as some of the selling points of students/faculty during the interview process are the off-hand questions and comments which may not be permitted within this system. Some members were concerned about listening to recorded interviews and being able to glean quality candidates for admissions through this process. However, currently there's not enough faculty to participate in these interviews and those that sign up to participate, often do not show up.

To date there's not been any published reports from schools which already use this model as to the success of the process. It's feasible that UCSF may be the first to publish on it. Council members brainstormed to reach out to faculty at other schools who have already used Kira Talent to get their thoughts on the process. Ultimately Council members voted to approve use of Kira Talent for this upcoming Admissions cycle.

Educational Policy Committee (EPC)

No reports were given during AY 2021-2022

Scholarship Committee

No reports were given during AY 2021-2022

Student Status Committee

Member Perkins advised that committee members are examining data weekly on externships and what students are doing out there. The GPLs are attending their respective student cohort meeting, which is proving very fruitful, as they really know which students are struggling. With this in place, we're able to do early intervention which hasn't been that successful in the past.

Student Concerns

Student Representatives Vinh Troang and Carol Sandoval presented student concerns throughout the academic year. Topics raised and addressed during the year included but were not limited to the below:

Clinic Staffing

Students raised concerns about staffing shortages. Council members advised that the dyad model has been instituted. There is a fundamental resource issue which was exacerbated by the pandemic. The school needs a hefty investment in resources at some point as none of these are new issues. The Deans Office made a significant investment in the clinics several years ago, but eighteen months into COVID, the departments are not in the neutral position the School would like to see. The lack of transparency that has existed within many departments has been a long-standing model which has not served faculty nor the school in general. The hope is for more open dialogue around these issues moving forward.

Radiology/X-ray Issues

X-ray rooms have been consistently down. Is it feasible to request additional X-ray rooms? Or different and newer software? Students also inquired about the NOMAD device update and timeline. As of spring 2022, students were slated to receive training for NOMAD.

Sterilization staffing issue

On an ongoing basis, there has been staffing issues with the sterilization office. It is causing concerns for students as while they are currently available, what is the policy should a student not have a set for a scheduled procedure? At present, they've been advised to come back in an hour – so sometimes making the patient wait – and even then they've not been available. In those situations, students have requested the few necessary instruments for the procedure and proceeded.

Members discussed that this is happening in many clinics. As it's affecting clinical education, the Council should step in. The broader concern is that when there is an issue with staffing, it's always that someone called out sick. Council members supported reaching out on this. A failure in sterilization isn't an option, but neither is cancelling patient appointments because of an absence of instrument cassettes.

Another issue is pre-authorizations which are sitting on someone's desk who's been let go. As a result, people are going through pre-authorizations themselves to find them. And then when found, no one knows how to process pre-authorizations.

Later in the academic year, Council members learned that numerous more instrument cassettes had been ordered. This issue appears to be resolved. However current staff still appear to be stressed and overworked, but students are concerned it will occur again due to staffing issues. Dean's Office advised that new staff have been onboarded and are in training at this time.

Part-time Faculty Appreciation

Students recognized that part-time and volunteer faculty are upwards of ninety percent of the dental faculty on the clinic. Can the students demonstrate appreciation of the faculty—full-time, part-time, and volunteer—in some formal manner? Dean Reddy and Council members acknowledged appreciation of part-time efforts. It's been a tough time the past two-three years. Mark Roper/Mark Kirkland have discussed this recently as it's not a new issue. Most recently there was a published article/email thread about the School's Group Practice Model and its value. This article made some part-time faculty feel undervalued and underappreciated. This will be addressed by the Dean outside of this meeting specifically to that group of faculty.

Going Forward

Ongoing issues under review or actions which the School of Dentistry Faculty Council will continue into 2022-2023:

- COVID-19 Impact to Education
- Creation of recognition-based SOD Faculty Awards
- Re-envisioning of the curriculum

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