

UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **302 - School of Dentistry**Programmatic & Academic Vitality Narrative

1) Please briefly describe your campus's annual internal budget development process. *Question Type: Free Text, Word Limit: 500, Required For: All Units*

1. Utilize 5-year projections for fund sources, administrative units, departments, clinics and the School to establish expectations and serve as a guide for budget discussions.
2. Dean and Assistant Dean for Finance periodically meet with Faculty Council to discuss financial strategy and Council's participation in building strategy.
3. Assistant Dean for Finance and key staff meet with associate deans and departmental and unit administrators to gain an understanding of needs and any major changes or issues that could impact the school's financial planning.
4. Dean, Assistant Dean for Finance and key staff meet with associate deans and administrators and departmental chairs and administrators to review fiscal performance over the past year and discuss needs and hiring plans and impacts of any major foreseeable events or changes.
5. Dean, Assistant Dean for Finance and key staff work with departmental and unit administrators to develop draft unit budgets and a draft budget for the school for the upcoming fiscal year and incorporate updated information into future projections.
6. Once approved by the Dean, the draft school budget for the upcoming year with future projections are presented to the Leadership Council and Faculty Council for review, comment and revision.
7. Draft budget(s) are finalized and approved by the Dean of SoD and communicated to stakeholders before the start of the upcoming fiscal year.

2) What are 3-5 key elements of your campus's current strategic plan? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

The School of Dentistry (SoD) has managed through severe financial crises over the past several years and experienced significant turnover in leadership. Dean Chiodo has been in his role since August 1, 2018, and the Assistant Dean for Finance since May 2018. Consequently, there hasn't been sufficient time for leadership to work through a full strategic planning process and no formal plan is currently in place.

An immediate, five-point interim plan has been implemented by Dean Chiodo and previously presented to the Board of Regents. It includes strategic expense reduction, increased clinical revenue, supplemental funding requests of the state, optimizing operations, and department chair accountability. Strategic planning is taking place at the departmental level and the School will undertake a planning process under the leadership of Dean Chiodo beginning in February 2019.

The Dean also has adopted several overarching strategic tactics for Year 1 of his tenure, which are summarized below. These tactics are largely abstracted from the 2018 Deloitte consulting report.

- Change and Communication:
 - Overall communication and change enablement strategy to engage faculty, staff and students.
- Budgeting and Financial Reporting:
 - Overarching budget and financial reporting process to remove department "silos" and promote transparency.
- Resource Alignment:
 - Resources and staffing aligned with clinical production.



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **302 - School of Dentistry**

Programmatic & Academic Vitality Narrative

- 3) What major obstacles or institutional barriers currently do, or likely will, hinder execution of your strategic plan? What are you doing to address these challenges? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

There are no barriers to achieving these goals. The challenge has been overcoming the fatigue and low morale created by the financial challenges the SoD has faced over the past several years and the severe restrictions that were put in place to deal with them as well as fallout related to faculty and staff reductions.

We believe we have made significant progress toward all of the goals described above and have overcome doubts about the SoD's ability to rebuild from the reductions and restrictions that were implemented. There are many challenges, but we are addressing them head-on and are starting to establish some momentum toward financial sustainability and underlying vibrancy and vitality in our programs and among our faculty, staff, and student populations. Informal feedback indicates that morale has improved substantially.

FY19 budget reports at the half-year mark indicate that we are successfully addressing the fiscal crisis. External support from alumni, community dentists, and the legislature is quite positive.

- 4) Over the next year, could any of your planned strategic activities result in material changes to revenues or expenditures, faculty or staff workload, or the student experience within your campus and/or another unit/campus? *Question Type: Free Text, Word Limit: 500, Required For: All Units*

Over the past two or three years, significant cuts in the number of faculty and staff through attrition and direct actions (layoff, non-renewals, etc.) have reduced deficits in SoD dental clinics and brought expenditures in our state, endowment, and research funded activities into balance. The corollary to this, however, has been a decline in patient visits that drive clinical revenues and support student and resident clinical education.

We will renew focus on revenue development and production in our clinics as the next phase of bringing our clinical operations into balance and providing greater services to patients and improved educational experiences to our students. This will require serving greater numbers of patients, the most visible of which will be the reopening of our faculty practice in the UW Dentistry Campus Dental Clinic in the D4-Wing of Health Sciences. The significant reduction in faculty and staff support over the past year has caused workloads to shift and grow in some cases beyond what can be sustained, and student experiences have been impacted by reduced patient visits.

Consequently, we must strategically replace some faculty and staff positions in order to right-size our programs while also fairly distributing workloads. All of this will have to be achieved while continuing to reduce deficit spending in our clinical operations. It should be noted that, in spite of the effects that prior reductions had on faculty-to-student ratio and student-patient encounters, we were reviewed by CODA in January and received recommendations for full accreditation.

- 5) What is your unit doing to effectively use resources in a way that benefits your campus and/or other units/campuses? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Administrative Units*

Not Applicable

- 6) What are you doing to improve the experience and outcomes of students on your campus? What could the University do to support your efforts? *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UAA, Graduate School*

Since assuming the Interim Dean position on August 1, 2018, Dean Chiodo has held regular meetings with the students. He meets with the DS1 and DS2 students as one group and the DS3 and DS4 students as a second group. The students are surveyed for agenda items in advance of the meeting and the Dean brings agenda items as well. These meetings include only the students and the Dean, so the students may feel free to express specific concerns. The Dean takes notes, addresses items that need to be fixed, and reports back to the students at the next meeting. He has made it clear that the faculty are accountable to the students, just as the students are accountable to the faculty and patients. Dean Chiodo also



UNIVERSITY *of* WASHINGTON

FY2020 Annual Review Narrative Response for: **302 - School of Dentistry**

Programmatic & Academic Vitality Narrative

meets periodically with the Student Council to discuss any additional concerns that may not have been expressed in the regular student meetings.

Recently, the Dean went to the Spokane RIDE Program campus and held a lunch with those students to help ensure that they feel they are part of the SOD community. Dean Chiodo is also starting a capital campaign to secure philanthropic support for clinic facilities improvements, equipment, and IT infrastructure. The current clinical environment is aged and in disrepair. It is not technologically current. The current arrangement is limiting the number of international students who can be admitted and that, in turn, is costing us about \$1M per year in fee-based program revenue. We will need the active support and engagement of UW central administration for the capital campaign to succeed.



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **302 - School of Dentistry**

Faculty/Librarian FTE Growth or Contraction Forecast, Recruitment/Retention Challenges & Hiring Plan Preview

- 1) Please discuss your unit's Faculty/Librarian hiring trends and strategies from the last 2-3 years. *Question Type: Free Text, Word Limit: 500, Required For: UWB, UWT, UWS Academic Units, UWS Library*

Hiring has been frozen or significantly limited for the past 2-3 years resulting in faculty lost to retirement and attrition not being replaced and leaving critical gaps in certain departments, programs and disciplines. The past strategy was based on reducing costs and that has worked to a degree. Going forward, however, there must be a much more strategic approach to hiring that supports the strategic goals of SoD. This will be a central theme of the upcoming strategic planning process.

- 2) How do these Faculty/Librarian hiring trends and strategies relate to your previously stated strategic goals and/or priorities? *Question Type: Free Text, Word Limit: 250, Required For: UWB, UWT, UWS Academic Units, UWS Library*

Freezing or indiscriminately limiting faculty hiring may have been necessary over the past several years due to the critical nature of the financial problems facing the school. However, continuing these restrictions without considering strategic priorities will seriously impede the school's ability to rebuild programs to where they need to be. There are also accreditation risks to programs that lose critical mass and/or mix of faculty and failure to shore up clinical productivity in succession hiring strategies risks creating significant financial problems in future years.



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: 302 - School of Dentistry

Tuition Based Program Rate Recommendation Narrative Section

- 1) Which existing tuition categories are you recommending a change to? *Question Type: Select Multiple, Required For: UWB, UWT, UWS Academic Units*

Graduate Dental - Endodontics,
 Graduate Dental - Oral Biology,
 Graduate Dental - Oral Medicine, Pediatric Dentistry, Periodontics, and Prosthodontics,
 Graduate Dental - Orthodontics

- 2) Please explain why each proposed change is needed and how your unit will use new incremental tuition revenue increases or absorb incremental tuition revenue losses. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

SoD is proposing 2% increases in all 4 Graduate Dental programs for AY20. The incremental tuition revenue will be used to partially offset projected increases in SoD operating costs, which are projected to rise 2% annually. Incremental revenue generated by these programs represents less than 1% of SoD's annual state funding so the impact is not significant but is important to SoD's continuing deficit reduction strategy.

- 3) Explain whether and how each proposed change will affect peer comparisons and/or whether a market analysis was conducted. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

A market analysis was not conducted but is planned in the coming months as part of a strategic planning process. The recommended increases to AY20 Graduate Dental tuition rates will not materially affect peer comparisons.

- 4) Discuss the impact of each proposed change on student debt load. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

Recommended increases to Graduate Dental tuition rates for AY20 will not materially affect student debt load.

- 5) Describe whether you expect the proposed tuition rate(s) to result in any substantial changes to enrollment (including a change in the resident/nonresident composition) or to the volume of waivers awarded. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

Recommended increases are not expected to result in any substantial changes to enrollment or the resident/non-resident enrollment composition or to the volume of waivers awarded.

- 6) For each proposed change, please explain what would happen if the change were not implemented (e.g. deficit, loss of staff positions, etc.). If a proposed change is part of a plan to eliminate a current deficit, please indicate that. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

Although incremental revenue generated by increases to our Graduate Dental programs is small (approximately \$40k annually) this revenue is an important contributor to our ongoing deficit reduction strategy. This strategy relies on annual incremental increases in revenue from all activities when increases can be generated without negatively impacting programs or services. Foregoing an annual "cost-of-education increase in Graduate Dental tuition in one year has a compounding effect on all future years and potentially creates a need for a more significant "catch-up" increase in a future year, which could potentially negatively impact enrollment for a period of time.

- 7) For each tuition category that you have proposed changing, please discuss your unit's overall tuition rate strategy for the next 3-5 years. In your response, please explain whether and how your long-term strategy connects to "market" rates (e.g. where do you want to be, rate wise, compared to peers?) *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*



UNIVERSITY *of* WASHINGTON

FY2020 Annual Review Narrative Response for: **302 - School of Dentistry**

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Current tuition rates for the SoD DDS program tops all of our peers nationally. Long-term strategies for DDS tuition will be addressed in an upcoming strategic planning effort. The short-term strategy for AY20 is to hold DDS tuition steady while peer program tuition rates "catch up" to UW.

Long-term strategies for graduate tuition rates will also be addressed in the upcoming strategic planning process. The short-term strategy for AY20 is to increase graduate tuition rates equal to the expected growth in SoD's cost of education in AY20 which is projected to grow by two percent.



UNIVERSITY of WASHINGTON

FY2020 Annual Review Narrative Response for: **302 - School of Dentistry**

Communication with Stakeholders

- 1) Please enter the date that FACULTY leadership within your unit/campus was consulted and given the opportunity to provide input as part of this budget planning exercise. If not yet shared, please enter the date you are scheduled to consult with FACULTY leadership and, immediately after that date, please send an update to Becka Johnson Poppe, jbecka@uw.edu. *Question Type: Date Select, Required For: UWB, UWT, UWS Academic Units*

Jan 11, 2019

- 2) Please list a point of contact for your FACULTY leadership (including name and email address) *Question Type: Short Answer, Required For: UWB, UWT, UWS Academic Units*

Sue Herring, Professor, Orthodontics and Vice Chair, Faculty Council Email: herring@uw.edu

- 3) Please enter the date that STUDENT leadership within your unit/campus was consulted and given the opportunity to provide input as part of this budget planning exercise. If not yet shared, please enter the date you are scheduled to consult with STUDENT leadership and, immediately after that date, please send an update to Becka Johnson Poppe, jbecka@uw.edu. *Question Type: Date Select, Required For: UWB, UWT, UWS Academic Units*

Feb 13, 2019

- 4) Please list a point of contact for your STUDENT leadership (including name and email address). *Question Type: Short Answer, Required For: UWB, UWT, UWS Academic Units*

Gavin R. McNelis, 3rd Year DDS, gmcnelis@uw.edu

- 5) Enrolled students affected by tuition rate increases should be consulted on proposed increases before proposals are finalized. In the space below: (1) please describe when and how students were consulted and (2) please summarize the feedback they provided regarding EACH of your tuition recommendations. *Question Type: Free Text, Required For: UWB, UWT, UWS Academic Units*

Students were not specifically consulted regarding the 2% increase in graduate dental programs. Students are represented on the SoD Leadership Council and have input to financial decisions in those meetings held on a monthly basis. The Dean meets regularly with all students, including student leaders and provides an opportunity to address all aspects of School management. Tuition has been a topic in those meetings.