From the Dean

I am delighted to present the Ten Year Strategic Plan for the School of Dental Medicine—a plan that represents the vision of a phenomenal group of individuals who came together and worked hard during the past 15 months to move this process forward. I sincerely thank all of those who have helped formulate this dynamic plan.

The process of developing the Strategic Plan started in November 2009, when the School of Dental Medicine formed a steering committee to initiate and oversee the planning process. Maureen Burns, Vincent Iacono, and Maria E. Ryan helped me as members of this committee. Each department chair was asked to provide a strengths, opportunities, and challenges analysis of his or her department as a first step.

Following the chairs’ presentation to the steering committee, seven key committees were formed. They are School Location and University Integration, Research, Education, Clinical Affairs (Patient Care), Community Service (Outreach), Fundraising and Development, and Alumni Relations. Each of the seven committees was led by a chair and included members who represented the faculty, staff, students, residents, and alumni of the School of Dental Medicine, and key areas from other schools and administrative bodies within the University. Two retreats encouraged robust discussions about the Strategic Plan among the members of these committees, followed by a schoolwide town hall meeting where the draft plan was presented, providing an opportunity for input from all interested parties. Following the incorporation of suggestions and revisions that were discussed in an open forum, the Strategic Plan was formatted into this final document.

The Ten Year Strategic Plan gives the School of Dental Medicine a tremendous road map for moving forward in all areas of the School’s mission. I am eager to work with our School’s “family” to implement these important initiatives. It was gratifying to watch the entire group work together collegially and imaginatively toward common goals, and I look forward to this same school spirit helping us fulfill a plan that ensures we build on the legacy of a very special place.

Sincerely,

Ray C. Williams, D.M.D.
Dean
Preamble

The School of Dental Medicine (SDM) was established in 1968 with the appointment of J. Howard Oaks as founding dean. The School accepted the first entering class of 24 students in 1973 and graduated the first class in 1977. Since the SDM’s early days, its reputation has continued to grow, and it has received national and international recognition for excellence in dental education, patient care, basic and translational research, and community service. The SDM has always focused on the overall well-being of the patient, and from its inception offered a curriculum that was well integrated with that of the School of Medicine, with two years of joint didactic training and hospital-based clinical rotations. The SDM is considered the leading school in the country in oral translational research, with two FDA-approved drugs and multiple diagnostic and therapeutic modalities developed here.

The master plan includes moving to East Campus for optimal integration with other Schools of the Health Sciences Center.

Today the SDM accepts 42 students per class from a pool of 1,500 applicants. The School selects very accomplished women and men for careers in the dental profession. It considers its nearly 1,000 alumni as one of its greatest assets. As the SDM’s national reputation continues to grow, it is focusing on recruiting both in- and out-of-state students from the best undergraduate programs in the nation.

Shortly after its founding, the SDM began incorporating graduate dental training into the curriculum. Today it has a world-class Ph.D. degree program in oral biology and pathology that has produced some of the top leaders in both industry and academic dentistry. The School is a pioneer in the development of a program to provide dental care for people with special needs—the Dental Care for the Developmentally Disabled Program. The SDM also has outstanding postdoctoral programs in general dentistry, endodontics, pediatric dentistry, orthodontics, and periodontics. Moreover, it is one of five dental schools in the nation that has a graduate training program in anesthesiology. Currently, the SDM is establishing new tracks of training for dental students that will combine the D.D.S degree curriculum with other disciplines, among them, Ph.D., M.B.A., M.D., and M.P.H. degrees.

In patient care, the Dental Care Center at the SDM is the largest provider of oral health services for the 3 million residents of Nassau and Suffolk counties. The needs of the underserved—including minorities, children, the elderly, individuals with intellectual/developmental and other disabilities, and the uninsured—are not being adequately met by other oral health care providers in the community. These patients rely on the SDM to deliver high-quality care in an environment that is sensitive to the patient’s diverse needs. The number of active patients registered at the Dental Care Center has grown to more than 22,000 in fiscal year 09-10, which has resulted in more than 62,000 patient visits during that time period.

Dr. J. Howard Oaks, founding dean of the SDM, began to recruit faculty for the not-yet-built dental school in the summer of 1970. Now, a little more than 40 years later, the SDM has world-class faculty and programs that are among the finest in the country.
The SDM and SUNY’s Vision

The vision of the SDM is to define and shape the future as an international leader and innovator in dental education, patient care, research, and service: To Learn, To Search, To Serve.

The SDM is first and foremost a community of teachers and learners dedicated to the exchange of knowledge from generation to generation, fostering the careers of future dentists and dental educators.

The driving spirit behind research and discovery is the conviction that frontiers demand exploration, that conventional wisdom needs to be questioned, and that each discovery leads to a new horizon of understanding. Discoveries at the SDM have changed the face of dentistry. The SDM’s faculty and students continue to conduct the research that will lead to breakthroughs that are recognized nationally and internationally in dentistry.

The SDM is made up of concerned and involved citizens who have a stake in the community, providing essential services and training those who will provide services beyond the School’s reach. Their skills, knowledge, and best intentions are directed toward making a profound and lasting difference close to home and around the world.

The Ten-Year Plan

The Ten-Year Plan for the SDM includes many key initiatives that will enable the School to grow both physically and in stature as it works toward recognition as an innovative academic leader nationally and internationally in the field of dentistry. The seven principal goals for the SDM over the next ten years are:

1. Build a New, State-of-the-Art School of Dental Medicine on East Campus
2. Expand Basic, Translational, and Applied Research, Both Within the School and Extramurally
3. Strengthen and Expand Predoctoral, Postdoctoral, and Continuing Dental Education
4. Advance Clinical Programs and Services Within the School and Community
5. Extend Training Through Regional, National, and Global Outreach
6. Build Strong Relations With Individual and Corporate Donors
7. Greatly Enhance Alumni Engagement and Support

One of the primary goals of the SDM is to educate patients and their families about the importance of oral health, as well as to train predoctoral and postdoctoral students to provide state-of-the-art oral health care services.
A world-class dental school requires a world-class facility. The SDM has achieved national recognition for excellence in dental education and research despite a prolonged need for adequate facilities. The current facilities were constructed as temporary structures more than 40 years ago and have remained the permanent facilities for the School since its inception in 1973. The laboratory space lacks many essential features, such as good safety equipment and adequate emergency backup power, for a state-of-the-art facility. The clinical and dental laboratory spaces also require significant renovations. Given the significant need for investment in the current space and the age of the core buildings (which are not energy efficient) and their structural deficiencies, the construction of a new, energy-efficient, modern School is essential to achieving the SDM’s short- and long-term goals.

Moreover, with the anticipated development of new programs and projected growth in the number of students, residents, faculty, and staff required to sustain these endeavors over the coming years, additional new space will be required. The SDM’s current location does not have the potential for the expansion required.

There is a need for the SDM to move to East Campus for improved integration into the overall health care services, research, and educational mission of Stony Brook University Medical Center and Health Sciences Center. This strategic initiative will spawn many new and innovative programs in the areas of oral health research, education, and patient services. The SDM has always had a close working relationship with the School of Medicine and University Hospital. The collaborative efforts between the schools have existed since the SDM’s inception, and it has been fortunate that its dental students, residents, and faculty are an integral part of all the latest advances in medicine as a result of this special relationship. In addition, the SDM continues to make great strides to integrate dentistry better into overall patient care services, educational programming, and research conducted in the Medical Center. Relocating to East Campus will enable the SDM to continue to build upon the relationships and programs that currently exist.

A master plan for the construction of a new, energy-efficient dental school on the East Campus will be developed to accommodate the creation of new programs and projected growth in the number of students, residents, faculty, and staff required to sustain these endeavors.

The SDM will seek funding from various sources—including the SUNY Capital Budget, Stony Brook Foundation donations, presidential funds, grants, special appropriations from the State Legislature, corporate partners, and individual donors—to support the construction of a new School of Dental Medicine.

**Actions**

1. **The SDM will work with the senior vice president for the health sciences and the vice president for facilities and services to ensure that a move for the SDM is included in the upcoming ten-year Facilities Master Plan.**

2. **A master plan for the construction of a new, energy-efficient dental school on the East Campus will be developed to accommodate the creation of new programs and projected growth in the number of students, residents, faculty, and staff required to sustain these endeavors.**

3. **The SDM will seek funding from various sources—including the SUNY Capital Budget, Stony Brook Foundation donations, presidential funds, grants, special appropriations from the State Legislature, corporate partners, and individual donors—to support the construction of a new School of Dental Medicine.**
The SDM will extend current research efforts to grow the international reputation of the School as a leader in dental research. It will foster interdisciplinary research by promoting intramural and extramural collaborations, leading to studies that will address challenges in dentistry and medicine in the 21st century. Moreover, current strengths in basic research and applied research at the SDM will contribute to improved understanding of pathophysiology, and to the development of new diagnostic and therapeutic approaches for the management of dental and related medical conditions.

To build on its strengths, the SDM will increase its number of translational research programs and advance clinical applications from basic science discoveries. Identifying strategies to improve and expand research facilities and supporting infrastructure is critical to achieving research goals and strengthening the SDM’s NIDCR/NIH portfolio. Moreover, the SDM will create the Center for Oral and Systemic Health Research to provide a core facility and clinical research center, and a more comprehensive and coordinated research initiative within the SDM. In addition, the SDM will create the Center for Patient-Oriented Research to provide a site-specific facility for clinical research within the School, which will strengthen and formalize clinical research.

Any research program is only as strong as the scientists and clinicians who participate in the initiatives. Recruiting leading investigators with international reputations to enhance the SDM’s research mission is critical to long-term success. To achieve this goal, the creation of endowed chairs and additional tenure track research lines within the SDM is essential, along with research infrastructure improvements. Establishing an infrastructure that provides seed and bridge funding will be an important tool to support research programs at the SDM. To continue a long history of translational research, discoveries from research initiatives will be patented, and the SDM will work closely with the vice president for research to commercialize them and generate royalty income to support future endeavors.

**Actions**

1. The SDM will expand research programs and identify funding sources for the development of seed programs to support early stage projects and bridge funding to allow investigators to continue their research uninterrupted between funding cycles.

2. The SDM will foster interdisciplinary research by promoting intramural and extramural collaborations.

3. The SDM will create the Center for Oral and Systemic Health Research and Center for Patient-Oriented Research, and establish new research facilities and infrastructure.

4. The SDM will recruit leading investigators through the creation of endowed chairs and additional tenure track research lines to enhance research programs.

5. A comprehensive faculty development program will be created for junior faculty.
The SDM’s Office of Education will further develop its outstanding predoctoral and postdoctoral programs by educating scholarly, ethical, and highly skilled dentists and specialists who are leaders in the profession and in their communities. By facilitating interdisciplinary and interprofessional interactions in teaching, research, and scholarship, together with delivering exceptional care to a diverse patient population, the SDM’s students and residents will be prepared for 21st century careers and to serve as leaders in their chosen professions. These opportunities take various forms, ranging from translating new knowledge from bench to bedside; creating service learning, outreach, and engagement at the community, national, and global levels; and deepening scholarship and research through comprehensive postdoctoral programs.

Through an expansion of joint degree and certificate programs, the SDM will provide training in a wide variety of areas, including business, academia, and industry, as well as through traditional clinical practices. In recognizing the various careers graduates pursue, these programs will prepare students for success in a wide variety of disciplines.

The SDM has been a resource to its alumni and practitioners within the local community in the area of continuing dental education. Under the Office of Education, the opportunity exists for partnering with other local providers of continuing dental education, and for the use of other Stony Brook University locations (in Southampton and New York City) to reach a broader audience and to expand educational opportunities to practicing dental professionals.

3. **Strengthen And Expand Predoctoral, Postdoctoral, And Continuing Dental Education**

1. The SDM will further develop its competency-based, patient-centered clinical training as well as its translational and evidence-based curricula.

2. The SDM will enable predoctoral and postdoctoral students to complement their scholarly work within the profession by pursuing a joint degree or certificate programs in other disciplines, such as medicine, bioethics, clinical research, business, public health, engineering, or graduate research.

3. The SDM will increase the enrollment of exceptionally talented predoctoral students and postdoctoral trainees, offering access to students of all socioeconomic and cultural backgrounds.

4. The SDM will increase the research and scholarship opportunities at the predoctoral and advanced education levels.

5. The SDM will enhance students’ educational experiences by providing opportunities for service learning, outreach, and engagement at the community, national, and global levels.

6. The SDM will expand its continuing dental education programs to strengthen relationships with alumni and dental care providers throughout the world.
Providing extraordinary patient care and oral health services to the more than 3 million residents of Nassau and Suffolk counties is a core mission within the SDM. The School will continue to develop its central role in serving the underserved within the community, including minorities, children, the elderly, individuals with intellectual/developmental and other disabilities, and the uninsured. Through a comprehensive patient care program, the SDM delivers high-quality patient care in an environment that is sensitive to the patient’s diverse needs. Through a collaborative approach with predoctoral students, postdoctoral students, residents, researchers, and faculty, the SDM is able to provide the most comprehensive dental care available on Long Island.

To continue to build on its national and international reputation, the SDM will expand the postdoctoral and residency programs in critical areas, including Oral and Maxillofacial Surgery and Prosthodontics, and increase enrollment in the Pediatric Dentistry Residency program. Clinical programs will benefit from improved collaborations among clinicians and health care providers in other Health Sciences Schools, such as the Schools of Medicine, Health Technology and Management, Nursing, and Social Welfare, as well as among scientists within the Basic Health Sciences, fostering the development of new interdisciplinary educational models. By increasing the class size of the predoctoral and postdoctoral programs, as well as developing new programs, the SDM can provide greater access to care. Additional outreach to both dental and medical health care providers within the Long Island community will help to establish the SDM as a place that offers “rare” clinical expertise for the most complicated cases in the community.

4. Advance Clinical Programs And Services Within the School And Community

The SDM fills a critical need for providing high-quality oral health care to underserved populations, including the elderly, those with intellectual or developmental disabilities, and children.

Actions

1. The SDM will increase its collaboration among clinicians and health care providers in the Schools of Medicine, Health Technology and Management, Nursing, and Social Welfare, as well as with scientists within the Basic Health Sciences. This will result in optimized health care, new interdisciplinary educational models, and expanded opportunities for clinical research.

2. The SDM will increase its enrollment in the predoctoral and postdoctoral programs, particularly the Pediatric Dentistry Residency program, expanding its capacity for clinical care services to patients within the Dental Care Center and at remote sites that provide greater access to care.

3. The SDM will expand its specialty and residency programs through the establishment of Oral and Maxillofacial Surgery and Prosthodontics programs.

4. The SDM will work with dental and medical health care providers within the Long Island community to foster greater collaboration with SDM faculty for complex cases.

5. The SDM will test a decentralized cost-centered model.
To participate fully in a global society, the SDM will strengthen regional, national, and international outreach programs currently offered and integrate global learning within the educational experience. Current programs, such as Give Kids a Smile and Special Olympics Special Smiles, will be expanded to include additional regional programs in the community. Greater access to care will be achieved through the use of a mobile dental clinic and off-site dental clinics that can bring essential care to those who have been beyond the SDM's reach in the local community. This goal can be rapidly achieved through greater collaboration with a number of existing community-based programs that have been developed at Stony Brook University Medical Center. In addition to the SDM's program in South Dakota, the School will continue to explore outreach opportunities throughout the nation for underserved patient populations. The SDM's international programs in Chile, Kenya, and Madagascar have proven very successful in augmenting the training and education offered to SDM students and residents. These extraordinary outreach programs highlight the SDM mission—the continuous pursuit of excellence in education, patient care, discovery, and leadership—through activities in regional, national, and global locations. At the same time, they provide the highest possible levels of care to populations in need. The professional and personal experiences each student and resident receives is profound and often life-altering. These programs demonstrate the School’s dedication to providing increased access to care to underserved populations, and to communicating the importance of oral health to patients, parents, educators, and other health care providers. Outreach programs serve not only to strengthen and enrich the educational experience at the SDM, but also increase the participants’ likelihood of acceptance into premier residency programs. These programs offer unparalleled clinical and cultural learning experiences and enhance the reputation of the SDM nationally and globally. The SDM must capitalize on the experiences and successes of the current programs and determine how to expand them to have an even greater impact.

The SDM is dedicated to providing greater access to oral health care to underserved communities through the use of a mobile dental clinic, off-site clinics, and global outreach programs.

Actions

1. The SDM will require all pre-doctoral students to participate in service learning and outreach during their training.
2. The SDM will develop and integrate public health/service learning curricula throughout all four years of predoctoral education.
3. The SDM will provide greater access to care through the use of a mobile dental clinic and off-site dental clinics that can provide care directly to communities with the greatest need.
4. The SDM will partner with other health care providers and agencies to enhance access to care.
5. The SDM will expand clinical research opportunities through outreach programs.
Expanding the SDM’s educational, clinical, and research programs will require investment at all levels. Increasingly, support from corporations, foundations, and individuals who serve as donors is critical to sustaining the financial well-being of any public university. Key to this effort is the identification of potential donors who are committed to supporting the mission and vision of the SDM. There are a number of existing programs and newly proposed programs within the SDM that can be supported by philanthropic contributions. As a community of educators, the SDM will need to articulate the value proposition of its mission and identify the programs that will engage potential donors and motivate them to support the mission.

The SDM’s initial focus will be to build upon the base that is established and to engage alumni, faculty, friends, foundations, and corporations fully to maximize the support it can receive. Together with the help of the Advancement Office on campus and the Alumni Board, the SDM will frame a plan for alumni engagement and support. It is essential to build a culture of philanthropy at the School that will enhance fundraising to a level that addresses the fiscal needs of the Strategic Plan.

1. The SDM will enhance support from alumni, faculty, friends, foundations, and corporations.

2. The SDM will develop cases for support of scholarships, endowed professorships, capital projects, and student enrichment.

3. The SDM will evaluate and formalize a gifts-in-kind program and broaden outreach to individual and corporate donors.

4. The SDM will establish a Board of Visitors/Advisory Council to the dean, which will advise on all aspects of philanthropy to support programs of excellence and new SDM initiatives.

5. The SDM will create the Fundraising and Development Committee to develop strategies and tactics to achieve goals, with representation from all stakeholders. The chair will serve as an ex officio member of the dean’s Advisory Council.

6. The SDM will recruit a full-time director of fundraising to optimize fundraising capabilities and ensure appropriate stewardship.

Donors form the foundation of the SDM’s culture of philanthropy and include (left) alumni who established the Alumni Wall and an endowed SDM Alumni Award of Excellence, and (above) global businesses Nobel Biocare and multi-specialty dental practice Sachem Dental Group.
Expanding alumni engagement and enhancing the alumni experience will require further development of alumni programs. Key to this effort will be identifying opportunities to connect to alumni in a meaningful way. Leveraging the Alumni Center and Office of Alumni Affairs on the main campus of the University, maintaining alumni contacts, coordinating alumni activities on and off campus, and providing occasions for current student, faculty, and staff to meet with alumni are all central to the SDM’s mission. Alumni serve as mentors to the SDM’s current students. Expansion of these mentoring activities will continue to be a high priority.

To continue to enhance alumni engagement and support, the SDM Alumni Board, along with the Office of Strategic Planning and External Affairs, will identify new initiatives to connect with alumni who are not currently engaged and strengthen relationships with those who are involved in the SDM’s activities. With the support of the Alumni Board, the SDM will seek to identify additional assistance—financial and/or advocacy—from individual alumni, corporations, or foundations that our alumni may help to identify to support new initiatives within the SDM, as well as build upon current programs of excellence. Leveraging the publication Stony Brook Dentistry Today for additional outreach is an important way to keep alumni connected, re-engaged, and informed about faculty, student, and alumni news, as well as general accomplishments and progress within the SDM.

Greatly Enhance Alumni Engagement And Support

1. The SDM will expand its alumni engagement efforts, creating recurring programs that will be scheduled on a regular basis, such as reunions and receptions at local meetings.

2. The SDM will identify opportunities to connect with alumni who are not currently engaged with the School.

3. The SDM will initiate a class agent program to improve upon alumni engagement with recent graduates.

4. The SDM will seek additional support (financial and/or advocacy) from individual alumni, as well as through corporations or foundations identified by alumni, generating mechanisms to foster the development of new initiatives and existing programs within the School.

5. The SDM will leverage the publication Stony Brook Dentistry Today, social media, and regular alumni events for additional outreach to alumni.

6. Mentoring programs will be established to connect the School’s current students with its alumni base.
In concordance with the **Power of SUNY Strategic Plan for 2010 and Beyond**, the SDM Ten-Year Strategic Plan has touched upon each of the Six Big Ideas.

To revitalize the economy of New York and enhance the quality of life for its citizens, SUNY will commit its energy and resources to the realization of Six Big Ideas addressed in the various sections of the SDM Ten-Year Strategic Plan:

1. **SUNY and the Seamless Education Pipeline**
   - Strengthen and Expand Predoctoral, Postdoctoral, and Continuing Dental Education

2. **SUNY and a Healthier New York**
   - Advance Clinical Programs and Services Within the School and Community

3. **SUNY and the World**
   - Extend Training Through Regional, National, and Global Outreach

4. **SUNY and the Entrepreneurial Century**
   - Expand Basic, Translational, and Applied Research, Both Within the School and Extramurally

5. **SUNY and an Energy-Smart New York**
   - Build a New, State-of-the-Art School of Dental Medicine on East Campus

6. **SUNY and the Vibrant Community**
   - In addition to all the areas represented above:
     - Build Strong Relations with Individual and Corporate Donors
     - Greatly Enhance Alumni Engagement and Support

**FOR INFORMATION ABOUT STONY BROOK UNIVERSITY’S SCHOOL OF DENTAL MEDICINE, call the Office of Strategic Planning and External Affairs at (631) 632-9189 or visit stonybrookmedicalcenter.org/dental**