Position Specification

University of Pittsburgh
Dean, School of Dental Medicine
Our Client
Since 1787, the University of Pittsburgh (“Pitt”) has never stopped pushing the edge of what’s possible. From research achievements to the quality of the academic programs, the University of Pittsburgh ranks among the best in higher education. Faculty members have made notable advances in the humanities and sciences, earning such prestigious honors as the National Medal of Science, the John D. and Catherine T. MacArthur Foundation “genius grant,” the Lasker-DeBakey Clinical Medical Research Award, and election to the National Academies of Sciences, Engineering, and Medicine. The University ranks in the top five in funded projects from the National Institutes of Health and is the second-most funded from the National Institute of Mental Health.

Alumni have won Nobel and Pulitzer Prizes, led corporations and universities, served in government and the military, pioneered in areas such as MRI and television, conquered Hollywood and The New York Times best sellers list, won Super Bowls and NBA championships, and been inducted into Halls of Fame.

As one of the largest and oldest institutions of higher education in Pennsylvania, the University is a state-related public institution and a member of the Association of American Universities. With a total enrollment of more than 30,000 students on the Pittsburgh campus, Pitt is internationally respected as a center for learning and research that is consistently ranked by the Wall Street Journal/Times Higher Education College Rankings as the top public university in the Northeast. Students come to Pitt from all 50 states, three territories, the District of Columbia and more than 100 countries. Pitt's inclusive community is an essential component of its excellence. At Pitt, progress is always in progress.

With four regional campuses in Bradford, Greensburg, Johnstown and Titusville, Pitt offers a vast array of opportunities and more than 490 degree and certificate programs. More than 13,600 faculty, research associates, and staff members are employed on the Pittsburgh campus, and another 800 work at the University's four regional campuses. Pitt offers generous benefits and values work-life balance. The 132-acre Pittsburgh campus, in the vibrant and beautiful Oakland neighborhood, is co-located with the University’s health sciences schools and adjacent to and affiliated with UPMC, the state’s largest network of community hospitals and one of the largest and most renowned academic medical centers in the United States. Pitt has served as an integral partner and key player in driving the growth of the education and health services super sector in the Pittsburgh metropolitan region.

The School of Dental Medicine
Since 1896, the School of Dental Medicine has been educating students to take their places among the best dental practitioners, researchers and educators in the region, across the country, and even around the world. Celebrating the 125th Anniversary of the School in 2021, their accomplishments reflect the dedication and success of each member of the Pitt Dental Medicine family.

The School is proud of a long tradition as innovators in dental medicine. The first female student was admitted 121 years ago, and today more than half of the vibrant and diverse first-year pre-doctoral class is women. The School nurtures in its students a strong foundation in the biological, behavioral and clinical sciences and a belief in the importance of professionalism and life-long learning.

Half a century ago the School pioneered the specialty dental care that is now delivered in the fully equipped Center for Patients with Special Needs. The School’s general dental clinics and 11 specialty clinics play an integral role in improving the oral health of the patient population of southwestern Pennsylvania and beyond. Some patients travel hundreds of miles to access the high-quality care those clinics provide every day.
The School’s researchers expand the horizons of knowledge and are internationally renowned for their groundbreaking developments in the areas of craniofacial genetics and craniofacial regeneration. The Center for Craniofacial and Dental Genetics (CCDG) has become one of the leading centers in craniofacial genetics research worldwide, maintaining collaborations with the Graduate School of Public Health and the School of Medicine of the University of Pittsburgh. The Center for Craniofacial Regeneration (CCR) was established to build on the regenerative medicine strength at the University of Pittsburgh. In partnership with the McGowan Institute for Regenerative Medicine (MIRM), the Center has established an integrated research effort with the Schools of Medicine and Engineering, providing the CCR faculty with a collaborative and innovative environment.

Every day, the positive contributions of the School’s faculty, staff, residents and students demonstrate their commitment to a mission of advancing the future of dental medicine through teaching, research and service.

**Mission**
The mission of the University of Pittsburgh School of Dental Medicine is to improve oral health through **Teaching**, **Research** and **Service**

- **Teaching** a new generation of clinicians to deliver oral health care with skill and compassion
- **Research** that expands the boundaries of our knowledge and builds on discoveries to enhance human life
- **Service** to the diverse community of patients who entrust themselves to our care

**Vision**
The University of Pittsburgh School of Dental Medicine will be a diverse, welcoming and supportive community widely recognized for excellence and leadership in the improvement of oral health.

We will train our students to care for patients skillfully, professionally, and compassionately; to treat each patient with respect and kindness; and to be aware at all times of the privilege and responsibility of being entrusted with the care of another human being. We will model evidence-based treatment and the importance of life-long learning.

We will actively contribute to the mission of the University of Pittsburgh to be a leading research institution, broadening the scientific foundations of dental and craniofacial medicine and translating new knowledge into life-enhancing treatments for people everywhere.

We will be known for our clinical expertise and serve as a regional resource to which our neighbors will turn for comprehensive care. We will use the best techniques and current technologies to create optimal outcomes for our patients.

We will maintain a strong and enduring connection with our alumni to help ensure our school’s success for generations to come. Our alumni will carry on our mission through clinical excellence, service to the dental profession, and generous outreach to people in need.

**Values**
- **Service** - Providing exemplary service to our students, faculty, patients, and society.
- **Passion for Excellence** - Continuously striving to achieve the highest level of excellence in education, research, and service.
- **Professionalism and Integrity** - Adhering to the highest ethical and professional standards of our profession.
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Leadership - Serving as role models and mentors to students, faculty and staff who will shape the future of oral health care.

Collaboration - Embracing a team approach in working with others to accomplish shared goals.

Humanism - Respecting the contributions of each person within the Pitt Dental Medicine family to foster an environment of trust, safety, and fairness.

Education
The School of Dental Medicine has been educating highly qualified professionals to serve the oral health needs of patients and families throughout the region and beyond. Comprehensive, expanded programs in dental medicine, including continuing dental education programs, are available to train a broad range of care providers, from dental hygienists and doctors of dentistry in multiple specialties, to research faculty devoted to investigating basic and clinical science questions that affect oral health.

The School of Dental Medicine offers programs of study in doctor of dental medicine (DMD), doctor of philosophy (PhD), master of science (MS), master of public health (MPH) in conjunction with the School of Public Health, and bachelor of science (BS).

The premiere program at the School is the Doctor of Dental Medicine (DMD) program. Providing students with a solid evidence-based education in dental medicine, graduates of the program are well prepared to be practicing clinicians or researchers. The four-year predoctoral program begins on students' first day at the White Coat Ceremony and leads to a Doctoral degree in Dental Medicine (DMD). Students may take part in a Dental Public Health certificate program or specialty program for those interested in careers in academic dentistry while earning their DMD, including academic programs in Oral and Craniofacial Sciences.

The School administers eleven Advanced Dental Education and Residency Programs leading to a Certificate of Completion in the respective program. Programs of three-year duration offer an optional educational tract leading to a Master of Dental Science degree (MDS). The goals of the programs are to provide an advanced education in the specialties and afford residents the necessary knowledge and experience to enter their specialty well prepared for practice. Residency programs are offered in the following specialties:

- Dental Anesthesiology
- Endodontic Program
- General Practice Residency
- Oral & Maxillofacial Pathology
- Oral & Maxillofacial Surgery
- Orthodontics & Dentofacial Orthopedics
- Pediatric Dentistry
- Periodontics and Preventative Dentistry
- Prosthodontics

Within the School, the Dental Hygiene Program offers students the opportunity to earn an Associate of Science or a Bachelors Degree in Dental Hygiene in a unique academic environment. Multidisciplinary educational experiences and a robust curriculum will prepare them for careers in private practice, education, business, sales, public health, research and the public sector. Students gain valuable clinical experience in the dental hygiene clinic and through rotations within the school and at various health care facilities in the area.

Research
The School's research mission is to expand the boundaries of knowledge and build on discoveries to enhance the quality of human life. The mission aligns with the University of Pittsburgh's position as a research-intensive
university. In addition, research is an essential part of the School's teaching mission for health science students. Furthermore, the contribution of research can be directly applied to patient care by advancing the knowledge base of the dental field as a whole. This, too, is a key component of education for the School's students and serves to integrate research into the future of clinical dentistry and ultimately benefit patients.

The School has long been one of the premier dental research and training centers in the world. Its FY21 research funding is approximately $8.6 million, supported by diverse research agencies including National Institute of Health (NIH), National Science Foundation (NSF), Department of Defense (DoD), Food and Drug Administration (FDA), National Aeronautics and Space Administration (NASA), corporate industry, and philanthropic entities such as the Robert Wood Johnson Foundation. Notably, over the past decade the School has consistently ranked in the top schools of dental medicine for funding from the National Institute of Dental and Craniofacial Research (NIDCR). Research has been growing significantly for the last 10 years, with 25 full-time faculty members: the number of research proposals submitted by faculty has increased by approximately 45% from FY20 to FY21 and 72 articles were published in peer reviewed journals, including Nature Communications, Nature Genetics, and the Journal of Dental Research. The research achievements were prominently featured in local, regional, and national media outlets. Many faculty members have served or serve in leadership positions in professional organizations, including IADR/AADR, have organized national and international research symposia, are invited to give keynote lectures at major research conferences, and have been recognized for their achievements with major awards.

In addition to the integration of research endeavors into the School's pre-doctoral (DMD) program, there are three research focused academic programs at the School – the PhD in Oral & Craniofacial Sciences, a master’s degree in Oral & Craniofacial Sciences, and a master’s degree in Dental Public Health.

Patient Care & Service
The School is dedicated to providing dental care to patients from across the tristate region. The School of Dental Medicine Practices include:

- General Dentistry Practice
- Dental Care for Children
- UDHS Faculty Practice
- Emergency Care
- Center for Patients with Special Needs
- Interdisciplinary Implant Center
- Dental Hygiene
- Dental Specialty Practices
  - Endodontics
  - Orthodontics
  - Oral & Maxillofacial Surgery
  - Pediatric Dentistry
  - Periodontics
  - Prosthodontics
  - Diagnostic Radiology services
  - Diagnostic Pathology services

Commitment to Diversity, Equity & Inclusion
Building upon the Plan for Pitt, the University of Pittsburgh is committed to continuing to be an anti-racist institution and creating an inclusive and equitable campus environment—one that welcomes, values and embraces the diverse perspectives of every member of our community. Closing the diversity gap in the health professions, ensuring health equity, and eliminating health disparities are priority objectives for the health
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sciences schools. The School of Dental Medicine embraces and is committed to diversity, equity and justice in the classroom, and in its interactions with the patients, stakeholders, and communities it serves.

The Role
Pitt seeks an innovative and dynamic dentist leader to serve as the Dean of the School of Dental Medicine. Reporting to the Senior Vice Chancellor for the Health Sciences and Dean of the School of Medicine, Dr. Anantha Shekhar, the Dean of the School of Dental Medicine will set the strategic and programmatic priorities for the School. The Dean will have oversight for the administration and management of the School and for financial stewardship, operational efficiency, talent acquisition and retention, research, professional development, mentorship and teaching. The Dean is expected to lead the School in a manner that enhances its reputation, impact and engagement locally, nationally and globally. The Dean of the School of Dental Medicine is a member of the Health Sciences Cabinet comprised of the deans of all health sciences schools and the associate senior vice chancellors for Health Sciences. The Dean is also a member of the Provost’s Council of Deans.

We are searching for an outstanding, visionary and inspiring leader who will develop an energizing vision to drive the School into the next era in research, education and patient care. This vision will include growth in research and the optimization of clinical practice. The Dean will bring an innovative and entrepreneurial mindset to educational programs, striving for educational excellence, attraction of national and international applicants and partnering with UPMC and others to explore new approaches to advancing the School’s impact. The vision will incorporate strategies to advance the research agenda, facilitating the building of robust research programs within the School. The Dean will promote the importance of ground-breaking research, grants, publications, and other scholarly activities, while continuing to elevate the already strong national and international reputation. The Dean will partner with the other schools within Health Sciences to identify opportunities for interdisciplinary collaboration in research, education and clinical services. A strong record of collaborative leadership is essential, as is an energetic and inventive vision for maintaining and growing educational and research programs and recruiting and developing faculty. The Dean will be charged with improving cohesion and alignment around shared goals within the School and will foster a diverse, equitable and inclusive environment.

Reporting Structure and Key Relationships:

Reports to: Anantha Shekhar, MD, PhD Senior Vice Chancellor for the Health Sciences & Dean of the School of Medicine

Direct Reports:
- Associate Dean for Academic Affairs
- Associate Dean for Clinical Affairs
- Associate Dean for Dental Public Health & Community Outreach
- Assistant Dean for Diversity, Inclusion & Social Justice
- Associate Dean for Faculty Affairs
- Associate Dean for Hospital Affairs
- Associate Dean for Research
- Assistant Dean for Residency Education
- Executive Dean for Strategic Development & Operations
- Associate Dean for Student Affairs
- Department Chairs (11)
- Vice Dean

Relates to Internally:
- Peer Deans of Health Sciences
- Senior Vice Chancellor & Provost
- Associate Vice Chancellors
- Assistant Vice Chancellors
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University of Pittsburgh Leadership
• Students & Researchers

Relates to Externally:
• UPMC
• Community & Donors
• Government
• American Dental Association
• CODA (Commission on Dental Accreditation)
• American Dental Education Association
• Other Schools of Dental Medicine
• State Board of Dentistry, Government and Regulatory Bodies

Location: University of Pittsburgh is located in Pittsburgh, PA. Relocation to the Pittsburgh area is required for this role.

Major Responsibilities and Key Competencies
Major responsibilities for the new Dean of Dental Medicine include:

Setting & Executing Strategy
• Define and articulate an actionable vision for the strategic direction of the School as a national and international leader in dental education and research.
• Anticipate changes in the landscape of the dental field and ensure that the School is poised to prepare students for the future.
• Develop and execute a strategy to lead the School to even greater levels of community engagement and direct participation in the reduction of health disparities and overall improvement of health in the region.
• Enhance the commitment to diversity, equity, inclusion, and the School’s efforts to eliminating health disparities.
• Develop and pursue a strategy to build a partnership with UPMC and UPMC Health Plan that advances the mission and impact of the School.

Leading the Education Portfolio
• Ensure the portfolio of educational offerings is robust, innovative and achieves excellence across all programs.
• Strategically assess, invest in and implement technology (e.g., digital dental medicine) along with faculty and curriculum development that enables student and resident learning and continuing education of clinical techniques and procedures.
• Facilitate the participation of students in all elements of the School’s mission, including engagement in research and community outreach.

Leading the Research Enterprise
• Facilitate and guide research, encourage applications for grant support, and promote publication in high-impact, peer-review journals, supporting participation in research and publishing of all interested faculty and staff. Ensure a robust, diversified portfolio of research.
• Drive the development of new and innovative multi-disciplinary research programs in collaboration with the other schools in Health Sciences.
• Lead continuous growth in research funding through NIDCR (National Institute of Dental and Craniofacial Research), DoD (Department of Defense), industry collaboration and other sources.
Team Development

- Promote collaboration among team members and transparency in decision making to ensure strong team engagement and morale.
- Cultivate a sense of community across all constituents and all divisions and departments of the School through aligned and shared goals, visible and present leadership and an intentional focus on culture.
- Engage in focused, intentional action to increase the presence of diverse perspectives and create a diverse, equitable and inclusive work environment and culture within the School.
- Provide strategic leadership and direction to accelerate and promote recruitment, retention, and recognition of world-class faculty members.
- Support comprehensive faculty development for all tenure track, tenured and appointment track faculty, including mentorship and opportunities for junior faculty to advance in their careers. Ensure active succession planning in all programs.

Patient Care

- Improve operational efficiencies and standardize processes across clinical environments that enhance patient experience, safety, quality, the educational environment and financial sustainability.
- Maintain and enhance contracts and partnerships with community health centers that increase the School’s impact on dental health locally and regionally and provide educational opportunities to students.
- Lead the development of a highly functioning, robust and financially successful faculty dental practice.

Administrative Leadership

- Be accountable for the financial performance of the School, and contribute careful oversight to budgetary planning, resource allocation, and research funding.
- Partner with the Senior Vice Chancellor for Health Sciences in planning and development of a new physical home for the School in a newly constructed building on campus in the next 5 years.
- Build and maintain effective working relationships with all internal and external stakeholders and possess an institutional approach to leadership to build trust among critical stakeholders.
- Lead focused, intentional action to increase the presence of diverse perspectives and create a diverse, equitable and inclusive work environment and culture within the School.
- Cultivate positive, productive relationships with the alumni community.
- Lead fundraising and resource development for the School.

Candidate Profile

In terms of the performance and personal competencies required for the position, we would highlight the following:

- The new Dean of the School of Dental Medicine will be nationally recognized, with a history of success in leadership roles in dental education, with experience in research and a distinguished career as a leader.
- An experienced dental executive and dentist (DMD, DDS or equivalent) with an outstanding track record of accomplishment in dental education, patient care and research.
- Able to obtain, and maintain, good standing of a Pennsylvania state dental license, verification of your eligibility to work in the United States and any other legally required prerequisites to your employment.
- Demonstrated success leading an educational portfolio and fostering excellent programs at the pre-doctoral, residency and graduate degree levels.
- Track record of success in environments receiving NICDR and other extra-mural research funding.
- Nationally or internationally recognized in the field of dental education and research.
- Administrative and leadership experience at an academic institution, serving as Dean, Associate/Assistant Dean, Department Chair, Vice Chair, or Director of a major program.
• Experience in leadership and career achievement, commensurate with appointment to the faculty at the rank of Tenured Full Professor.

• Able to grow research programs and to continue the tradition of academic excellence.

• Demonstrated experience recruiting, developing and cultivating a diverse, equitable and inclusive team and culture.

• Track record of mentorship and faculty development.

• Experience developing and mentoring academic and clinical leaders; demonstrated ability to identify and recruit high-performing, diverse leaders and faculty at all levels.

• Success driving faculty engagement and alignment and change management.

• Demonstrated success recruiting and retaining faculty and building multi-disciplinary programs.

• Strong financial acumen and fiscal management. Understanding of the economics of academic dentistry and the reimbursement landscape.

• Track record of leading high performing clinical operations and clinical practice environments.

• A visionary and strategic leader with a track record of innovation and an entrepreneurial spirit.

• Excellent communication and listening skills; able to unite and inspire a diverse group of faculty and staff members.

• Collaborative relationship-building skills, with an ability to successfully partner and build consensus with key internal and external stakeholders at all levels of the organization.

Setting Strategy

• The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.

• The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.

• An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.

• The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

• The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.

• Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.

• A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.

• A leader who is viewed by others as having a high degree of integrity and forethought in they/them approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

Leading Teams

• The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.

• The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
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- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

Relationship with UPMC
The health sciences schools’ academic and research eminence relies on its close partnership with UPMC—a prestigious nonprofit health system that grew out of the university. UPMC leadership sprang from academic posts within Pitt and shared the university’s mission as its own system evolved. Now an independent entity, UPMC is operationally integrated at every level with the health sciences schools and shares its clinical, managerial and technological skills worldwide through its innovation and commercialization arm, UPMC Enterprises and UPMC International.

A $23 billion health care provider and insurer, Pittsburgh-based UPMC is inventing new models of patient-centered, cost-effective, accountable care. The largest nongovernmental employer in Pennsylvania, UPMC integrates more than 92,000 employees including more than 20,000 nurses, 40 hospitals, 800 doctors’ offices and outpatient sites, and more than 4 million-member Insurance Services Division, the largest medical insurer in western Pennsylvania. In the most recent fiscal year, UPMC contributed $1.7 billion in benefits to its communities, including more care to the region’s most vulnerable citizens than any other health care institution, and paid more than $900 million in federal, state and local taxes. As UPMC turns vigorously to value-based care, all Pitt schools will have a rare opportunity for interprofessional education and new models of care giving.

The City of Pittsburgh
The University views the city as an extension of its campus, and the students recognize that Pittsburgh is no ordinary college town. The city has transformed from an industrial capital to a center of education, research and innovation. Pitt actively engages with the surrounding community through its Community Engagement Centers, community-driven partnerships and volunteer service. The University was recently awarded the Carnegie Foundation’s Classification for Community Engagement in recognition of its institutional commitment to community engagement.

The city of Pittsburgh hosts a high concentration of influential nonprofits and, as an international center of emerging information technology, is home to companies such as Duolingo, one of Google’s national offices, a Facebook Reality Lab, and multiple autonomous vehicle development efforts. The city also has a long history in banking and manufacturing and is becoming a leader in advanced manufacturing technologies and nanotechnology.

While still a work in progress, the city’s reinvention since its days as a smoky steel town has received national acclaim. LinkedIn named Pittsburgh a top city to launch a career, and U.S. News & World Report lists it as a top place to retire. With an extensive network of urban parks, as well as world-class arts and cultural intuitions, The Economist named Pittsburgh the third “most livable city” in the United States in 2019. Pittsburgh feels like a big small town, with all the advantages of a large city, Midwestern friendliness and East Coast vibrancy.

Thanks to the combination of diverse communities and location, Pitt thrives in forging new paths to mold brighter futures and embracing change as fuel for something greater. Because at the core, Pitt is focused on making lives better and the relentless pursuit of change, for good.
Nomination and Application Procedure
Russell Reynolds Associates welcomes inquiries, nominations, and applications. To receive full consideration, interested individuals should electronically submit a Curriculum Vitae and a letter of interest to Russell Reynolds Associates by no later than February 27, 2023. The letter of interest is a two-page cover letter detailing your experience and key achievements related to this position and your thoughts on how you see yourself contributing to the programs and responsibilities described in this position specification. Letters should be addressed to the University of Pittsburgh Search Committee and submitted electronically. Materials will be reviewed immediately and will continue to be reviewed until the position is filled. All inquiries should be sent to Pitt.DentalMedicineDean@russellreynolds.com.

The University of Pittsburgh is an Affirmative Action/Equal Opportunity Employer and values equality of opportunity, human dignity, and diversity, EOE, including disability/vets.

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