

HARVARD SCHOOL OF DENTAL MEDICINE-HARVARD BUSINESS SCHOOL DMD/MBA PROGRAM

The Harvard School of Dental Medicine (HSDM) has a bold mission to produce leaders who advance knowledge and discovery, serve the community through patient care and advocacy, and contribute to improved oral health and the quality of life. The School recognizes that oral health is an integral component of general health and strives to make significant contributions to discovery research, dental education and patient care at exceptional levels of quality.

Citing a critical need for leaders who are well educated in the intellectual disciplines and practice of both dental medicine and management, in the fall of 2005, the Harvard School of Dental Medicine, the Harvard Faculty of Medicine, and the Harvard Business School (HBS) approved a new program to allow students to graduate with a combined DMD/MBA degree.

Program Duration

The joint DMD/MBA program will bring together the considerable resources available at HBS, HMS, HSDM and throughout Harvard University. It is anticipated that in most instances, students will be able to complete the joint DMD/MBA in five years.

Academic Curriculum

The proposed academic curriculum for the joint DMD/MBA program incorporates 1) current HSDM curricular requirements, including HMS New Pathway core basic science requirements; 2) current HBS core requirements; and 3) new academic course offerings that will integrate intellectual frameworks and concepts from the contributing disciplines of medicine, dental medicine and management.

Students initially will complete the first three years of the HSDM curriculum, including both basic sciences and required clinical courses and experiences, as well as Parts I and II of the National Board of Dental Examiners. Over that three-year period, students will also complete several other specific requirements of the joint MD/MBA program.

During Year One at HSDM, DMD/MBA students will complete one class in health policy (HC 704.0, *Introduction to Health Care Policy*) and one class in health management (HC 706.0, *Introduction to Health Care Management*). In the summer following the first year, students will be required to complete a field experience in health-related management that will be arranged in consultation with HBS and HSDM faculty, and mentored by them. *Introduction to Health Care Management* (HC 706.0) will be modified to incorporate the HBS online *Prematriculation Modules for Accounting, Quantitative Analysis, and Finance* to prepare students to undertake the summer management field experience. Students with sufficient work experience in a management context prior to beginning dental school may be exempted from this field experience requirement.

In the second and third years at HSDM, DMD/MBA students will be required to attend the *Health Management Seminar*. This course will be offered under the direction of collaborating faculty members from HBS, HMS and HSDM. Meeting weekly, the class will offer units or modules tied to managerial themes, in a medical context. Some of the sessions will be led by guests who will serve as career role models for MD/DMD/MBA students. Other sessions will be led by HMS, HSDM or HBS faculty, and will include the debriefing of third-year students regarding managerial issues they face during the course of clinical rotations.

The third year of the also program also will include required HSDM didactic courses and clinical experiences.

Year Four of the joint program will be spent at HBS, completing the required curriculum (RC) portion of the HBS studies. While there will be no formal, additional requirements for the joint DMD/MBA program, students will be invited to attend the *Health Management Seminar* (on a non-credit basis) whenever they are available. In addition, HSDM students will spend one 3-hour session per week in the HSDM clinic; over the course of the academic year, this is roughly the equivalent on one month of ADR rotation and also provides an opportunity for students to maintain the diagnostic and technical skills learned in Year Three.

In the summer preceding September of the fifth academic year, students will enroll in a new hospital- or community health center-based, two-month required elective that will address “linked” clinical and managerial issues. The rotation, titled *Medicine and Management*, will allow students to combine experience in an HSDM-affiliated clinical setting with an HBS management field experience. For example, students would evaluate and manage patients for part of each day, and spend the remaining time collecting and analyzing data or dealing with operational or payment issues characteristic of the patients at that site. These activities would take place under the joint mentorship of a clinician and another professional serving in a senior health care management role.

During the fifth and final year of the joint program, students will have further opportunities to integrate their business and dental educations at Harvard, while completing requirements for the joint DMD/MBA program. Students will need to complete eighteen credits of the MBA Elective Curriculum classroom courses to meet HBS requirements and will also complete the HSDM clinical rotations normally required in Year Four of the DMD curriculum. It is expected that the primary school of enrollment in Year Five will be HSDM with flexible cross-registration to HBS and other Harvard faculties.

Performance Evaluation

During the first three years of the program while students are enrolled at HSDM, their progress toward completing the DMD degree requirements will be evaluated in the same manner in which all dental students are typically evaluated. In addition, each DMD/MBA joint degree student will be required to meet annually with the HSDM faculty liaison for an evaluation interview. Dr. Chester Douglass, Professor of Oral Health Policy and Epidemiology serves in this capacity. Dr. Douglass will be responsible for monitoring each student’s progress during the first three years of the DMD/MBA program to ensure that the student has successfully completed the joint degree requirements prior to beginning the fourth year of the program at HBS.

During the fourth year of the joint program when students are pursuing the HBS required curriculum, their performance will be evaluated in the same manner as other HBS students. In addition, fourth-year students will be required to meet at least once with the HBS faculty co-director for an evaluation interview. During the fifth and final year of the program, faculty co-directors at both HBS and HSDM will be responsible for working with each student to ensure that the student has an acceptable plan for meeting both the DMD and MBA degree requirements. The HBS Associate Director/Registrar of the MBA program and the HSDM Registrar will also closely monitor student performance.

Once a student has been admitted to and enrolled in the joint MD/MBA program, the student must complete both degrees successfully in order to achieve graduation from Harvard.

Admissions Process

Applicants to the joint DMD/MBA program must complete the application requirements of both Harvard School of Dental Medicine and Harvard Business School separately, applying independently to each school and checking off the joint DMD/MBA program box provided on each of the applications. In addition, applicants will be asked to complete a separate, brief application and essay to the joint program. Based on the rigorous nature of the proposed DMD/MBA program, selected candidates must be outstanding with respect to the admissions criteria of both HSDM and HBS. As part of the selection process, particular emphasis will be placed on the strength of an applicant's stated goals and interests related to the mission of the joint degree program.

Applicants will be required to meet the October application deadline at HBS and a November 15 application deadline at HSDM. Neither school will give preference to joint degree candidates in the admissions process; however, the admissions heads at each school will meet with the DMD/MBA faculty principals to complete an initial review of joint degree applications by January 15. At this meeting, joint degree applicants will be sorted into four categories: 1) acceptable to both HSDM and HBS; 2) acceptable to HSDM but not to HBS; 3) acceptable to HBS but not to HSDM; and 4) acceptable by neither school.

Applicants in the first category will be sent to the respective HSDM and HBS Admissions Committees with strong advocacy for a final decision to admit. Those in category two will be sent to the HSDM Admissions Committee with a notation that admission to the joint degree program is not possible at this time and that the applicant should be considered only for DMD admission. An applicant in this category will be notified before February 1 that s/he is not being considered for the joint degree program and asked whether s/he wants to remain a candidate for the DMD. Applicants in the third category will be sent to the HBS Admissions Committee with the notation that admission to the joint degree program is not possible at this time and that the applicant should be considered only for MBA admission. The applicant will be notified before February 1 by a member of the HBS Admissions Committee that s/he is not being considered for the joint degree program and asked whether s/he wants to remain a candidate for the MBA degree. Applicants in category four will be formally rejected by both the DMD and MBA Admissions Committees.

Each of the schools will notify applicants separately of the final admissions decision and will promptly report their decisions to the faculty co-director. Because an accepted DMD/MBA student will not begin the HBS required curriculum until three years after this admissions evaluation, the letter of admission from HBS will specify that admission to the school will be deferred and is *conditional* based on the successful completion of the core Dental School requirements plus the joint degree course work that applies to those first three enrollment years. The faculty co-director at each school will formally contact accepted applicants to initiate the joint degree advisory process.

Applicants to the joint program must complete the AADSAS application required of all DMD applicants, and must meet the November 15 deadline specified for the DMD/MBA program. An institutional application specifically tailored for this program must also be submitted by November 15th. Institutional applications may be obtained from the HSDM Office of Admissions.

Applications to Harvard Business School are available on the HBS web site: www.hbs.harvard.edu.

Tuition, Fees and Financial Aid

In years one, two and three of the joint DMD/MBA program, the student will register at HSDM pursuing core HSDM program requirements, and will be charged the prevailing HSDM tuition and fees. The student will apply to the HSDM Financial Aid Office for financial aid in these years and will be subject to the standard HSDM financial aid policies. In Year Four, the student will register at HBS pursuing the MBA required curriculum and will be charged the prevailing HBS tuition and fees. The student will apply to the HBS Financial Aid Office for financial aid in Year Four and will be subject to the standard HBS financial aid policies.

In Year Five when the DMD/MBA student is enrolled in both HSDM and HBS curricula, the student's primary school of enrollment will be HSDM and the cross-registration strategy will be flexibly employed. The student will be billed the prevailing HSDM full-year tuition and fees, and will apply to the HSDM Financial Aid Office for financial aid. An interdepartmental transfer to HBS of 50 percent of "net tuition" will be calculated as follows:

$$\begin{aligned} & \text{Full HSDM Tuition} \\ & - \text{HSDM Scholarship (if any, awarded to the student on the basis of financial need)} \\ & = \text{Net Tuition} \end{aligned}$$

One-half of this net tuition (the actual amount may vary by student according to the formula described above) will be transferred to HBS by the HSDM Office of Administration and Finance.