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Spring2009

About the cover: The colorful hands joining together symbolize the concept of collaboration. Teamwork is the bedrock of this core value at the Arthur A. Dugoni School of Dentistry.



[DR. JOSEPH LEVY REMEMBERED](#)

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Moving to a paperless clinic system is no easy task. There are numerous issues to consider and the involvement of many people across the organization is essential. Discover how the core value of collaboration served as the foundation for this intensive, school-wide technology initiative.



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DEAN'S MESSAGE **PATRICK J. FERRILLO, JR.**

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One of the seven core values that characterizes the Dugoni School and defines its distinctive identity is collaboration—partnering for the common good. Collaboration has been an important part of our success in the past and will be a key element in moving our strategic plan, “Advancing Greatness,” forward over the next five years.

Two important features of collaboration are the process (where two or more people or organizations work together toward an intersection of common goals) and the results.

The Dugoni School has benefited from strong collaborative arrangements. Together with our partners we have achieved creative, strong, progressive and mutually beneficial results. Working with other organizations we have been able to share knowledge, learn together, build consensus and become innovative. We have also shared and obtained resources, managed projects, established strong lines of communication, developed synergy, promoted egalitarianism and strengthened relationships. Many results of collaboration are quite evident at our dental school. For example, collaboration has led to:

- Three accelerated honors program with the main campus in Stockton
- SCOPE, a program working with Bay Area organizations to focus on oral health education and care for underserved populations
- Strong faculty development programs in partnership with the Stockton campus leading to MBA, MA and EdD degrees
- The Pacific Center for Special Care which is the result of collaboration with private, state and government agencies
- The clinical research studies for Align Technology® that revolutionized orthodontic treatment

As we look to the future, global collaboration will be very important. As the current president of the International Federation of Dental Educators and Associations (IFDEA), whose mission is to improve global health by improving oral health, I am keenly aware of the need to work with partners from all over the world. By sharing knowledge within the global dental education community, we will be able to raise standards and improve oral health worldwide.

I am proud we have established formal agreements and working relations with the Faculty of Dentistry, Pharos University in Alexandria, Egypt; the Faculty of Dentistry, University of Hong Kong; the University of Adelaide School of Dentistry in Australia; the Chonnam National University School of Dentistry in Korea and the Guanghua School of Stomatology in Guanghua, China. I look forward to the results of our collaborative efforts and expect that we will contribute to the improvement of global health and at the same time move our own strategic plan forward.

The future of the Dugoni School is bright, and with your help and support the school will continue to be a leader in dental education at the local, state, national and international levels. Thank you for the opportunity to serve as your dean. It is an honor and privilege.

Patrick J. Ferrillo Jr.



Dr. Hoover confers with a dental student in one of the Faculty of Dentistry's preclinical technique labs in Egypt.



Drs. Hoover, Nadershahi and LaBarre at the entrance of the Faculty of Dentistry during a visit to Pharos University in Egypt.



Dugoni School faculty meet with Pharos Professors Emad Mohamed El Sayed, Ibrahim Kadry Nawar and Mahmoud Mohamed El Sharkawy in Alexandria.

Pacific Collaborates with Egyptian Dental School

In an effort to expand the global network of dental education, the dental school entered into a collaborative agreement with the Faculty of Dentistry at Pharos University, located in Alexandria, Egypt. Dental educators from Pharos University, Drs. Enaya Shararah, Maha Mounir, Sahar el Kholy and Amany Nour El-Din, as well as the Consul of Egypt, Mr. Yasser Abed, and Samantha Stephen, dental director for the San Francisco Department of Public Health, attended the agreement-signing ceremony between Dean Patrick J. Ferrillo, Jr. and Dr. Tarek Mahmoud Aly, dean of the Faculty of Dentistry, on February 3 at the Dugoni School in San Francisco.

"It appears that a wide consensus exists at our school to value and contribute to global health," said Dr. Eugene LaBarre, chair of the Department of Removable Prosthodontics and the school's coordinator for the Pharos faculty visit. "I feel we are extraordinarily fortunate to begin sharing the Dugoni School's unique assets with our Egyptian partners."

With this collaboration, the schools hope to foster academic

and professional exchange and help Pharos achieve an international standard of excellence in undergraduate dental education.

"This is a giant step forward, working with our colleagues throughout the world to improve global dental education," said Ferrillo. "I look forward to continue working together to help both of our schools reach their potential, as well as set an example for all other dental schools. I am proud of this agreement as it is consistent with the dental school's strategic plan as well as the mission of International Federation of Dental Educators and Associations."

Pharos University was the first private university established in Alexandria—the second largest city in Egypt—in response to strong demand in Egypt and throughout the Middle East for better-quality higher education. The administrators of Pharos University aim to provide professional education at a high level, equivalent to world-class institutions, so their university can become a model of excellence for the region and eventually permit its graduates to enjoy international recognition and portability of their professional credentials.

Underserved Children Benefit from Give Kids A Smile® Event

Volunteers from the dental school provided oral health screenings, treatment and education to underserved children in San Francisco during a Give Kids A Smile® event on February 6. Held at Rosa Parks Elementary School in the city's Western Addition neighborhood, Dugoni School volunteers screened more than 130 children from the third-, fourth- and fifth-grade classes. Approximately three dozen children received fluoride varnishes, and parents were notified of the screening results and given referral information.

In addition to providing free dental services, volunteers informed students about the importance of early and routine oral health care. Through hands-on, interactive education, the children

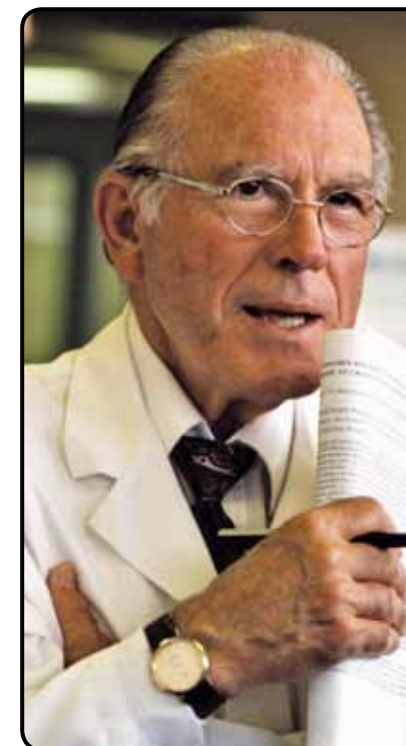


DAU instructor Maria DeGunto with students from Rosa Parks Elementary School.

learned about proper diet and nutrition as well as brushing and flossing.

"Many of the students at Rosa Parks Elementary are new to the area and need a dental home that we know we can provide here at the Dugoni School," said Nancy Thompson, dental auxiliary utilization instructor and dental health outreach coordinator. "We certainly feel that we made a difference for these children."

The American Dental Association established Give Kids A Smile® in an effort to focus attention on the epidemic of untreated oral disease among disadvantaged children. Held each February, the program provides oral health education, screenings and dental services to children from low-income families across the country.



Dr. Joseph Levy, Physiology and Pharmacology Chair and Expert, Dies

Dr. Joseph Levy, professor and chair of the Department of Physiology and Pharmacology at the dental school, passed away from a heart attack on January 10 at the age of 80.

A distinguished faculty member since 1973, Levy began his career as a professor in pharmacology before becoming chair of the department. He possessed a unique and in-depth knowledge of pharmacology, therapeutics and human physiology which he shared with colleagues and passed on to thousands of students over the years.

"Dr. Joseph Levy was a passionate and brilliant teacher who captivated the imagination of students and residents as well as alumni and professional groups," said Dr. Arthur A. Dugoni, dean emeritus. "He will be greatly missed for his compassion and genius for teaching."

Levy received numerous scholarships, awards and fellowships throughout his career, including a Research Career Development

Award from the National Institutes of Health, Pacific's Eberhardt Teacher-Scholar Award and several student teaching awards. He lectured on a variety of topics all over the world, including modern concepts in treating inflammatory conditions, pain management and drug interactions. Levy also authored more than 130 scientific articles dealing with physiology and pharmacology.

Levy was an active member of several professional societies including the American Physiological Society, the American Society for Pharmacology and Experimental Therapeutics and the Society for Experimental Biology and Medicine. He received his undergraduate degree from Stanford University, his master's degree from UCLA and postdoctoral training at the University of Washington.

"Dr. Levy carried out his duties and responsibilities in a professional fashion and did not seek recognition, even though he deserved it," said Dr. Patrick J. Ferrillo, Jr., dean. "He will be missed by all."

Levy is survived by his wife, Joanne; his children, Virginia Levy and Suzanne Garrett; and his grandson, Jeffrey Garrett.

Design Team Wins National Design Awards

The dental school's Design and Photo Services creative team won three awards in the *Higher Education Marketing Report's* 24th Annual Admissions Advertising Awards competition. The Dugoni School's submissions were among 2,000 entries received from more than 1,000 colleges, universities and secondary schools from all 50 states and several foreign countries; 239 schools won gold awards, and 210 won silver.

The Dugoni School was one of only 16 schools recognized by the judges as a "Best of Show" winner for the 2008 Report to Investors, which also earned a gold award. The school received silver awards for the Continuing Dental Education Catalog (November 2008) and the 2008 CHIPS Yearbook.

The Annual Admissions Advertising Awards is the largest educational advertising competition in the country. Entries are judged by a national panel of admissions marketers, creative directors, marketing and advertising professionals and the editorial board of *Higher Education Marketing Report*.

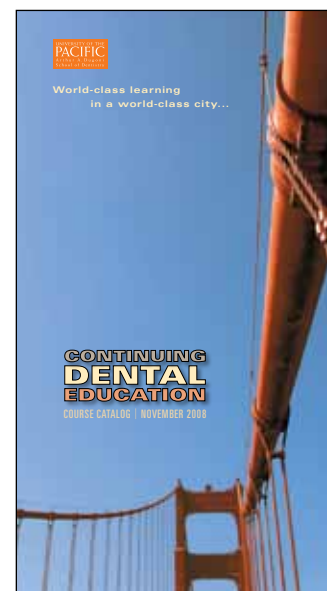
The Report to Investors and the Legacy Ball invitation also received bronze awards at the 2009 Showcase of Print Excellence Awards, hosted each year by the Printing Industries of Northern California (PINC).



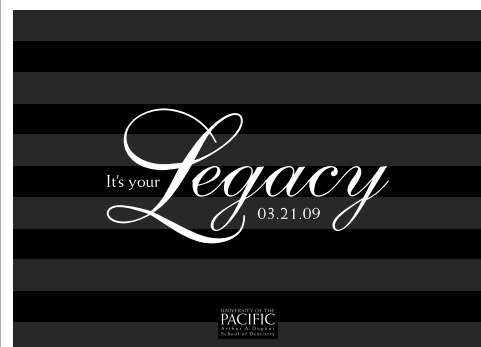
Best In Show / Gold Award / Bronze Award—2008 Report to Investors



Silver Award—2008 Chips Yearbook



Silver Award—2008 Continuing Dental Education Course Catalog



Bronze Award—Legacy Ball Invitation

Jack Morris Receives Cavanaugh Distinguished Service Award

The dental school honored Jack Morris, a dental hygienist in the Special Care Clinic, with the first annual Cavanaugh Distinguished Service Award during a reception on December 18. Morris received a plaque and a \$500 check for his services to the school.

Generously funded by Pacific Vice President for Finance Patrick Cavanaugh and his wife Janita, the award recognizes staff members at each of the three campuses for exceptional accomplishments, leadership, innovation and service to the University community. Dugoni School staff, faculty and students nominated employees who have contributed to the school's vision, mission and values.

"I feel very humbled in receiving this award," said Morris. "I think there are a lot of other great candidates at the school and I just feel extremely blessed to be chosen."

Morris began his career at the dental school in 1995 as a dental hygienist in the former AEGD Clinic and is currently working in the Special Care Clinic. Throughout his time at the dental school, he has cared for underserved patients with compassion and understanding. Outside of school, he has volunteered as an oral health educator for people with disabilities.



Dean Patrick J. Ferrillo, Jr. congratulates Jack Morris during the award presentation.



PHOTOS BY BRUCE COOK

"A Legacy of Leadership" As University President Donald V. DeRosa retires in June, we look back at his 14 years of leadership.

By Kate Washington

Since he became the University's president in 1995, Donald V. DeRosa's leadership has transformed the University of the Pacific and strengthened the Arthur A. Dugoni School of Dentistry. Among President DeRosa's many remarkable achievements are a striking increase in community spirit and shared governance across Pacific's three campuses; unprecedented growth in the University's endowment; creation of new, state-of-the-art facilities including two modern dental clinics on the main campus; strong leadership in student-centered learning and distinguished new programs such as the Brubeck Institute.

DeRosa, who has called the Dugoni School the "crown jewel" of Pacific, is especially proud of the dental school. Indeed, he noted in a recent talk at the Alumni Recognition Luncheon in San Francisco, "The quality of the dental school and the commitment and quality of its alumni were one of the things that attracted me to Pacific 14 years ago." He also discussed the importance of integrating the University's three locations and programs. "I've always been committed to bringing all campuses of the University together," DeRosa said. "It's

never been better demonstrated than by the fact that today we have dental hygiene students in a wonderful program that's a collaboration between the Stockton campus and the dental school." The numbers tell the story. "When I arrived, six students, on average, were going on every year from the Stockton campus pre-dental program to the dental school and the DDS program. Today, out of a dental school entering class of 140, an average of 30 people a year come from the Stockton campus, and these are wonderful students."

Distinguished members of the dental school community are quick to praise DeRosa's accomplishments. "Through his visionary leadership, President DeRosa established a common vision for the University, creating an environment that permitted the dental school to excel, create and innovate," says Dean Emeritus Arthur A. Dugoni '48. "His people-centered leadership inspired risk taking and change which unleashed creativity, talent and energy at the dental school, resulting in its outstanding track record for excellence."

University Regent Sig Abelson '66, says, "President DeRosa has been a truly trans-

ABOVE: President DeRosa cuts the ribbon at the opening of the Health Sciences Learning Center and Clinics, which houses two dental clinics on the Stockton campus.

BELOW: President Don DeRosa and Dean Emeritus Arthur A. Dugoni '48 at the unveiling ceremony in 2004 in honor of the naming of the dental school.





PHOTOS BY JON DRAPER

LEFT: President DeRosa (second from the left) enjoys a round of golf during the annual Kids in the Clinic fundraiser at the Olympic Club.

ABOVE: Karen and Don DeRosa attended the P&S Donor Ball each year in San Francisco.

formational president who understands the complexity of a university comprised of three campuses and has been able to unite this multidisciplinary entity into a true community. Pacific is not the University that existed when President DeRosa arrived. He leaves a legacy that can be built on as Pacific continues to grow.”

What alumni and students of the Dugoni School might not realize is how DeRosa’s leadership and legacy were shaped by his personal history. DeRosa’s achievements at the dental school and the University represent not just the peak of a distinguished career, but also the natural outgrowth of his upbringing and educational philosophy. Born in 1941, DeRosa is the son of Italian-Americans; his father came to America at age 16, “knowing that the real opportunity might come for his children and his children’s children,” DeRosa recounts.

Both of DeRosa’s parents emphasized the importance of education as he was growing up in working-class Eastchester, New York. “When the opportunity for college came along, my mother encouraged me not to remain in Eastchester,” DeRosa recalls, smiling as he thinks of his mother, Jeanne DeRosa, age 101. “My mother al-

DeRosa has called the Dugoni School the “crown jewel” of Pacific.

ways wanted me to stretch myself beyond where I was.”

Going away to college at American International College in Springfield, Mass., was indeed a stretch, as DeRosa recalls; he had grown up in a tight-knit community, and leaving it was challenging, as was paying for college. A modest baseball scholarship—he was a pitcher—helped defray costs.

DeRosa’s time at college developed more than his pitching prowess; he became deeply engaged in his studies as a psychology major, thanks in part to the mentorship of a professor. Unsurprisingly, mentorship is a key value for DeRosa, and crucial to the model of education he values and has fostered throughout the University. DeRosa says the people who are drawn to Pacific value the student in a way he believes is uncommon. “There’s something very special about Pacific, about the faculty and their commitment to our students and to whole-student development,” he says.

After his undergraduate studies, DeRosa earned a PhD at Kent State University

and taught for 16 years at Bowling Green State University. He was nominated for teaching awards and eventually became chair of the psychology department. He left Bowling Green to accept a prestigious American Council on Education fellowship at the University of California at San Diego in 1984 and then entered administration at the University of North Carolina at Greensboro, later moving to Pacific as president. While at Bowling Green, he met his wife, Karen, who was working as an administrator in student life. They have two sons, Michael and David, and DeRosa also has three adult children, Carol, Joseph and Lauren.

As DeRosa steps down, he and Karen—who will split their time between California and North Carolina—will remain involved with Pacific. The newly built Don and Karen DeRosa University Center symbolizes this commitment simply by virtue of its position at the literal and figurative heart of the Stockton campus and student life. DeRosa, soon to be president emeritus, will also serve in a consulting role to Pacific. “Whenever I’m called on by the University, I’m prepared to be helpful,” he says. “I know there will always be a part of me connected to this great University.”

We value

[COLLABORATION]

Partnering for the Common Good

Collaboration characterizes the Arthur A. Dugoni School of Dentistry and defines its distinctive identity. A collaborative process ensures a more effective use of individual talents, is based on consensus and its success comes from inclusion, not exclusion. Individuals, groups and organizations at the school have come together, as opposed to working in silos, to partner for the common good. In the recent issues of *Contact Point* magazine, we have been exploring the core values of the dental school through our feature stories. This issue is dedicated to the value of **COLLABORATION**.

Partnering for the Common Good



By David W. Chambers

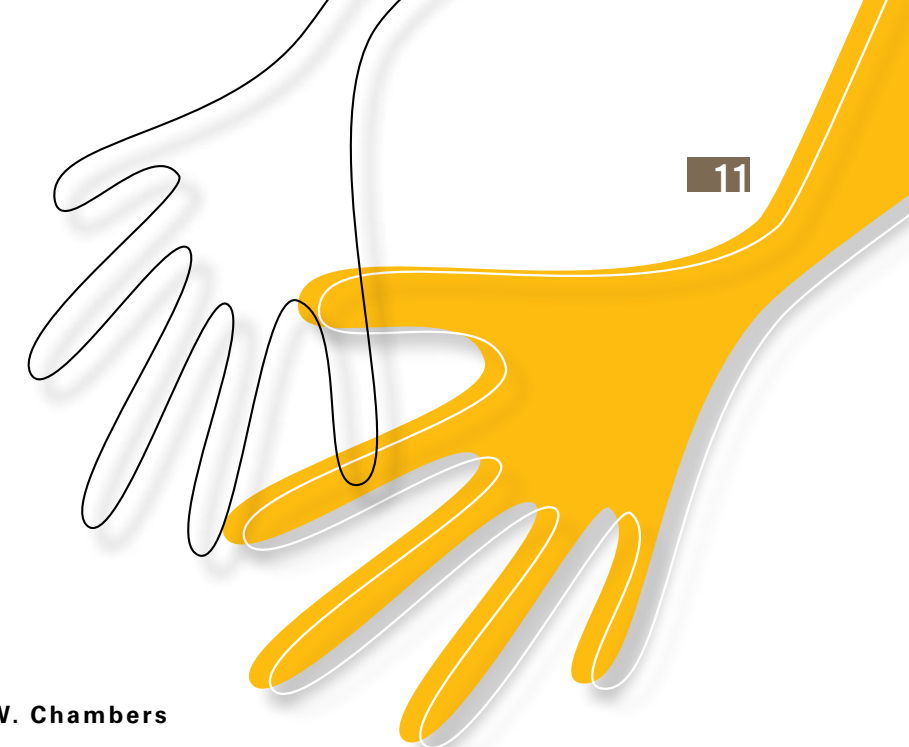
YOU CAN'T DO EVERYTHING ALONE

unless you have small ambition. Partnering for the common good is the natural way. It is also one of the seven core values the University of the Pacific, Arthur A. Dugoni School of Dentistry adopted about a year ago as part of our new strategic plan. Collaboration is a logical extension of humanism: we trust others to pull their weight so, together, we can accomplish more than any could alone.

Here is an example. For many years there has been an Oral and Maxillofacial Surgery Residency program at Highland Hospital in Oakland. The program trained excellent oral surgeons, especially in the area of trauma reconstruction due to the large number of these cases. But Highland struggled to provide a strong academic base to match its clinical strength, using a loose affiliation with both San Francisco dental schools and often not achieving full accreditation status. For its part, the Dugoni School recognized the advantage, especially for faculty members, of having a graduate OMFS program. But our philosophy has always been that residencies should not detract from the undergraduate program, and we could not provide the patient base necessary for a quality OMFS program in the dental school building.

The solution was collaboration between the dental school and Alameda County, which administers Highland Hospital. This partnership, now in its eighth year, has strengthened the dental school's faculty and given our predoctoral students a quality oral surgery rotation experience. At the same time, the academic strength of the Highland program has increased and the number of residence positions has almost doubled. Highland now has full accreditation status and is considered a top-notch program. We share resources and expenses. As partners we share the common good that has been generated. This is what it means to collaborate.

The dental school has a long history of collaboration with the Stockton campus to build the teaching qualifications of our faculty and to develop our staff. Currently there are 20 faculty and staff members in the dissertation phase of their EdD training from the University's Benerd School of Education. This cohort began in the spring of 2006 with courses in research methods and related topics taught by Stockton campus faculty members here in San Francisco and via the Internet. Each dental school "student" now has a thesis advisor and research is under way. Some published papers have already appeared.



THIS IS THE FOURTH

such collaboration along these lines between the Stockton and San Francisco campuses of the University. There have been two masters programs in education and an MBA program, making our dental school faculty and staff members some of the best grounded in educational methods of any in the country. The Schools of Education and Business benefit from these collaborations financially, through predictable increased enrollments, and by exposure to what are regarded as some of the most inquisitive and hard-working students they could have.

Despite these and other examples that will follow, collaboration has not come easily to Pacific. The College of Physicians and Surgeons was founded in 1896 as anything but a shared venture. Degrees were offered in dentistry, nursing, pharmacy and medicine. And this in a facility that had virtually no laboratories or clinics. When Abraham Flexner visited P&S in the first decade of the 20th century for the Carnegie Commission on Higher Education he recommended that the school "should be allowed to go out of business."

But the old school did not die. When William Gies visited in the 1920s for the Carnegie Commission, he reported improvements brought about by concentration on the core business of dental education and commented on the school's "will to survive." Hard work and sacrifice—and there was plenty of that—were not enough, and by the 1940s the Commission on Dental Accreditation was placing great pressure on free-standing dental schools to affiliate with universities or close. The partnership between P&S and the University of the Pacific in the 1960s ensured the continuation of the dental school. Our record of learner-centered teaching, educational program innovation, financial stability and scholarship has long been recognized in Stockton as something to be emulated throughout the University. This is a partnership that has benefited both parties.

The California Pipeline Program affords an excellent study in partnering for the common good. Begun in 2002 at the national level with grants from the Macy, Robert Wood Johnson and Kellogg Foundations to strengthen the role of dental schools in addressing the access to care issue, the five, soon to be six, California dental schools formed a collaboration supported by The California Endowment. The goals of the program are to better prepare students to treat the broad range of individuals in need of oral health care, to get dental students and residents into communities to deliver care for an average of 60 days as part of their training and to increase the proportion of underrepresented minority students in dental schools.

By sharing resources and experiences, the California dental schools seem to have progressed farther in meeting these goals than have the other 15 or so participating schools

in the nation. This is especially true in the case of bringing underrepresented minority students into the profession. Rather than compete against each other for qualified minority students, the five schools in the state developed a joint strategy for recruiting to dentistry rather than to individual schools. They have also collaborated to create two postbaccalaureate programs with formal course work to strengthen the qualifications of candidates applying to dental school. Rather than fighting over the applicant pool, the California schools collaborated to raise the proportion of underrepresented minority students in their programs from 8% to 12% in the past four years, while the national level remained constant at around 6%.

Our extramural clinics and our Advanced Education in General Dentistry and Dental Hygiene programs have all been established on the collaborative model. We now have 12 extramural programs in locations such as Half Moon Bay, Oakland and Stockton. We are working to strengthen these collaborations by helping the clinics with their business models in order to identify the key, limiting resources that need to be addressed to improve operations. We are also exploring and signing collaborative agreements with dental schools in China, Egypt and Kuwait, as well as general partnerships with the International Federation of Dental Educators and Associations, whose current president is Dean Patrick J. Ferrillo, Jr.

Although it may not naturally spring to mind, some of our critical partners are the U.S. government and banks across the country. Ninety percent of our students finance their dental education through loans, averaging about \$234,000 each for those who borrow. The extent of government support is greater per student than at most "state-supported" schools. We would be a different institution or very likely would have to close our doors without such indirect funding. Banks view this as a business opportunity. But why should the federal government partner with dental and other professional schools? First, there is the social motive of ensuring a workforce of individuals trained to provide needed health services for citizens and

non-citizen residents. A sometimes overlooked second justification for supporting professionals is plain economics. Dentists pay back their educational loans dependably and then go on to earn very respectable incomes. This helps the tax base. Approximately 5% of oral health care in America is paid for by the government: through Medicare, dentistry for the uniformed services, support for clinics in disadvantaged areas, etc. The income taxes paid by American dentists are about one-and-a-half times as large as the federal budget for oral health. The Western Interstate Commission for Higher Education is a consortium of states such as Idaho, Wyoming and Hawaii that do not have dental, medical, veterinary or other professional schools. It is less expensive for them to subsidize their residents to attend school elsewhere than to build small schools in their states.

Collaboration—partnering for the common good—makes sense. We are beginning to understand some of the characteristics that make collaboration a more attractive alternative than competition. The author was fortunate enough to spend three months at the end of 2008 as a visiting scholar in England in the Department of Philosophy at Cambridge University studying ethics. His blog on the school's Web site recounts some of the details of that visit, but some general rules about collaboration stand out.

First, collaboration is much more common than competition. We talk more about competition because we are uncomfortable with it. Cooperation is preferable when neither party is worse off for working together.

Another thing we have learned about collaboration is that trust matters—a lot. The best way to gauge trust is to determine what is in the other party's best interests (not what they say) and what they have done in the past. A history of interactions and a prospect of future opportunities to partner are vital to good collaboration. One-off exchanges are merely economic transactions and cannot be counted on to produce the net benefit for both parties than can be expected from collaboration. Perhaps it will come as a surprise to many that hard bargaining and exact calculation of costs and benefits does

not produce the best collaborative outcomes in the long run. A little forgetting, a little optimism and especially an honest amount of forgiveness are characteristic of the most productive collaborative relationships. Antoine de Saint Exupéry reminds us, however, in *The Little Prince*, that love (forgiveness) must be unpredictable: it must not be taken for granted. Otherwise one is headed for big bank bailouts!

Very likely the greatest collaboration that sets us apart from other dental schools is the partnership between the school and its alumni. Almost 1,000 alumni (plus staff and guests) attend our annual meetings, more than 50% contributed to the fundraising campaign that resulted in naming the school in honor of Dean Emeritus Arthur A. Dugoni and more than 200 practitioners, most of them alumni, are adjunct and part-time faculty members.

The Dugoni School is not just the place one struggles through to prepare for a licensure examination; it becomes part of one's identity. It is the common good that many, in various different ways, invest in. And their partnership entitles them to benefit in ways that would not otherwise be possible. It is good to collaborate. □

David Chambers, EdM, MBA, PhD, is editor of the American College of Dentists, former editor of Contact Point and professor in the Department of Dental Practice.



PHOTO BY JON DRAPER

By Nader A. Nadershahi

“Great discoveries and improvements invariably involve the cooperation of many minds...”

—ALEXANDER GRAHAM BELL

A little less than three years ago, the dental school underwent a reflective exercise to see if we were meeting the developing needs of the dental graduate and continuing to define new standards for dental education.

One outcome of this reflective assessment was the development of the Integrated Clinical Sciences (ICS) strand of the DDS curriculum that spans the entire three years of the program. Several faculty leaders from all departments were involved in exploring how we provide learning opportunities to our students in the sciences that support the practice of dentistry.

The vision for the integrated active learning curriculum as articulated through input from the Curriculum Committee and department chairs is: to graduate lifelong learners and critical thinkers able to integrate the science and technology of dentistry.

Dr. Kevin Grigsby, vice dean for faculty and administrative affairs at Pennsylvania State University College of Medicine, reminds us that “the insular nature and structure often seen in academic departments and other units at AHC [Academic Health Centers] result in competition for scarce resources rather than working together to add value to one another or to the organization as a whole.”

The ICS curriculum developed by the faculty members at the Dugoni School has received recognition and accolades both

Collaboration and Curriculum

internally from faculty, staff and students, and externally through the American Dental Education Association. One of the primary characteristics of the success achieved by this curricular innovation is the high level of collaboration in both its development and implementation. Many individuals have been instrumental in this success, but for the purpose of this discussion I am featuring those few who currently are directly involved to describe how the core value of collaboration has been used in the ICS courses.

The first-year Integrated Clinical Sciences course, “Orientation to the Clinical Practice of General Dentistry,” is directed by Christine Miller. She has been a creative innovator in this first-year course for many years, and with her co-course directors has introduced small-group experiential exercises and authentic student-learning assessments. “We have been collaborating with department chairs and course directors from many of the departments to better streamline and integrate the disciplines. Based upon assessments, outcomes and feedback from students and faculty, improvements are made quickly,” says Miller. “This course serves the purpose of helping each student transition from being a college student to functioning as an oral health professional in the clinic in only three quarters.”

One student in the third quarter completed a few treatment planning cases and approached the faculty after this session

with the following comment, “This is exactly what I thought dental school was going to be like.” Another student expressed, “This segment is helping me put together all of the pieces I am getting in the simulation lab and from my other courses.”

In the second year, the Integrated Clinical Sciences course, “Application of Fundamental Knowledge,” is led by Dr. Terry Hoover, who has been teaching at the Dugoni School for seven years. Hoover is committed to the development of our integrated curriculum and describes the results of one of his projects, a literature review paper, as follows: “Collaboration between faculty and students on an assignment given to students has been a surprise and lots of fun as it has allowed a mentoring relationship to develop between students and faculty outside of the traditional curriculum. This has led to some research collaborations as students discover areas of interest and connect with faculty members who share similar interests.” Hoover and the other ICS course directors have worked diligently to bring faculty from clinical and biomedical science disciplines together to deliver their content in collaboration with others involved throughout the three-year course strand.

This has brought faculty members together in new ways, resulting in comments such as, “I would love to teach in ICS,” and “This is making a difference in our students on the clinic floor.”

“The vision for the integrated active learning curriculum as articulated through input from the Curriculum Committee and department chairs is: graduating lifelong learners and critical thinkers able to integrate the science and technology of dentistry.”

The third-year ICS curriculum is a fully case-based presentation of clinical situations with themes involving many aspects of clinical dentistry and faculty facilitators representing all clinical departments. Dr. Fred Fendler '74A directs the third-year ICS course, “Multidisciplinary Case-Based Seminars.” He is the primary architect for the third-year course and has been the co-course director of the first-year ICS course for two years. “ICS courses have involved faculty from all clinical departments and we are looking forward to involving more biomedical sciences faculty into the case-based learning seminars,” says Fendler. In reflecting on collaboration, he adds, “It would be very time-consuming and difficult to create the successes achieved in ICS if we did not draw on the expertise of the content experts and department chairs from the different disciplines in dentistry. The end result of involving so many people is great because it ties the curriculum together.”

Early in the development of this ICS curriculum, the school identified the need for an individual with the organizational and management skills to keep all of this activity together and moving toward common goals. Teresa Kuhlman, former manager of the clinical sciences division, stepped forward to accept this challenge and now serves as the manager of the ICS curriculum. She left a division she loved to do something that would enhance the education of our students, and is very satisfied that the team has built such a successful course.

Kuhlman has been integral to the development of the ICS strand from the inception of the concept, having been tasked with the main responsibility to bring all of the course directors, faculty, students and staff together to achieve success. When asked about some of her personal responsibilities, Kuhlman explains that she “manages the ICS curriculum by increasing the use of traditional and alternative assessment methods, manages the details of running smaller group seminars and case-based learning, communicates with faculty and students and coordinates the preparation of educational materials needed across all disciplines.” She says,

“This course has become a true model of collaboration because I work with numerous colleagues, managers and staff in the clinics, labs and classrooms. I look for opportunities to engage those I interface with at each step of the development of this process.”

Another individual who has collaborated to provide support to the student learning experience is Maria Murtagh, director of the Student Store. She sees her operation as evolving into being a true academic resource for the campus community. The staff at the store collaborates regularly with the different departments and student classes.

Murtagh realized that she could help facilitate the new curriculum with innovative learning tools such as podcasts. She has worked with various faculty members including Dr. Alan Budenz, who has also served as a co-course director for ICS, to create audio recordings and to develop slides for students to review in advance of class. Then when the students come to class, faculty members can manage an active learning discussion instead of acting as the “sage on the stage.” Students comment that they really value being able to have access to material via podcasts so they can prepare and listen to lectures on their own time and revisit them as needed.

Murtagh's creation of podcasts and profcasts through iTunes University was student-driven but supported by faculty and staff in different areas. Now, faculty members come to her for opportunities to bring technology into the classroom. “When we collaborate in any way, the dental school and University will benefit and the end result will be a much better educational experience,” explains Murtagh. “You bring together different skill sets and energies and everyone becomes more excited. Our dean, Dr. Patrick Ferrillo, Jr. has been a strong supporter of collaboration and it shows in the building and outside.”

In the *Harvard Business Review*, authors Katzenback and Smith define a team as “a small number of people with complementary skills who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable.”

“Because this is such a broad project that involves all of the disciplines in dentistry, it would be impossible to achieve success without collaboration among the different faculty, staff and students in the dental school.”

The individuals involved in the ICS courses greatly respect and depend on each other. This has clearly served as the foundation of success. They work collaboratively with many of the stakeholders in the school to coordinate student evaluations, timing of content, information technology and Blackboard management, faculty content experts, clinical supplies, class schedules, room schedules, staffing and so forth. As Kuhlman states, “Collaboration is one of the absolute and necessary components to the success of the team working on this curriculum.”

Because this is such a broad project that involves all of the disciplines in dentistry, it would be impossible to achieve success without collaboration among the different faculty, staff and students in the dental school. The many individuals involved with the development and implementation of the ICS courses have every reason to be proud of the legacy they have begun to establish in the rich history of our great dental school. □

Nader Nadershahi '94, DDS, MBA, of San Rafael, California, is associate dean for academic affairs and a board member of the dental school's Alumni Association.

GOALS FOR THE INTEGRATED CLINICAL SCIENCES CURRICULUM

- Be learner-centered in the development, timing and delivery of our curriculum
- Ensure that the curriculum is current
- Build upon current successes in our curriculum
- Encourage active learning
- Encourage development and use of effective educational technologies
- Remove redundancies and content not relevant to the future dental practitioner
- Eliminate gaps in student knowledge
- Engender critical thinking and lifelong learning in all students from day one
- Tie foundational knowledge to clinical practice using a case-based teaching model
- Enhance the creativity for appropriate assessment techniques
- Grow the interdisciplinary teaching expertise of faculty
- Ensure students are exposed to this new format of learning early in the program
- Provide the environment and tools for students to be on the cutting edge of innovative technologies that will allow them to provide more efficient and effective dentistry for their patients and stay motivated to continue to refine these tools as they progress in their professional life

The logo for the FOOCIS project. The word "FOOCIS" is written in large, bold, black capital letters. The letter "O" is replaced by a magnifying glass with a black handle and a blue lens. The word "project" is written below "FOOCIS" in a smaller, lowercase, light green font. The background features large, overlapping circles in shades of orange and yellow, with thin black outlines.

By Peter Brostowicz **Every day,** dental school faculty, students and staff collaborate to treat patients and to teach the discipline of dentistry. For more than a year, a large group of almost 100 talented and committed individuals have dedicated part or all of their time to improve the way dentistry is taught and how patients are treated by implementing a new clinic information system, and at the same time improving processes of the organization.

Before I came to Pacific as a project manager for the new clinic information system, I spent 10 years working in the high-tech land of Silicon Valley involved in or leading projects big and small. But at the end of the day, the goal was always to produce the next new item as cheaply as possible and get it to market before the nearest competitor. I've learned that successful projects require the active participation and collaboration of people with different knowledge, skill sets and experience. In about a year's time at the dental school, I've seen how a project can involve a diverse group of individuals not for the next new release of a product, but for an all-encompassing goal of delivering better service to the school's patients and a better learning environment for the students.

FOCIS is the project name and it represents the "Future of the Clinic Information System." However, the project is not just to replace the current clinic information system but to improve many aspects of the Dugoni School.

Dean Patrick J. Ferrillo, Jr. assembled an in-house team to evaluate the existing clinic processes and to determine how to meet the future vision of the school. The outcome of the evaluation identified a significant gap in the current clinic system. The team moved forward and began the

evaluation process for a new vendor for the clinic information system to support the future student, faculty and staff processes. After an exhaustive functionality and cost analysis and feedback from numerous constituents within the school, the evaluation team selected Axium as the software package for the new clinic information system.

Individuals were then assigned to functional and technical teams. The functional teams have been responsible for the implementation of the computer system features, policy changes and process definitions, while the technical teams have been working together to deliver a cohesive solution for the clinics, and faculty and staff functions. "We helped one another, along with students, faculty and other departments, with any inquiries they or we had about the new system," says Cheryl Lyn Flores, member of the FOCIS Patient Services team. "We will also continue to work with each department to customize Axium. It is our overall goal to help make the transition to the new system as smooth as possible."

A prime example of collaboration is the way the San Francisco Information Technology team has been working extensively with the main campus in Stockton. With the Stockton Information Technology Team's assistance, the Axium computer system will be housed in the University's new data center. "We had to decide whether to host the application in San Francisco or Stockton," explains Raybel Ramos, information technology manager for the dental school. "By hosting the servers and application in the new data center, we are able to have the right IT expertise supporting the servers in Stockton and the right support for end users in San Francisco. Stockton's Office of Information and Technology has many years of experience supporting a large user base, numerous applications and complex systems. The collaboration between the two campuses will allow for better application support and enhanced service to the end users—students, faculty and staff."

On the front end, the FOCIS project will provide a computer terminal to every operatory in the clinics in San Francisco, Union City and Stockton. Students and

residents will be able to pull up the entire chart for each patient at chairside and enter all treatment information while the patient is present. The decisions of what, where and how were not easy, and no details were overlooked. From the size of the monitor to the type of keyboard to the ergonomic capabilities, all aspects of the clinic system setup were scrutinized. The final solution was based upon input and planning from faculty, students, Information Technology, Building Operations staff members. "The Ergonomics team worked extensively together. By receiving input from students, faculty and Building Operations staff members we will be able to deliver the best solution for the different types of operatories," states Adrian Hernandez, a member of the Information Technology and Ergonomics teams. "Our goals were to be ergonomically correct and to optimize the space in each operatory. There were many challenges, but we confidently picked the best solution possible."

The project plan includes 250 individual requirements, and all are expected to be fulfilled by the Axium software. For example, there is a need to provide better clinic feedback to students as they progress through the curriculum. Through weekly team discussions, faculty members, students and IT brainstormed numerous ideas and eventually developed a possible solution that would accommodate the needs of both students and faculty. However, after presenting the need to the software provider, the solution could not be achieved using standard functionality of their system. As a result, the team was forced to incorporate new concepts and learned how to accommodate the need within the new system's capabilities.

"The biggest benefit I see is that students will be given feedback quicker than they are currently receiving it. This will enable students to identify problematic areas and make course corrections early on," says James Michaud, Class of 2010 and a member of the Grading team. "It's better to change earlier than it is to unlearn a habit and re-teach oneself. I think being paperless will be very beneficial to our school—it's the way everything is heading.

“ The FOCIS project will provide a computer terminal to every operatory in the clinics in San Francisco, Union City and Stockton. Students and residents will be able to pull up the entire chart for each patient at chairside and enter all treatment information while the patient is present. ”

It's also cheaper to manage electronic information (as opposed to paper charts and forms), places less burden on natural resources and will be an attractive attribute to future dental students."

There are also teams dedicated to improving the processes of finance, patient services, charting, dispensary, inventory and lab services. All are working together to create the best solution for the school.

"Collaboration has occurred between departments, faculty, staff and students as well as with other dental schools," comments Dr. Richard Fredekind, associate dean for clinical services. "This has allowed us to understand our processes more deeply and broadly. It also helped to identify strengths (which we will maintain and expand across clinics) and opportunities (which we will address to better meet our needs). The need to centralize

processes is an outcome from these experiences. Prior to this collaboration, there were 14 different clinics with 14 different sets of business rules. Centralization will lead us to more consistent work processes and more consistent performance across clinics. Consistency creates easier understanding for students and patients."

The project team continues to work diligently and is excited about the forthcoming release of the new clinic information system in July 2009. For more information on FOCIS, visit us [HERE](#). □

Peter Brostowicz, BS, worked in Silicon Valley for more than 10 years and is currently a project manager in the Division of Information Technology at the Dugoni School of Dentistry.

“ FOCIS is the project name and it represents the "Future of the Clinic Information System." However, the project is not just to replace the current clinic information system but to improve many aspects of the Dugoni School. ”

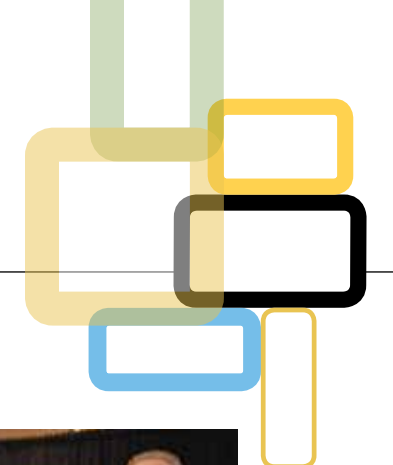


Sandra Shuhert, graphic designer in Design and Photo, and Raybel Ramos, FOCIS Technology team leader, collaborate to produce the FOCIS project identity.

Alumni Connect at Annual Meeting

"The New Generation Interdisciplinary Approach in Esthetic Dentistry" was the theme of the 110th Annual Alumni Meeting held March 20-21 at the San Francisco Marriott Hotel. With 1,400 people attending, the two-day meeting offered continuing education courses with headline speakers from the Seattle Institute for Advanced Dental Education. Participants reconnected with classmates and colleagues at the all-member cocktail reception and reunion dinners for the Classes of 1959, 1969, 1974A, 1974B, 1979, 1984, 1989 and 1999.

During the annual Recognition Luncheon, Dr. Ernie Giachetti '67 received the Medallion of Distinction award, and gifts totaling \$1.85 million from the various reunion classes and fundraising events were presented to the school.



- 1 Alumni President Dr. Darryl Lee '77 presents University President Don DeRosa with honorary life membership in the Alumni Association.
- 2 2009 Medallion of Distinction recipient Ernest Giachetti '67 is congratulated by former recipients Drs. Kenneth Frangadakis '66 and Paul Senise '65.
- 3 Members of the Class of 1989 celebrate their 20-year reunion.
- 4 Alumnae enjoy a meeting break together.
- 5 Recent graduates demonstrating the dental school's spirit of camaraderie.
- 6 2010 Alumni President Marvin Carnow '74A gets presidential advice from outgoing President Darryl Lee '77.
- 7 Alumni Past President and retiring Secretary Paul Senise '65 with daughters Dr. Kristina Cameron '98 and Alumni Association Board Member Kim Fanelli DH '06.
- 8 Dr. A. J. Smith '74A, Alumni Past President Jade Miller '81 and Dr. Dennis Kalebjian '78 at the Alumni Reception.
- 9 Dr. Steve Rose presents a gift from the Class of 1979 to Ms. Mary Flaherty, development officer, and Dean Patrick J. Ferrillo, Jr.



PHOTO BY JON DRAPER

Ortho Graduate Wins Sicher Research Award

Dr. Alia Al Jabeiti Ortho '08 received the 2009 Harry Sicher Research Award from the American Association of Orthodontists for her research project, "TGFβ3 is Associated with Nonsyndromic Cleft Lip and Palate in the Guatemalan Population." Jabeiti accepted the award and presented her findings along with her co-researcher, Dr. Reem Salahuddin, also a 2008 orthodontic graduate, at the AAO annual meeting in Boston this May. The two conducted their research in collaboration with faculty and staff from the dental school's Craniofacial Genetics Laboratory.

possible only because of the effort of the whole team," said Dr. Marie Tolarova, professor and director of genetic research and prevention at the Dugoni School. "We strongly believe that with support we will continue to contribute to the knowledge of the etiology of cleft lip and palate, with the ultimate goal of developing an efficient prevention program."

Established in 1968, the Harry Sicher Research Award recognizes clinical research papers of unusual merit related to orthodontics. This is the second consecutive year that a member of the Craniofacial Genetics Laboratory research team (pictured above) has been honored with this award.

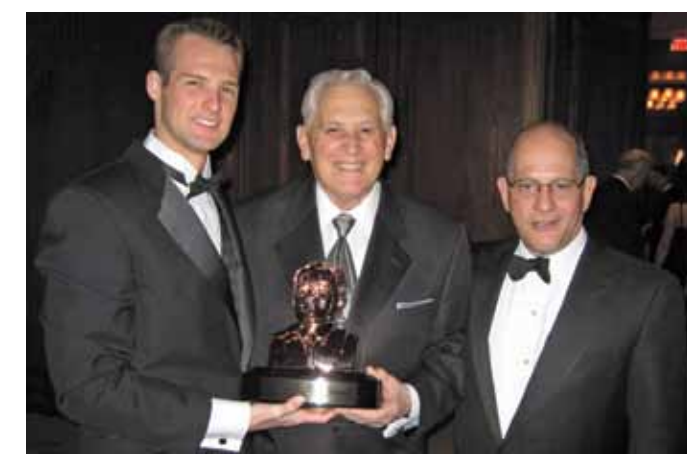
"Every research result from the craniofacial genetics team is

Dr. Arthur A. Dugoni Receives 2009 Gies Award

The American Dental Education Association Gies Foundation honored Dr. Arthur A. Dugoni '48, dean emeritus, as one of the recipients of the 2009 William J. Gies Awards for Vision, Innovation and Achievement. Dugoni received the award for outstanding achievement as a dental educator during the 86th ADEA annual session on March 14 in Phoenix, Arizona.

The Gies Awards, named after dental education pioneer William J. Gies, Ph.D., recognizes individuals and organizations for contributions to and support of global oral health and education initiatives. The winners exemplify dedication to the highest standards of vision, innovation and achievement.

"I am deeply humbled and honored to be selected [for this award]," said Dugoni. "Education has been my passion for more than 60 years. It has been a special privilege to be in dental education because educators affect all eternity, as those who are taught teach others."



Dr. Arthur A. Dugoni '48 (center) with his grandson, Dr. Brian Dugoni '08, and Dean Patrick J. Ferrillo, Jr.



PHOTOS BY JON DRAHER

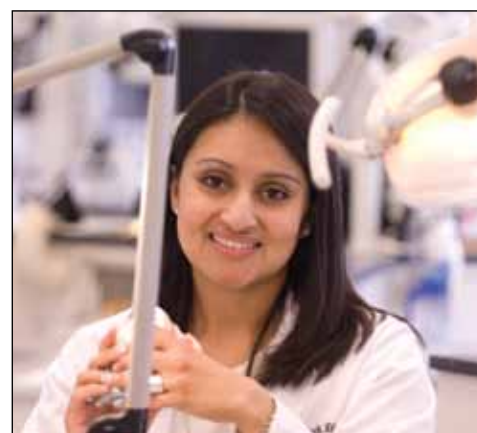


Left: Dr. Jeffrey Wood, chair of the Department of Pediatric Dentistry, Dean Patrick J. Ferrillo, Jr., Mrs. Barbara Strauss, Dr. Philip Strauss, '55 and Dean Emeritus Arthur A Dugoni, 48.

Strauss Donation to Benefit Pediatric Clinic

Patients at the dental school's Hutto Patterson Pediatric Dentistry Clinic have been enjoying their time in the reception room much more in recent months thanks to a generous donation from Dr. Philip Strauss '55 and his wife Barbara. The facility's improvements to the kid-friendly environment included upgraded carpeting and

furnishings, a large box of toys, a new DVD player with popular children's movies and a new plaque that explains these wonderful enhancements. The gift, a named endowment that will benefit young patients for years to come, was made in memory of the Strauss' beloved son, Robert.



Nijjar to Co-Host ADA Oral Health Video Podcasts

The American Dental Association selected Dugoni School faculty member, Dr. Ruchi Nijjar '04, to co-host an oral health video podcast program set for production in 2009. Nijjar was chosen from among 40 ADA members who submitted audition videos. The program will allow the ADA to connect with Internet users and cover a variety of oral health topics in an informal style. The goal is to appeal to viewers who increasingly turn to alternative media sources for health-related news. The ADA House of Delegates approved a resolution in October 2008 to fund the production of this year-long educational series of video podcasts, which will begin appearing online later this year.

"I am excited about this opportunity to connect with the public. These entertaining yet informative podcasts will attract people who seek health information on the Web," said Nijjar. "We'll keep the podcasts light and fun, but they'll definitely provide accurate oral health care information that is so necessary online."

Leadership in Action

Dugoni School alumni continue to assume leadership roles in organized dentistry and within their communities. Here are some recent examples:

Dr. Ian Paisley '03 received the 2008 Metro Denver Dental Society's Volunteer of the Year Award. **Dr. Ben Whiting '00** is serving a four-year term on the Mesa Unified School District Governing Board, the largest school district in Arizona, consisting of 87 schools and 70,000 children. **Dr. Amy Scriven '00** is serving as president of the San Joaquin Dental Society. **Dr. Nava Fathi '95** is serving as president of the Santa Clara Dental Society. **Dr. Diana Toche '89** has been appointed by Governor Arnold Schwarzenegger as the statewide dental director for the California Department of Corrections and Rehabilitation. **Dr. Lonnie Fallin '71** received the 2008 Metro Denver Dental Society's Outstanding Service to the Underserved Award.

Alumni Win JDE Best Article Awards

The American Dental Education Association selected Dr. Lisa Itaya '98, AEGD '99, '00, assistant professor and director of emergency services, and Dr. Nicklaus Morton '08 for its annual *Journal of Dental Education* Best Article Awards. The awards, which consist of a plaque and a check for \$250, recognize the best articles published in a given section of the *JDE* by a junior faculty member or student.

Itaya won for her piece "Analyzing the Influence of Admissions Criteria and Cultural Norms on Success in an International Dental Studies Program,"—co-authored by Pat King and Dr. David Chambers—in the Critical Issues in Dental Education section. ADEA recognized Morton for his article, "Benefits of a Humanistic Education: A Student Perspective," featured in the From the Students' Corner section. The presentation took place during the ADEA annual session in Phoenix, Arizona, in March.

University Names Next President

Dr. Pamela Eibeck, dean of the Edward E. Whitacre Jr. College of Engineering and professor of mechanical engineering at Texas Tech University, has been selected as the 24th president of University of the Pacific and will be the sixth since the University moved to Stockton in 1924. On July 1, 2009, she will become Pacific's first woman president. She succeeds President Donald V. DeRosa, who will retire on June 30 after a 14-year tenure.

"Pam Eibeck is a distinguished scholar and a proven administrator, with the leadership ability to continue Pacific on the upward trajectory established by President DeRosa," said Tom Zuckerman, chair of the Board of Regents. "She earned the admiration of the board with her energy, her stellar administrative track record and her interest in community engagement."

Eibeck received her bachelor's, master's and doctorate degrees in mechanical engineering between 1979 and 1986 from Stanford University. She joined the faculty at the University of California at Berkeley, where she earned tenure and served from 1985 to 1995. In 1995, she became a professor and chair of mechanical engineering at Northern Arizona University, where she later served as director of the honors program and then vice provost for undergraduate studies. In 2004, Eibeck was named dean of the Whitacre College of Engineering at Texas Tech, one of the nation's largest engineering colleges consistently ranked in the top 100 by *U.S. News & World Report*.

"It is an honor and a privilege to be asked to serve as the next president of University of the Pacific," said Eibeck. "It is also humbling to follow such a great leader as Don DeRosa, who has worked with Pacific faculty, staff and alumni to create an exceptional student-centered university. I look forward to joining the dynamic Pacific community and working together toward ever greater heights of excellence."



DR. PAMELA EIBECK

Law School Explores Ethics in Government

Pacific McGeorge's third annual "Ethics Across the Professions" symposium in March proved timely as speakers and panelists examined ethical conflicts in American government.

This year's program, "Ethics in Government—Ethical Cultures, Falls from Grace and the Way Ahead," focused on front-page issues that have taken on heightened importance as local, state and federal governments address scandal, allegations of impropriety and concerns about conflicts of interest in both political office and in public service. Former San Francisco Mayor and California Assembly Speaker Willie L. Brown, Jr., regarded as the ultimate insider in California politics, provided personal reflections as the conference keynote speaker.

Drawing on the challenges and opportunities presented by a new federal administration, the symposium brought together academic experts, practitioners and government officials for reflections on the problems, analysis of the cures and an open roundtable on the way forward. Lobbying and ethics were the special focus of a major session.

Professor Paul Paton, director of the Sacramento law school's Ethics Across the Professions Initiative, and Professor Leslie Jacobs, the director of Pacific McGeorge's Capital Center for Public Law & Policy, organized the event. It was the third in a series of ethics symposia supported by a grant from the Sierra Health Foundation.



WILLIE L. BROWN, JR.



A Celebration of Philanthropy for the Dugoni School

On March 21, 2009, 400 alums and friends of the Dugoni School gathered for a celebration of philanthropy at the San Francisco Museum of Modern Art. The Legacy Ball, formerly the P&S Donor Ball, was a great success. Guests enjoyed delicious food by McCall Catering, dancing to Big City Revue and tours of the art galleries.

Mark your calendar now for the second annual Legacy Ball on March 13, 2010. The location will be announced at a later date. Hope to see you there.

Gary Mitchell
President, Pacific Dental Education Foundation

- 1 Entrance to the Legacy Ball at the SF MOMA.
- 2 Allison Neumeister, donor relations manager, Dean Patrick J. Ferrillo, Jr., and Gary Mitchell, PDEF Board President.
- 3 Dr. Jessie Vallee '04, Dr. Gabriela Pitigoi-Aron and Radu Pitigoi-Aron.
- 4 2009 Medallion of Distinction Recipient Ernie Giachetti '67 (left) with former Medallion Honorees: Colin Wong '65, Paul Senise '65 and Kenneth Frangadakis '66.
- 5 Steven Whyte, university events manager, Dr. Judee Tippett-Whyte '86 and Dean Emeritus Arthur A. Dugoni '48
- 6 Dr. Yahya Mansour '08 with Mercedes Leoncio and Chris Oviedo, both from the Class of 2009.
- 7 Dr. Jeanie Kaufman '79 and Laura Bibelheimer in one of the art galleries.
- 8 A partygoer standing before an Andy Warhol piece.
- 9 Dr. Lisa Harpenau explores the modern art.



PHOTOS: BRUCE COOK, JON DRAPER



10 Award-winning actress Rita Moreno and Len Gordon enjoy the delicious food by McCall Catering.

11 Dr. Ellery Salehieh '03, Dr. Richard Fredekind, associate dean for clinical services, and Dr. J.J. Salehieh '92.

12 Dr. Robin Bethell '07, Dr. Kristen Morgan '07, Christina Morgan, Dr. Caren Hovden '76 and Dr. Binh Dao '07.

13 Current students Michael Matsuda, Laurel Trotter, Magnus Yang, Chris Nelson, Emerson Lake, Andy Hoover, Nima Alfatooni, Nikki Dejbod and Cherylin Wyatt enjoy the festivities.

14 University of the Pacific President Donald DeRosa along with 2009 Medallion of Distinction Recipient Ernie Giachetti '67.

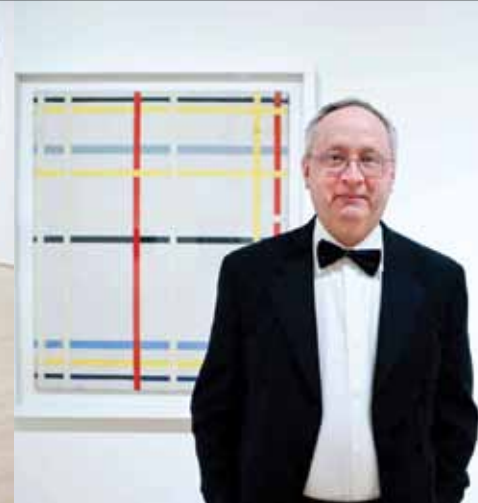
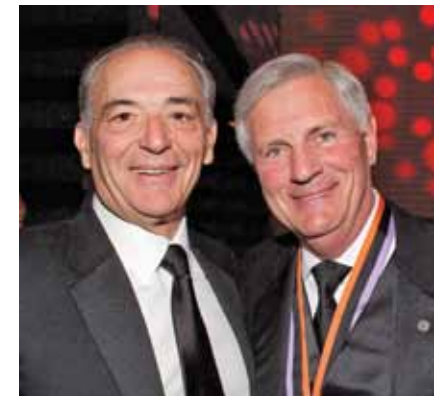
15 Dr. and Mrs. Frank Brucia '44 dancing to the sounds of the Big City Revue.

16 University of the Pacific Regent Sig Abelson '66 and his wife Teri.

17 Dr. Roy Bergstrom, director of budget and data analysis.

18 Laurie McCullough and Brian Sheppard, Class of 2010 pose for a photograph in the gallery.

19 Dr. Hossein Abar '99, Ortho '01 and Mrs. Farzaneh Jabbari.





CDA Practice Support Center

A NEW MEMBER BENEFIT ARRIVING EARLY 2009

You asked for it, and we are delivering it — expert assistance and advice to members in areas critical to developing and maintaining a successful dental practice. The CDA Practice Support Center will provide information and resources specific to four core areas.

EMPLOYMENT PRACTICES

- ▶ Job descriptions
- ▶ Job applications
- ▶ Guidelines for establishing alternative workweek schedules
- ▶ Plus more

REGULATORY COMPLIANCE

- ▶ Cal-OSHA and infection control Q&A
- ▶ Waste management guide
- ▶ Dental Practice Act compliance guide
- ▶ Plus more

DENTAL BENEFIT PLANS

- ▶ Understanding your contract
- ▶ Dispute resolutions
- ▶ Sample letters
- ▶ Plus more

PRACTICE MANAGEMENT

- ▶ Marketing plan template
- ▶ Business plan sample/template
- ▶ Transferring ownership of a practice checklist
- ▶ Plus more



The centerpiece of the CDA Practice Support Center is a new Web site and online community with:

- ▶ Forums and blogs
- ▶ Podcasts
- ▶ Resources, including tips, articles, checklists and forms

The CDA Practice Support Center will have the information you want, how and when you want it:

- ▶ Live telephone support
- ▶ E-mail access
- ▶ A new Web site

This list reflects memorial gifts received from September 8, 2008 to March 2, 2009.

In Memory Of	Given By	Gift to
Augie Agostini	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Louise Anholm	Dr. and Mrs. Leonard Carrick	Arthur A. and Kaye Dugoni Student Scholarship Endowment
Dorothy Barker	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Phoebe Berchem	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Emily Binco	Dr. and Mrs. Mario Gildone	Dr. and Mrs. Mario E. Gildone Scholarship Endowment
Bonnie Mae Bowman	Dr. Robert Coupe	General Memorial Fund
Dr. James Bullard	Dr. Calvin Herring	General Memorial Fund
Joe Cabral	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Dr. Leroy Cagnone	Dr. John Cagnone	Dr. Leroy Cagnone Scholarship Endowment
Dick Carlson	Dr. and Mrs. Bob Dorian	Ernest G. Sloman Library Endowment
Dr. John Caserta	Dr. and Mrs. Mario Gildone	Dr. and Mrs. Mario E. Gildone Scholarship Endowment
Dale Caskey	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Greg Cecil	Tom and Susan McConnell	Dean's Fund for Excellence
Dr. Richard Collier	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
William Comstock	Dr. and Mrs. Martyn Rosa	Dr. Martyn Rosa Scholarship Endowment
John Dasher	Dr. Ronald Borer	General Memorial Fund
Mary Jane DeGirolamo	Dr. and Mrs. George Louie	Class of 1956 Endowment
Dr. Willard DeMont	Dr. and Mrs. Louis Geissberger	Geissberger Family Endowment
Etienne Jean Droulers	Geissberger Family Dentistry	Geissberger Family Endowment
Edwin Endow	Elizabeth Soderstrom	Soderstrom Family Pediatric Fund
Alvina Flower	Geissberger Family Dentistry	Geissberger Family Endowment
Dr. Robert Gartrell	Ann and Cesare Cisneros	Dean's Fund for Excellence
	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
	Dr. James Garibaldi	Dean's Fund for Excellence
	Dr. Robert Golden	General Memorial Fund
	Dr. and Mrs. Ross Lai	General Memorial Fund
Gerald Gong	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
Dr. Suzanne Hamilton	Dr. and Mrs. George Louie	Class of 1956 Endowment
Ayako Hashimoto	Geissberger Family Dentistry	Geissberger Family Endowment
Lynn Hersh	Craig & Nancy Yarborough	General Memorial Fund
Bo Hing	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
Dr. Henry Holand	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Mary Jacobs	Dr. and Mrs. George Louie	Class of 1956 Endowment
Julie James	Dr. and Mrs. Kenneth Holcombe	General Memorial Fund
Joseph Janlois	Drs. Wai Ming Chan & Ruby Yu	Alumni Association Scholarship Endowment
Lou Jones	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
Dr. John Karsant	Dr. Constantine Karsant	Dean's Fund for Excellence
	Dr. and Mrs. Stephen Yuen	Class of 1956 Endowment
Richard Kinsella	Dr. and Mrs. Mario Gildone	Dr. and Mrs. Mario E. Gildone Scholarship Endowment
Larry Landa	Dr. and Mrs. Mario Gildone	Dr. and Mrs. Mario E. Gildone Scholarship Endowment
Claudyne Lee	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Maria Lessley	Ann and Cesare Cisneros	Dean's Fund for Excellence
Dr. Joseph Levy	Dr. Robert Christoffersen	Dr. Robert Christoffersen Facilities Endowment
	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
	Dr. James Garibaldi	Dean's Fund for Excellence
	Dr. Eddie Hayashida	Dr. Eddie K. Hayashida Student Government Endowment
	Dr. Anders Nattestad	Dean's Fund for Excellence
	Dr. Leonard Warren	General Memorial Fund
	Craig & Nancy Yarborough	General Memorial Fund
	Dr. Robert Coupe	General Memorial Fund
	Dr. and Mrs. Bob Dorian	Ernest G. Sloman Library Endowment
Dr. James Martin	Ralph & Katheryn Lachman	General Memorial Fund
	Dr. Robert Coupe	General Memorial Fund
Stuart Menist	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
Robert Monagan	Dr. and Mrs. Stephen Yuen	Class of 1956 Endowment
	Dr. Robert Coupe	General Memorial Fund
	Dr. Susan Locke Lindsay	Dr. Franklin H. Locke, Sr. Endowment
Kathleen Moore		
Muriel Nesbitt		

30 MEMORIAL GIFTS

In Memory Of	Given By	Gift to
Joe Ott	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Frank Petersen	Dr. and Mrs. Mario Gildone	Dr. and Mrs. Mario E. Gildone Scholarship Endowment
Claudine Pless	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Thressa Pritchett	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment
Rosemary Ring	Geissberger Family Dentistry	Geissberger Family Endowment
	Dr. and Mrs. Louis Geissberger	Geissberger Family Endowment
Brian Shawn Rosa	Dr. and Mrs. Martyn Rosa	Dr. Martyn Rosa Scholarship Endowment
Francine Sachs	Dr. and Mrs. Coleman Gertler	Dr. Coleman and Mrs. Jane Gerlter Endowment
Alice Jean Schiro	Dr. Robert Coupe	General Memorial Fund
	Dr. and Mrs. Bob Dorian	Ernest G. Sloman Library Endowment
William Schmidt	Dr. and Mrs. Roy Bryggman	Charles, Charles, Jr. and Joe Sweet Scholarship Endowment
Elizabeth Selmar	Dr. Ronald Borer	General Memorial Fund
	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
	Dr. James Garibaldi	Dean's Fund for Excellence
Doris Shilling	Dr. Ronald Borer	General Memorial Fund
William Slingsby	Geissberger Family Dentistry	Geissberger Family Endowment
	Dr. and Mrs. Louis Geissberger	Geissberger Family Endowment
	Al Gilmour	Alfred E. Gilmour Scholarship Endowment
Donald Smith	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
Phyllis Smydo	Geissberger Family Dentistry	Geissberger Family Endowment
Shevaun Stapp	Drs. Silvestri & Ellerhorst	Silvestri-Ellerhorst Family Endowment
Mary Alice Steinhardt	Dr. and Mrs. Bob Dorian	Ernest G. Sloman Library Endowment
Dr. Harold Templin	Dr. and Mrs. Martyn Rosa	Dr. Martyn Rosa Scholarship Endowment
	Paul and Peg Barkin	Alumni Association Scholarship Endowment
Dr. Arthur Thurber	Dr. Clinton Emmerson	General Memorial Fund
Dr. John Tocchini	Dr. and Mrs. Leland Nelson	Dean's Fund for Excellence
Dorothy Tynan	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine Endowment

MEMORIAL GIFTS 31

In Memory Of	Given By	Gift to
Norman Tyson	Dr. Robert Golden	General Memorial Fund
Wilbert Vargas	Dr. and Mrs. George Louie	Class of 1956 Endowment
Dr. Draga Vesselinovitch	Dr. and Mrs. Arthur A. Dugoni	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
Lynn Walker	Dr. and Mrs. Leonard Carrick	Dr. Arthur A. Dugoni Endowed Professorship in Orthodontics
William Walker	Dr. and Mrs. Mario Gildone	Dr. and Mrs. Mario E. Gildone Scholarship
Endowment		
Virginia Wilkinson	Dr. Bruce Valentine	Dr. Bruce and Mrs. Grace Valentine
Endowment		
Dr. Robert Woolf	Dr. Frank Hodges	General Memorial Fund
Keith Young	Dr. Patrick Ferrillo	Dean's Fund for Excellence
	Craig & Nancy Yarborough	General Memorial Fund
Mario Zabalaga	Geissberger Family Dentistry	Geissberger Family Endowment

In Celebration Of	Given By	Gift to
Dr. Joel Brodsky	Dr. Charles Brodsky	Dean's Fund for Excellence
Occasion: In Celebration of		
Dr. Joel Brodsky's 60th Birthday		
Dan Merkel	Dr. and Mrs. Coleman Gertler	Dr. Coleman and Mrs. Jane K. Gertler Endowment
Occasion: In Appreciation		
Dr. and Mrs. Dugoni	Dr. Phil and Mrs. Carole Gilbertson	
Dr. and Mrs. Dugoni	Craig and Nancy Yarborough	
Occasion: In honor of Dr. Arthur and Kaye Dugoni's 60th Anniversary		

In Memoriam

Dr. Verl R. Knight '42
 Dr. Philip L. Rickey '42
 Dr. John C. Karsant '46
 Dr. Grace M. Thomsen '47
 Dr. George William Kisling, Jr. '50
 Dr. Arnold J. Thurber '50
 Dr. Edward Thompson '53
 Dr. Gale H. Newcomb '54
 Dr. J. Dwayne Nielsen '54
 Dr. R. Frank Fairbanks '55
 Dr. William H. Schmidt '55
 Dr. E. Edgar Schroeder '59
 Dr. Warren L. Gee '59
 Dr. Robert S. Gartrell '74A
 Dr. Gregory B. Jensen '81
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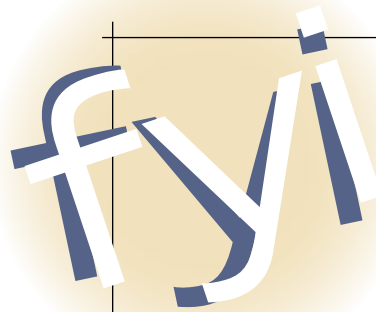


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**Advanced Restorative Dentistry:
An Adventure in Excellence**
Friday and Saturday, June 26-27, 2009
Dugoni School of Dentistry, SF
(415) 929-6486

Alumni/Graduate Banquet
Friday, June 12, 2009
The Ritz-Carlton Hotel, SF
(415) 929-6423

Thanks a Bunch Brunch
Saturday, June 13, 2009
The Fairmont Hotel, SF
(415) 929-6434

OKU Convocation
Saturday, June 13, 2009
The Olympic Club, SF
(415) 929-6425

**Nevada Alumni Chapter
Dinner and Rodeo**
Saturday, June 20, 2009
Louis' Basque Center & Reno
Rodeo Arena
Reno, NV
(415) 351-7108

White Coat Ceremony
Saturday, July 18, 2009
Palace of Fine Arts Theatre, SF
(415) 929-6434

**Kids in the Clinic
Golf Tournament**
Monday, June 29, 2009
Olympic Club, SF
(415) 929-6406



**Alumni Reception during the
Pacific Northwest Dental
Conference**
Friday, July 24, 2009
Tap House Grill, Seattle
(415) 351-7108

Day at the Races
Sunday, August 2, 2009
Del Mar Thoroughbred Club,
Del Mar
(415) 351-7108



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**The Aesthetic Revolution:
Setting New Standards
in Cosmetic Dentistry**
June 19 - 21, 2009

**Narrow Diameter Implants
Hands-on Clinic**
June 20, 2009
February 20, 2010

**Advanced Restorative Dentistry:
An Adventure in Excellence**
June 26 - 27 and August 28 - 29, 2009

**44th Annual Allyn D. Burke
Dental Symposium**
June 26 - 27, 2009
King Auditorium
Naval Postgraduate School
Monterey, CA

Hospital Dentistry
July 18 - 19, 2009

Certification in Radiation Safety
July 18, August 15, 2009
October 3, 17, 2009

**Periodontal Crown Lengthening
Study Club**
July 31, August 1, 14, 21, 2009

Essentials of Aesthetics
August 8, 2009

Success with Dental Implants
August 22 - 23, 2009



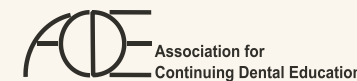
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[VISION]

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[MISSION]

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Prepare oral healthcare providers for scientifically based practice

Define new standards for education

Provide patient-centered care

Discover and disseminate knowledge

Actualize individual potential

Develop and promote policies addressing the needs of society

[VALUES]

HUMANISM – dignity, integrity and responsibility

INNOVATION – willingness to take calculated risks

LEADERSHIP – modeling, inspiring and mobilizing

REFLECTION – using facts and outcomes for continuous improvement

STEWARDSHIP – responsible use and management of resources

COLLABORATION – partnering for the common good

PHILANTHROPY – investing time, talent and assets