

Question #5 AACD Board of Directors VP Application

5a. Why are you applying for this position?

I am applying for the position of Vice President. I am authentic, energized and passionate with a love and respect for the Credential and the values of the Academy as well as having a deep sense of loyalty to our members. I believe I have traits that prepare me for this position: Empathy, Accountability, Courage, Duty and Determination, Energy and Encouragement, Respect, Selflessness, Honorable and Humble, Integrity and Passion and Pride for my work. I feel that the most meaningful way to succeed as a leader is to help other members achieve their goals and succeed within our Academy. I believe that leaders who put other people first end up inspiring a greater sense of belonging amongst our members. My main focus will be to work as a TEAM with the other directors and staff to help move the AACD forward and to focus on the goals of the strategic plans. I have a track record and experience in developing ideas and putting them into play as we tackle our declining membership and retention rate, our lack of prominent visibility among our peers as well as the lack of profitability of our Scientific Session and our online education.

I have been a member of the AACD for more than 20 years. Over that time, I have volunteered at many positions in the Academy starting as a Speaker Host, working on various committees and moving on to being an Accreditation Examiner for the last 5 years, a Director on the BOD for 3 terms over the last 12 years. I served three years as a member on the American Board of Cosmetic Dentistry as well as having chaired the Awards and Recognition Committee and the Member Relations Ad Hoc Committee under 3 presidents. I have worked hard at developing my skills, qualities and attributes to ensure that I am able to deliver exceptional results for the Academy. I am highly professional, highly organized. I have demonstrated that I can inspire and lead the 25+ US volunteers as well as 5 International members that I recruited to connect and engage with our members. I believe we must win the “hearts” of our newer members before we can win over their “minds”.

5b. What have you learned from being on a past Board?

From being on past boards I have learned that before a leader renders an opinion he should wait until everyone has spoken. It gives all board members the feeling that they have been heard and that they have contributed. One needs to listen more than one talks and that one needs to have a great deal of empathy for not only the views of your fellow Directors, but to also take into account the need and desires of our membership. Good decision-making means incorporating a multitude of different points of views as well as your own and finding the best resolution that reflects what is best for our membership. I feel it is important to have a transparent leader who is open, honest, visible and accessible as a leader. I have come to realize that the role of a leader is not to necessarily come up with all the great ideas but to create an environment in which great ideas can happen.

5c. Leadership Skills and Organizational Style

Leadership, just as life, is a journey. One must continue to learn in order to lead. I try to develop myself both personally and professionally every day. Some of the characteristics that I have that qualify me for this position is a strong desire to excel, a stick-to-itiveness needed to accomplish a challenge. I am a team player, a good listener, and I love to help others succeed. I am honest, sincere, have a positive outlook, have a passion for dentistry and life, have compassion and sensitivity for the needs of others. I come from a blue-collar background. I am an extremely good fiscal manager as demonstrated by managing my office and home efficiently, thus allowing me to reach financial freedom in the face of many challenges. I am well focused and disciplined and have the ability to sacrifice short-term fun in return for long-range fulfillment.

My leadership style is to lead by example. At my office, I am the first to arrive and the last to leave. I take on challenges every day as a leader at work and at home. I accept the responsibilities of my actions. I find that people, who take responsibility, get the job done, go the extra mile, are driven by excellence and produce regardless of the situation. I treat every one of my team members with respect and believe there is no job that I require of them that I would not do. I care about my team members as individuals respecting differences in opinions and personalities. I include my team in the leadership process by asking their ideas and suggestions. My goal is to inspire my team members to be the best at their jobs and inspire my patients to the highest level of dental health that is consistent with their values.

My organizational style is data driven. We have an ongoing evaluation of our current state of doing things and our desired state, setting goals, reviewing results, then modifying goals and making plans to achieve those goals.

d. Projects and Accomplishments

In regard to my abilities to get projects done at my office as well as on committees at the AACD, I work as a team with a shared vision. When I am chair of a committee or as the leader at my office, I always begin with the end in mind. We prioritize our goals so we can concentrate our time and energy on doing what is important. We delegate duties, monitor our progress and meet our deadlines. Everyone on our team has different capabilities. We try to utilize everyone's best skills to benefit our goals. Success on our committees and success in life is a function of how well we work and play together. By sustaining good interpersonal relationships with committee members, our team members and our patients, we are able to achieve extraordinary goals.

For the last 2 years as Chair of the Member Relations Committee, we have developed an outreach strategy for building and continuing relationships with our new members. We want to share with them AACD's vision so that those members with similar values and beliefs can relate. In the Executive Directors report contained in the November, 2018 BOD packet, Barb wrote, "Members contacted by the Member Relations Committee have a 9% higher renewal rate than those who are not. Relationships count!" I am very proud of this accomplishment, as this was the first time in 10 years where our first-year retention has increased rather than slipped down. I am also happy to report that another one of the goals of the Strategic Plan was to see engagement of 10% of membership in usage of online forum. In the November, 2019 Magic Carpet email Barb wrote: "We knocked this one out of the park and have seen an engagement

in the online community of 23.7% of members! This increased engagement is attributed to the efforts of Dr. Marilyn Calvo, chair of the Member Relations Ad Hoc Committee, who has championed a schedule of content from all three boards” as well as Past Presidents, Examiners, Accredited Fellows and Residents

I believe that newer members want to be valued, respected and want to feel they “belong”. I believe that we are drawn to leaders and organizations that are good in communicating what they believe. I believe that the key to increasing our retention rate is to make our newer members feel special, feel safe and help them feel that they are not alone in this ever-changing field of comprehensive cosmetic dentistry. I am in agreement with the philosophy of Simon Sinek who says if you say what you believe and do what you believe, you will attract members who believe what you believe.

I walk my talk. Over the years, I have received a great deal of satisfaction in giving back to the community as well as to my profession. For 20 years, I volunteered at a Children’s Dental Clinic for underprivileged children. I was involved in leadership and co-chaired fundraising campaigns for the UCLA School of Dentistry and volunteered at National Charity League (a philanthropic organization for mothers and daughters) for over seven years. In 2011, I did a full mouth reconstruction for my “Give Back a Smile” recipient. From 1998 until 2010, I was a Clinical Instructor at the Contemporary Esthetics Residency program at Esthetic Professionals in Tarzana, CA where I was committed to teaching 24 days per year on a volunteer basis. From 2008 until 2014 I was involved as a Visiting Faculty at the Spear Institute in Scottsdale, Arizona. I enjoy mentoring and sharing my passion and love for the Accreditation Credential. I have been acknowledged for my work at AACD by being the recipient of an Evy Award for service in both 2010 and 2019 and the President’s Award in 2018.

5e. Balancing friendships when policy or ethical issues create such a conflict

In terms of making unbiased decisions in situations where friendships and policy/ethical decisions clash, I know I will put the core values of the AACD first. I have already demonstrated that during my tenures on Board positions. I also believe in leaving any conflicts at the door and when the Board makes a decision, I will speak as one voice with my fellow Board members.

5f. What do you bring to this organization that is distinctive?

I have empathy for our members and I genuinely want to connect with them. I am driven in term of wanting to give members an exceptional “impression” of the ideals of the AACD and convey that the leadership is authentic in wanting all members to be successful. As a result of selling my practice and associating back, I am in the habit of spending a few hours every day in doing work for the Academy. In the past 2 years I have spoken and documented my phone conversations with over 325 first year members. By speaking to them myself as a member of the Board of Directors, I have shown them how much I care. I have listened to what they have said. When new members asked me if there were any “mentors” that could help new members, I recruited 25 seasoned AACD New Member Advisers and started the pilot NMA program. When they shared with me, they wished there was more networking, Dana and I developed the online Discussion

Forum. When they told me that AACD has so much content, but they didn't know where to start in terms of reaching their goal of delivering comprehensive esthetic dentistry, I shared these comments with Barb and Dana and we ultimately developed "Learning Pathways" that will be launched in 2020. When I wanted to give a personal welcome experience to every new member that wanted one, I recruited 25 US members and 5 international members to engage with 1200 new members yearly. When the Discussion Forum was new and didn't have enough postings, I felt "the pump needed to be primed" and I recruited 16 out of 28 past presidents, 40 Accredited Fellows and Examiners, 6 Residents, the entire BOD, ABCD and the BOT to share cases and information 2 or 3 times per week. In developing these projects, my goal was to provide members, opportunities for engagement and to learn from the educational postings made by like-minded individuals who could inspire them to achieve more than they ever could have imagined.

5g. Give us an idea where you see your interests and expertise support the advancement of the AACD Strategic plan and reflect an alignment with the Academy's core purpose

Membership--Together with other Board members, I feel it is imperative to create an environment at AACD where our members feel safe to share their every-day challenges and experiences in their practice without being judged. Many new members join with aspirations of wanting to learn and provide comprehensive cosmetic dentistry to their patients, but they don't know what path to take. Last year, we had over a thousand new members join the AACD, but greater than a thousand left. The growth of AACD depends on our ability to attract members that believe what we believe, a community with a common sense of beliefs and values. Currently, "our target audience is identified as elite dentists and those who aspire to become elite". However, perhaps that definition is too narrow in that sometimes new members don't believe they can become "elite dentists" until they have been members for a time and have been nurtured and have come to trust that our organization is authentic and will help them sharpen their skills and thought processes necessary to deliver the high quality dentistry they aspire to do. During the first year of membership, half of all new members don't experience the value of membership and choose not to renew. For that reason, I believe we should reevaluate reworking the Affiliate network to achieve a win-win arrangement. In order to develop a sense of community, first year members need to have multiple contacts with other members and leaders. If only 18% of our members are coming to the Scientific Session, we must find other ways to nurture them in person via Continuums and Affiliates and networking opportunities via welcome calls, discussion forum and becoming involved with a New Member Adviser.

Scientific Session—We need to make this profitable, and at the very least we need to have a balanced budget for our annual meeting. For the first time in recent history, the Scientific Session is budgeted to be a loss, mostly due to higher Food and Beverage minimums, higher than normal programming, AV costs/ Electrical costs, speaker fees, speaker travel and international speakers. We need to explore a different model than we're currently using. We need to be more on target of how many members we are predicting will attend and how many hotel rooms we will need to reserve instead of over estimating rooms needed and paying attrition fees. We need to explore looking into a main speaker room, hands-on workshops that the AACD is known for, and an Accreditation room instead of so many choices in the model we have now. This would cut down on expenses and allow for more networking as members will be concentrated and focused.

Education and the Credential—I have participated in Credentialing exams for the last 5 years, most recently this past November. I make the time to mentor any individual that has asked me and I take joy in it. I have written articles that have been published in the jCD, Inside Dentistry and Compendium. At the end of this month, I have been asked to be on a panel at UCLA speaking to dental students. From speaking to first year members, I learned that many want to see clinical cases posted by respected clinicians that are willing to share their thought processes in their treatment planning. To accomplish this, I turned to the Credentialing Chair and the ABCD Chair to ask them if I could assign Examiners and Accredited Fellows to post a “Case of the Week”. They agreed so we will soon have the “Case of the Week” postings that will hopefully be sparking engagement.

Fostering Leadership—I have been cognizant of the need for developing leadership among our younger members and have been recruiting younger members to help on the Member Relations Ad Hoc Committee. I give them feedback when I see that they are working well on their duties.

Online Education—The Virtual Campus is adding one/two videos a month. As chair of the Member Relations, I was asked to identify 4 subjects that we could initially implement in our structured “Learning Pathways”. This will be an excellent Member Benefit when videos for all the topics identified by the “Residency program” are completed. Currently, we are paying Dental xP and Restorative Nation more than \$120,000 year. When our AACD library is substantial, we will be able to eliminate this need and cost.

I agree with the digital documentation that was developed this year to document what committee chairs do and when they do it. It will give a history to future chairs and help in decision making as to what has been tried in the past and the results from the efforts that were made.

5h. Forming a bridge between the Board and our members

For years I have had a tremendous passion for what the Academy has done for me. With or without being on the Board, I already share my passion on how being a Member of the AACD Community has helped me grow as a dentist and a person. I’ve demonstrated my ability to connect with general members over the years through my involvement in the New Member Program, the ABCD Facilitator Program, and the University Outreach Program and by serving on the Board of the LA Affiliate of the AACD. I have been an Examiner for 5 years having most recently examined in November, 2019. I have always responded and mentored every person that has contacted me and do my best to inspire them to achieve Accreditation.

My past service to the AACD is very transparent and reflects that I have no agenda for my own personal gain. I am not a lecturer nor am I trying to promote any classes or products. I get my personal fulfillment from sharing my passion and love of the Credential along with excellence in cosmetic dentistry with New Members, General Members, Accreditation Candidates and our Accredited Members. Helping others reach their “aha” moment when they realize through hard work and going the extra mile, they can achieve goals that they thought were not within their reach. This is what brings a smile to my heart. I want to make a difference and inspire more members to reach the highest level of cosmetic excellence that they desire to achieve.

5i. Leadership courses

I have taken Leadership courses as part of Board Member training from 2006 -2008 and from 2013 – present through the AACD as well as having read books based on leadership development by Adam Grant, professor at Wharton Business School, Simon Sinek and Jim Collins and others. I have also taken classes from Paul Homoly and Michael Schuster at the Center for Professional Development.

5j. What else should we know?

For those of you that may not know me personally, I am very committed to following through with projects—not just in the short term of development of a new program, but brainstorming ways of how goals can be improved, reevaluated and kept going for the long term.

I served on the Board of Directors from 2006 until 2008 and have grown from that initial period of service. Since 2007, I have volunteered at the Annual Conference by helping Brett Magnuson with the Accreditation Photography workshop and have helped Jim Peyton at every annual meeting by mentoring in either the Class IV or Type V Accreditation workshops from 2007 until 2015.

In 2010 I was honored to receive the AACD Service Award for my work in connecting with New Members and developing the New Member Mentorship Program and its Welcome Program at the Annual meeting. In 2019, I received a second Evy.

From 2013 until 2016 I was on the ABCD and among other things worked with MIP's and the University Outreach Program. Finally, for the past three years, I have had the honor of being an Examiner and mentor with the Accreditation process.

Most recently, I was proud to receive the “President’s Award” from Dwight Rickert for my involvement with membership.

I have also done 8 episodes of the TLC network TV program, “Ten Years Younger”.

5k. Any adverse action or any action pending?

No

5l. Have you ever been convicted of a felony or are there any charges pending or under investigation?

No