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**a) Why are you applying for this position?**

I am finishing up my 2-year-term on the AACD Board of Directors. I recognize two major areas that really need improvement, and I would like to offer my time to help make the positive changes happen.

1. We have a problem in our governance structure where the leadership culture needs to evolve into something more positive, uplifting, and united. I discussed my belief at my NALDC interview in 2018 that the AACD congregates extremely talented and passionate individuals, but it is a difficult task to guide the individuals toward a common goal due to many reasons. I was not wrong, and in the last two years I have learned what it takes to effectively work with the different personalities among the members of the boards. Our current president Dr. Sal Lortado has introduced the "Culture Reset" plan which is starting to build great momentum. The changes have to continue from a united Executive Committee that is poised to advance the path, and I believe that I can support and work well with the current EC to maintain the much needed level of consistency. I have the support and encouragement of the entire current Executive Committee to submit my application for this position.
2. The AACD needs to reorganize our educational offerings into a more defined structure that clearly supports our members no matter where they are at in their journey. I am currently assigned as Chair of the Comprehensive Cosmetic Curriculum, Pathways and Terminology Ad Hoc Committee. The vision of a formal curriculum will take multi-year efforts and coordination with the right experts in the field. I believe that this is key in the effort to unite all AACD talents toward an outstanding educational platform as we move forward. As a member of the Executive Committee I will be able to help populate the proper members to this important project and to help guide it to an end result that will benefit all.

**b) What is your vision for the future of the AACD?**

First, I believe that the Academy is built upon a clinical Credential that cannot be challenged no matter how much technology has and will advance to change the way dentistry is practiced every day. We need to continue to inspire dentists of all levels to understand and adopt this outstanding clinical foundation that will drive their clinical practices to excellence.

However, with the nonstop development of the internet world and the evolution of the dentist population, we need to be able to understand our younger demographics whose engagement are driven by a swipe of a device screen, a click of a mouse, and a computer monitor. I am talking about a demographics who seek information in a concise format with an immediate style of delivery. This requires our educational format to change from online lessons to our in-person conferences.

Just like how typewriters and computers have changed how we used to handwrite our messages, the messages do not necessarily need to change, but the method of delivery has to incorporate the current tools available.

We need to evolve with the digital world in both methods and content.

**c) Have you served on boards in the past? If so, what have you learned from this experience?**

Yes, I am finishing up my two-year term on the Board of Directors. I also have served on the Board of Trustees in 2007, 2008, 2009, 2010. I was Chairman of the BOT in 2008-2009. I learned many things from my involvement. From the leadership training I received through various speakers who were invited to speak, to actual interaction with the AACD staff at the home office, to interaction with other members among the leadership boards - I realized that effective leadership requires the ability to manage the personalities and help direct the energy/ideas of different personalities to produce positive results in the end. The most interesting thing I learned was that each board has its own objectives and drive, and sometimes there can be a lack of cohesiveness and support between the three boards. I saw this as the reason for fragmentation among our leadership. This has to change if we want to create a solid organization. There needs to be more dialogue among members of the boards so that misunderstandings can clear up and collaboration can happen for the greater good.

I also learned to work with staff members at the home office. In my opinion, the key to effectively working with the staff is to empower them to take charge in leading projects and be accountable for the progress, without micromanaging their day to day work.

**d) We are interested in learning about your leadership skills and organizational style. Tell us what we could expect and how you work with others. Be specific as possible.**

I fully respect the time that all members of leadership boards donate to our academy. Hence, I do not let differences in personalities get in the way of the decision-making process that directly affects the Academy. I have always been able to respect individual personalities. To me, it doesn't matter how "different" a personality may be. As long as what the individual can do for the organization is a positive contribution, then as a group we should not exclude or discount the opinion of that personality just because of our differences.

An effective leader must be able to listen without judgement and incorporate different ideas that ultimately serve the right purpose. I often take time to talk with other members to explain my intentions and ideas, as well as to help me understand their intentions and ideas. As a volunteer I believe that this is the best way to make sure what I am doing is in line with everyone else's thinking.

How I make decisions for the Academy has to be different from how I make decisions in my own practice.

**e) Serving the AACD requires people to take on projects and see them to completion, often working with others to accomplish specific goals. Tell us about your accomplishments and approach to fulfilling obligations**

I have always devoted 100 percent effort to the task at hand when I am involved in the AACD.

When I served on the Written Exam Committee I always fully engaged the entire long weekends where we sort through questions and results to help perfect the exam for the coming year. I also devoted additional time to help research topics and develop new test questions for the exam. By staying on top of my continuing education I was able to accomplish the Written Exam Committee's required tasks.

When I was serving on the BOT, as a member and a past Chairman I had to help manage the different opinions of the Board members. It was a difficult task because at that time we had many strong personalities congregated together in one group. Some wanted to keep the Charitable Foundation focused only on the Give Back a Smile program. Some wanted to diversify and add more programs to the Foundation such as student scholarships, educational endowments, etc. Some people completely rejected all new ideas that diverted from the existing ongoing program. I took a neutral approach and recognized that whereas the timing for new programs was not right, we could certainly postpone new programs for consideration in the future. Sometimes it takes setting our differences aside to work together to reach a compromise so we can all move forward in a positive manner. All leaders must be able to accept compromises without being outwardly disrespectful of other opinions.

On the Board of Directors, I helped engage members of various committees to gather information for the Documentations Task Force which was charged with creating documents and timeline to help future committee chairs carry out their work effectively. Reaching members is not always easy, but I learned that if you are patient and give people time then they will eventually come through with the communications.

In 2020, I continued my work to help the AACD Members Relations Committee engage members in the membership renewal process. I also helped the same committee create the AACD Smile Portrait Competition to allow our member dentists and technicians showcase their work to the public and peers in the effort of establishing a cohesive online presence for the AACD. I worked closely with the online platform developer to customize the Smile Portrait Competition portal. During the process I listened to all feedbacks presented by key members regarding the pitfalls of the old Smile Gallery competition; evaluated all aspects with the committee; and helped establish a competition platform with proper Disclaimer and Terms and Conditions which were evaluated and approved by the AACD's legal counsel. In all projects I believe that incorporating ideas and concerns help produce results that can be satisfactory for all.

The 2020 pandemic made it a difficult year for the Budget and Finance Committee to help propose an operating budget for the boards to approve. I sat through long meeting hours with fellow committee members to help evaluate all aspects of AACD expenditures in order to recommend the best solution for our budgets. I learned to consider and make uncomfortable decisions, while keeping in mind the focus that the AACD's future needs to be based on sound operating budgets.

I am also currently serving as Chair of the Comprehensive Cosmetic Curriculum, Pathways and Terminology Ad Hoc Committee. We are working hard to create a formal curriculum structure under which all educational offerings will be clearly catalogued and presented. It is our wish that clinicians who come to the AACD will know exactly where they belong in the learning pathway, and can easily find the exact course materials to help support their needs. By diplomatically

addressing the concern of each committee member, I am able to unify ideas toward positive results. It will take continued dedication of time and energy, but we are making great progress.

**f) The AACD offers our members a superb opportunity to form friendships which could be brought into conflict when policy decisions or approaches must be addressed. Tell us about how you might balance those friendships when policy or ethical issues create such a conflict.**

I do not have a problem telling a friend or a colleague that we have to adhere to policy and prevent ourselves from unethical conduct when it comes to the decision making on behalf of the AACD. I care enough about the integrity of the organization to not let friendship stand in the way of doing the right thing for the organization. I am a person of integrity, and am a "straight-shooter" when faced with ethical conflicts.

**g) What do you bring to this position that is unique or distinctive? How will you make a difference?**

I come from a background where I've always had to work hard to achieve my dreams and aspirations. In order to be where I am today I have learned from many older leaders who have been my inspiration. I also have mentored younger students who now represent a new generation of successful dentists. Hence I feel like I can be the bridge between the generations across the memberships. The way we can grow the organization is to engage the new generation of members while maintaining the traditional core value of the founding members. There has to be a balance between the two generations because the thinking and style of work are very different with the younger generation of dental professionals. It takes raising teenage/college age children for me to realize how the new demographics think and act. I too had to evolve because of my children, and a part of the process helped me understand the ins and outs of social media which is the fabric of their lives. Understanding social media is extremely important because it changes the marketing strategy and how we can control our messages.

The biggest difference I can make is simply to listen and respect all ideas, then apply decision making to the right situation.

**h) Please give us an idea of where you see your interests and expertise supporting the advancement of the AACD Strategic plan and reflecting an alignment with the Academy's core purpose.**

In recent years I devoted significant amounts of time to train myself how to use the various digital design software and techniques because I see technology as tools to help us make our job easier and better. I traveled across the country and overseas to learn, and in my journey I encountered a whole new generation of dental professionals who are very progressive in their thinking and operate in very different manners. This experience helped me understand that the future of the AACD must involve this younger generation. I began to see topics that can draw attendees to our conferences and to attract commitment to our membership.

Having an understanding of current cutting edge technology being offered to dentists and bringing

the learning topics to our educational programs will spark interest among members. Whereas, accreditation training remains an important focus for the AACD, there are many other topics that are relevant to the everyday practice that we can also incorporate. I see areas in our educational offerings that can be modified or added to make them more appealing.

I also see ways to rebuild AACD as the household name that the public will turn to when they need cosmetic dentistry. Things like the Smile Portrait Competition are great ways to highlight AACD collectively. If done with proper control and marketing, it can build a very impressive collection of smiles that will repeatedly draw the public's attention to AACD dentists.

**i) Ultimately, the purpose of serving the AACD is to support our membership. Tell us how you see yourself relating to the membership and forming a bridge between the Board and our members.**

As a board member I am always paying attention to what our members are saying as feedback. A common comment I hear is that we have to form more of an interactive community where everyone feels more connected as a tribe. As a friendly person, I am easily approachable no matter what position I hold within the AACD. Some ideas I have recommended in the past have been done, but should continue to happen in a consistent manner:

1. We can take advantage of the internet to host mini webinars to answer questions on credentialing, membership benefits, and mini educational segments which can highlight accreditation case types for example. To relate to the membership and to form a bridge between the Board and the members require a platform for ease of communication. We need to continue to improve this. Young members prefer quick interactive information.

Things like Facebook live sessions from the Written Exam committee discussing sample questions and exam details can help make people realize what it takes to pass the exams, so that they do not feel as though the accreditation process is such a daunting task.

2. We can broadcast live interviews of conference attendees to ask them for feedbacks about how they are enjoying the conference...let them discuss both positive and negative notes. Fun live feeds of conference events can trigger a desire for other members to want to be there to be a part of the fun.

We need to highlight more members in our media portals/social media sites and less of familiar faces in our leaderships. We have to engage the members and make them feel excited and proud to be in it. Otherwise it becomes a club of a handful of people who get to be in the spotlight year after year.

**j) What unique ideas do you have to build and grow our membership in today's climate?**

If we establish a clear educational path way, and allow dentists to learn how to do cosmetic dentistry predictably we will be able to grow membership. Once dentists learn how to predictably do every day cosmetic dentistry, they will automatically want to advance to the next level of recognition: Accreditation.

I believe that accreditation sales itself to self-motivated high-achieving individuals. Therefore, using accreditation to sale memberships may not work as well. We need to sale “current topics of interests” in order to attract members to our Academy.

**k) Please list any leadership courses or webinars taken. Leadership training is highly recommended**

I have been following various webinars on Nonprofitready.org where Webinars are offered. Some of the courses I have done include Essentials for Nonprofit Board Members which highlights:

- A. How the Board of Directors Impacts Non-Profit Success
- B. Non Profit Finance Fundamentals
- C. The Role of Nonprofit Board Members in Revenue Generation
- D. The Power of Storytelling within Nonprofits
- E. Better Selecting and Onboarding Volunteers
- F. Skilled Volunteerism: Doing More without a Budget

**l) What else should we know in order to consider you as an applicant for this position?**

I am coming to the Board without any personal hidden agenda. I have no interest in becoming a lecturer. I do not own a business that would benefit from solicitation to the members of the Academy. I value the Academy and the mentors who have shaped me into who I am as a clinician today, and feel compelled to give back my time. Hence I am offering my help because I think it is a critical time to reshape the future of the AACD.

**m) Has any dental licensing board taken adverse action against your license or is there any action pending? If yes, please explain**

I have no dental licensing board action.

**n) Have you ever been convicted of a felony or are there any charges pending or under investigation? If yes, please explain**

I have no charges against me

