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Outlook: March 1996

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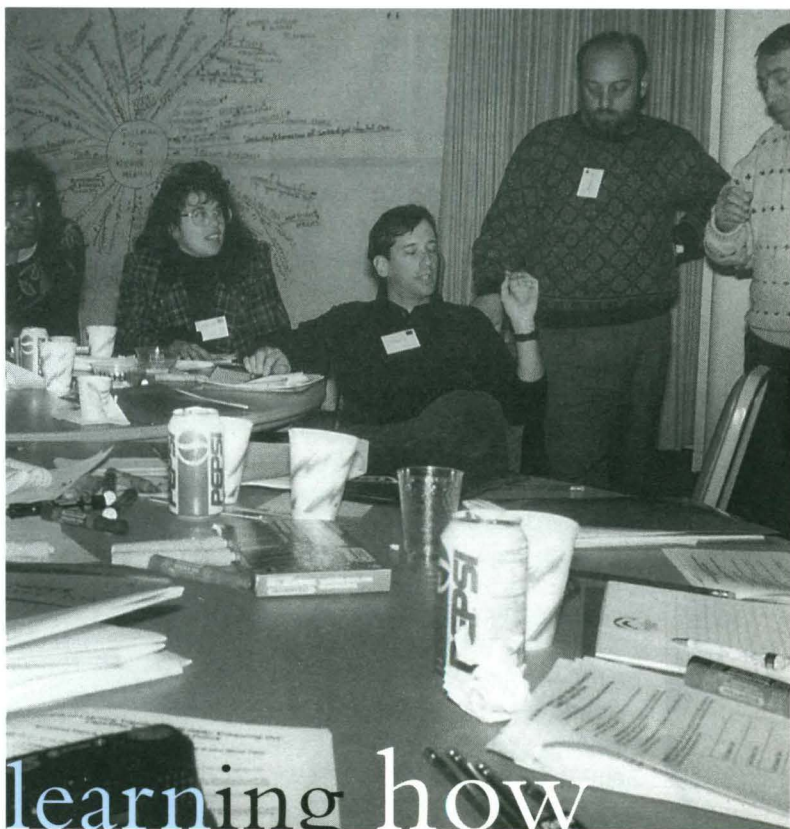
Boston University

MARCH 1996

Outlook

Boston University Goldman School of Dental Medicine

Necessary ingredients:
energy, ideas, and work chart
the future



learning how to learn together

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You have a voice in the future. Whether you attended the school's Futures Conference or not you were represented by one of the "stakeholder" groups present. But, rest assured, the conference was only the beginning. Learning how to learn together will take the brain power, tenacity, toil, and enthusiasm of us all. And from what the conference showed participants about collaboration, creativity, and the future, the school's transformation to a learning organization will be a challenging—and exciting—adventure. »

At a joint faculty/staff meeting this fall, Dean Spencer Frankl introduced the learning organization as an institution "where leadership is based on flexibility, communication, awareness, and curiosity. It is not one based on control, hoarding of knowledge, and narrow leadership."

He emphasized in his remarks throughout the meeting that people are the most important asset. When successfully established, a learning organization culture will foster a climate in which "new and expansive ideas and patterns of thinking are valued and nurtured."

The futures conference, which focused on the next ten years, was the first step in building an organization where leadership is collective. The process is being led by a consulting team headed by Dr. Michelle Gibbons-Carr and her colleagues, George B. Thomas and Gil Steil.

Unlike other planning processes that involve only senior management at the outset and may or may not reach the rest of the organization eventually, the "futures" process for the dental school included the whole system—from faculty and staff to students and patients to alumni and external constituents. Participants represented a vertical slice of the dental school community.

"Everyone took their stakeholder roles seriously in an attempt to represent those not present," Lisa Gibalerio, a staff stakeholder, said.

"Sometimes the process was painful. It took courage to be honest and articulate where we were and where we are today."

Indeed, examining the past and the present were important in the process with the ultimate goal of looking to the future. The process gave voice to differences but moved participants past discussions and patterns that could polarize groups.

Clinicians listened to researchers who listened to staff who listened to students. "For four days a diverse group of people worked together without the stress of rank and were able to produce some remarkable ways to bring the dental school ahead," Dr. John Guarente, an alumni stakeholder, said. "Despite our different perspectives we all share the common goal of growing together."

The self-managed, listening process helped participants cooperate and thus envision common futures for the school. One of the most surprising aspects was how the group's collective unconscious surfaced. From group to group, themes repeated.

"A common theme of striving for uncompromised excellence permeated the discussions. Accepting change is not good enough, effecting change should be our goal," said Dr. David Cottrell, a clinician stakeholder.

A learning organization is about integration, not fragmentation. The plans outlined during the futures process will require action that crosses all departments and hierarchy. For example, the goal of integrating modern technological resources will require experts as well as those affected by and simply interested in the systems. The school does not merely look to experts for answers but relies on members of the community to work together to find solutions.

Work will begin immediately in four areas identified in the process: faculty and staff development, information technology, customer ser-

vice, and communication. Both participants and non-participants of the conference will comprise these groups.

Both Dr. Lee Chou, a researcher stakeholder, and Janis Johnson, a staff stakeholder, who are relatively new to the school, were heartened by their participation. Chou felt that the diverse faculty and staff involvement evinced a promising future. Johnson was impressed that the working solutions will be conceived and developed by the school community.

Jack Terranova, representing staff, said he learned that the future of the dental school was bright. "Everyone, whether or not they participated, will be able to help shape the future. Start thinking about ways to make a difference."

A Futures Perspective

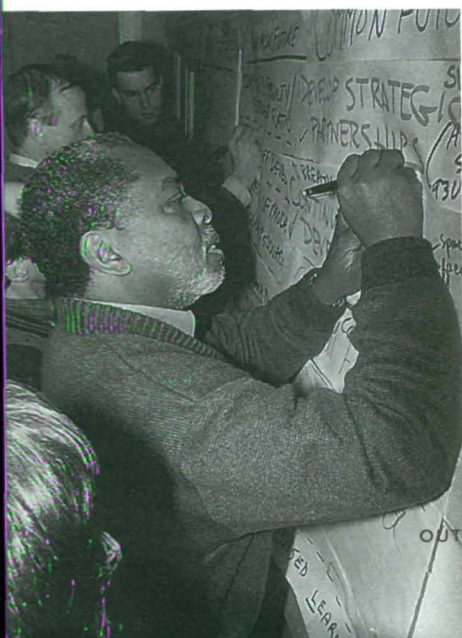
Outlook: What is the health of the school?

Dean Spencer Frankl: Robust. We are in a position of strength not a climate of chaos. Many institutions are not that fortunate. *Why do we need to become a learning organization?*

Because we want to insure that we change and grow. Because we choose to stretch ourselves and face the reality that no organization can rest on its laurels.

What do you hope the futures process will achieve?

A shared vision for the future of the school—one we can all embrace with energy and commitment. Improved communication and interactions among all sectors of the school and community. A deeper understanding of our interdependence. An enhanced perspective of the school's role locally, nationally, and internationally.



Black Achiever shares her success



Asked what motivates her, Minnie Raiford, a member of the School's Finance Office, remarked that she enjoys sharing her time and knowledge with others. Her sense of purpose also enriches those around her, both in the dental school and the South End community. Raiford's expansive awareness of others exemplifies what the Boston University Medical Center's Black Achiever Award is all about. Sponsored by the Greater Boston YMCA, the Black Achiever Program matches honorees with Boston area children to provide the youths with role models.

Raiford developed what she considers her "missionary view of life" as a young child. She and her elder brother and sister would accompany her parents around the neighborhood to check on the elderly residents. They would arrange deliveries of food, heating fuel, and clothing. "We always checked on our neighbors; it was a part of our life. Helping others was a duty, not an option, according to my mother," she said.

Currently, Raiford serves her community through her affiliation with the Mount Calvary Baptist Church in the South End. She sells fruit to raise funds for the church's Youth Development School, sings in the choir, serves as an usher, and

teaches Sunday School to first and second graders. "Some children can read, and some can't, so I have to be an exciting teacher," Raiford observed. "I have to make the material relevant to everyday life, and draw on references they will remember. It's worth the time, because by the end of the year I can notice a change. They're excited about learning. They want to read."

The old adage that busy persons are the most organized certainly is true. While she works in the Finance Office as a contract writer, coordinator for Mass Health, and third party biller, Raiford also is completing her bachelor's degree in professional studies with a minor in business at Boston University. Her future plans include earning a master's degree.

"I've been fortunate to find friends who enrich my life because they truly love what they do," she continued. "My friend Cyrus is a jazz musician, and my friend Felicia is a classical opera singer. It's not only their dedication and talent, it's the fact they always set aside time to serve our community, when they could be touring or recording instead. They both think success is great, but what good is it if you can't share it with others? I share that sense of purpose."

eminently quotable

"The secret of joy in work is contained in one word—excellence.

To know how to do something well is to enjoy it."

Pearl Buck

hats off to...

My Anh Doan DMD 98 and Kevin Peterson DMD 98 participated in the Health Promotion/Disease Prevention Project sponsored by the National Health Services Corps during their APEX rotations this summer. The NHSC, a division of the U.S. Public Health Service, brings teams of dental and medical students to underserved communities to deliver primary dental and medical care. Doan established a Southeast Asian Girls Club that taught newly-immigrated adolescent girls health awareness at the East Boston Neighborhood Health Center. Peterson conducted a fluoridation study of water supplies for rural communities in New Mexico.

Pablo Foncea DMD 97 served as a regional trustee at the 25th annual session of the American Student Dental Association in Atlanta in September. Together with the executive committee and the editor-in-chief, the regional trustees comprise the ASDA's Board of Trustees, which is responsible for implementing the policies and directives approved by the ASDA House of Delegates.

Valerie Smith DMD 97 and Michael Davies DMD 97 attended the Hinman Student Research Symposium in Memphis in November. Co-sponsored by the College of Dentistry, University of Tennessee at Memphis and the Thomas P. Hinman Dental Meeting, this symposium recognizes students' research efforts across the nation.

Nicole Hoang DMD 97, Ross Anapolle DMD 97, and Brad Krusky DMD 97 have been chosen to receive scholarship funds from Delta Dental for their outstanding commitment to the community. Hoang has worked with Vietnamese communities both in California and in Boston and currently volunteers at the BCH pediatric dental clinic. Anapolle began an innovative program that delivers dental care to elderly patients. The "Dentists on Wheels" program has reached over 1,200 elderly and disabled patients in the area. Krusky began his community involvement in Canada and has continued his commitment here participating in dental education at the Museum of Science; dental screenings at the Special Olympics; "Oral Health Update," a community service television program; and "Dentists on Wheels."

Science Research Day '96

Building on the success of last year's event, the second All-University Science Research Day will take place at the George Sherman Union on the Charles River Campus on Thursday, April 11 from 1 to 6 PM. Graduate students from the School of Dental Medicine, the School of Medicine, the College of Arts and Sciences, the College of Engineering, and the Sargent College of Allied Health Professions will display posters of their research. The best presentations will receive honoraria of \$500 with matching awards to the students' respective laboratories. Dean Spencer Frankl will present the dean's award for the School of Dental Medicine.

According to Dr. Maria Kukuruzinska, director of predoctoral research, at least seven predoctoral and seven postdoctoral students will display posters of their research. "We have research in the areas of oral biology, periodontology, oral microbiology, biomaterials, oral and maxillofacial surgery, orthodontics, and dental public health. This diversity of topics underscores the range of scholarly activities of the School of Dental Medicine in both basic science and clinical research, and contributes to the scholarship of the entire university." The deadline for submission is Thursday, March 28. For more information, contact Dr. Kukuruzinska at 638-4859. Come view the posters and support the students.

Conference Gathers APEX and Externship Mentors

The key words for this year's extramural conference? Collaborate, educate, celebrate. On April 27 and 28, the school will hold its Extramural Conference in Brewster, Massachusetts. For the first time, this year's conference assembles extramural faculty who participate in the APEX and Externship programs. Faculty from fifty APEX offices and twenty externship offices are expected to attend.

By convening mentors for this two-day forum, its organizers hope to encourage a greater exchange of information and experiences among extramural and intramural clinical faculty and administration. The conference also will address new strategies on teaching and evaluating students. Two continuing education courses on topics requested by extramural faculty also will be offered.

The conference will be capped by an awards dinner that will recognize the outstanding contributions of several extramural faculty members. Dean Spencer Frankl will give the keynote address.

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Janet Selwitz

As director of patient services, Janet Selwitz, assistant clinical professor of diagnostic sciences and patient services, never has what one would describe as a "typical day." She will make calls to schedule treatment for patients, settle conflicts, hold a student's hand through his or her first HIV patient's treatment, and conduct a class on safety procedures. Her job may seem like a daily scavenger hunt for information and persons to the casual observer. But it is exactly this pursuit of information that benefits patients, students, and the school as a whole.

"I do spend time looking for patient charts and answering questions," Selwitz observes. "These details are all related to educating our students and providing excellent dental care. You have to keep the big picture in your mind. At the end of the day, these details contribute to the education of outstanding dental practitioners." Selwitz brings a wealth of experience to dental education. In addition to working as a dental hygienist, Selwitz served as an assistant professor of dental hygiene for ten years at Forsyth School for Dental Hygienists and as an administrator for the state's dental board for eleven years.

Listening is another attribute of Selwitz's approach. She maintains a distinct air of calm in the midst of following through on several requests at once. "When patients or students call me, I try to really listen to what they're saying. This gives them a chance to know where I stand, and that what I do or how I react is in their best interest."

Many areas overlap in Selwitz's responsibilities: patient services, comprehensive care teams, safety procedures. Patient services and the comprehensive care teams work together to streamline patients into treatment, track patient records, and attract new patients. She serves as the liaison for the dental school for all safety issues, accident reporting, and OSHA requirements. Selwitz also supervises the patient services staff of several of the reception areas. This recent development of restructuring the department has allowed for greater flexibility in staffing and in-service training.

"In December, we held in-service sessions for patient services staff to acquaint them with new dental techniques, finance office policy, and reception desk management. This will only enhance the dental treatment we provide." She finds working with students, faculty, and staff very rewarding, and likes to think of her office as a "resource for the school." This understated perspective is another example of Selwitz's ability to see the big picture.

profile



quick speak



George Haddad, our resident computer consultant, has spent a great deal of the last year managing the transition from a manual system of record keeping to a computerized system of managing information for the school. No small undertaking. We spoke in his (temporarily) quiet office about progress.

Let's start with the patient care centers. How has the computerization affected their operation?

Well, scheduling appointments is no longer manually maintained. The computerized scheduling system on the fifth floor coordinates appointments for 200 to 250 patients each day. The computer system helps the students by structuring their hours in the clinic, managing appointments, referring to the waiting list to fill cancellations, and distributing chair time equitably. The students can check their schedules at the fifth floor clinic's post office box on e-mail.

How about tracking the patients' and students' progress?

It's much easier for the comprehensive care teams to monitor both patients' and predoctoral students' progress with the computerized system. The visit sheets track the predoctoral students' cumulative grade points. The updated visit sheets for postdoctoral residents produced by computer are standardized—there is

accountability for lost visit sheets, more efficient record review and effective patient treatment. This information can be accessed and tracked on every floor at a computer terminal, saving time for patients, students, residents, and staff.

How will computers enhance the students' education?

We are planning a computer lab area on the sixth floor that will offer a range of computer technology. An example of this will be a computer simulation program of a series of question and answer case studies that present a situation, prompt the student to determine the diagnosis and treatment planning, and then tell the students if their answers are right or wrong. So, the program will explain why answers are wrong and provide correct explanations. Most importantly, it will expose the students to a full range of cases that they might not immediately or often see in the course of their practical experience. And it will allow the students to review cases in-depth.

That's a lot of work.

It was all necessary. Without school-wide standards, we had islands of information. This information system prevents isolation and duplication, making everyone's job easier, and ultimately, the patients and students benefit.

Dr. Thomas Van Dyke, professor of periodontology and oral biology, and director of the postdoctoral program in periodontology, and Dr. Dana Graves, professor of periodontology and oral biology, attended the prestigious 1996 Joint Symposium on Clinical Trial Design and Analysis in Periodontics at the National Institutes of Health in January. Co-sponsored by the American Academy of Periodontology, the National Institute of Dental Research, the American Association for Dental Research/ International Association for Dental Research, and the American Dental Association, the symposium sought to clarify and improve the guidelines for clinical trial design, conduct, and data analysis in periodontics. Van Dyke moderated a panel discussion of clinical trials on products for use in periodontal regeneration. Graves was a featured speaker on the use of biologics in periodontal regeneration.

Dr. Donald Booth, professor and chairman of the department of oral and maxillofacial surgery, was re-elected to the Board of Trustees of the American Association of Oral and Maxillofacial Surgeons at the association's 77th annual meeting in Toronto in September. Booth has served on several AAOMS committees, including the Committee on Scientific Sessions and the Committee on Residency Education and Training.

Dr. Paula Friedman, associate dean for administration, chaired the AADS Council of Faculties Interim Meeting in November. Guest speakers at the two-day meeting included Dean Spencer Frankl, who spoke about the role of managed care in dental education and keynote speaker Dr. Richard Egdahl, vice president for health affairs and director of Boston University Medical Center, who spoke about managed health care and dentistry.

Dr. Michael Hunter, assistant professor of oral and maxillofacial surgery, gave two research presentations at the American Association of Oral and Maxillofacial Surgery's Annual meeting held in Toronto. Hunter presented: "Parenteral Antibiotics in the Treatment of Mandibular Osteomyelitis" and "Morbidity and Mortality in Outpatient Anesthesia," a study that was conducted with Amy Molinaro DMD 95. Both papers were accepted for publication in the *Journal of Oral and Maxillofacial Surgery*.



To whom it may concern:

This letter is in regards to my first visit at BU dental school. I was very impressed with the care I received at your facility and would like to thank the students for such professional and skilled care. I had originally made an appointment for a checkup, but when I found I had a cavity the staff was more than willing to accommodate me. Everyone from the front desk staff, to the students in x-rays, to the student that filled my cavity was extremely efficient and friendly. Rimmie Pandher DMD 95 was especially helpful and kind. I am certainly pleased that I chose BU for my dental care. Thank you again for such wonderful care.

Nicola Ryding

To Dr. Sydell Shaw

(Assistant Dean for Predoctoral Admissions and Student Affairs):

Thank you for allowing me the opportunity to interview with you and Dr. Siamak Parsa DMD 93. What first attracted me to the school was the APEX program. I want to learn dentistry through hands-on experience. There is no better way than to work in an actual office.

The teacher to student ratio also attracted me. I would like to attend a university where the faculty is accessible. Students need mentors who can offer help, advice, and direction. I noticed in our interview, Dr. Shaw, that you are a perfectionist in your work and you really care about people. Those qualities, most of all, are what I am looking for in my own development as a dentist.

Meerweis Stanisai

Alumni Weekend Plans Underway

Mark your calendars for Alumni Weekend May 17-19. The weekend will feature fifth, tenth, and fifteenth year class reunions, continuing education courses on Saturday morning, the annual spring gala Saturday evening, commencement ceremonies on Sunday, and fabulous spring weather. Just something to keep in mind while you're braving the snow, sleet, ice, and rain of a typical New England winter. For more information, contact MariBeth McKeon in the Office of External Affairs at 638-4732.

Yankee Dental Congress Coming of Age

The dental school was well-represented at the 1996 Yankee Dental Congress which featured faculty, staff, and alumni moderators and speakers at its annual four-day convention in January. The general chair of the 1996 convention was Board of Visitors and Alumni Board member James Thiel PROS 69. Dr. John Silber, president of Boston University, was the opening speaker. Edwin Mehlman ENDO 65 received the 1996 James W. Etherington Award. A short list of moderators and speakers from the school included Drs. Dan Nathanson, Herbert Schilder, Anthony Gianelly, Christopher Hughes, Carl McManama, Mark Roseman, Gerald Isenberg, Michael Hunter, John West, Michael Moscovitch, and Ms. Nancy Bouchard.

Renovations Continued

Major renovations of several areas continued taking place during intercession. Hats off to Dr. Fred Boustany, associate dean for clinical affairs, and clinical affairs staff Joe Delellis, Bill Dixon, and Roger Reizovic, as well as George Haddad, Harold Newman, and facilities personnel who worked mightily during the break. Fifty dental chairs have been installed throughout the school. The paging system on the first and second floors has been replaced, and two new e-mail stations were installed on the sixth and seventh floors. The fifth floor reception area has been re-painted, recarpeted, and expanded. The design is similar to the second floor reception area, providing a more comfortable and professional atmosphere for patients, students, faculty and staff. The faculty lounge on the fifth floor has been carpeted and painted. Current renovations include the establishment of a clinical research center on the first floor. Pediatric care has been moved into several locations within the community such as the BCH pediatric dental clinic, the East Boston Neighborhood Health Center, and the newly expanded Franciscan Children's Hospital's dental clinic. Pediatric patients also are being seen in the fifth floor predoctoral care center, and on the second floor on Fridays.

Reaching Out

The Dental Assistant Program at Dimock Community Health Center is a recent joint initiative of the school and the health center. Since the program's inception in September, the school is providing the facilities and experience for the dental assisting program's clinical component. The dental assistants work with the predoctoral students in the fifth floor care center on Monday and Wednesday mornings. Maxine Peck, assistant professor of diagnostic sciences and patient services, serves on the program's advisory board and confirms that this cooperative learning approach has several purposes: serving the community health center, making patients and students aware of the dental assistant's integral role in dental health care, and assisting the predoctoral students.

significant grants to Xu and Giordano

Dr. Tao Xu, assistant research professor of periodontology and oral biology, and Dr. Russell Giordano, assistant professor of biomaterials, have been awarded prestigious five-year grants from the National Institute of Dental Research. Xu was awarded a \$586,000 grant to study anti-candidal salivary proteins. The NIDR awarded Giordano a "first award" of \$570,000 to study the effects of machining on ceramics and ceramic matrix composites.

While this research may seem esoteric in many respects, the knowledge derived from Xu's and Giordano's endeavors could have far-reaching implications for improved oral health. Xu's grant focuses on host defense mechanisms, specifically the salivary proteins that exhibit anti-fungal activity against *Candida albicans*. Giordano's research concentrates on testing the strength, longevity, and wearability of restorative materials.

Candida albicans is a common, yeast-like fungus that lies dormant in the mouth of a healthy person with a normally functioning immune system. However, there are several instances in which a person would be vulnerable to this fungus: those with a compromised immune system (such as a cancer patient who underwent chemotherapy); or a non-functioning immune system (such as someone with HIV.) An elderly person taking medication for other ailments that may also affect saliva production or kill helpful bacteria, or an infant, who does not yet have a fully mature immune system, also would be vulnerable. Unchecked, this fungus leads to oral candidiasis, white lesions that peel off, leaving bleeding surfaces. If it is not treated properly or controlled, oral candidiasis can grow into a systemic infection and lead to death.

Saliva could be considered a "first line of defense" for the body. Saliva consists mostly of proteins and organic ions, such as phosphate and calcium. It coats the mucous membranes above the teeth and washes bacteria and debris away from the teeth and gums, preventing them from attaching to those surfaces and producing enzymes that will cause damage. Salivary proteins also are known to play important roles in the host immune and non-immune defense against pathogens.

Xu takes a holistic view of how his research contributes to the long-term mis-

sion of dentistry. "Modern technology in other areas of dentistry, such as high-tech lasers and biomaterials are vital for dental treatment and work together with basic biomedical research for the end result: fully understanding the oral disease process, host defense mechanisms, and improving oral health. As a dentist and researcher, I strive to add to the knowledge of dental science."

As a biomaterials researcher, Giordano has an immediate impact on dentistry. A wealth of new products are marketed to dentists and indirectly to patients; this multitude of products must be tested. "Bio-materials research is both practical and basic in its purpose," Giordano remarked. "We're constantly evaluating the materials that come on the market."

Ceramic materials are increasingly used as restorative materials for their esthetic value. While previous research in biomaterials concentrated on the "as-processed" ceramic, Giordano is studying the effects of the surface finish—how it affects the strength and longevity of the ceramic. Occlusal adjustment, polishing, and grinding during function all test the ultimate success of a restoration.

New systems also have been developed to create restorations: the CEREC CAD-CAM, a computer system, and a copy milling system, Celay, both produce a variety of ceramic restorations. These machining systems produce restorations much more efficiently: a restoration can be produced and placed within an hour, as opposed to several appointments required with conventional systems. Giordano is examining the effects of these machining systems on the physical and mechanical properties of various ceramics. He also has developed a new ceramic restorative material which has several advantages over current materials used in these machining systems and potentially has widespread applications in restorative dentistry in the future.

"Much of our work is spent determining which direction to take," Giordano observed. Biomaterials research has introduced several ceramic restorative systems to the dental profession. A principal goal of this research is to determine the ideal surface finishing for the various ceramics. Equally important is the continued development of new materials that will benefit patients.

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Jong Seminar takes on Community Health Care

Mark your calendars for Saturday, April 13, the day of the Anthony Westwater Jong Dental Public Health Seminar. The theme of this seminar will be "Dental Public Health in the Next Millennium" and will feature Dr. Steven Corbin as the keynote speaker. Corbin is chief of staff and chief dental officer in the Office of the Surgeon General of the United States Public Health Service.

Dr. Marsha Butler, director of Minority Oral Health Improvement for Colgate-Palmolive, and Jackie Jenkins-Scott, president of Dimock Community Health Center will discuss improving minority oral health. Dean Spencer Frankl will speak about the impact of managed care on community health care.

Wednesday, March 13–Saturday, March 17
IADR/AADR Annual Meeting, San Francisco
Friday, March 15–Monday, March 19
AADS Annual Meeting, San Francisco
Thursday, April 6
Science Research Day '96, George Sherman
Union, Charles River Campus
Saturday, April 13
Anthony Westwater Jong Public Health
Seminar, School of Dental Medicine

thoughts from the editor



With a new year comes a new identity. Not every school can make such a statement. This is cause for celebration.

Our identity has been evolving continually, thanks to the efforts of administration, faculty, students, and staff. All of us comprise the school's identity. You have heard about the name change through a letter from the dean, and gotten a sense of change from the dental center renovations, computerized appointment system, and affiliations with neighborhood health care providers.

A new name goes beyond the immediate details: new business cards, lab coats, signs, letterhead, envelopes, answering the telephone. It signals an awareness of our philosophy of comprehensive care, our predoctoral and postdoctoral programs, and our research initiatives. By encompassing these areas in our approach to dental education, our name should reflect our philosophy of dental medicine. Welcome to Boston University Goldman School of Dental Medicine.

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BOSTON
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