Our past academic year was filled with exciting achievements large and small. This report celebrates the progress being made by the Dugoni School towards our purpose of helping people lead healthy lives. It’s a way to highlight some of the great happenings over the last year across our academic programs, clinical services, research, community outreach and other areas.

Enriching our humanistic culture is critical to our success. I look forward to continuing to support opportunities for the Dugoni School family to come together and celebrate this defining characteristic. By working together, we will enjoy even greater achievements in the next academic year.

As you can see in this report, the Dugoni School family makes a difference in the lives of thousands of people each year. Thank you to all of our alumni, supporters, staff, faculty, students, and other friends who have been engaged in supporting our people and programs.

Sincerely,

Nader A. Nadershahi, DDS, MBA, EdD
Dean
As the Dugoni School of Dentistry maps a new strategic plan, we have gathered internal and external leaders in dentistry, education and healthcare to talk about where we have been and where we are headed. Themes of changing demographics, diversity and ongoing disparities, new expectations for dental education, access to dental care and changing models of practice, reimbursement, and the value of oral health care repeatedly emerged.

Our stated purpose at the Dugoni School is to help people lead healthy lives. With that in mind, the future must be now. As this publication goes to press, we are finalizing the plan and will be excited to share it in its entirety soon.

**DEAN’S SPEAKER SERIES — EXPERTS SHARE INSIGHTS**

**Dr. Richard Valachovic**  
*President and CEO of the American Dental Education Association*

**Mr. Peter DuBois**  
*Executive Director of the California Dental Association*

**Dr. Marko Vujicic**  
*Chief Economist and Vice President of the Health Policy Institute at the American Dental Association*

**John Snyder**  
*CEO of Permanente Dental Associates*
The Dugoni School is an enduring partner in health and wellness for thousands of people each year. We provide care within the walls of our clinics, as well as across the city, the region and the globe. By introducing our students and patients to innovations in technology and new models of care, we are continuing to find new ways to improve the lives of people, including many from the most underserved communities. Dugoni School students and faculty participated in international health outreach in Fiji and Jamaica, serving hundreds of people in rural and impoverished communities.

DUGONI SCHOOL’S SAN FRANCISCO DENTAL SERVICES BY THE NUMBERS

<table>
<thead>
<tr>
<th></th>
<th>$12.2 million total value of care provided</th>
<th>118,000 patient visits</th>
<th>24,000 patients served</th>
<th>95% + patient satisfaction rate</th>
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STUDENT COMMUNITY OUTREACH FOR PUBLIC EDUCATION

<table>
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<th>SCOPE</th>
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<tr>
<td>5,500 volunteer hours</td>
<td>143 children received care at the Give Kids a Smile children’s health fair in February.</td>
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<tr>
<td>by DDS and IDS students.</td>
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<tr>
<td>30 community health events reaching children, families, elderly and diverse communities</td>
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<tr>
<td>110 senior adults participated in the Senior Smiles and Wellness Health Fair in April — University of the Pacific’s first inter-professional outreach event bringing together dental, audiology, pharmacy and physical therapy students.</td>
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ENHANCING OUR PROGRAMS AND SUPPORTING STUDENT SUCCESS

From reviewing our curriculum to creating new opportunities for our students to find mentors and jobs, we enhanced our academic programs in a variety of ways. We expanded faculty leadership, welcomed Dental Hygiene students to San Francisco and celebrated excellence and diversity across our programs. Our overarching goal is to continue to support student success in all forms.

Following input from the school community, we are updating our program competency statements and have presented them to the curriculum committee for review. Our refined clinic model is now in place, supported by the newly formed Department of Clinical Oral Health Care and reformulated Department of Preventive and Restorative Dentistry and Department of Diagnostic Sciences. Other highlights include:

- 51 peer-reviewed publications by faculty
- 9 externally funded research projects

Hygiene Program Move to San Francisco: We welcomed 20 students in the Dental Hygiene Class of 2018 to San Francisco to start their experience as part of the clinical portion of their program.

The Dugoni School’s new Center for Success matched 136 dental students with mentors and secured 162 alumni and friends as volunteer mentors.

IDS First-Year Students Get a Boost: An IDS task force reviewed the first-year curriculum to support better preparation for IDS students as they enter the clinic in October.

We celebrated excellence in clinical care, research and community services at Excellence Day in May.

Students formed the Dugoni School’s first Student National Dental Association (SNDA) student chapter to support diversity and inclusion across the campus.
New Research Leadership Team in place under the guidance of Assistant Dean for Research Dr. David Ojcius and faculty members Dr. Karen Schulze, Dr. Nejat Duzgunes and Dr. Stefan Highsmith.

HIGH NATIONAL BOARDS PASS RATES

100%
Class of 2017
Dental Hygiene — WREB Licensure Exam

98%
DDS Class of 2018
1st time — National Boards Part I

95%
DDS Class of 2017
1st time — National Boards Part II

POST-GRADUATION PLANS
DDS CLASS OF 2017

64 private practice opportunities
63 residency programs
11 military
138 STUDENTS

New Associate Dean for Oral Health Education
Dr. Cindy Lyon ’86 brings us additional leadership to support excellence across all academic programs.
Dean Nader A. Nadershahi received a Chair of the ADEA Board of Directors Citation at the Annual Session, recognizing his exceptional service to and the dental education community.

The Employee Volunteer Opportunities Committee members donated more than 374 volunteer hours to local community organizations.

The CARE Clinic for people living with HIV/AIDS named Best Dentist by readers of the Bay Area Reporter (April 2017).

New CAD/CAM units are allowing students more opportunities to get up-close, hands-on experience with some of the latest technology in dentistry, while allowing for improvements in the speed of patient care at the school. The technology includes 10 CEREC digital scanners and milling units, five 3Shape Trios scanners, two 3M True Definition digital scanners, and a Planmeca PlanScan.
Gies Award

The American Dental Education Association honored the Pacific Center for Special Care with a Gies Award for Innovation at the March 2017 ADEA Annual Session.

The Center’s Virtual Dental Home model of care is revolutionizing oral healthcare for the vulnerable and underserved. Through telehealth technology, the model links dentists in dental offices with dental hygienists in community sites such as schools, nursing homes and community centers. The system is now implemented in more than 50 sites across California, with more locations to come.
LEADING WITH PURPOSE

By serving as role models and getting involved, members of the Dugoni School family are making a difference in the profession and the community. Several long-time leaders rose in the ranks within organized dentistry over the past year and a new crop of young leaders are making a difference in the Dugoni School’s Associated Student Body, American Student Dental Association Chapter and other groups.

Congratulations to all who are continuing the Dugoni School’s history of leadership.

Several ASDA Chapter students participated in lobby day activities in Washington, D.C. and at the California State Capitol in Sacramento, and Will Keeton DDS ’18 was elected as Vice Chair of the ADEA Council of Students, Residents and Fellows Administrative Board Members during the ADEA Annual Session in March 2017.
Dr. Natasha Lee ’00
Assistant Professor of Diagnostic Sciences and President-elect of the California Dental Association

Dr. Craig Yarborough ’80
Director of the Dugoni School’s Center for Success, who continues his service as the CDA Speaker of the House.

Dr. A. Thomas Indresano
elected Vice President of the American Association of Oral and Maxillofacial Surgeons

Dr. Steven Dugoni ’81 Ortho
served as President of the American Board of Orthodontics.

Lory Laughter, RDH, MS
Assistant Professor and Dental Hygiene First-year Clinic Coordinator, the newest President of the California Dental Hygiene Association

Dr. Alan H. Gluskin ’72
elected 2016-2017 Secretary of the American Association of Endodontists.
FUELING SUCCESS THROUGH ALUMNI ENGAGEMENT AND PHILANTHROPY

The Dugoni School’s Center for Success, Alumni Association and Office of Development team up to fuel success for students and alumni throughout their academic and professional lives. Countless alumni come back to the school to teach while maintaining outside dental practices. Others mentor or serve as volunteers, connect with fellow classmates at social events, or give back through gifts of time, talent and treasure. This alumni network, along with support from other friends, foundations and companies, has helped the school reach several milestones in philanthropy and engagement.

To best meet the needs of alumni now and in the future, our Alumni Association developed a new Strategic Plan to help guide the way.

100 participants joined the new Frank Brucia Loyalty Society launched in 2017.

We passed the halfway point in our comprehensive fundraising campaign to support our people and programs, surpassing $44M toward our $65 million working goal.
Regional events co-hosted by our Alumni Association and development teams held in Hawaii, Washington, Oregon, Texas and across California reconnected graduates with each other and the school.

The Class of 2017 raised $45,600 for their Class Gift as a show of support for the school.

31 new endowments were established through the Powell Fund.
The Dugoni School continues to attract highly talented students dedicated to pursuing a career in oral healthcare. Our students who joined last year are no exception, with members of the Class of 2020 showing a strong national ranking in their DAT scores and other metrics.
DDS CLASS OF 2020

- **Applications:** 2,363
- **Candidates Interviewed:** 244, **Seats:** 143
- **Matriculated:** 1 out of 16
- **Gender:** 52% male, 48% female
- **GPA:** 3.57
- **DAT - Academic Average:** 22.1

RESIDENCIES

- **AEGD Residency Admissions:** 87 applications, 3 enrolled
- **Orthodontic Residency Admissions:** 168 applications, 8 enrolled
- **Endodontic Residency Admissions:** 87 applications, 3 enrolled

INTERNATIONAL DENTAL STUDIES 2019

- **Applications:** 568, **Enrolled:** 26
- **Countries Represented:** China, Egypt, Kenya, India, Pakistan, Russia, Spain, Turkey, Iraq
- **Underrepresented Minority DDS Students:** 14
FY17
BUDGETED REVENUES
$77.15M

- Net Tuition: 70.2% / $54.19M
- Dental Clinics: 17.4% / $13.4M
- Gifts & Endowments (unrestricted): 3.1% / $2.39M
- Grants: 3.7% / $2.82M
- Student Fees: 3.1% / $2.43M
- Other Sources: 2% / $1.53M
- Student Store: 0.5% / $400K
- Other Sources: 2% / $1.53M

FY17
BUDGETED EXPENSES
$76.43M

- Faculty & Staff Salaries: 53.7% / $41.02M
- Benefits: 14.4% / $11M
- Dental Clinics: 11.7% / $8.98M
- Institutional: 4.2% / $3.21M
- Facilities: 4.6% / $3.55M
- Grants: 3.7% / $2.82M
- Academic & Student Services: 1.7% / $1.3M
- Debt Service (Bonds): 5.2% / $3.98M
- Student Aid (Gift & Endowments): 0.7% / $565K

STEWARDOING OUR PRECIOUS RESOURCES
FAST FACTS

Sharing Our Stories
We’re leveraging the power of social media to share our stories. We’ve grown our digital following over the last year, resulting in increased engagement with alumni, community contacts, patients, prospective students and friends.

Alumni
1,538 dues-paying alumni members
6,934 dues-eligible alumni

Faculty
64 full time
211 part time

542 Students
(including DDS, Residency and Dental Hygiene programs)

269 Staff

24,000 Patients
We Are Awesome Together.