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MASO Journal

THE AWARD WINNING

Middle Atlantic Society of Orthodontists

Spring 2009

March 13, 2009 - MASO CE Event
UMDNJ, New Jersey Dental School, Newark, NJ

Dr. Richard D. Roblee, DDS, MS
presents:

**Interdisciplinary Management
of Esthetic Problems in the "Gray Zone"**

2008 Annual Session Photos
Devlin Award
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MASO Journal is the official publication of the Middle Atlantic Society of Orthodontists, 17 South High Street, Suite 200, Columbus, OH 43215, phone: 1-866-748-MASO(6276), e-mail: MASO@AssnOffices.com, and website: www.MASO.org

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Email is preferred for receipt of items submitted for publication in the MASO Journal. Articles and photos may be emailed directly to Dr. Robert E. Williams, DMD, MA at rewmdmd@gmail.com. If an item must be mailed, send it to Dr. Williams at 110 West 39th Street; Baltimore, MD 21210. Or contact him by phone: 410-366-3323 or fax: 410-366-3324.

The Journal is published two times a year: Spring & Autumn. The opinions expressed in the Journal are those of the authors and do not necessarily reflect those of the Association, nor does the appearance of advertisements imply endorsement by the Association.



EDITORIAL

BY DR. ROBERT E. WILLIAMS

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*IT WAS THE BEST OF TIMES,
IT WAS THE WORST OF TIMES...*

In thinking about what we've all been going through these past few months, the above quote from Dickens came to mind. In researching the entire passage, its appropriateness became even more apparent:

"It was the best of times, it was the worst of times; it was the age of wisdom, it was the age of foolishness; it was the epoch of belief, it was the epoch of incredulity; it was the season of Light, it was the season of Darkness; it was the spring of hope, it was the winter of despair; we had everything before us, we had nothing before us; we were all going directly to Heaven, we were all going the other way."

Charles Dickens *A Tale of Two Cities*

Those of us fortunate enough to still have a positive balance (best) in our retirement accounts have been looking at the year-end statements of our former 401(k), now 201(k), accounts and seeing the worst. We have a newly engaged and engaging US President who has recently replaced a President who, by popular polls, has been one of the worst in recent memory. Hopefully, a new age of wisdom will follow these years of foolishness. Those who invested with Bernie Madoff, and the rest of us who believed in our investment advisors, have had their belief replaced with incredulity. It may now be the season of Darkness and the winter of despair, but we must believe that the spring of hope will come. Unlike those of many of our patients, our companies are still in business; we have not been furloughed (although we may not be as busy as we would like); nor have we lost our jobs. Even though it sometimes seems that "we are all going the other way", we are fortunate to have chosen a profession that has rewarded us well, and which we ourselves, for the most part, still control. Those of us still in practice are in a much better situation than those who have recently retired, or those who will be graduating in the coming months. While it appears that we all will be practicing for a few years longer than we originally anticipated, at least it's not a bad place to spend those years. We have an honored profession that hasn't been tainted by the greed, stupidity, or malfeasance exhibited by many of those in the financial sector. In the long run, it's only money that's been lost not our integrity. While it's true that you can't eat integrity, it certainly makes it easier to sleep at night, and that's a priceless commodity. Be a "mensch". Take someone who's recently retired out for a drink, and welcome those who will be joining our profession in the near future. We must believe that there is light at the end of the tunnel, and the light isn't a train coming toward us. Let's continue to make this the greatest profession, and the best place to spend the rest of our lives! 'see you at the meetings. ■

CONGRATULATIONS...

to MASO's Dr. Robert James Bray, President-Elect of the AAO!



PRESIDENT'S MESSAGE

DR. ROBERT E. BINDER

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Phone: 973.972.4729

Welcome to 2009! I think that this is going to be a GREAT year for MASO and its members. We will be starting off with the annual "Spring CE Event" featuring Dr. Richard D. Roblee who will share his expertise on interdisciplinary treatment in an all day presentation entitled *Interdisciplinary Management of Esthetic Problems in the "Gray Zone"*, so be sure to invite your fellow periodontists and prosthodontists. For the first time in many years, the course will be held at a dental school. The event will be held at the New Jersey Dental School's Oral Health Pavilion on Friday, March 13th starting with a continental breakfast at 8:00AM. The school is conveniently located near Interstates 78 and 280, as well as the New Jersey Turnpike and Garden State Parkway. Both the Newark Liberty Airport and Newark Pennsylvania Station are only 15 minutes away. During the luncheon break, NJDS postgraduate students will be willing tour guides for those who wish to visit the rest of the school.

To complete what we hope will be a "lucky" year for all, the Annual Session will be held at the Borgata Hotel in Atlantic City. AC is an easy drive from all the component states of MASO, and is close to both the Atlantic City and Philadelphia International Airports for members coming from Puerto Rico. Please put these dates on your calendar: November 3rd through 6th and plan on attending. Dr. Connie Greeley, Annual Session Chair, and Drs. Rene Johe and Stuart Josell, Scientific Co-Chairs, are putting together a great meeting which is described later in this edition of the Journal.

I know that many of you have been to Atlantic City, but if you haven't had the opportunity to stay at the Borgata, or the really luxurious Water Tower, you're in for a great adventure. Both hotels have fantastic rooms and suites that deserve their five star rating! My wife Ruth and I visited both the Borgata and the adjacent Water Tower recently, and we both found the venues to be fantastic! (This is from a guy that hated AC and the idea of going there for our meeting.) After our wonderful visit we are looking forward to hosting you, and spending time learning and playing. We have great speakers, great food, and great entertainment planned for a great group of MASO orthodontists. Remember "**The odds are in your favor when you bring your team to Atlantic City.**"

See you in March at the NJDS in Newark, and in Atlantic City in November. ■

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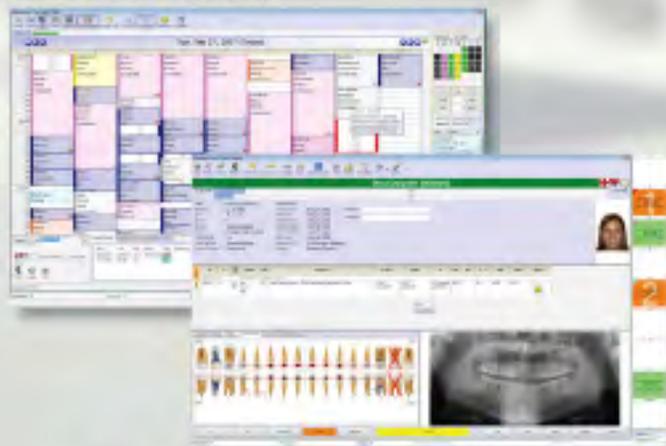
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Trustee's Report

DR. NAHID MALEKI

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Happy New Year! I wish you and your family a healthy and successful 2009 and beyond.

AAO has just completed its Advocacy Conference, held in Washington, D.C. on January 26-28, 2009, and it was an excellent meeting. Members of the Board of Trustees, Council on Governmental Affairs, and the AAOPAC Board of Directors, along with forty of AAO's most active key contacts, participated in the meeting and met with several legislators as part of their Hill visits.

With a new administration in place, and major changes in the direction of U.S. policies both domestic and international, the meeting was especially important for AAO members. George Will was the keynote speaker of the conference, and Rep. Nathan Deal (R - GA), Rep. Tom Price (R- GA), Sen. Evan Bayh (D - IN) and Sen. Ben Cardin (D - MD) also gave presentations. MASO was represented by the following orthodontists: **Drs. Ron Gross, Steve Siegel, Mario Polo, George Scott, Jean Asmar, Darrell Clark and Maxine Clark.**

I am presently the Trustee liaison to the Council on Orthodontic Practice (COOP), which has been very busy this year working on a number of office forms, including TMD, Patient Transfer, and Medical History.

On behalf of MASO, I would like to extend my sincere and heartfelt thanks to the following doctors who have served with distinction for the past eight years: **Dr. David Paolini**, Council on Orthodontic Practice; and **Dr. Gary Wisner**, Council on Orthodontic Health Care. MASO and I would also like to equally thank **Dr. Peter Greco** for his outstanding service as MASO's liaison to the American Board of Orthodontics.

During its November meeting in St. Louis, the Board of Trustees approved the following:

1. That the surveys entitled "Ethics in the Orthodontic Curriculum" and "Entry Examinations Survey" be distributed to orthodontic program chairs.
2. That the AAO continue to sell the remaining Superbill forms

until the current supply is exhausted, and that each purchaser be informed that the insurance industry does not favor this form of transmission due to delays in processing claims. The insurance industry prefers the electronic submission of claims, or the use of ADA Claim Forms.

3. That the Directors and Officers insurance policies be renewed as proposed (\$204,598).
4. That the AAO encourage the AAOIC to develop a performance assessment process that will be used annually for each Director. If a Director wishes to be considered for a third or more consecutive term, that a more in-depth review process be developed to verify the value of renewing that Director's term;
5. That the AAO urge the AAOIC to develop a system of term limits for Directors appointed by the AAO, AAOIC and AAOSI.
6. That the AAO participate in the 2010 World Federation of Orthodontists Congress by sponsoring a reception for students/residents, organizing an AAO booth, and that those members of the Board of Trustees who wish to participate, and the Executive Director, be funded to attend the meeting.
7. That the Consumer Awareness Campaign Survey be forwarded to the membership immediately via Zoomerang.
8. That the HOD approve the "Clinical Practice Guidelines for Orthodontics and Dentofacial Orthopedics 2008."
9. That *Operating, Marketing and Cost Management of an Orthodontic Practice* be recommended as part of the Strategic Plan presentation to the HOD as a 7th critical issue.
10. That the AAO provide a restricted gift of \$100,000 to the AAO Foundation for preliminary "access to care" studies.
11. That the revised 2001 AAO Glossary be changed to 2008 and posted on the aomembers.org website.
12. That a liaison be established between the AAO Board of Trustees and the Canadian Association of Orthodontists Board of Directors.
13. That a Task Force study AAO's current advocacy program, at both the state and federal levels, with the goal of determining future needs, resources, preparedness, volunteer representation, and utilization.
14. That the Affinity credit card agreement with Bank of America be renewed for a period of five years, pending contract negotiations.

As always, please feel free to contact me with any of your questions or concerns. ■

MASO's representatives who attended the AAO Advocacy Conference in Washington, D.C.: (left to right) Drs. Steven Siegel, Darrell Clark, Maxine Clark, Nahid Maleki, Jean Asmar, Mario Polo, Ron Gross (not pictured) George Scott



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What Should I Know About Practice Transitions?

BY DR. GARY WISER - Email: wisermgt@mac.com • Phone: 609.259.8850

Note: As residents participated in the recent AAO Practice Alternatives Program, several questions were expressed. I was one of five practice transition consultants asked to submit answers to their questions, and I thought it might be interesting for many of our MASO members to hear the young orthodontists' concerns. These questions can provide insight to those approaching the transition of their practice.

The first five responses will appear in this issue, and the second five will appear in the Autumn 2009 issue.

1. How do I know if the asking price is fair and reasonable for the practice I am seeking to purchase?

A comprehensive practice valuation should be performed by a recognized transition specialist. Do not follow "rules of thumb" based on a percentage of gross revenues, or a multiplier of pretax net income, since establishing a fair and reasonable purchase price is more complicated. There are many variables that must be considered when calculating a fair price for the practice, including the following:

- Office Location
- Office Design & Layout/ Patient Flow Pattern
- OSHA Compliance
- Lease or Own Facility
- # of Active Patients (2 years) # New Patients / Month
- Longevity of Practice and Services Offered
- Fee Schedule
- Patient Scheduling/Hrs/wk patient Tx
- Collections Ratio (A/R) Case Acceptance Ratio
- % Managed Care/Patient Demographics
- Staff; training & motivation
- Computer Expertise
- Recall System Efficiency/Practice Development Programs
- Managerial Capabilities of Owner

Valuation methods that are based primarily on net income should be utilized for the appraisal since this income (cash flow) is what you are buying for yourself and your family. Valuation methods based on gross revenues do not take into account overhead expenses, and may or may not reward good management practices. Be cautious if the purchase price is determined by a "friend" of the seller or his/her accountant. You need to avoid an appraiser who has a vested interest in establishing the practice value.

2. How can the financing be handled so I can afford to buy this practice?

If you are "buying in" or purchasing only a portion of the practice, it is more difficult to obtain commercial financing, and seller financing becomes paramount. This is commonly known as "internal financing" whereby the purchase payment is made directly to the seller over a period of years through a salary differential. Internal financing is very advantageous to

the buyer from an income tax standpoint, as no tax is paid on the payment made to the seller. Unfortunately, the additional income does increase the taxes paid by the seller, so often the purchase price is increased somewhat to compensate the seller for the increased tax burden.

If you are purchasing 100% of the practice, bank financing is more available, and in the Middle Atlantic states there are several banks with a dedicated Dental Lending Division that are very receptive to a buyer's needs.

3. What is an acceptable transition period for the selling orthodontist to stay with me before leaving the practice? How is his/her compensation calculated?

The length of the transition period is dependent on there being sufficient income to pay a salary to the seller, the debt service for the buyer, and a reasonable income for the buyer after all other practice expenses are paid. If the practice can support it, a minimum transition period would be six months, or longer if it is possible for the seller to remain in the practice. The length of the transition period is dependent on there being sufficient income to pay a salary to the seller, the debt service for the buyer, and a reasonable income for the buyer after all other practice expenses are paid. Due to the length of orthodontic treatment, the time to learn the business aspects of the practice, and to gain confidence in practice administration, an extended transition period is desirable whenever possible. Employing the seller in the practice creates a valuable asset for the buyer which should be considered whenever possible.

4. How can I intelligently evaluate associateships, partnerships, group practices, buying a practice, etc.?

For a new, relatively inexperienced orthodontist all these will require third party help. This question truly defines the role and the function of a transition specialist. You need to have all of your concerns and questions answered clearly when you interview prospective transition specialists, since there are no licensing guidelines to assist you in this critical search.

5. What information do I need to determine if I can set up my own practice?

If you are considering establishing your own practice, it is vitally important to visit with the referring general dentists and pediatric dentists in your geographic area to get a sense of their willingness to welcome you into the dental community. It is also advisable to consult with local business people in the area to learn about the prospects for future growth. The future growth of the area is a primary ingredient for establishment of a successful practice because you will want to invest the next 30+ years located in your selected community. At the present time, with the increase in the number of single parents, and parents who are working longer hours, your office location requires easy access, adequate parking, and practice hours compatible with the parents' ability to maintain their child's appointments. ■

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Dr. George Scott - 2008 Devlin Award Recipient



Devlin Award Recipient, Dr. George Scott (center), with President, Dr. Robert Seebold (left), and Dr. Frank Krause

On Saturday, October 11, 2008 Dr. George Scott of Middletown, NJ was presented with MASO's highest award, named after Gerard A. Devlin. The presentation was made at the first scientific session at the annual session at the Gran Melia resort in Puerto Rico.

George William Scott was born and raised in Cranford, New Jersey. He received his Bachelor's Degree in Ichthyology from the University of Michigan in 1965, and his Doctor of Dental Surgery degree from the University of Michigan Dental School in 1970. Upon graduation, Dr. Scott was commissioned a Captain in the USAF Dental Corps and assigned for 3 years to the 347th Hospital at Yokota AFB, Japan. He was promoted to Major in 1973, and transferred to Pacific Air Force Headquarters at Hickam AFB, Hawaii. He was later reassigned to Goodfellow AFB, San Angelo TX in 1974 as Deputy Base Dental Surgeon. Dr. Scott received his Certificate in Orthodontics from UMDNJ in 1978, and he has practiced exclusively in Middletown, NJ since that time. For 12 years, Dr. Scott was a Clinical Assistant Professor of Orthodontics at NYU.

After participating in various leadership positions with the NJ Dental Association, Dr. Scott served as its President in 1999. He was elected to the MASO Board of Directors in 1998, and after serving as Treasurer from 2002-2005, Dr. Scott presided as President in 2007.

Dr. Scott was married to the late Linda Scott for 34 years and they had five children: Gregory, a pilot for Southwest Airlines; Allison, an orthodontist; Andrea an occupational therapist; Cara, a kindergarten teacher; and Jaime, a physical therapist. He adores his five grandchildren, and his free time is spent routing for the Wolverines, doing bicycling tours, fishing with Frank and Larry, watercolor painting and enjoying his NYC pied d'ère apartment.

Our dear friend and colleague, George Scott, joins a very select and deserving group of men and women who dedicate themselves to make our lives and our patients lives richer, better, and happier. MASO extends its congratulations and best wishes to our friend and colleague, Dr. George Scott! ■

Dr. Jason Shoe - 2008 Kress Research Award Recipient



President, Dr. Robert Seebold (left), with Kress Award recipient Dr. Jason Shoe.

On Sunday, October 12, 2008, Dr. Shoe, a recent graduate of the orthodontic program at the University of Maryland, was honored during the MASO Business Meeting at the Annual Session at the Gran Melia Resort, in Puerto Rico. His thesis entitled "The Revised Bauru Yardstick for Bilateral Clefts: Evaluation and Initial Application for Intercenter Outcome Assessment" was selected from among those submitted to MASO's Research Committee.

The award was established to further the interests of orthodontic education by yearly awarding a cash prize and certificate to a student of a graduate orthodontic program in MASO's geographic area whose thesis or research project is judged the best for that year. The award is so named to memorialize a Past President of MASO who had a major interest in orthodontic education. ■

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DETAILS ON PAGE 11.

MASO/GLAO 2008 JOINT ANNUAL SESSION PHOTOS



ALL ANNUAL SESSION PHOTOS COURTESY OF DR. FRANK W. KRAUSE, DDS, MS



Immediate Past President, Dr. George Scott (left), presents the out-going President's plaque to Dr. Robert Seebold.



Panel discussion featuring (left to right) Drs. Cordray, Melsen, and Vanarsdall



Off to the beach party!



2008 President, Dr. Robert Seebold, with his wife Rhonda



2008 President, Dr. Robert Seebold, with 2009 President, Dr. Robert Binder



We're all having fun in Puerto Rico!

Interdisciplinary Management of Esthetic Problems in the "Gray Zone"

Dr. Richard D. Roblee, DDS, MS

MASO's 2009 Spring Continuing Education Program - Friday, March 13, 2009 - UMDNJ, New Jersey Dental School

SESSION INFORMATION

Some of the most challenging esthetic dilemmas are those that fall into "The Gray Zone" between the normal treatment protocols of two or more disciplines. Severe cases of black triangles, periodontal defects, implant placement problems, gummy smiles and insufficient lip support are examples of this category. The complexities of diagnosing these problems, coupled with the lack of optimal treatment options and inadequate collaboration, have often led to either inappropriate treatment or disappointing compromises. The presentation will focus on an interdisciplinary approach to diagnosing problems in "The Gray Zone" and managing them by combining traditional therapies with new treatment options that more predictably achieve success. These new options include Temporary Anchorage Devices (TAD's), Periodontal Accelerated Osteogenic Orthodontics (PAOO) and Dentoalveolar Distraction Osteogenesis (DDO). To facilitate interdisciplinary collaboration, the most advanced internet-based virtual record platform will also be discussed.

Who should attend?

- All Orthodontists!
- Because of the interdisciplinary nature of this course, it will also be of significant interest to Periodontists and Prosthodontists.

Please feel free to invite your colleagues to this event!

Learning Objectives:

- Esthetic problems frequently fall into a "Gray Zone" between the different disciplines.
- An interdisciplinary approach is needed to properly diagnose and treatment plan these problems.
- Recent advances in the various disciplines now enable us to more predictably treat these problems.
- Internet-based virtual records are a powerful collaboration tool for the interdisciplinary team.



MEET THE SPEAKER: Richard D. Roblee, DDS, MS

Dr. Roblee practiced general restorative dentistry in Dallas, Texas, before completing his graduate training in orthodontics at Baylor College of Dentistry. He is renowned for his work in esthetic dentistry, orthodontic techniques and interdisciplinary therapy. He has given more than 250 professional presentations in the United States, Canada, Europe, Australia and Japan. Dr.

Roblee is the author of numerous publications and videotapes, including a textbook entitled *Interdisciplinary Dentofacial Therapy: A Comprehensive Approach to Optimal Patient Care* (Quintessence Publishing Co., Inc.). He is an associate clinical professor at Baylor College of Dentistry in both the restorative department and orthodontic departments, and is an active member in numerous prestigious dental organizations, including the American Academy of Fixed Prosthodontics, The American Academy of Restorative Dentistry and the American Academy of Esthetic Dentistry. Dr. Roblee is a Diplomat of the American Board of Orthodontics, and he maintains a full-time practice in Fayetteville, Arkansas, with an emphasis on esthetic and interdisciplinary therapy. ■

PROGRAM

8:00-9:00AMRegistration & Continental Breakfast
9:00AM-12:00Seminar
12:00-1:00PMLunch
1:00-4:30PM.....Seminar continuation

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50 12th St., Newark, New Jersey 07101

From New Jersey Turnpike, North or South: Take Exit 15W to I-280 West to the Orange Street/6th Street Exit. Make the first right onto Orange Street and proceed one block to First Street. Turn right and proceed about half a mile to West Market Street, where First Street becomes Bergen Street. UMDNJ is on your left. Proceed to first entrance on left-hand side at the Doctors Office Center. Bear left for self-parking in garage.

From Garden State Parkway, North or South: Take Exit 145 to I-280 East. Stay to the left and exit at First Street. Turn right on First Street and continue across West Market Street, where First Street becomes Bergen Street. UMDNJ is on your left. Proceed to first entrance on left-hand side at the Doctors Office Center. Bear left for self-parking in garage.

From Route 78 East or West (From Newark Liberty International Airport, use Route 78 Westbound): Take Exit 56, W. Peddie Street/Elizabeth Avenue. Bear right down the ramp. Stay in left lane. At the end of the ramp, make a left onto W. Peddie Street. Go about three-tenths mile, and turn right onto Bergen Street and travel approximately 1.5 miles. The University Hospital is on the right. Proceed past the hospital and turn right at the Doctors Office Center sign. Bear left for self-parking in garage.

From New York City: Take the George Washington Bridge or the Lincoln Tunnel to NJ Turnpike to Exit 15W. Follow directions from the NJ Turnpike. Or take the Holland Tunnel to the NJ Turnpike (Exit 14) to Route 78 West. Follow directions from Route 78 above. Parking is available in the following lots:

- Doctors Office Complex (DOC) parking deck, or lots P1, and P2 (approximately \$7)
- Valet parking is also available in front of University Hospital (approximately \$12)

“The odds are in your favor when you bring your team to Atlantic City!”

Dr. Constance Greeley, MASO 2009 Annual Session Chair

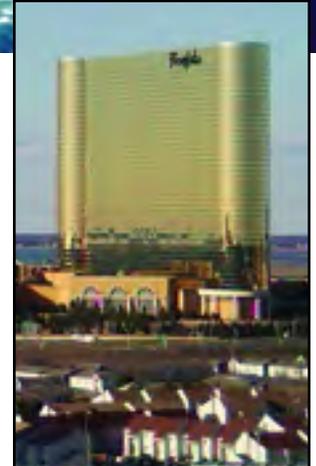


Mark your calendar and plan to attend the Annual Session of the Middle Atlantic Society of Orthodontists (MASO) **November 3-6, 2009** in Atlantic City! We invite you to participate, and bring your staff! Remember: **“The odds are in your favor when you bring your team to Atlantic City!”**

The beautiful Borgata Hotel Casino & Spa will be the site for what is sure to be a luxurious and fun-filled weekend for doctors, staff, and exhibitors. This annual event will offer plenty of opportunity for fun and networking with other orthodontists from MASO and across the country. We will be offering 19-1/2 Continuing Education (CE) credits. A great scientific program is being developed for both doctors and staff, to both educate and stimulate attendees. Our tentative doctor speakers include: Drs. Harry Legan, Jay Bowman, James Mah, Mark Yanosky, and Dale Miles. Our staff speakers include: Scarlett Thomas, Ellen Grady, Rhonda Seebold, and Dr. Doug Depew. Sue Thompson will speak to both doctors and staff. A complete listing of sessions and bios will be posted soon on the MASO website at www.MASO.org.

Are you looking for a means to inspire your staff to new performance heights? Several MASO members are using this Atlantic City meeting to energize staff performance. You may think about rewarding your staff! The Borgata Hotel Casino & Spa is luxury at its highest level! Come and relax at this beautiful hotel where pleasure awaits you! Who knows? You may even get lucky at the tables!

Technical exhibits featuring the latest in state-of-the-art products and services will be on display. Please contact your suppliers and ask them to both exhibit and sponsor events! Should you have any questions about exhibiting or sponsoring the 2009 MASO Annual Session, please contact the MASO office MASO@AssnOffices.com, or call us at 1.866.748.MASO (6276). Registration materials will be available on line at: www.MASO.org.



THANK YOU in advance for supporting our meeting! We recognize that the continuing success of our Annual Sessions is due to the loyal support of members, exhibitors, and sponsors, many of whom have been participants for years. Coming to Atlantic City is an economical, cost-effective way to obtain CE credits for both you and your staff, and have a good time! Please join us at the Borgata as we realize, **“The odds are in your favor when you bring your team to Atlantic City!”** for what promises to be a fantastic experience! ■

MASO 2009 ANNUAL SESSION TENTATIVE SCHEDULE NOVEMBER 3-6, 2009

Wednesday, November 4

7:30 AM - 2:00 PMExhibits Open
8:00 AM - 12:30 PMSessions
6:30 PM - 7:30 PMPresidents' Welcome Reception

Thursday, November 5

7:30 AM - 2:00 PMExhibits Open
8:00 AM - 4:15 PMSessions
7:00 PM - 10:00 PMPresidents' Dinner Party

Friday, November 6

7:30 AM - 12:00Exhibits Open
8:30 AM - 11:00 AMSessions



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AAO COUNCIL REPORTS



Council on Communication

Dr. Elizabeth B. Spannake
ebspannhake@comcast.net

I would like to provide my MASO colleagues with an overview of the COC's responsibilities with regard to the Council's current projects. The responsibilities or duties as stated in the AAO Bylaws are as follows:

- Encourage and support public and patient education in orthodontics;
- Assist members in the public relations programs;
- Enhance intra-professional relations for the improvement of the oral health of the public; and
- Inform members of available AAO services/materials/benefits.

With these goals in mind the COC's current projects to fulfill these duties include:

- Continuing the Consumer Awareness Campaign (paid advertising) and unpaid media relations (which includes outreach by Weber Shandwick, and staff-coordinated projects like TV public service announcements and response to media inquiries). With the exception of the online keyword search, we have concluded Phase 1 of the 08/09 media flight. Phase 2 will occur this spring. With Phase 1 coming to a close, we have a media surplus and are being advised to spend our dollars on satellite radio, social media, and a special newsstand edition of People Magazine.
- Developing materials to help members educate consumers/patients



Council on Education

Dr. Robert Binder • *binderre@umdnj.edu*

The Council on Orthodontic Education held its most recent meeting as a conference call on January 7, 2009. The last face-to-face meeting was held at the AAO central office in St. Louis, Missouri on November 1, 2008. The following is a summary of these two meetings:

2009 Deans' Luncheon: The discussion topic for the 2009 COE Deans' Luncheon at ADEA will most likely be *Funding / Financing Graduate Education and Entry into Practice*. Possible dental dean presenters are Drs. James Koelbl and William K. Lobb.

2009 Bob Isaacson Education Leadership Conference: Dr. Isaacson has expressed his appreciation to be honored in this manner. He will present a one-hour address also titled, *Funding / Financing Graduate Education and Entry into Practice*. Corporate funding may be addressed by Dr. Laurance Jerrold from Jacksonville University or others. Chris Benson may provide insights from the practice consultant perspective. Dr. David Covell, ADEA Orthodontic Councilor, may be another resource on student debt.

Craniofacial Anomalies and Special Care (CFA& SC) Accreditation: The Commission on Dental Accreditation (CODA) action remains pending on the AAO's accreditation application for CFA & SC. The accreditation decision was postponed from July 2008 until January 2009 to allow more opportunity for discussion of the application changes made by COE at the March 2008 meeting in Dallas, Texas.

(such as brochures and videos). Four existing brochures are scheduled to be revised this fiscal year, pending the development of the AAO style manual. A new video on hygiene for adult patients was just released in the fall of 2008, and a presentation to use in classroom speaking engagements is available as a PowerPoint or a self-contained DVD.

- Producing materials to help members educate others in healthcare, including dentists and dental hygienists (brochures, videos, Web materials) such as "Problems to Watch for in Seven Year Olds" and "Problems to Watch for in Adults" (educational flyers); a free PowerPoint on recognizing malocclusions in seven year olds; and educational videos featuring Dr. Vince Kokich on interdisciplinary care.
- Tracking information/trends about patients in the U.S. and Canada (through the every-other year AAO Patient & Member Census Study); and other research as needed.
- Directing staff in the development of continuous loop presentations to run at the Annual Session and fall meetings regarding AAO products and services available to members.

On-going projects to help members with the public relations programs, including how-to guides for National Facial Protection Month in April, and National Orthodontic Health Month in October, both posted on the member Web site.

The AAO Staff regularly updates information regarding the Consumer Awareness Campaign on the member Web site, and creates house ads to run in The Bulletin to remind members about free and for-sale items to assist them in operating and marketing their practices. ■

Craniofacial Anomalies and Special Care (CFA& SC)

Fellowships: Draft guidelines have been distributed and are being reviewed internally for the proposed AAO Craniofacial Anomalies and Special Care Fellowship. The Fellowships remain contingent upon CODA's accreditation of the subspecialty and AAO funding.

Match and Pass Participation: Committee D is studying the issue of increasing Match and Pass participation and evaluation. Written letters to the programs encouraging Match and Pass participation will be sent over Dr. George's signature. COE is interested in getting all non-military orthodontic programs to participate in these programs.

Pre-doctoral Orthodontic Instruction Survey Report: The survey was conducted in January and February 2008, and the results will be reported in the near future.

Review 2001 Clinical Practice Guidelines for Orthodontics and Dentofacial Orthopedics: The Task Force has completed a revised version of the guidelines. The final draft was evaluated by COE (and other committees of the AAO); followed by subsequent feedback by COE. The final document was submitted to the AAO BOT where it will be reviewed by the AAO general counsel.

Develop and Establish an Educator's Bulletin Board on the AAO Website Covering Key and Emerging Education Issues: Develop an Educator's Bulletin Board which would be accessible only to educators, with links and exchanges to the AAOF, AAO fellowships and topics on issues such as handling residents' vacation as well as link to the Academic Career Center and a segment on opportunities to volunteer, e.g., CODA consultants, etc.

Distance Learning Survey: A Distance Learning Survey directed

to orthodontic educators regarding what they want to see on the distance learning Web site has been postponed pending the Report and Recommendations on the Distance Learning Repository project to the Task Force on Faculty Recruitment and Retention.

Task Force on Recruitment and Retention of Faculty Update: Funds for the first round of AAO Fellowships have been awarded to the recipients of the Full-time Teaching Faculty Fellowships and Academy of Academic Leadership Sponsored Programs. Applications are now being taken for the Faculty First Awards and year two of the FTF Fellowships and AALSP Fellowships. The Task Force is studying how to assist mid-career faculty.

Academic Career Center: The Web site for the Academic Career Center has been launched and will specify that “non-faculty members are ineligible.”

ABO Diplomates: Changes are being discussed for the process of initial certification using the medical model of six cases and how to help those who cannot comply with that model. This is the primary focus of the ABO Symposium. The College of Diplomates will no longer provide plaques to the schools.

Chinese Visitors The AAO Council on Orthodontic Education was privileged to host four visiting Chinese orthodontists on Saturday, November 1, 2008 at the headquarters in St. Louis. The visitors were:

- Dr. Wei-Ran Li, Executive Secretary of the Chinese Orthodontic Society, Peking University (China)
- Dr. Yan Gu, Executive Secretary of the Orthodontic Department at Peking University (China)
- Dr. Tian-Min Xu, President of the Chinese Orthodontic Society and Chair of the Orthodontic Department of Peking University (China)
- Dr. Chi-Min Teng, guest clinical professor at Peking University, and an adjunct professor at Case Western Reserve University (Taiwan)

The group discussion was highlighted by these topics:

- International accreditation: China has thirty orthodontic programs that are authorized by the Chinese government.

- Faculty supply: There are few private practitioners in China, but the income is disparate to academic income. Chinese orthodontists educated in the United States typically do not return to their homeland to practice or teach.
- Certification: Consideration is being given to a written and a clinical exam for orthodontic certification in China.
- Access: Cost of orthodontic treatment is covered by the Chinese government.

Leadership Conference Representatives:

COE representatives are Dr. Coreil and Dr. Binder for the 2009 Leadership Conference in Orlando, Florida. Dr. Rossouw expressed an interest in attending if a position was available through SWSO.

ADEA and COE: Recommendations and actions to increase participation in the Orthodontic Section Meeting and Deans’ Meeting:

After discussion, consensus was reached on the following actions:

1. Invite Dr. Covell to participate in upcoming COE meetings. The purpose is to promote alliance building and transparency between AAO and ADEA.
2. Host future joint COE Meetings and Orthodontic Section Meetings.
3. Use the ADEA LISTSRV to invite Orthodontic Section representatives and officers to volunteer for ad hoc assignments.
4. Encourage AAO trustees, COE and ADEA members to personally invite their deans to the 2009 AAO Deans’ Luncheon.

Staff will investigate interest in a combined breakfast meeting with the American Academy of Periodontology (AAP), American College of Prosthodontists (ACP), and the American Association of Oral and Maxillofacial Surgeons (AAOMS).

Survey on Ethics in the Orthodontic Curriculum: The COE is conducting a four question survey at the direction of the Board of Trustees to investigate ethics courses in North American graduate orthodontic programs.

Next Meeting: March 15-16 in Phoenix, Arizona with ADEA. ■



Council on Governmental Affairs

Dr. Lawrence S. Harte • Lsharte@aol.com

Projected meetings:

January 26-28, 2009, Washington, DC

June 23-24, 2009, Washington, DC

The 2009 Federal Legislative Agenda of the American Association of Orthodontists

Promoting Quality Orthodontic and Dental Health Care for Patients

Promote the Importance of Oral Health Care - Good oral health is an essential part of an individual’s overall good health and well being. The AAO believes that the primary emphasis of dental health care should be for all individuals to have access to primary oral healthcare. Community based outreach to enhance education and awareness is a critical component to ensuring appropriate utilization of primary and preventive dental care, and is a top priority for the AAO.

Access to Care - Ensuring adequate coverage and access to medical care is one of the great challenges facing Congress as it considers how to improve our nation’s critical health care system. The AAO believes that scarce federal funding should first be directed to our most vulnerable populations, and that orthodontics should only be included for cleft palate cases and other serious craniofacial

defects. The AAO also believes that along with enhancing health care coverage comes the responsibility of ensuring adequate access to quality health care services.

Increased Health Care Options for Small Businesses - The AAO is committed to providing employer- sponsored health care coverage to our employees. Now more than ever, the high cost of providing coverage presents a daunting challenge. As Congress addresses health reform, the AAO supports tax credits and subsidies that would make it easier for small businesses to offer coverage to our employees. The AAO also supports policies that would allow small businesses to pool resources for the purpose of securing lower healthcare costs for their employees. Such options are essential toward protecting and increasing access to medical care. The AAO supports medical savings accounts and other ideas that allow consumers to use tax-advantaged methods for paying for medical care.

Sustain the Growth of American Small Business

Economic Stimulus and Small Business - The AAO encourages Congress to pass an economic stimulus package that helps all small businesses. This includes increasing the value/amount of equipment that can be expensed in the year of purchase, and accelerating the depreciation schedule for large capital purchases.

Reform the Alternative Minimum Tax - Many AAO members are caught in the annual trap of the Alternative Minimum Tax which

continued on next page

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reduces the capital they have to reinvest and expand their small business operations. Congress must fix the AMT problem for good.

Streamline Taxation of Small Business - The AAO advocates for legislation that would reduce the tax burden on small, community-based businesses, such as the typical local orthodontic practice.

Preserve the Future of Orthodontists as Medical Professionals

Student Loan Interest Deduction -The high cost of orthodontic education effectively prevents many current graduates from opening practices in less-lucrative or underserved communities in need of these specialty services. Congress should change tax laws to allow all professionals who incur significant student loan debt to deduct

the interest costs for those loans, regardless of the professional's income level.

Graduate Medical Education (GME) Funding - Stable funding is critical to maintain a sufficient oral health care workforce to successfully serve the needs of our nation. Congress must continue to provide Graduate Medical Education funds for dental students fulfilling residency requirements in hospital settings.

Accreditation - The AAO believes reauthorization of the Higher Education Act is the appropriate forum for Congress to provide clearer guidance on how accrediting agencies should handle potential conflicts of interest in the accreditation process. ■



Council on Information Technology

Dr. Lawrence Wang • larwang@comcast.net

COIT held a conference call in January 2009. Presently the Council, in conjunction with the BOT, is in the process of changing its organizational structure and mission within the AAO. The purpose of this change is to improve our ability to keep abreast of the advances in

information technology which has become an integral part of the business of the AAO, and the business of providing quality orthodontic treatment to our patients. What is being considered is that the Council become a standing committee, with expertise-based representation as opposed to constituent representation. The goals of this new committee would be to:

- 1) Research, explore, and introduce new clinical and other technologies that impact members.
- 2) Provide education to members on how these technologies might best be used.
- 3) Work with other AAO entities to enhance the dissemination of association information to and from its members, health-related entities, and the public.

Additionally, the Council should be active in disseminating information about, and participating in, the development of digital based standards (ex. ADA SCDI and DICOM). More details on this transition will be provided in the fall.

COIT works under the principle that "technology should be viewed as an investment in our Association's future and as insurance for our continued prosperity." ■



Council on Insurance

Dr. Luis A. Toro • latoro@prtc.net

The Council on Insurance met at AAO Headquarters on Saturday, January 24, 2009. The Council is very happy to report that the year long audit has been completed. The audit did reveal some issues, and many have been already addressed. Work is still ongoing on the

new agreement with New York Life Insurance Company (NYLIC) and our end date goal is February 2009.

The AAO liability insurance (AAOIC) is strong and continues to be the premier professional liability plan available to our members (as a result of excellent benefits and competitive premiums). The program's current participation percentage of insureds/total eligible members is 51%. The AAOIC's goal is to raise this level to 70%.

Here are some frequently asked questions (FAQ) about our professional liability (malpractice) insurance:

How long does it take to get Malpractice Insurance?

The AAO can provide coverage within seven working days after receiving your application and deposit. Preferably, your application should be submitted at least 30-days in advance of your first day of work.

Are there any special new graduate discounts?

Yes. If the AAO coverage is the first coverage you buy after graduating, you receive special new grad discounts up to 50% for the first three years.

What if I start working part-time after graduation?

Coverage is provided on a part-time policy if you are working less

than 20 hours per week. A 50% discount is applied to your premium.

Do I need my own policy if I start work as an employee of another orthodontist?

Yes. Every orthodontist must have his/her own policy regardless of the working arrangement. An exception would be if you worked for a hospital that provided coverage for all full-time staff.

Does everyone pay the same rate and what if I work in two separate states?

Rates are different in every state and in some areas within certain states. For example, the premium rate in Chicago would be higher than downstate Illinois. If you are practicing in two states, for example two days a week in Baltimore and three days in Washington D.C., your rate would be blended between the two rating areas.

What if I have a claim, will I be cancelled or will my rate increase?

It is very rare that a member would be canceled for any single claim. There are several reasons a member's coverage may be terminated such as the filing of multiple claims in a short period of time, loss of dental license, or if the member is convicted of a felony. In each case, the situation is reviewed by a panel of orthodontists.

Rates cannot be adjusted or increased due to the frequency or severity of a filed claim. All members pay the same rate in their specific rating area.

What coverage do you suggest I apply for as a new graduate?

Most new graduates apply for a Claims-made policy for limits of \$1,000,000 / \$3,000,000. This will give you the maximum premium discounts and a level of coverage that the vast majority of orthodontists have today.

What's the difference between a Claims-made and an Occurrence Policy?

Claims-made:

- Premium is less expensive, with higher new grad discounts
- No tail coverage built-in
- Free lifetime tail provided at age 50
- Tail coverage available to those who drop out before age 50
- At time of claim, you are covered for the policy limits in force when the "claim is made (filed)".

Occurrence:

- More expensive and lesser discounts
- Tail coverage built-in
- Can cancel at any time and have tail coverage included
- At time of claim, you are covered for the policy limits in force at the time the claim "occurred"

An often overlooked insurance plan, and in these tough economic times, everyone should seriously consider buying **EMPLOYMENT PRACTICES LIABILITY INSURANCE (EPLI)**. Here are some additional FAQ's about our EPLI plan:

Is this coverage I need at time of graduation and what's the cost?

This might be a new graduate's last priority. It is for practice owners only and usually is recommended for members if you have a staff of

4 full time employees or more. The annual cost for the lowest level of coverage is about \$1,200 annually.

What does this insurance cover?

Coverage includes employee suits against you as the practice owner for discrimination, sexual harassment, wrongful termination, failure to promote and many other employment related exposures. Premiums are adjusted based on your choice of deductibles, coverage levels, and number of employees and location of your practice.

- The AAO-endorsed Employment Practices Liability Insurance (EPLI) Plan is underwritten by Travelers.
- The policy limits vary from \$250,000 to \$1,000,000 with plan deductible options of \$5,000 to \$25,000.

If you are interested in applying for any of the AAO Insurance products, please contact the AAO Insurance Office at 1-800-622-0344 or fax 1-800-527-8930.

- Long Term Disability Income Plan
- Member Health Insurance Plans
- Term Life Insurance Plans
- Professional Overhead Expense Plan
- Professional Liability Insurance
- Business Office Package (BOP)
- Employment Practices Liability Insurance (EPLI) ■

Council on Membership, Ethics & Judicial Concerns

Dr. M. Marie Dang ● m.m.dang@comcast.net

The Council on Membership, Ethics, and Judicial Concerns has been focused on a variety of issues:

- A review of the summary of ethics complaints has shown that the majority of the complaints this year were based on advertising. Once again, all AAO members should familiarize themselves with the AAO's Principles of Ethics and Code of Professional Conduct, which would help to reduce the significant time and efforts devoted to the ethical investigations and hearings. A question and answer format in the AJODO was discussed as a potential means to proactively educate members about ethical issues.
- Efforts are being made to inform new and younger members about how to avoid ethics complaints. Working jointly with CONYM, several suggestions were discussed including a presentation on ethical issues in the new member orientation, at the GORP meeting, in the New and Young Member newsletter, and an online continuing educational program.
- Issues concerning the impact of dues and assessments on membership have resulted in flexible and increased payment options. Implementation will occur as soon as the new accounting system is in place.

- The AAO staff has almost completed a comprehensive survey of all U.S. and Canadian orthodontic programs. This information will be updated annually and enable the Council to track student member transition to active membership, as well as provide the number of part-time and full-time faculty members.
- Other student membership initiatives include a task force on school visitation to focus on improving and promoting the transition from student membership to active membership. In working with CONYM, the COMEJC understands the importance of providing residents with yearly presentations of the advantages and benefits of AAO membership, beginning the presentations early in the first year of residency, and providing current and relevant materials and communications via email with the appropriate links and attachments.
- That ADA membership as a requirement for AAO membership continues to be an important issue. The cost of ADA dues may be a deterrent to becoming an AAO member; however, various initiatives are being taken to encourage and increase AAO membership in all categories.
- COMEJC continues to address the importance of international membership in order to maintain a high presence as the orthodontic association of the world and to encourage future collaboration. ■



Council on Orthodontic Health Care

Dr. Gary Wisner ● wisermgt@mac.com

On January 9th and 10th the COHC held its semi-annual meeting at AAO headquarters in St. Louis. Two webinars were presented in 2008 for our members and their staff concerning insurance coding. Both were very well subscribed and received excellent audience feedback. COHC is actively working on "access to care" issues that could affect the future of orthodontics as a new administration gains control in Washington.

The AAO is endorsing the Smiles Change Lives program, and we have a COHC member providing oversight with a position on the SCL Board of Trustees. The AAO member Hotline remains a popular site, having received over 400 calls in 2008. Just about half of the calls were related to coding issues. To that end, COHC is planning to present additional code related webinars next year. This was my final meeting on the COHC, having served for nine years. I replaced our current AAO President-elect, Dr. Robert James Bray, when he was elected as MASO's Trustee in 2000. It has been a pleasure and a privilege to serve with my fellow Council members and the dedicated AAO staff. I thank MASO for the opportunity. ■



Council on Scientific Affairs

Dr. Hyun-Duck Nah, nah@email.chop.edu

The Council on Scientific Affairs (COSA) met on January 9, 2009 via video conferencing and teleconferencing, and selected recipients for Milo Hellman, Sicher and Graber Research Awards from 24 highly qualified applications. The award winners are:

- Milo Hellman Research Award: *Orthodontic Mechanotransduction and the Role of the P2X7 Receptor* by Rodrigo F. Vecilli, DDS, Orthodontics Certificate (Brazil), PhD - Indiana University/Purdue University
- Harry Sicher Research Award: *TGF₃ Is Associated with Nonsyndromic Cleft Lip and Palate in Guatemalan Population* by Alia Al-Jabeiti, DDS, MSD - University of the Pacific
- Thomas M. Graber Award of Special Merit to the following:
 - *Cherubism Gene Sh3bp2 Is Important for Optimal Bone Formation, Osteoblast Differentiation and Function* (Basic Science Research) by Padma M. Mukherjee, BDS, PhD - University of Connecticut
 - *Role of Neural Crest Cells in Trigeminal Nerve Morphogenesis* (Basic Science Research) by Benita Wong, DDS, MS - University of California - San Francisco

COSA also selected 28 Oral Research Presentations (out of 105 applications), 253 Posterboard Presentations (out of 300 applications), and 39 Table Clinic Presentations (out of 41 applications) for the 2009 AAO Annual Meeting in Miami, FL. The presenters can choose to upload their presentations electronically, which will be available for two months after the Annual Session for AAO members to view.

Statistics for 2008 showed that the evidence-based orthodontic

AAOSI

Dr. Gary Wiser ● wisermgt@mac.com

The next meeting of AAOSI is scheduled for Sunday, February 8th, in Orlando immediately following the AAO Leadership Conference and the joint Ortho-Perio Meeting. With Dr. Robert Bray's election as AAO President-elect, we are interviewing candidates to replace him as a Director. Dr. Bray served AAOSI extremely well as its Vice-Chairman for many years. Dr. Norman Nagel and I have been elected co-vice-chairmen.

AAOSI has endorsed two excellent staff training programs; The Academy of Orthodontic Assisting (AOA) under the leadership of Dr. Douglas Depew from Atlanta, Georgia, and the International

research website managed by the COSA is highly used by the members. There have been 3,023 visitors to the website, and 271 articles were requested from the database. A subcommittee of COSA will review the monthly list of article citations and abstracts and continually update the website. In case of the bisphosphonate website, COSA decided to suspend actively adding article citations to the website, leave the existing article citations, and add only those articles that focus on orthodontics.

This is the third year the Council will submit an Ask Us article to AJODO. This year Dr. Suri took the lead on preparing a manuscript entitled *Preventing Demineralization/White Spots During Orthodontic Treatment*. To prepare the article, COSA members independently read the same set of systematic review articles and research papers addressing the topic. Collective opinions were then written and subjected to further review. The article will appear in a few months in the AJODO.

Next Meeting: AAO Annual Session on May 1, 2009 ■

ANNOUNCEMENT OF COUNCIL VACANCIES

MASO wishes to extend its sincere thanks and appreciation to the following individuals who have served with distinction as MASO's representative to the following AAO Councils and organizations:

Dr. David Paolini: Council on Orthodontic Practice

Dr. Gary Wiser: Council on Orthodontic Health Care

Dr. Marie Dang: Council on Membership, Ethics, and Judicial Concerns

MASO requests that anyone interested in serving on one of these three Councils contact and forward their CV to Dr. Connie Greeley 302.475.4102 mcbgreeley@aol.com

In addition, MASO would like to thank **Dr. Peter Greco** who is completing his term of service as MASO liaison to the ABO.

MASO requests that anyone interested in serving in this position contact and forward their CV to Dr. Robert Binder 973 972.4729 binder@umdnj.edu ■

Training Institute (ITI) under the guidance of Dr. Rebecca Poling from Anchorage, AK.

Dr. Nagel and I have been working with a committee of very talented AAO staff members and Dr. Bob Varner, the PCSO Trustee, to present a Voluntary Certification Program for orthodontic staff on a national level. Please emphasize the word "voluntary" as you read the proposal which will be submitted to the AAO Board of Trustees for their approval.

AAOSI is finally realizing a high degree of profitability and is repaying a long term loan to the AAO on an annual basis.

Please don't hesitate to contact me if you have any comments or questions. ■



ABO

Dr. Peter M. Greco ● Pgreco@md@aol.com

ABO Educators Symposium

Sixty-nine faculty members from accredited U.S. graduate orthodontic programs gathered for the ABO 2008 Educators Symposium on November 2 in St. Louis, MO. The purpose of the symposium was for the ABO Directors to explain

the certification process, to allow an opportunity for educator input and to learn how the educators might contribute to future ABO examinations.

During the morning session, the ABO Directors gave short presentations on various aspects of the ABO Written and Clinical

Examinations. In the afternoon session, the faculty members participated in breakout sessions to discuss the following:

- How graduate orthodontic programs can prepare their residents for the Initial Certification Examination as they exit their residencies.
- How to contribute to the development of alternative options for residents to earn ABO certification if such an alternative is necessary.
- How to enhance both the written and clinical aspects of the ABO's certification process.
- How to improve the College of Diplomates of the American Board of Orthodontics' preparatory courses for the ABO examinations.

The faculty provided excellent feedback regarding the ABO certification process and this feedback will be explored by the ABO.

For more information regarding the American Board of Orthodontics, please visit our website at www.americanboardortho.com. ■



Secretary's Report

DR. LUIS A. TORO, JR

Email: latoro@prtc.net
Phone: 787.860.7943

On behalf of your MASO Board of Directors I wish to extend our best wishes to all our members.

The 2009 MASO and AAO calendar of events:

- February 5 AAO Leadership Conference, Orlando, FL.
- February 6 -8 AAO /AAP Conference, Orlando, FL.
- **March 13 (Friday) our Spring CE event: "Interdisciplinary Management of Esthetic Problems in the Gray Zone"** by Dr. Richard Roblee at UMDNJ
- March 14, MASO's Delegation and Board of Directors ad interim meeting. **All MASO members in good standing may submit resolutions to the AAO House of Delegates through our MASO Delegation.** Draft resolutions should be emailed to Dr. Jaime De Jesus (MASO Delegation Chair) at dejesus@icepr.com or Mrs. Anita Field at MASO@AssnOffices.com no later than March 1. All approved resolutions will be forwarded to the AAO for further discussion and action by the AAO House of Delegates.
- May 1 - 5, AAO Annual Session at Boston, MA
- **November 3 - 6, MASO Annual Session at The Borgata, Atlantic City, NJ**

Announcements:

- Our very own Dr. Robert Bray will assume the Presidency of the AAO at the 2009 AAO Annual Session in Boston. The MASO Board of Directors and the entire MASO Delegation congratulates Dr. Bray on his achievement. The AAO Annual Session in Washington, DC from April 30 to May 4, 2010 will conclude his term. Drs. Anthony Quinn and Natalie Parisi are the meeting's General Chairs.

As always, if any one has any questions or concerns, please do not hesitate to contact me. ■



Nominating Committee Report

DR. GEORGE SCOTT

Email: drgwscott@aol.com
Phone: 732.671.5700

MASO's Nominating Committee will meet in April to discuss candidates for the 2009/2010 year. If you ever wondered how to give back to this great profession of ours, then volunteering your time to serve MASO is the answer! We encourage anyone interested in serving as a committee or board member to contact his/her state President. MASO Committees include: Communications/Publications, Education/Research, Government Affairs, and Member Services. If you have any questions, please contact me at drgwscott@aol.com, or call the MASO office at 866.748.6276 and speak to our Executive Director, Anita Field. Hopefully, one of your New Year's resolutions is to donate some time to your constituent organization, MASO! Thank You! ■



Treasurer's Report

DR. STEVEN SIEGEL

Email: smilestr8er@cs.com • Phone: 410.761.6960

CURRENT ASSETS A/O DECEMBER 31, 2008

Savings/Cash:	\$431,278.44
Reserve Account:	\$135,663.71
TOTAL ASSETS:	\$566,942.15

INCOMEYear-End 20082009 Budget

Dues-Active / Reinstatement	124,620.04	131,101.00
Newsletter Advertising.....	9,460.00	11,000.00
CE Course	22,975.00	23,000.00
Annual Session ('09 Atlantic City).....	101,701.01	267,000.00

OTHER INCOME

Interest/Dividends	14,559.63	15,000.00
Gain/Loss	(53,380.92)	0.00

TOTAL INCOME219,934.76.....447,101.00

EXPENSESYear-End 20082009 Budget

OPERATING EXPENSES

AAAO Dues Billing Fee.....	952.00	952.00
President Honorarium.....	500.00	500.00
Management Fee.....	83,681.68	55,349.00
Office Supplies.....	1,200.00	1,200.00
Accounting.....	1,500.00	1,500.00
Stationary & Envelopes	111.68	500.00
Copying.....	248.31	300.00
Postage/Mailing House	641.13	800.00
Telephone/Fax.....	1,855.10	3,000.00
AAO Liability Insurance.....	0.00	0.00
Office/File Storage.....	300.00	300.00
Journal Editor - Honorarium.....	500.00	500.00
Journal Publication/Mailing.....	19,190.71	19,000.00
Web Site.....	665.00	765.00
Website Component Development	0.00	5,000.00
BOD Travel, Meals, Rms, A/V	5,031.83	5,200.00
BOD Conference Calls	232.81	250.00
CE COURSE.....	29,829.12	30,000.00
ANNUAL SESSION 2008 ('09).....	13,189.60	255,300.00

NATIONAL ANNUAL MEETINGS.....

Leadership/Gov.Affairs Conf.....	550.52	4,500.00
AAO-Caucus Mtg Meals	2,813.96	2,500.00
AAO-Del(7) Alt (3)Honorarium.....	10,147.38	14,000.00
AAO-Delegates/Alt Airfare	2,987.82	4,700.00
AAO-Exc Dir Attendance.....	1,849.07	2,000.00
AAOF Contribution (bal \$7375).....	1,475.00	1,475.00
GORP Program.....	1,000.00	1,000.00
AD HOC Committees.....	0.00	200.00

OTHER EXPENSES

Credit Card Fee.....	3,662.18	4,000.00
Bank Service Charges.....	34.00	0.00
Prior Year Expense.....	0.00	0.00
Miscellaneous	27.70	500.00
Estimated Taxes.....	(1,290.00)	1,300.00
Annual Session 2009 (NJ)	315	0.00
Annual Session 2010 (FL w/GLAO).....	0	1,000.00
National Dental Museum (bal \$2,000)	1,000	1,000.00

TOTAL EXPENSES184,201.60.....418,591.00

NET INCOME35,733.16.....28,510.00



Education/Research Committee Report

DR. JAZMÍN OLIVA DE CUEBAS

Email: jazminoliva5@yahoo.com

Phone: 787.763.4217

Committee Members:

Dr. Jazmín Oliva de Cuebas, jazminoliva5@yahoo.com - San Juan, PR
 Dr. George (Rusty) Bullock, bullock.george@verizon.net - Doylestown, PA

Dr. Robert Penna, rpenn1116@aol.com - Newark, DE

The Education / Research Committee held its first meeting on Sunday, October 12th, 2008. In its continuous quest for professional excellence, the committee welcomes new research to meet the challenges of today and face those of the future. The Committee encourages suggestions to achieve this goal.

Upcoming Events

- **February 6 - 8, 2009** *Two Specialties, One Goal* - A joint conference sponsored by the American Academy of Periodontology and the American Association of Orthodontists. Orlando, FL.
- **February 28 - March 1, 2009** The 36th Annual Moyer's Symposium: *Surgical Enhancement of Orthodontic Treatment*. University of Michigan School of Dentistry, Ann Arbor, MI.
- **March 13, 2009** MASO CE Event. *Interdisciplinary Management of Esthetic Problems in the "Gray Zone"*. University of Medicine & Dentistry of New Jersey. Newark, NJ.
- **March 14-19, 2009** American Dental Education Association (ADEA) Annual Session. Phoenix, AZ. As part of this meeting, the Council on Orthodontic Education will meet on March 15th.
- **May 1- 5, 2009** American Association of Orthodontists Annual Session. Boston, MA.
- **July 17 - 21, 2009** - CDABO Annual Meeting. Kohler, WI.

REMINDER: The Kress Award is given annually for the most outstanding research project or thesis by a graduating resident within MASO's geographical area. This year's deadline for the submission of research projects or thesis will be Wednesday, July 1, 2009. Submissions should be sent to MASO's office at: MASO@AssnOffices.com. ■

Membership Committee Report

DR. SAL CARCARA

Email: drcarcara@aol.com • Phone: 201.664.4443

Active Applicants:

Robee Bailey, Jr. Washington, DC, Southern Illinois '02, Howard '07
 Nikia Burns, Mount Lebanon, PA, Nova Southeastern '05, WVU '08
 Celimar Busquets, Vaello San Juan, PR, UPR '01, UPR '07
 David Caggiano, Parsippany, NJ, UMDNJ '01, UMDNJ '08
 Kimberly F. Christie, Media, PA, Pennsylvania '06, Pennsylvania '08
 Shyam Desai, Philadelphia, PA, NMDNJ '05, Connecticut '08
 Jessica Falk, Blakely, PA, Temple '05, St. Louis '07
 Peter Feibish, Hoboken, NJ, Temple '04, Columbia '07
 Christine Ferrell, Baltimore, MD, Maryland '05, Maryland '08
 Timothy Flynn, Caro San Juan, PR, UPR '04, UPR '08
 Ashkan Ghaffari, Silver Spring, MD, Virginia Commonwealth '06, Virginia Commonwealth '08
 Audra Rose Kiefer, Collegeville, PA, Pennsylvania '02, Einstein '08
 Cary Leizer, East Brunswick, NJ, UMDNJ '04, Einstein '08
 Oran Pachter, Bergenfield, NJ, Pennsylvania '05, NYU '07
 Jacqueline R. Palaisa, Frostburg, MD, Pittsburgh '95, WVU '05
 Daniel Rejman, Edgewater, MD Michigan. 2003, Marquette '07
 Eva R. Scott, Oxon Hill, MD, Howard '84, Howard '87
 Beth A. Troy, Bethel Park, PA, U. Pittsburgh '05, Ohio State '08
 Corey Turk, Paramus, NJ, Columbia '05, UMDNJ '08
 Timothy J. Yu, Absecon, NJ, Temple '05, Temple '07

Retired Applicants:

Dale U. Cox, Jr. Fanwood, NJ, Member 1974, Retirement 2008
 Armand L. Dumas, Rockville, MD, Member 1964, Retirement 2008
 Angelo R. Lombardi, Leonia, NJ, Member 1958, Retirement 2008
 Thomas A.J. Olivero, Brownsville, VT, Member 1969, Retirement 2007
 Stephen Pearlman, Wynnewood, PA, Member 1978, Retirement 2008
 Joseph H. Seipp, Brooklandville, MD, Member 1961, Retirement 2006
 Gary Wiser, Perrineville, NJ, Member 1967, Retirement 2008

Transfer Applicants:

Transfer In:

James Joseph Sciote Philadelphia, PA, Transfer from GLAO
 Vivian A. Rejebian Bethesda, MD, Transfer from NESO

Transfer Out:

Helen D. Bush, Albuquerque, NM, Transfer to RMSO
 Frederic Lavoie, Montreal, PQ, Transfer to NESO
 Saju Mathew, New York, NY, Transfer to NESO
 Pedro E. Santiago, Durham, NC, Transfer to SAO
 Timothy J. Yu, Avondale, AZ, Transfer to PCSO

Deceased Members:

John A. Crowley October 29, 2007

Alan S. Weisberg August 22, 2008

Dr. Weisberg served as a faithful faculty member for many years in the Orthodontic Department at the University of Maryland, and in the Orthodontic Department at Georgetown University prior to its closing. The Maryland State Society of Orthodontists recently voted to establish and award a memorial lecture in his honor, and those wishing to make a contribution in Alan's honor should contact Dr. Stuart Josell at sjosell@umaryland.edu. Dr. Weisberg will be remembered with great fondness by his many students and colleagues.

In addition, Dr. Robert W. Baker, Sr. from Ithaca, New York passed away this past October. Bob was a long time teacher at the Eastman Dental Center for over 50 years. ■

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Delaware State Orthodontic Society

Dr. Stephanie Steckel, President
Email: sesteckle@comcast.net

The Delaware State Society of Orthodontists met in December, 2008. The updated state Society by-laws were sent to all members for review and comment, and the by-laws were subsequently approved by the membership.

The membership coverage agreement for 2009 was confirmed.

The rough draft of our initial state Society website was completed and will be modified utilizing the Consumer Awareness Campaign message for the benefit of our members. The final version is expected to be submitted to the MASO Board of Directors in February, 2009. ■



District of Columbia Society of Orthodontists

Dr. Ashur Chavoor, President
Phone: 703.538.7030

Our next meeting will be held prior to MASO's 56th Annual Session in Atlantic City. The exact location and time will be announced. ■



Maryland State Society of Orthodontists

Dr. Stuart Josell, President
Email: SJosell@umaryland.edu

At its fall meeting the Maryland State Society of Orthodontists elected its new slate of officers:

President: **Dr. Stuart Josell**
President Elect: **Dr. Ramesh Sardana**
Secretary/Treasurer: **Dr. Chris Liang**
Director (year 2): **Dr. Byron Bonebreak**
Director (new): **Dr. Jeffrey Jarvis.**

Following the election of officers the MSSO membership benefitted from a half day continuing education program presented by Steve McEvoy entitled "Technology Advances in Orthodontics". In early January MSSO President, Dr. Stuart Josell attended a "Maryland Dental Leadership Roundtable" hosted by the Maryland State Dental Association to discuss issues related to the access to and delivery of dental care to the citizens of Maryland.

At its January meeting Dr. Joe O'Neil presented "Fine-Tuning the Established Practice". At each meeting the MSSO enjoys hosting the residents from the University of Maryland and Howard University's Postgraduate Programs. The next general membership meeting for the MSSO is scheduled for Wednesday, April 22. ■



New Jersey Association of Orthodontists

Dr. Robert Loeb, President
Email: rloebdds@aol.com

The New Year has been a busy one for the NJAO. Our continuing education program began with a presentation by Dr. Mark Yanosky on the use of lasers in the orthodontic office. The winter meeting features Dr. David Ostreicher giving us an update on the latest advances with Invisalign. Mr. Michael Massotto will speak on the "Staff Driven Practice" at our annual spring session, when staff is invited to join us for the day. The revision of our bylaws and committee system has been completed and is in the process of being approved by the membership. Additionally, we are about to embark on a series of Visioning Sessions to determine the future needs and directions our Association will take over the coming years. We also hope this will encourage younger members to play a more active role in planning for their professional future. Furthermore, we are engaged in our eighth annual Groundhog Shadow Day campaign, where high school students interested in pursuing a career in any dental related field are invited to spend a day in one of our offices. ■

Pennsylvania Association of Orthodontists

Dr. Matt Stacy, President, Email: JMSTACY517@aol.com

The 2008-2009 PAO Board of Directors was elected June 15th at the 41st annual meeting at the Atlantic Sands Hotel and Conference Center in Rehoboth Beach, DE. The 2009 Annual meeting will be held April 2 - 5, 2009 at the Jupiter Beach Resort and Spa in Jupiter, FL. Located just 25 minutes from West Palm Beach airport, this area offers warm temperatures and beautiful beaches, golf, tennis, fishing, great shopping and more. 3M Unitek, Masel and Practice Works will sponsor three days of scientific lectures and hands on sessions. For more information, visit www.pao-ortho.org or call 610-688-6414.. ■



Puerto Rico Society of Orthodontists

Dr. Milton Matos, President

The MASO/GLAO meeting at Puerto Rico was a blast! We had a great time with educational as well as social activities. On behalf of the Puerto Rico Orthodontist Society we want to thank all of you that attended this meeting and hope to see you at future meetings in Puerto Rico.

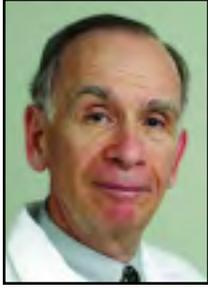
On December 6, 2008 we had our last continuing education course of the year: Class II correction by Dr. John Voght. At the same activity the new officers of our society were sworn:

President: **Dr. Milton Matos**
President-elect: **Dr. Carlos Busquets**
Immediate past-president: **Dr. Rubén Colón-Badillo**
Secretary: **Dr. Celimar Busquets**
Treasurer: **Dr. José Vicens**
Continuing Education: **Dr. Francis Picón**
Public Education: **Dr. Carlos Méndez**
MASO Director: **Dr. Luis Toro, Jr.**

We also updated our web page: www.seo-pr.org. We could not end the year without our traditional Christmas party at my country house, where we had great music, dancing, and of course, great food! ■

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MASO Journal THE AWARD WINNING



Albert Einstein Medical Center (AEMC), Orthodontic Residency Program

Dr. Alan J. Borislow, Chairman and Program Director • BORISLOA@einstein.edu

Resident Activities

Our current second year residents, **Drs. Spencer Boley, Daniel Grossman, and Andrew Hockley** are doing well as they have completed more than one-half their educational experience.

As soon to be third year residents, they are ready

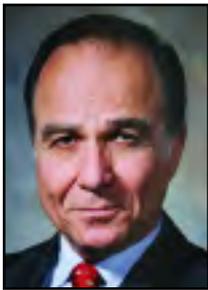
to welcome those resident applicants who have been selected to enter the program on June 23, 2009. Out of 184 applicants, 16 were interviewed; the following individuals will soon join us:

- **Dr. Paul Fox**, a graduate of the University of Oregon Health Sciences Center and currently a general practice resident at the VA Medical Center in Portland OR;
- **Dr. Alicia Petros Stoutland**, a graduate of the University of Maryland and currently a general practice resident at the VA Medical Center in Philadelphia;
- **Dr. Sean Willcutts**, a graduate of Boston University and currently in Private Practice.

The selection process gives the program incoming residents whose potential should continue the tradition of excellence of the program. I want to thank the selection committee and current residents for their support.

Facility Modernization and Alumni Support

Program leaders, faculty, and residents are excited by the planned renovation of the orthodontic clinical area, laboratory and computer/resident resource room. Twenty-three years have passed since our current clinical facility was constructed. Much has changed regarding the orthodontic clinical educational environment and the need to incorporate significant upgrades to support resident education. The plan is to demolish and fully renovate and equip the facility, and also create a permanent endowment fund that will generate annual income to support the residency program. **The AEMC Orthodontic Alumni Society** through the leadership of **Drs. Michael Roth and Harold Middleberg** initiated an Orthodontic Renovation and Endowment Campaign to fund this important endeavor. A Campaign Cabinet of **Drs. Alan Borislow, Buddy Broker, Steven Cohen, Charles Gemmi, Stuart Messinger, and Irene Valenza** participated in reaching out to alumni. The alumni response was outstanding, which reflects the commitment of alumni and their appreciation for the education received at the institution. In addition, non-alumni faculty have also contributed. The expectation is that renovations will be completed by May 1, 2009. ■



Temple University

Dr. Orhan C. Tuncay, Professor & Chairman • Email: OTUNCAY@DENTAL.Temple.edu

Temple Orthodontics is excitedly looking forward to the next academic year! There are many reasons for this excitement, the foremost being that the Kornberg School of Dentistry has a new Dean, Dr. Amid Ismail. Additionally, there is much happening at the school,

including preparation for our accreditation in 2011.

The Department of Orthodontics has moved into temporary space. We are currently using chairs that were formerly assigned to some of the undergraduate dental students, and the Department of Restorative Dentistry has lent us six more. All the temporary chairs, receptionists' window, and the departmental office now occupy a compact space. Although this space is miniscule, we have access to everything we need for the next few months. The residents have been wonderful in packing and helping to move all our stuff, and the old departmental space is now fully gutted-out. The contractors have started to build out the new space, and we expect the ribbon cutting for the new facility to take place in May or June.

In addition to all this excitement, the incoming class will be more active in the clinic, since for the past two years we have purposely reduced our patient load in anticipation of our move into

the new space. Recently **Drs. Larry and Chris Smedley** joined the faculty, and we are very lucky to have them both in our midst.

We are, of course, very proud that our own **Dr. Robert Bray** is now President-Elect of AAO; and that **Dr. Hyun-Duck Nah** is the Program Chairman for the 2010 meeting in Washington, DC. She is putting together an exceptionally informative program, and her book *Craniofacial Growth and Development* is in press. One of our other faculty members, **Dr. Mark Ackerman** has a book *Enhancement Orthodontics* that is being translated into Russian and Spanish.

Meanwhile, **Dr. James Sciote** has put together an evidence-based course which incorporates problem-based learning for our undergraduate students. He is currently expanding his initiative to include a web-based course that will also include competencies, and we expect this course to go live for the fall semester. **Dr. Slutsky** is collaborating on this project. **Dr. Michael Horton**, our new research faculty member, will play a significant role in our research activity and the residents' MS theses.

At Temple, we are very proud of our orthodontic heritage that goes all the way back to Simeon Guilford, publisher of the first orthodontic textbook widely used in US dental schools. That is the tradition we preserve and promote. ■

University of Puerto Rico Dr. Ana R. Lopez Davila • Email: anlopez@rcm.upr.edu

The Orthodontic Graduate Program, 36 months in length, currently enrolls two residents per year and confers both a certificate and a master's degree in dental sciences. The Clinical activities include a strong craniofacial program and a wide diversity of orthodontic cases. As part of our curriculum, it's mandatory to take and pass the ABO written exam. We congratulate our recent graduates **Dr.**

Antonio Rivera and **Dr. Timothy Flynn** for passing the exam. We have recently implemented Interdisciplinary seminars with the participation of the Orthodontic, Oral Surgery and Prosthodontic Graduate Programs for the discussion of complex interdisciplinary cases, in which all the faculty, residents and students are welcomed.

Our Graduate Program announced that last semester, two

masters degrees were conferred to **Dr. Ana V. García** and to **Dr. Celimar Busquets**, with their thesis dissertation on "A Comparison of the Precision and Accuracy of Measurements between Orthodontic Digital and Plaster Models" and "Posteroanterior Radiographic Assessment of Transverse Skeletal Changes Following Slow Maxillary Expansion". The thesis manuscripts can be accessed through our website in a PDF format.

The Program also welcomed **Dr. Antonio Rivera** and **Dr. Ilce Salcedo** to our Craniofacial Disorders Program. Dr. Rivera has a

Master's in Public Health in Clinical Sciences and graduated from our Program in 2008. Dr. Salcedo received her dental and graduate degree in Columbia and had been collaborating with **Dr. Pedro Santiago** in the Craniofacial Clinic for the past 8 years.

Our new residents for 2008-2009 are **Dr. Alejandra Fernández** from Arizona and **Dr. Rhina Marquez** from El Salvador.

The Orthodontic Program is also evaluating candidates for the position of Program Director. Interested persons can contact ccastellvi@rcm.upr.edu or anlopez@rcm.upr.edu. ■



University of Maryland

Dr. Stuart D. Josell, Chair, Department of Orthodontics ● *Email: SJosell@umaryland.edu*

The efforts to raise funds for an endowed chair in the Department of Orthodontics continue, and we hope to reach our goal this year! Long-time faculty and MASO member, Dr. Edgar Sweren, who celebrated his 80th birthday on January 21st, continues to energetically chair the fund raising campaign to establish the first endowed chair at The Baltimore College of Dental Surgery, Dental School, University of Maryland-Baltimore.

The class selected for 2012 consists of:

Dr. Marjan Askari ('09 Tufts University)

Dr. Anna Muench ('09 U of Maryland)

Dr. Rachel Reichard ('09 U of Maryland)

Dr. Dalia Shlash ('08 University of Maryland)

They will be entering our program in July 2009, and we are looking forward to having them join our department.

The Advanced Specialty Education Program in Orthodontics and the Maryland Orthodontic Alumni and Friends Organization will co-host our annual Alumni Reception at the AAO Meeting in Boston and our annual CE event on June 12th, 2009. The featured speaker for the day will be Dr. Jerry Clark. The event will be followed by an evening at Oriole Park at Camden Yards for a pre-game party and baseball game. ■



University of Medicine and Dentistry New Jersey

Dr. Robert Binder, Chair, Department of Orthodontics ● *Email: rbnderre@umdnj.edu*

The start of the 2009 New Year brings several changes to the Department of Orthodontics. The major changes are an increase in our class size, and in the physical location of the department's clinical facility.

Class Size

Following approval by the Commission on Dental Accreditation (CODA), and based on a departmental application, the incoming class size will be increased from four to five postgraduate students. Because approval was received before our interviewing and acceptance process, the classes starting with the Class of 2012 will have five students.

Clinical Facility To accommodate our increase in class size, our clinical facility has moved providing four additional chairs to the "Orthodontic Smile Center", as well as a larger lab and dispensary.

Class of 2012

Our five new postgraduate students hail from five different locales. **Suzanna Lekht** is a NJDS graduate and has been in a two year GPR as resident and chief resident at Robert Wood Johnson University Hospital. She joins her twin sister Svetlana who is a member of the Class of 2011. **Bruce Tasio**, a graduate of the University of Toronto Dental School is completing a GPR at Mount Sinai, also in Toronto. The other three will be recent dental school graduates; **Tracey Handler** also from University of Toronto, **Keyvan Tavakoli** from Meharry, and **Lee Ann Clark** from NYU.

News and Notes

The Department of Orthodontics has sent out its second newsletter under the impetus of **Dr. Rene Johe**, the Director of the

Postgraduate Program in Orthodontics, and **Deb Nuber**, Department Administrator. We hope to be able to use this vehicle to draw all of those touched by the NJDS PG Program a little closer together. If you would like to be added to our mailing list please contact us at binderre@umdnj.edu.

We are planning to hold an Alumni Reception at the AAO meeting in Boston in the Spring, and hope that as many of the NJDS alumni as possible will be able to attend to reminisce about the past, brag about the present, and plan for the future.

Class of 2009 Research Projects

- **Dr. Michael Goldkind:** Case complexity as measured by the ABO Discrepancy Index and its relation to treatment duration
- **Dr. Yoram Kohanzadeh:** Data loss and recovery in the orthodontic practitioner's office
- **Dr. Joann Soh:** Effects of the Smile Arc on the assessment of facial beauty...
- **Dr. Azariy Yusupov:** Appointment keeping behavior of Medicaid versus non-Medicaid orthodontic patients at the New Jersey Dental School

emBRACE THE FUTURE Fund

The Department of Orthodontics is continuing its efforts in fund raising in conjunction with the UMDNJ Foundation to help in the construction of a new 24 to 30 chair clinical facility along with all of the appropriate support area. Contributions for the William Joule/Harry Bull Memorial Library, or for any other designation, are being actively solicited as a part of the emBRACE the Future Fund.

In an effort to really emBRACE the near future funds will be expended to upgrade our record keeping system by going digital. ■

UPCOMING EVENTS



March 13, 2008
MASO CE EVENT

UMDNJ, NEW JERSEY DENTAL SCHOOL,
NEWARK, NEW JERSEY



May 1-5, 2009
AAO 109th Annual Session

BOSTON, MASSACHUSETTS



November 3-6, 2009
MASO Annual Session

BORGATA HOTEL CASINO & SPA
ATLANTIC CITY, NEW JERSEY



April 30 - May 4, 2010
AAO 110th Annual Session

WASHINGTON, DC



September 29-October 2, 2010
MASO/GLAO Joint Annual Session

BREAKERS HOTEL
PALM BEACH, FLORIDA



September 15-18, 2011
MASO/GLAO Joint Annual Session

HILTON HOTEL
PITTSBURGH, PENNSYLVANIA

MASO Journal

**MIDDLE ATLANTIC SOCIETY
OF ORTHODONTISTS**

Dr. Robert E. Williams, Editor

Ms. Anita Field, MASO Executive Director

17 South High St. – Suite 200

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