



2025 ADEA Sections on Business and Financial Administration
and Clinic Administration Meeting (ADEA BFACA)
October 19–21, 2025
Hotel Polaris
Colorado Springs, CO

“Unity: Moving Forward Together”

Sunday, October 19

8:00 – 9:00 a.m.
Noctua

ADEA BFACA Planning Committee Meeting

This meeting is for members of the 2025 ADEA BFACA Planning Committee only.

9:00 a.m. – 5:00 p.m.
Constellation Ballroom

Registration and Information

QR Code for “2025 ADEA BFACA Group Survey” Solution-driven Networking

11:00 a.m. – 3:00 p.m.
Generations C

Corporate Sponsor Set-up for Corporate Meet and Greet

Noon – 1:00 p.m.
Eagles Peak Lawn

Welcome Lunch

Open to all registered 2025 ADEA BFACA attendees.

1:00 – 1:15 p.m.
Constellation Ballroom

Opening and Welcome Remarks

1:15 – 2:00 p.m.
Constellation Ballroom

Enhancing Our Students’ Education Through an Accountable, Protected and Financially Sustainable CBCE Program

Speaker:

Wilhelm Piskorowski, D.D.S.

Associate Professor Emeritus of Clinical Dentistry,
University of Michigan School of Dentistry

Rachel Greene, D.D.S.

Associate Professor,
University of Washington School of Dentistry

It is incumbent as a dental educator to open the eyes of the next generation of oral health care providers to a diverse portfolio of practice opportunities. These opportunities can enhance students’

clinical education two- to three-fold, while generating a revenue stream for dental schools through accountable and financially sustainable programs. Engaging in a diverse portfolio of practice opportunities with outside industries will demonstrate how “Unity: Moving Forward Together” will result in “win-win outcomes” for all. The presentation will demonstrate how to implement and maintain a sustainable community-based clinical education (CBCE) program and address all the concerns and challenges schools have faced in the past. With data, we will address many myths in creating a financially sustainable CBCE program that enhances our students’ clinical education.

Learning Objectives

- Explain how to negotiate for a financially sustainable CBCE external rotation.
- Describe the implementation of the CBCE program with external locations.
- Summarize the external clinical experience and the value to the host site.

CE Credits: 0.75

2:00 – 2:15 p.m.
*Constellation Ballroom
Foyer*

Break

2:15 – 3:00 p.m.
Constellation Ballroom

Equity in Every Smile: Delivering Ethical Care Through Donor-supported Programs

Speakers:

Pamela Malbasic
Associate Director, Revenue Integrity,
University of Utah School of Dentistry

Kellye Potter
Director, Finance & Accounting,
University of Utah School of Dentistry

Access to dental care remains a pressing equity issue, disproportionately affecting low-income and marginalized communities. We will examine real-world models that successfully integrate ethical frameworks into policy and practice to expand access. Attendees will leave with actionable insights on how to ethically advance oral health equity by using donated funds and collaborating with community partners.

Learning Objectives

- Identify ethical frameworks that support equitable access to dental care for underserved populations through charitable assistance programs.
- Evaluate models for integrating donor-supported care into dental practice workflows, including financial sustainability, donor engagement and patient selection criteria.
- Develop strategies to ethically expand oral health access using donated funds and community partnerships.

CE Credits: 0.75

3:00 – 3:30 p.m.
*Constellation Ballroom
Foyer*

Networking Break

3:30 – 4:10 p.m.
Constellation Ballroom

**ADEA Section on Business and Financial Administration
Members' Forum**

(concurrent session, voting will be at the start of the Forum)

This session is open to all attendees; however, only members of the ADEA Section on Business and Financial Administration may vote.

3:30 – 4:10 p.m.
Skyline

**ADEA Section on Clinic Administration Members' Forum
(concurrent session, voting will be at the end of the Forum)**

This session is open to all attendees; however, only members of the ADEA Section on Clinic Administration may vote.

4:10 – 6:00 p.m.
Generations C

Corporate Meet and Greet and Welcome Reception

6:00 – 9:00 p.m.
Doolies

Welcome Social Event

(Sign up at registration)

Sponsored by Komet USA and NSK America Corporation

Join us for an evening of great food and high-flying fun! We'll have a relaxing dinner followed by an immersive flight simulator experience that's sure to be a memorable adventure. Take a turn in one of three flight simulators at Hotel Polaris. Operated by Extreme Flight Simulation, the two F-16s and one 737 MAX include a full cockpit mock-up with working controls and switches. As the only hotel in North America to offer flight simulator experiences, Hotel Polaris takes you to new heights.

- The F-16 Fighting Falcon is a compact, multi-role fighter aircraft. Feel what it's like to fly the ultimate Air Force jet. Embark on a solo mission and fly through valleys or grab a

friend and set out on a dog fight mission. The two F-16 simulators are networked together to give you and a partner the opportunity to complete a mission together.

- Hop into the cockpit of a fully functional 737 MAX commercial airplane. This immersive experience allows you to take off and land at any airport in the country. Equipped with a 200-degree field of view, you can pilot a modern-day commercial airliner from gate to gate.

Monday, October 20

7:00 a.m. – 3:00 p.m.
*Constellation Ballroom
Foyer*

Registration and Information

8:00 – 9:00 a.m.
Generations C

Networking Breakfast

9:00 – 10:45 a.m.
Constellation Ballroom

Keynote Discussion: Best Practices for Navigating Uncertain Times

Moderators:

Amy Kim, D.D.S.

University of Washington School of Dentistry

Marla LaVal

Director of Finance and Clinic Administration,
Kansas City University College of Dental Medicine

Panelists:

Sompop Bencharit, D.D.S., M.S., Ph.D., FACP

Valerie Sikora, MSF

Associate Dean, Administration & Finance,
University of Maryland School of Dentistry

Ana Bedran-Russo, D.D.S., M.S., Ph.D.

Associate Dean for Research,
University of Illinois Chicago College of Dentistry

The keynote discussion will feature thought leaders in academic dentistry who will provide insights into creative ways of navigating the sometimes challenging path of educating future dentists in a climate that features unstable funding, rapidly changing regulations, high staff turnover and maybe also inertia. The keynote speakers will share their perspectives in a talk-show-style format, with thought-provoking questions posed by the moderators.

Learning Objectives

- Discuss innovations in dental education and administration of dental school clinics and finances.
- Appraise best practices and different models of dental education and clinics.
- Assess applicability of learnings and possibilities for transformation at home institutions.

CE Credits: 1.75

10:45 – 11:00 a.m.
*Constellation Ballroom
Foyer*

Break

11:00 a.m. – noon
Constellation Ballroom

**2025 ADEA BFACA Group Survey Solution-driven
Networking**

This solution-driven networking event was developed in response to requests from past BFACA meeting attendees. Many members value the camaraderie and learning among peers that occurs during discussions at meetings with an acknowledgement that challenges we face within our work are often similar challenges that others experience. This session will allow attendees to leverage expertise and kinship with those at similar institutions or like-minded individuals to discover best practices and possibilities for future formal and informal collaborations.

Joining one or more connection groups at this event is only expected to last the duration of the BFACA conference, with options to continue relationships as they occur organically.

Noon – 1:00 p.m.
Generations C

Networking Lunch

1:00 – 1:30 p.m.
Constellation Ballroom

The Big Ten Collaborative—The Model for Moving Forward Together

Facilitators:

Valerie Sikora, M.S.F.
Associate Dean, Administration & Finance,
University of Maryland School of Dentistry

Joel Heuschele, M.B.A.
Chief Financial Officer,
University of Minnesota School of Dentistry

This interactive session will explore the origin, development and impact of the Big Ten Finance Collaborative—an initiative that exemplifies this year's theme: "Unity: Moving Forward Together." Formed by the senior financial leaders of the Big Ten Conference dental schools and their teams, the Collaborative emerged from a shared commitment to addressing common challenges through data sharing, strategic dialogue and the exchange of best practices. We will highlight the conditions that led to its formation, how it adapted during the COVID-19 pandemic and the tangible outcomes it has delivered across member institutions. The session will showcase the practical benefits of sustained collaboration in enhancing operational performance and navigating complex issues. Attendees will be encouraged to reflect on these lessons and engage in discussion on how similar alliances—within or across institutions—can be created to promote innovation, strategic alignment and collective progress within the BFACA community.

Learning Objectives

- Discuss how to bridge the gap between business finance administration and clinic administration to create unified strategies for tackling industry-wide challenges, including fiscal constraints and clinical resource management.
- Describe techniques for breaking down complex issues, sharing knowledge across departments and implementing best practices that address both financial sustainability and clinical excellence.
- Explain practical approaches to managing uncertainty in both the financial and clinical domains, including best practices for adjusting to funding cuts, particularly from Medicaid, while maintaining high-quality patient care and operational efficiency.

CE Credits: 0.5

1:30 – 1:45 p.m.
Constellation Ballroom
Foyer

Break

1:45 – 2:30 p.m.
Constellation Ballroom

When Dentistry Needs a Do-over: Managing Educational and Financial Ramifications

Speakers:

Fatemeh Afshari, D.M.D., M.S.
Associate Professor,
University of Illinois Chicago College of Dentistry

Michael Harner, Ed.D., M.B.A.
Associate Dean of Finance and Administration,
University of Illinois Chicago College of Dentistry

The Commission on Dental Accreditation (CODA) Standard 5-3 dictates that dental schools must conduct a formal system of continuous quality improvement and demonstrate “mechanism to determine the cause(s) of treatment deficiencies and ... implementation of corrective measures as appropriate.” Establishing structured processes for documenting deficiencies, their root causes and corresponding corrective measures can support institutions in setting benchmarks, standardizing clinical protocols and enhancing training for both students and faculty. Innovative workflows within electronic health records that systematically capture treatment deficiencies or adverse outcomes—along with their financial implications—can provide valuable insights. The resulting data can reveal trends in patient care, which may inform improvements in student education, faculty calibration, laboratory communication, material selection and overall clinical philosophies. This presentation will explore the management and outcomes of treatment deficiencies within an academic clinical environment.

Learning Objectives

- Describe strategies to bridge the gap between business finance and clinical administration to develop effective systems for tracking treatment deficiencies within a clinical educational environment.
- Identify practical strategies in addressing treatment deficiencies that enhance patient care and student learning outcomes.
- Discuss sustainable, measurable and continuous quality improvement strategies grounded in best practices.

CE Credits: 0.75

2:30 – 2:45 p.m.
Constellation Ballroom
Foyer

Break

2:45 – 3:30 p.m.
Constellation Ballroom

Closing the Divide: Integrating Dental Services Into Primary Care Settings

Speakers:

Nicole Vallieres, M.B.A., RD
Associate Dean, Finance, Operations & Development,
University of Utah School of Dentistry

Lisa Cannon, RDH, M.P.H.
Director of Clinical Operations,
University of Utah School of Dentistry

As health care systems evolve, the need for seamless collaboration between medical and dental professionals has never been more critical. This presentation explores the transformative potential of integrating dental clinics into primary medical care, integrating patient records, sharing staff and streamlining operations to create a more efficient and cohesive approach to patient wellness. By breaking down traditional barriers between disciplines, we can foster interdisciplinary teamwork, improve patient outcomes and enhance the overall health care experience.

Learning Objectives

- Describe key models of dental-primary care integration (e.g., co-location, interprofessional collaboration, shared EHRs) and the outcomes associated with each.
- Explain the primary barriers to integration, including workforce silos, funding challenges and operational limitations.
- Evaluate the potential impact of integrated care models on health equity, access to care and overall health care costs.

CE Credits: 0.75

3:30 – 4:00 p.m.
Constellation Ballroom

Sustainable Clinical and Financial Models in Dental and Medical Education: A Systematic Review to Guide Innovation and Resilience

Speakers:

Gülsün Gül, D.D.S., M.B.A., M.P.H., M.S.

ADEA Chief of Innovation, Clinical Education & Public Health

Enrique Saldarriaga, Ph.D., M.S.

ADEA Director, Public Health Research and Policy

Funding cuts, particularly to Medicaid, and persistent insurance coverage gaps pose a significant threat to patient health care access, clinical operations and the quality of dental and medical education, especially in clinics serving underserved populations. Despite growing urgency, there is no comprehensive synthesis of evidence-based models that address the intersection of financial sustainability and clinical educational excellence. We propose to conduct a targeted systematic review to: (1) Highlight the impact of funding cuts and insurance gaps on patient access and clinical education quality, and (2) Identify and evaluate models of clinical efficiency, payment structures and operational resilience from dental and medical education clinics. This review will examine strategies that enable clinics to sustain high-quality patient care, ensure education quality and remain financially viable amid funding instability. This work will help guide strategic responses to current and future funding challenges in academic health care, highlighting the importance of collaboration across clinical and business units.

Learning Objectives

- Discuss the impact of Medicaid cuts and financial instability, including how reductions in funding and insurance gaps affect patient access, clinic sustainability and clinical education in dental schools.
- Describe innovative, evidence-based clinical and financial models from dental and medical education that improve care delivery and operational resilience.
- Explain how academic dental institutions can align clinical excellence with financial sustainability through cross-functional collaboration.
- List practical examples and early findings from the systematic review to inform local strategies for managing funding instability and enhancing clinic performance.
- Discuss how studies like this systematic review can continuously inform policy, planning and innovation across dental education institutions.

CE Credits: 0.5

2025 ADEA BFACA Meeting Preliminary Agenda

4:00 – 5:30 p.m.

Constellation Ballroom

Foyer

Networking Break

5:30 – 7:30 p.m.

Generations C

Networking Reception & Dinner

Sponsored by A-dec and HuFriedyGroup

Tuesday, October 21

7:30 – 10:15 a.m.
*Constellation Ballroom
Foyer*

Registration

8:00 – 9:00 a.m.
*Constellation Ballroom
Foyer*

Networking Breakfast

9:00 – 9:45 a.m.
Constellation Ballroom

Collaboration Tips for Oral Health Institutions: Collaborating With Corporate Members

Speakers:

Angelina Marinucci, RDH, M.B.A., CCSVP
Clinical Education Manager,
HuFriedyGroup

Kelly Wagner, Ed.D., M.S., RDH
Assistant Dean for Clinical Administration and Quality Care,
University of Pittsburgh School of Dental Medicine

Deidre Wise
Komet US, Inc.

Jessica Jensen
Henry Schein One

This presentation explores how strategic partnerships between dental academic institutions and vendors can transform clinical education by enhancing compliance, improving student preparedness and increasing operational efficiency. Through real-world examples, attendees will learn best practices for aligning simulation and clinic operations, co-developing customized student kits and implementing innovative procurement and training models. The session will also cover how integrated clinical management platforms and sterilization consultations support infection control compliance and sustainable growth. Emphasis is placed on phased implementation, cross-vendor coordination and data-driven decision-making, all aimed at building resilient, future-ready educational environments.

Learning Objectives

- Describe collaborations between industry and dental programs that have led to measurable outcomes.
- Identify opportunities for collaborations between industry and dental programs that may not yet exist.
- Explain how the vantage point of industry partners—who see multiple programs, private practices and large dental service

organizations and themselves operate large organizations—
can help dental schools develop forward-facing strategies for
alignment, efficiency and cost-effectiveness.

CE Credits: 0.75

9:45 – 10:00 a.m.
*Constellation Ballroom
Foyer*

Break

10:00 – 11:00 a.m.
Constellation Ballroom

**Integrated Strategies to Improve Dental Education, Access,
Efficiency and Revenue**

Speakers:

Shohreh Ghasemi, D.D.S., M.D., Ph.D.

Advisory Board Member, University of Oklahoma

Colleen Reidhead, M.B.A.

Director, Business Operations,

A.T. Still University

Arizona School of Dentistry & Oral Health (ATSU-ASDOH)

Ellen Crean, RDH, M.S., D.D.S., Ph.D.

Chief Medical Officer, Triton Medical Solutions

Affiliated Partner – ATSU-ASDOH

In today's complex dental education environment, aligning financial management with clinical operations is essential for educational quality, patient care and institutional sustainability and excellence. This session explores collaborative strategies that bridge financial and clinical leadership, highlighting real-world case studies—including case data from the University of Oklahoma—where unified efforts and practical reforms have improved efficiency, patient care and fiscal performance.

Participants will learn best practices for integrating budgeting with clinical goals, using data analytics for strategic planning and implementing team-based decision-making. The session also delves into ATSU-ASDOH collaboration with Triton Medical Solutions to illustrate practical solutions, such as outsourcing services and integrating medical-dental insurance billing, to optimizing operations. By refining internal workflows and embracing innovative approaches, dental schools can expand access to care, enhance student and resident experiences and strengthen financial outcomes. Through case-based learning, attendees will leave with actionable tools that promote collaboration, efficiency and cross-functional problem-solving, ultimately driving forward the educational, clinical and financial missions of academic dental institutions.

Learning Objectives

- Identify and address key challenges and opportunities in aligning financial management with clinical operations to enhance institutional efficiency and resilience.
- Apply collaborative, team-based and evidence-based frameworks to improve communication, decision-making and the development of clinical operational procedures that benefit students, residents, patients and financial outcomes.
- Analyze real-world examples of innovative strategies—such as administrative reforms at the University of Oklahoma and outsourcing services and integrating dental-medical billing at ATSU-ASDOH in collaboration with Triton Medical Solution—to improve clinical efficiency, expand access to care, enhance educational experiences and strengthen clinic revenue.

CE Credits: 1.0

11:00 – 11:30 a.m.
*Constellation Ballroom
Foyer*

Networking Break

11:30 – 11:45 a.m.
Constellation Ballroom

**BFACA Meeting Closure
Get Involved with ADEA BFACA**

Every successful organization requires an active membership to achieve its goals. While not everyone can fill an officer role, service in such a position is a wonderful way to get more involved; work with a great group of BFACA officers and ADEA staff; have a direct voice in the organizational activities of the section, such as planning the annual meeting; and give back in return for those who led before us. If you think you would like to serve as an officer, or are just curious about what's involved, please join the current BFACA leadership team for a brief discussion about how to take the next step in influencing the direction of dental education. The rewards far outweigh the investment of time and effort.

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The American Dental Education Association designates this activity for up to 7.5 continuing education credits.



All speakers agree that neither they nor members of their immediate family have any financial relationships with commercial entities that may be relevant to their presentation.
