



A Monthly Newsletter from ADEA Executive Director Richard W. Valachovic, D.M.D., M.P.H.

*In this month's letter, Dr. Rick Valachovic, Executive Director of the American Dental Education Association, explains ADEA's role in creating leaders for dental education.*



*Leadership development is so different from all of the experiences that we have in the normal course of becoming dental educators.*

### **On Leadership**

We need only pick up the daily newspaper to see the role that effective leadership - or often the lack thereof - plays in determining success in every realm of life: from political parties to baseball teams, corporations to symphonies. Every organization seeks the right leader to guide and inspire its work, and many words of wisdom have been offered on the subject.

Donald H. McGannon, former CEO of Westinghouse Broadcasting Corporation, writes "leadership is an action, not a position." Peter F. Drucker, the legendary management consultant, suggests that "management is doing things right; leadership is doing the right things."

Recognizing that developing a cadre of leaders who understand the "action of leadership" is critical to the future of dental education, ADEA has addressed leadership development for more than ten years through formal educational programming. Currently, ADEA offers two programs of differing scopes: the ADEA Leadership Institute, a year-long program for faculty and administrators from dental, allied dental, and advanced dental education; and the ADEA Allied Dental Faculty Leadership Development Program, an intensive four-day exposure to leadership concepts and applications. Both of these programs are just beginning the nomination process, and I encourage you to consider being part of them in 2007.

#### *The ADEA Leadership Institute*

The ADEA Leadership Institute encourages the nation's most promising dental faculty and administrators to become leaders in dental and higher education. Each year, up to 21 Fellows are selected, and 127 Fellows from 54 different institutions have participated since the start of the program in 1999.

The Institute meets in four phases during the course of the year, with each phase focusing on a different aspect of leadership development: personal and interpersonal competencies, policy and legislation, administrative competencies, and integration of these skills. Preparatory work and a Capstone Achievement enrich the Institute.

Fellows come to the ADEA Leadership Institute to prepare for expanded roles in their institutions and the profession. They emerge not only with new knowledge and skills, but also greater self-understanding and personal vision for their careers.

One example is Dr. Elaine Davis, Associate Professor and Associate Dean for Student Affairs at the University at Buffalo School of Dental Medicine, who attended the Institute in 2006 because she had participated in an ADEA Summer Leadership Program and an ADEA Legislative Workshop in past years and found them excellent. And the timing was right - she had been given new responsibilities in her job, and she was looking for support to help her do her work. "A fresh approach" is what Dr. Davis gained through her Institute experience. "What I also discovered was that the networking was invaluable. It's all about the people."

Dr. Davis is right. It's the people, and the Leadership Institute's artful way of combining them in deeply satisfying educational experiences, that make the outcomes so valuable to the participants - and to dental education.

A case in point - Dr. Nader Nadershahi, Chairperson of Dental Practice and Community Services and Group Practice Administrator at the University of the Pacific Arthur A. Dugoni School of Dentistry. Dr. Nadershahi attended the ADEA Leadership Institute in 2004 because he and others saw him as a future leader of dental education. He wanted to develop the skills needed to fill leadership roles while at the same time doing the best possible job for his students. He too saw how intricately interwoven the curriculum of the Leadership Institute is with its people. He realized that others face the same issues, problems, and successes that he faces, and he was able to build a support system for himself in his work. How is the Institute helping him to accomplish his goals? Dr. Nadershahi is now President of the Institute's Alumni Association, which provides continuing support and resources to Institute Fellows. And he has become heavily involved in ADEA's federal advocacy activities as a result of his experience as Fellow.

#### *ADEA Allied Dental Faculty Leadership Development Program*

Transformation is another aspect of ADEA leadership development that's worth a mention. It's a word I hear often at Leadership Institute graduation programs. And transformation is part of the ADEA Allied Dental Faculty Leadership Development Program too. Take Prof. Monica Hospenthal, Co-Director of the Science and Technology Division of Eastern Washington University at Pierce College, who attended last year's program. She found that being able to view problems or tasks from the perspective of facilitating change versus strictly "solving a problem" enables everyone to see the end product and work together. Prof. Hospenthal believes this type of vision is particularly valuable to dental educators, "who are typically action oriented." In a world where reflection is undervalued but vital, this transformation can make the difference between run-of-the-mill operations and dynamic new directions.

A bit about the history of the ADEA Allied Dental Faculty Leadership Development Program: Building on the success of the Leadership Institute, ADEA initiated the program in 2003, and there are now 50 alumni of the program. The 2007 program will be conducted June 6-9 (just prior to the ADEA Allied Dental Program Directors' Conference) at Tamaya Resort and Spa near Santa Fe and Albuquerque, New Mexico. The program offers allied dental faculty members the opportunity to develop a professional career plan and learn about theories and models of leadership; mentoring and peer coaching; managing conflict, team building, and negotiation; and education and public policy issues.

[Dr. Linda Hanlon](#), ADEA Special Liaison to the Council of Allied Dental Program Directors, will tell you that alumni of the program speak highly of it because the curriculum fills a need for administrators in the rapidly expanding field of allied dental education. Participants complete self-assessment exercises and readings before the program to prepare for participating with 20 colleagues in interactive sessions, peer group discussions of case studies, and individual coaching sessions.

#### *Art, Not Science*

Perhaps one reason ADEA is committed to supporting leadership development is because its process is so different from all of the experiences that we have in the normal course of becoming dental educators. Leadership is an art; it is creative and experiential rather than scientific. To foster the leaders who will assure the future of dental education, a different kind of training must be available. That is what ADEA strives to offer to you. After all, as John F. Kennedy wrote, "Leadership and learning are indispensable to each other."

I hope I've inspired you to seek new directions for yourself. As I mentioned earlier, now is the time to get your application ready for ADEA's 2007 programs. The nominations for participation in the ADEA Leadership Institute are due December 15. The Call for Nominations is available in print or online at <http://www.adea.org/leadership/limain.html> Application materials for the Allied Dental Faculty Leadership Development Program will be online soon, and the application deadline will be February 1, 2007.



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