

a) Why are you applying for this position?

I am applying for the position of ABCD board position because I feel like I have a unique perspective to bring to the position and I feel like I can impact and help further the Academy and the credentialing process. As a member for over 17 years, I have volunteered and been involved with many aspects of the Academy and believe that we need strong leadership and guidance more than ever as we go forward into a future that has been shaken by the recent pandemic and a significant shift in the overall education process and resources.

When I became a member many years ago, I simply started off by joining the Academy and going to annual meetings and engaging other members to help mentor me through the process, like a lot of our members do, before starting the process of Accreditation. The Accreditation process for many is overwhelming and intimidating and becomes a major hurdle for many to even begin the process due to the fear of failure and being “judged” by their peers. I feel its important to create a level of clarity and support to allow members to become involved in the process.

The Accreditation process has been and continues to be a significant milestone for many practitioners and is well respected in the dental community. The credential is distinctive to the Academy As a member of the ABCD, I would want to strongly uphold the standards have been developed over the years and that are in place and to never diminish the current value of the Accreditation process. I feel that the Academy should continue to encourage dental professionals to become involved in the Accreditation process and to make the process less daunting by providing clarity and educational as well as accessible mentorship to support and help those who do undertake the process have the necessary tools needed to be successful in the end. I feel that it is important to protect this process in a way that will allow the Academy to help define cosmetic dentistry as a specialty in dentistry.

b) What is your vision for the future of the AACD?

My vision for the AACD going forward is for the organization to continue to be the leader in education and be the standard for cosmetic dentistry as a whole. As we enter into the second year of having a pandemic and uncharted waters, dentistry as a whole has changed and so has education in dentistry. We have shifted from an in-person annual meetings known for a second to none experience to a limited online experience. As things shift, we have to have leadership that works effectively and efficiently and focused on maintaining the standards that the organization have developed over the years in cosmetic dentistry.

In addition, we have recently seen a shift in dentistry on how different specialties are being classified and recognized, and as the leader in cosmetic dentistry, we have to be engaged in and proactive in this process for cosmetic dentistry to be recognized as a specialty. I feel that this is not only important to the organization going forward, but also to help provide and protect patients through clarity and guidance when seeking out cosmetic dental care.

- c) Have you served on boards in the past? If so, what have you learned from this experience?

Yes, I am currently serving on the Board of Trustees for the Give Back a Smile program. I have also served on committees within the Academy and other committees and boards outside the Academy over the years. I have found that it is important to be able to communicate effectively and efficiently and be focused and disciplined in the process at hand with keeping the overall goals in mind. I have learned over the years that some people within boards and committees have their own personal "agenda" to what they believe solely is best and are resistant to change versus being open and willing to make changes and doing what is best for the organization as a whole. In order to do so, you have to have clarity on the goal and be willing to not only be influenced, but to also help influence others to the overall benefit of the organization or charge of the committee or board to obtain the goals set forth.

- d) We are interested in learning about your leadership skills and organizational style. Tell us what we could expect and how you work with others. Be specific as possible.

When it comes to leadership skills, I am one that works well with others versus someone who tells everyone how it is supposed to be. I have found that I can be highly effective by listening to others, gathering information, understanding each individual position, and developing a connection with each person so that I can effectively communicate with each one. This allows me to offer suggestions and guidance based off each individual person and to assess the overall situation. I am a firm believer that each person has their own individual strengths that they can bring to the table and this allows for gaining a better, broader perspective and in the end, a better outcome.

- e) Serving the AACD requires people to take on projects and see them to completion, often working with others to accomplish specific goals. Tell us about your accomplishments and approach to fulfilling obligations.

Having been in dentistry for 21 years, I have accomplished many things. Over the years, I have been focused, driven, and disciplined in setting goals and being successful in achieving those goals. For example, I have taken one failing dental practice and turned it into a thriving, fee for service restorative practice within a few years. I took that same practice and sold it and bought another failing practice in the middle of the recession and was able to almost double the production in less than 5 years. Along the way, I also purchased and sold another practice successfully. While accomplishing this, I completed the Pankey Institute continuum, and then became involved with Spear Education, where I have taken other courses, served as a visiting faculty, online contributor, moderator, and mentor for over 10 years now. And, recently I have become involved with the Pankey Institute as a visiting faculty as well.

Personally, I have been involved with teaching and education on local and national levels, including being published in journals and online articles and have seen a significant shift in

dentistry. I also serve on the editorial board of Dental Products Report. This has led me to working closely with others to make changes, adapt and create different curriculums and information to help others learn, grow, thrive and be engaged in becoming a better dental professional.

I have recently been involved with being on the Board of Trustees for the Give Back a Smile program along with being involved with the Distant learning committee as the co-chair. During these unprecedented times, the Distant Learning Committee has had to shift resources significantly to accommodate the change in dental education. As a co-chair, we were able work closely with the staff members and administration to help launch and support AACD Central with bringing significant courses to the online portal and engage several educators, education centers and manufacturers to help keep develop content and keep members engaged and involved with the AACD website. In addition, being involved with a charitable foundation that, like so many, were impacted as well, with a reduction in charitable donations and cancellation of our annual meeting. This has led me to look at other options and focused to keep things moving forward. With that being said, I have engaged several manufactures and educational centers for donations to the annual auction and have looked at other options to help raise funds to offset the changes.

- f) The AACD offers our members a superb opportunity to form friendships which could be brought into conflict when policy decisions or approaches must be addressed. Tell us about how you might balance those friendships when policy or ethical issues create such a conflict.

Over the years, I have developed many relationships and friendships in and outside of the AACD and in dentistry. One thing that I have found over time is that I recognize that I have to stay true to the matters at hand and not be influenced by friendships. I have the utmost value in honesty and integrity and I simply focus on what is right versus making someone happy or appeasing someone else. I have dealt with this many times as a previous peer review board member in my local dental society. This led me to deal with colleagues that I knew or had friendships with, and it did not persuade my decision on what is right in each individual situation. Ultimately, friends and colleagues within the AACD must respect me and the decisions that I have to make based off of what is best for the Academy.

- g) What do you bring to this position that is unique or distinctive? How will you make a difference?

I feel that I bring a unique perspective in a sense that my journey within the Academy is like many others within the Academy. Many members do not simply join the AACD for becoming Accredited, but to obtain education in cosmetic dentistry and as they become more educated and more comfortable over time with their knowledge and skills, many will then take the written test to begin the process of accreditation. As they go through the process, some will engage a member to help them along the way and others will not. There are some members that simply join to become accredited and they get involved with the process very early on and they become very focused in the process. There is no right or wrong way, just different for each person. I hope to bring the perspective that we have a wide variety of members and that we need to engage each level of members that we have and help each "group" grow and thrive. I

have been involved in dental education for over 12 years and I have developed and learned that you have to engage dental professionals on the level they are on and help guide and direct those that desire to grow overall professionally and personally. I take this process very personally and seriously as I have seen how this process of learning, growing, and engaging mentors and becoming engaged in the accreditation process and then becoming accredited, can have life changing effects. It is my goal to help find out how the Academy can best serve our members on the level that they are on, along with being a liaison between members and the leadership of the Academy.

- h) Please give us an idea of where you see your interests and expertise supporting the advancement of the AACD Strategic plan and reflecting an alignment with the Academy's core purpose.

I see my history of teaching, learning, and mentoring in dental education can be helpful in helping the Academy accomplish its mission by helping give feedback as well working to create educational opportunities for our membership at all levels. As someone who is very approachable and really driven to help others succeed, I will continue to help develop content and be a catalyst for growing the education within the Academy and our members. I feel strongly that part of this must include supporting the advancement of the Academy by protecting and supporting the credentialing process to become accredited. With the current world of dentistry changing rapidly, along with the rest of the world, dentistry is becoming more focused on developing sub-specialties, along with redefining how dentistry is provided. I strongly feel that as the leader in cosmetic dentistry, that the Academy must lead the way in setting, defining, and refining the standards for cosmetic dentistry.

- i) Ultimately, the purpose of serving the AACD is to support our membership. Tell us how you see yourself relating to the membership and forming a bridge between the Board and our members.

One thing that I am and have always been very humble and approachable. Over the years of being in the position of teaching and education, and involved in other positions, I have found that approachability is critical for communication. If someone is in a leadership role or role of authority, if you will, and are not very approachable, then people tend to avoid them and do not communicate with them and if they do, they may not offer honest and clear ideas and opinions out of fear. In order for our members to be able to effectively communicate with our Academy's leadership and boards, they have to be able to come to members in leadership roles and be able to feel that they can share their thoughts, concerns and ideas in a safe, supportive environment and know that that person will be willing to listen and offer positive feedback and encourage further communication. That is the person I am and have always been and hence, why I have found myself approached by many students and colleagues over the years at times that they are struggling with personal and professional issues. When they felt like they had no one they could talk to or approach about things because they feared they would be criticized, scrutinized, and shamed for something, I found many of them turning to me to help.

- j) What unique ideas do you have to build and grow our membership in today's climate?

When it comes to building and growing membership in today's world, there are several things that must be considered in doing so. In the Academy currently, one of the things that we are simply trying to do is retain current members, who are general members to accredited fellows. We have to not only focus on growing the membership as a long-term goal, but also provide value and reasons for our current members to continue being members. We also have to engage our membership and create a great experience and value for them and work toward them becoming missionaries for the Academy and help spread the word and engage others to join. We can continue to work on online content with today's current environment, but I feel like we need to develop in-person opportunities like study clubs and hands-on events to engage members. This leads to developing relationships and opportunities to invite others to become involved. Like our practices, we have to know our current patients, what are our goals for our practice (do we want to grow it to a multi-doctor office or focus on being a single doctor wants low volume, high quality), what is our retention rates, what is our acquisition rates, the numbers for the business (overhead and growth or loss) and what can we do to improve the overall experiences of our patients.

- k) Please list any leadership courses or webinars taken. Leadership training is highly recommended

Over the years, I have taken several leadership courses at the dental meetings. In addition, I have also taken Gallup management courses that help develop those around you, your own strengths and how to work with others who have different strengths and skill sets. Many fortune 500 companies send their management to these courses to help with management and leadership. I have also taken leadership courses at the Pankey Institute, and Spear education that relate to being in a leadership role as an educator, mentor and faculty member to others and the importance of that role. In addition, I have read several books and follow several leadership groups online and listen to their leadership podcasts on a regular basis.

- l) What else should we know in order to consider you as an applicant for this position?

One thing that I can add is that I am very adaptable and open to change, growth and development and results driven. In today's ever-changing world, you must be willing to assess, make changes and adjustments, reassess, and redirect on a regular basis and be willing to "think outside the box". The old saying of "adapt or die" holds especially true in this very fluid world that we are currently live in. The world of dentistry is no different and we must embrace this change and move forward. I am passionate about helping others and driven and committed to this purpose.

- m) Has any dental licensing board taken adverse action against your license or is there any action pending? If yes, please explain **NO**
- n) Have you ever been convicted of a felony or are there any charges pending or under investigation? If yes, please explain **NO**

