



Teaching & Learning Programs



Leadership Programs

PROGRAMS & SERVICES

Consulting Services



Assessment Tools



THE ACADEMY FOR
ADVANCING LEADERSHIP

*ADVANCING HEALTH AND
HIGHER EDUCATION*

Message from the President

Since 2005, AAL has served hundreds of higher education institutions to advance their goals and assisted thousands of faculty and students to advance their careers. Focusing primarily in health professions education, we are committed to promoting global health and well-being through the clients we serve.

AAL is a collaboration comprised of accomplished leaders, scholars, and educators who apply their knowledge and experience to the constantly changing landscape of academic health. We guide institutions as they launch new schools and programs, develop actionable strategic plans, and improve the quality and outcomes of their curricula. Through feasibility studies and workforce projections, we assist organizations and health professions in making informed, evidence-based decisions about the future.

Our professional development programs in teaching and learning change teachers into master educators. AAL's leadership programs, many in partnership with associations and other professional organizations, transform good administrators into exceptional leaders. Scores of deans, department chairs, and other positional leaders are graduates of AAL's programs. Many continue to engage AAL's expertise at their institutions through customized programs, team building, and executive coaching.

If you are new to AAL, this catalog will introduce you to our array of consulting and professional development programs and services. If you are one of our clients, this information will assist you in identifying new opportunities to partner with AAL for your success. I invite you to contact AAL to discover how we can help you or your institution strengthen and advance your unique value and purpose.

Your partner in advancing health and higher education,



N. Karl Haden, PhD
President

Dr. N. Karl Haden | AAL President





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Consulting Services

Coaching for Individuals and Teams and Executive Leadership Coaching

- Advanced Leadership Development
- Change Management
- Crisis & Conflict Management
- New Leader & Team Integration
- Resilience & Well-Being

Career Coaching

- Interview Preparation
- Career Planning
- Coaching for Academic Success
- Transitioning to an Academic Career
- Exit Strategies & Transitioning to Retirement

Group Coaching

- Calibration of Emerging Leaders
- Professional Development



aalgroup.org/services/executive-coaching

Dr. Lisa Eichelberger | AAL Senior Consultant



“ *I love coaching*

because I find it rewarding to see people learn and grow. When you invite someone to interpret or brainstorm, and then watch them move from timid uncertainty to well-founded self-confidence with ever increasing trust in their own judgment and insight, that makes it all worthwhile. ”

Dr. Clyde Evans | AAL Senior Coach

Mentoring Program Development

Mentoring programs are an important part of professional development. Improve promotion and retention, faculty satisfaction and development, grant attainment, research publications, and engagement by working with AAL to develop a mentoring program for your school/college.



aalgroup.org/services/mentoring-program

Strategic Planning

Strategic planning is the process through which an organization envisions its future and develops the necessary strategies and actions to achieve success. AAL's integrated strategic planning model ties together your people—including senior leadership—resources, and an outcomes assessment.



aalgroup.org/services/strategic-planning

“ We have a very special group

of new department chairs who we brought together for a skill development, team building retreat with AAL. With pre-meeting readings, personal inventories, and active in-person discussion and work, the group's potential and commitment to each other increased enormously. We are so excited to see how they'll continue to shape our school's future moving forward. ”

Dr. Cindy Lyon | Associate Dean for Oral Health Education,
University of the Pacific, Arthur A. Dugoni School of Dentistry

Dr. Judith E.N. Albino | AAL Senior Consultant



Executive Search

AAL's executive search process is based on the philosophy that effective talent management is the most important component for organizational success, productivity, and performance. We consider an organization's or program's talent needs alongside its strategic goals and objectives to match the right candidate with institutional needs.



aalgroup.org/services/executive-searches



Assessment-Based Team Development

Well-researched assessment tools enable leaders at all levels to understand their behaviors related to problem solving, emotional intelligence, and the way they engage with their work environment. AAL conducts team development activities that target areas in need of enhancement and works with the institution to prescribe team performance benchmarks for future measurement and reassessment.



aalgroup.org/services/assessment-based-team-development

New School/Academic Program Development

Whether your organization requires a feasibility study for a new program, environmental scans, faculty calibration and development, financial modeling, or data for a capital campaign, AAL has extensive experience in successfully developing new and sustainable programs and schools in the academic health sciences.



aalgroup.org/services/new-school-program-development

Accreditation

Certification from an accrediting agency identifies an institution as a credible and reliable provider of education and allows graduates the opportunity to pursue careers they have trained for. AAL's consultants have expertise with U.S. regional and academic healthcare accreditation agencies, as well as many accrediting organizations across the world.



aalgroup.org/services/accreditation

Workforce Studies

AAL works closely with stakeholders to facilitate a comprehensive workforce study and create an accurate description of the full diversity of the workforce in all practice settings, including a projection of the overall workforce pool. We can help your organization achieve its overall purpose, improve research capacity, and discover the most cost-effective ways to improve existing knowledge about the discipline.



aalgroup.org/services/workforce-studies





Professional Development

Chairs & Academic Administrators Management Program (CAAMP)

The Chairs & Academic Administrators Management Program (CAAMP) offers one-on-one career guidance and the skills necessary to lead and manage academic departments more effectively.

This interprofessional program attracts a multinational audience of new, current, and aspiring administrators--from program directors and chairs to deans. CAAMP provides leadership development through presentations, group discussions, case studies, role-playing, and interactive exercises. Participants will master a variety of skills, strengthen their leadership and management competencies, receive personal insights from CAAMP instructors, and learn about themselves and their abilities through a series of online and onsite assessments. By the conclusion of the program, participants will have developed action plans to implement the career advice they received and start using the lessons from CAAMP at their home institutions.

The 3-day CAAMP features these topics among others:

- Virtuous leadership
- Strategic planning and execution
- Academic legal issues
- Budgeting and finances
- Building high performance teams
- Professional assessment of leadership competencies
- Conflict management
- Communication skills and interpersonal interactions
- Creating a climate of civility and respect
- Navigating personal and professional boundaries
- Transitioning into a leadership role
- Managing up the administrative ladder



aalgroup.org/caamp



“ I highly recommend

the CAAMP program. It is a great investment towards developing your personal leadership skills. ”

Dr. Tamika Julien | Senior Lecturer,
Women's Health Nurse Practitioner Specialty
Director, Yale School of Nursing



Institute for Teaching and Learning (ITL)

Created for early- and mid-career faculty, and private practice professionals who are interested in a new career in academics, the Institute for Teaching & Learning (ITL) is a premier program for educators.

The ITL program goal is to help participants refine teaching skills that will enhance the quality of their interactions with students and develop other skills to facilitate confidence, job satisfaction, and professional growth in the academic environment. ITL participants learn to become master teachers during a four-day program, which includes access to the Fundamentals of Clinical Education online course that offers dental CE credits.

The curriculum features these topics among others:

- Assessment of students' learning outcomes
- Critical thinking and evidence-based decision making
- Clinical and classroom teaching strategies
- Course planning and instructional design
- Using active and blended learning techniques
- Assessing student competency
- Working productively with students facing challenges
- Academic integrity and ethical issues
- Calibrating skill-based performance
- Creating a personal teaching philosophy to promote learning
- Fostering student learning that reinforces diversity, equity, inclusive, belonging, and social justice
- Developing student scholarship



aalgroup.org/itl



“ I found the ITL program to be very informative and relevant to dental education.

It allowed me to reflect on current practices and delivered some new ideas to make the learning environment inclusive and collaborative! ”

Prof. Twyla Rader | Clinical Assistant Professor,
Indiana University, School of Dentistry

The 9 Virtues of Exceptional Leaders

Everyone has the inborn capacity to lead—it is only a matter of unlocking that potential. ***The 9 Virtues of Exceptional Leaders*** and its follow-up, ***31 Days with the Virtues***, enables you to do just that: build on your natural ability and nurture your leadership habits through specific behaviors.

Throughout the book, the authors examine these habits and behaviors in detail and align them with The Nine Virtues: Humility, Honesty, Courage, Perseverance, Hope, Charity, Balance, Wisdom, and Justice. In addition, “homework exercises” at the end of each chapter of *The 9 Virtues* and on nearly every page of *31 Days*—practical suggestions for developing the virtues—show you how to unlock your leadership potential and become the leader you were meant to be.

Below are some of the popular options for virtues-based development. AAL can also customize a program especially for your organization.

Three-day, onsite leadership training

AAL will come to your site and work with members of your staff for three full days, covering the principles of virtues-based leadership; the relationship among ethics, values, and The Nine Virtues; the importance of lifelong learning; the role of leaders in promoting a virtues-based organizational culture; and much more.

Three-day executive leadership retreat (open enrollment)

AAL also offers its three-day executive leadership program in a relaxing retreat location. This program is aimed specifically at upper-level organizational leaders and can be tailored to any organization.

One-day, onsite leadership program

This full-day program will show attendees how they can develop each of The Nine Virtues and incorporate them into their daily lives as leaders.

Half-day, onsite leadership program

This half-day program is designed to introduce upper-level managers to the fundamentals of virtues-based leadership and the leader’s role in promoting a virtuous organizational culture.

60–90 minute presentation

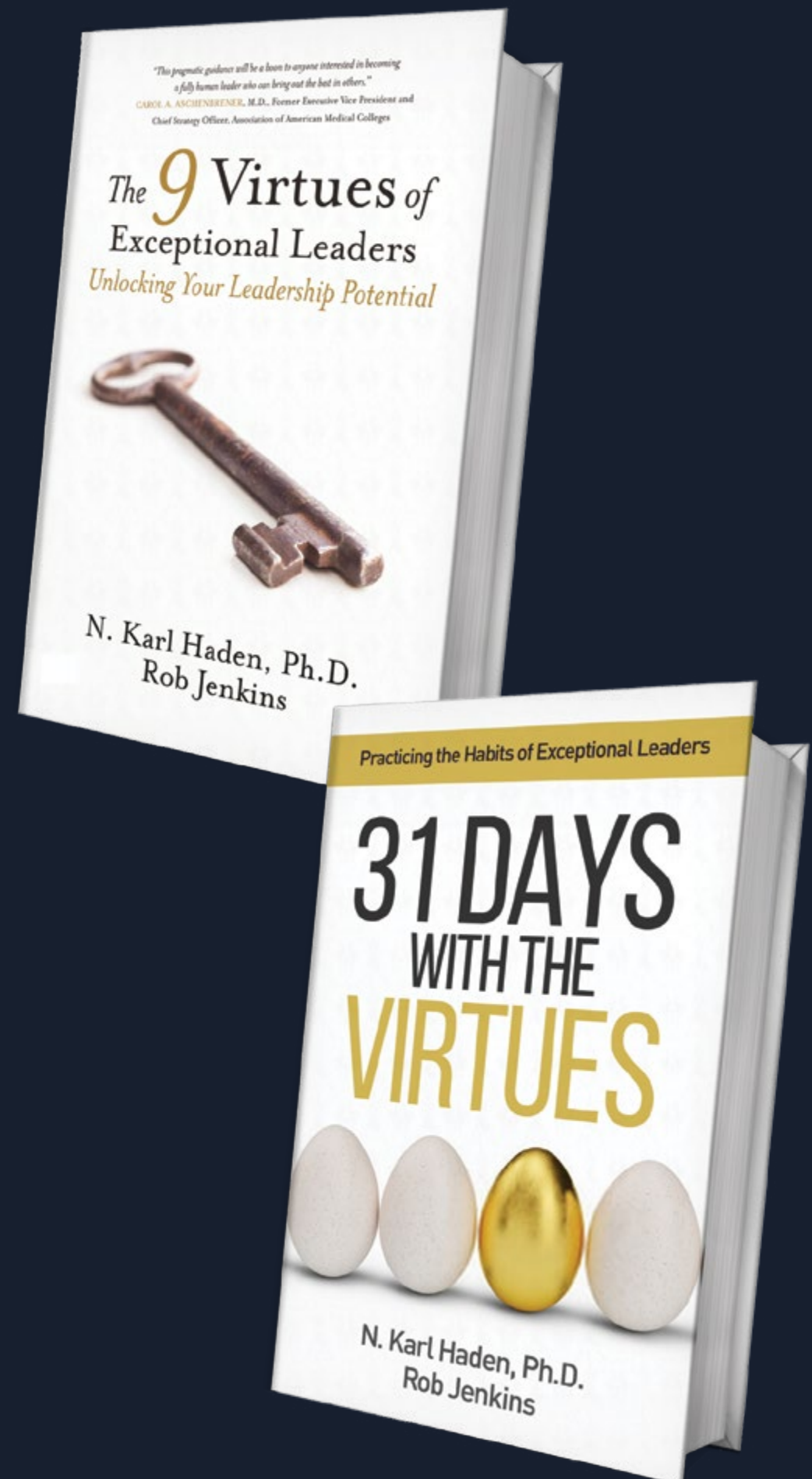
This introduction to The Nine Virtues is ideal for organizations that wish to incorporate virtues-based leadership development into a larger program, such as a staff development day.

20–30 minute keynote address

The authors of *The 9 Virtues*, Dr. Karl Haden and Prof. Rob Jenkins, are available to deliver a 20–30 minute keynote address at meetings, conferences, and other functions.



aalgroup.org/9-virtues



Customized Teaching and Learning Programs

AAL offers the following single-topic courses in teaching and learning, which can be presented as half- or full-day onsite programs or as online programs:

- Academic Integrity
- Assessing Comprehension with Written Tests
- Assessing Students' Progress toward Clinical Competency
- Clinical Teaching Best Practices
- Competency-based Education
- Constructing Case-based Assessments
- Course Planning and Instructional Design
- Curriculum Design and Management
- Developing a Teaching Philosophy
- Evidence-based Decision Making
- The Generational Mix in Academic Health Professions Education
- Giving and Receiving Feedback to Enhance Clinical Competency
- Interprofessional Collaboration for Patient Care
- Portfolios for Assessment
- Professionalism and Ethics
- Promoting Students' Critical Thinking
- Student Motivation, Civility, and Classroom Management
- Teaching Effectively in the Classroom
- Teaching Effectively Online
- Motivational Interviewing for Patient Education and Risk Assessment
- Teaching Psychomotor Skills
- Using Case-based/Problem-based Learning to Enrich the Curriculum
- Working Effectively with Challenging Students



aalgroup.org/services/customized-programs



Customized Leadership and Career Advancement Programs

AAL offers the following single-topic courses in leadership development and career advancement, which can be presented as half- or full-day onsite programs or as online programs:

- Assessment for Leadership Development
- Building and Leading High Performance Teams
- Career Planning
- Change Management
- Collaborative Negotiation
- Conducting Successful Meetings
- Conflict Management
- Critical Thinking
- CV Writing
- Enhancing Leadership Capacity through Diversity, Equity, Inclusion, and Belonging
- Emotionally Intelligent Leadership
- Faculty Calibration and Motivation
- Fundraising and Alumni Relations
- Gender and Leadership
- Giving and Receiving Feedback
- Grant Writing
- Job Search: Interviewing and Negotiating
- Leadership Development and Practical Applications
- Legal Issues in the Educational Environment
- Making Quality Decisions and Qualities of Good Decision Makers
- Managing New Tasks and New Challenges: The First 90 Days
- Optimizing Mentoring Relationships
- Performance Appraisals
- Recruiting, Retaining, and Developing Faculty
- Reframing Leadership
- Scholarship, Research, and Publishing
- Strategic Planning
- Strategic Budgeting
- Stress Management
- Team Emotional and Social Intelligence
- Time Management
- Transitioning to Management
- Well-being and Resilience
- Working Effectively with Senior Administrators
- Writing Reviewer-friendly Manuscripts



aalgroup.org/services/customized-programs



Partnered Programs



American Association of Colleges of Osteopathic Medicine (AACOM) Senior Leadership Development Program

AACOM began offering the Senior Leadership Development Program (SLDP) in 2017, in partnership with AAL, to meet the needs of today's emerging leaders in colleges of osteopathic medicine (COM). Unlike general leadership programs, the SLDP curriculum is based on extensive feedback from nearly 250 COM chairs, associate deans and directors as well as 30 COM deans. Each year, we revise the program based on evaluations and input from senior COM leaders. Our expanded core curriculum is now paired with tracks so attendees can make the most of the experience.

The structure of the AACOM SLDP provides a unique opportunity for one-on-one and group engagement with experienced COM deans who serve as mentors. Small and highly interactive, the SLDP fosters learning and networking with colleagues from institutions across the country. The SLDP concludes with a capstone project that requires teams to research a critical issue facing COMs. The project outcome is a presentation at a national conference or manuscript and publication, pending peer review, from which all osteopathic medical education professionals can benefit.

As of 2022:

- Approximately 40 COM locations have participated in the SLDP
- 40% of SLDP graduates have been promoted
- 50% of current deans are SLDP graduates



tinyurl.com/5as5c48a





American Dental Education Association (ADEA) Leadership Institute

The ADEA Leadership Institute is a yearlong program designed in collaboration with AAL to develop the most promising individuals at academic dental institutions to become future leaders in dental and higher education.

As the flagship program for exceptional mid-career faculty and administrators, the ADEA Leadership Institute goes well beyond standard professional development. Fellows who have graduated from the Institute hold positions ranging from department chairs, assistant and associate deans, and deans to senior university administrators.

In addition to an orientation at the ADEA Annual Session & Exhibition, there are four phases throughout the year at different locations in the US:

Phase I

Personal and Interpersonal Competencies for Leadership

Phase II

Legislative Workshop in Washington, DC

Phase III

Administrative Competencies for Leadership

Phase IV

Integration at the next ADEA Annual Session & Exhibition



adea.org/LeadershipInstitute





American Dental Education Association (ADEA) Emerging Leaders Program

The ADEA Emerging Leaders Program is designed in collaboration with AAL to provide early-career faculty showing great promise as potential leaders the guidance, insight and skills needed to build an academic career.

During the program, fellows will engage with senior leaders in dental education and work in peer groups to discuss leadership development and other essential subjects in academic dentistry.

Following the meeting, fellows will interact with their peer groups and advisors throughout the year as they develop research projects that highlight emerging trends and initiatives within academic dentistry, the profession as a whole, and at ADEA member institutions specifically. The year-long program culminates with peer group presentations of their research findings during a dedicated session at the ADEA Annual Session & Exhibition.



adea.org/emergingleaders





Fundamentals of Clinical Education (FCE) Program

The Fundamentals of Clinical Education (FCE) is your resource for onboarding new clinical faculty. Equip your new and transitioning clinical faculty with the right tools to succeed as educators in dentistry, dental hygiene, and dental assisting with the FCE online, self-paced program.

Calibrating clinical faculty is essential to providing a quality education to students. However, we understand how challenging it can be to support the development of your new or part-time faculty. AAL has partnered with the University of Pennsylvania School of Dental Medicine to develop the FCE to help your team find creative ways to:

- Provide consistent instruction and feedback to students
- Promote fairness and transparency in assessment methods
- Improve consistency of student learning and outcomes
- Create quality educational experiences for students that can be replicated

The FCE will help support your clinical faculty development and ensure teaching mastery and comprehensive student outcomes. Distilling decades of experience in clinical educator training, the FCE covers:

- Effective student and patient communication
- Clinical teaching skills
- Student motivation techniques
- Working with challenging students
- Best practices for effective feedback
- Cultural competencies and inclusion
- Understanding the Commission on Dental Accreditation (CODA)

Annual subscriptions with unlimited enrollment are available for dental schools and dental hygiene and assisting programs, and individual user rates are available too.



aalgroup.org/fce





Interprofessional Leadership Development Program (ILDP) Program

The Interprofessional Education Collaborative (IPEC) Interprofessional Leadership Development Program (ILDP) is a three-day, interactive professional development experience, distinguished by an emphasis on leading in an interprofessional environment. Facilitated by AAL, the ILDP engages leaders responsible for the development, implementation, and assessment of campus-wide interprofessional education (IPE) initiatives, and residency/fellowship leaders in IPE for collaborative practice (IPECP).

Since 2017, more than 200 faculty and administrators from health professions education have participated in IPEC's leadership program. Through the ILDP, participants build strong networks of colleagues, learn about successes at other institutions, and engage with national leaders in IPECP.

The IPEC ILDP is on break during 2023 but will resume in 2024. Those interested in receiving updates about this program in the interim can contact AAL at info@aalgroupp.org.

“ The IPEC ILDP was three engaging days’ worth three years of IPE program development.

**Great presentations,
great participants,
and great experience.**

IPE starts with collaboration! ”

Dr. Robert Orlikoff | Dean, East Carolina University,
College of Allied Health Sciences



ipecollaborative.org/ildp





Products

Assessment Tools

AAL offers a variety of 360° multi-rater and self-assessment tools to improve leadership, team behaviors, and job performance:

Leadership Practices Inventory

This bestselling 360° instrument measures the frequency of 30 behaviors that leaders exhibit when performing at their best.

Myers-Brigg Type Indicator

The ever-popular self-report questionnaire indicates differing psychological preferences in how people perceive the world and make decisions.

TTI Behavioral Team Report

Based on DiSC, this six-section summary allows you to combine multiple individual team members' results into a collective report.

DISC Certification

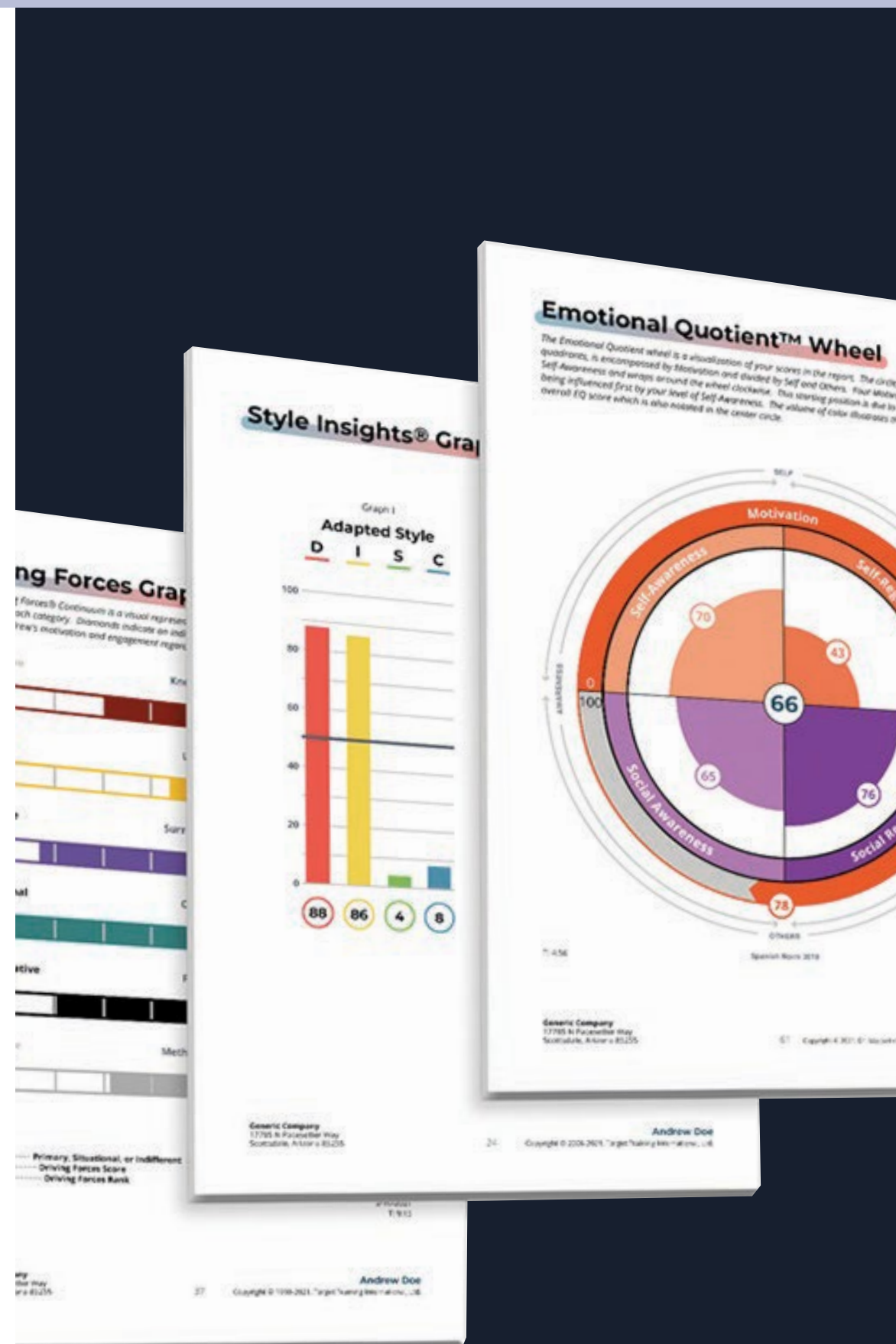
Explore ways DISC can be utilized to address developmental opportunities and build expertise in interpreting results for increased application within organizations.

TTI Prioritized Leader Assessment and Complete Package

This framework brings clarity, focus, alignment, and traction to your leadership by aligning your priorities with those of your organization.

TTI TriMetrix EQ Assessment Package

Combining three assessments to explore behavioral style, personal motivators, and emotional intelligence, this tool improves communication and performance.



aalgroup.org/products



Our Experts

N. Karl Haden, PhD



Dr. Haden is the founder and President of AAL. His consultation and faculty development activities have included clients from across the academic health professions. Dr. Haden's areas of expertise include leadership development, organizational change, team building, strategic planning, curriculum development, and the scholarship of teaching and learning. He has authored or co-authored nearly 90 articles and monographs on educational policy. Dr. Haden is the author, with Rob Jenkins, of *The 9 Virtues of Exceptional Leaders* and *31 Days with the Virtues*.

Felicia Tucker-Lively, PhD, MPH



Dr. Tucker-Lively is the Vice President of Professional Development at AAL. In this capacity, she develops and oversees AAL's professional development programs and the partnered programs with ADEA. Her areas of expertise are professional and organizational development, strategic talent management, operational management, and career path learning and development. Dr. Tucker-Lively has worked with executive leadership teams to solve problems and create efficiencies for improving program quality.

George Weinstein, MBA



George Weinstein is the AAL Vice President for Business Development, overseeing all sales and marketing efforts and outreach to past, current, and potential clients. He joined AAL in 2008 as a project manager for professional development programs such as the ITL and CAAMP. He went on to manage marketing for AAL's professional development offerings and consulting services. George also coauthored ten published academic articles with AAL consultants, primarily focused on deans' surveys and the outcomes for participants of AAL programs.

Michele Hill, BBA



As Director of Accounting and Human Resources, Michele Hill oversees all the accounting functions for AAL. Ms. Hill earned her Bachelor of Business Administration at Georgia State University. While attending GSU, she had the privilege of working with Dr. Michael Mescon at the Ramsey Chair of Private Enterprise. Upon attaining her degree, Ms. Hill was employed by Georgia-Pacific Corporation as Senior Accountant in Human Resources.

Meng Becky Zhang, PhD



Dr. Zhang is the Senior Project Manager for AAL. She is Project Management Professional (PMP) certified and engages in the planning, executing, and monitoring of AAL's client-specific programs and consulting projects. Her experience in higher education includes teaching, conducting research, publishing, and instructional design. She is also experienced in media production, advertising, public relations, and social media.

Judith E. N. Albino, PhD



Dr. Albino is a Senior Consultant for AAL and works extensively in the areas of leadership training, planning and evaluation, and board development. Her executive coaching practice includes career coaching in higher education and team development and leadership, as well as coaching for high-potential executives. Dr. Albino has served as president of two higher-education systems: a public research university and a private nonprofit university. Her higher-education experience also includes service at the dean and vice-presidential levels.

Hershey S. Bell, MD, MS



Dr. Bell is a Senior Consultant for AAL and works extensively in the areas of strategic planning, competency-based education, and authentic leadership and management. In addition to his role at AAL, Dr. Bell currently serves as Vice President of Medical Education Program Development at Cape Fear Valley Medical Center in Fayetteville, NC. He is also Professor of Clinical Family, Community and Preventive Medicine and Associate Regional Dean for Drexel University's campus at Cape Fear Valley.

Lynn Beck Brallier, PhD



Dr. Brallier is a Senior Consultant for AAL and works extensively in the areas of instructional design, educational research, and andragogic teaching and learning. With her extensive background in adult higher education, Dr. Brallier has contributed significantly to various AAL consulting projects with universities and colleges throughout the US. Dr. Brallier is former Dean of the Gladys L. Benerd School of Education at the University of the Pacific and is the author or coauthor of eight books.

Lisa D. Cain, PhD



Dr. Cain is a Senior Consultant for AAL and an executive coach for leaders and for those aspiring to rise to leadership positions. She has more than twenty-five years of experience in academia as an administrator and faculty member with a proven record of excellence in program development, team management, conflict resolution, faculty development, and leadership. Her experience includes the role of associate dean for professional development and faculty affairs.

Randy D. Daniels, PhD, PA-C



Dr. Daniels is a Senior Consultant for AAL and works extensively in the areas of professional development for faculty, accreditation, and academic writing for various publications and research articles. Recognized as a distinguished academic administrator, clinician, educator, author, and editor, Dr. Daniels offers a broad range of expertise. Dr. Daniels is Dean of the A.T. Still University Arizona School of Health Sciences, where he also has served as Academic Coordinator and Chair of Physician Assistant Studies.

Marcia M. Ditmyer, PhD, MS, MBA, MCHES



Dr. Ditmyer is a Senior Consultant for AAL and serves as Dean for the Crystal M. Lange College for Health and Human Services at Saginaw Valley University (SVSU) in Saginaw, Michigan. She arrived at SVSU after serving as the associate dean for education and professor in residence with Emerita at the University of Nevada, Las Vegas School of Dental Medicine where she provided leadership and assumed oversight for all educational programs and learning environments within the school.

Lisa Eichelberger, PhD, RN



Dr. Eichelberger is a Senior Consultant at AAL and the Dean Emeritus of the College of Health at Clayton State University where she led the department for more than 16 years. She is also a professor at the University for both undergraduate and masters-level courses. Dr. Eichelberger is currently Executive Director on a federal Health Resources and Services Administration grant, through Southern Regional and Clayton State University, focused on increasing the COVID-19 vaccination rates in Clayton County, GA.

Jim Farris, PT, PhD



Jim Farris, PT, PhD, began teaching in physical therapy education in 1996. His current scholarship efforts are aimed at cardiopulmonary fitness throughout the lifespan. He is now in his 25th year of higher education and administration. In addition to his teaching, Dr. Farris has over a decade of academic administration and assessment experience as a department chair and associate dean and has strived for overall educational excellence in those roles. He completed the APTA's Education Leadership Institute Fellowship, is an ELI Fellow, and served on the board of directors for the ACAPT.

James F. Galbally, Jr., EdD



Dr. Galbally is a Senior Consultant for AAL, where he performs strategic planning and feasibility studies. In addition, Dr. Galbally is President of The Galbally Group and a Founding Principal of The Presidential Practice, a consulting group that provides transitional, strategic, and operational counsel for college and university presidents. Dr. Galbally has spent more than 30 years at the University of Pennsylvania, where he was responsible for the strategic planning and operational management for Penn's School of Dental Medicine.

Gemina Gates, MPA, PA, RN



AAL Senior Consultant Gemina Gates has been involved in physician assistant education since 1992. She was the founding Associate Director of the Bronx-Lebanon Hospital Center PA Program and was responsible for the creation and development of the program which she subsequently directed from 1999-2003. Ms. Gates has held a series of faculty and administrative positions at The City College of New York/Sophie Davis School of Biomedical Education Physician Assistant Program at Harlem Hospital Center, Lehman College, and St. John's University.

Paul Gates, DDS, MBA, FACD



Dr. Gates served as the Chairman of the Department of Dentistry and the Director of Oral and Maxillofacial Surgery at Bronx Lebanon Hospital Center for twenty-nine years. He also serves as the Chairman of Dentistry for the Dr. Martin Luther King, Jr. Health Center. He has been involved in dental education since 1973. He has received more than 30 HRSA-funded oral health-related grants. Dr. Gates was honored in 2021 by the ADEAGies Foundation for achievements as a dental educator.

Jason Hughes, PhD, MS, OTR/L



Dr. Jason Hughes is an Associate Professor and the founding Director of the Doctor of Occupational Therapy program at Lincoln Memorial University. Dr. Hughes continuously explores innovative ways to better deliver course content. He created a free mobile application, OT Kinesiology Pro Consult to aid instruction and has presented nationally and internationally on topics including 3D printing and virtual reality. Dr. Hughes' scholarly interests include curriculum design, upper extremity orthopedic conditions, and interprofessional education.

Rob Jenkins, MA



Prof. Jenkins is Senior Fellow for AAL and works extensively in the areas of leadership and professional development for faculty. He is a 30-year veteran of higher education. Prof. Jenkins is a regular contributor to The Chronicle of Higher Education and other publications, writing extensively on leadership, critical thinking, and teaching and learning. Prof. Jenkins is the author of four books and the coauthor of *The 9 Virtues of Exceptional Leaders* and *31 Days with the Virtues* with AAL Founder and President, Dr. Karl Haden.

Kenneth L. Kalkwarf, DDS, MS



Dr. Kalkwarf is a Senior Consultant for AAL and works extensively in the areas of leadership development, institutional assessment, and accreditation, as well as conducting feasibility studies. He has consulted at more than 40 dental schools worldwide, on issues ranging from curriculum, research, and clinical affairs to faculty and leadership development. In addition to his role at AAL, Dr. Kalkwarf is Dean Emeritus at the University of Texas Health Science Center at San Antonio Dental School.

Jennifer B. McCants, DDS, MSD



Having served in the profession for over 20 years, Dr. McCants is an advocate for patient-centered care and transformational healthcare service delivery models. In 2017, Dr. McCants' heart for public service led her to the position of Director of Oral Health Services for one of Metro Atlanta's premier Federally Qualified Healthcare Centers, a community health center that provides comprehensive healthcare to the city's most vulnerable population. Dr. McCants also serves as a preceptor for master's in public health (MPH) candidates at the Rollins School of Public Health at Emory University and at Georgia State University School of Public Health, where she is a part-time instructor in leadership and career development.

Marnie Oakley, DDS



Dr. Oakley is a Senior Consultant for AAL and works extensively in the areas of conflict management, leadership development, clinical teaching and preceptorship, and communications. Dr. Oakley is known for her passion for leadership training and continuous self-reflection. Dr. Oakley serves as a senior administrator at the University of Pittsburgh School of Dental Medicine. She served an active-duty four-year tour as Dental Officer in the United States Navy.

Ross Peters, MEd



Ross Peters is Senior Consultant for AAL, and the Managing Partner at EXPLO Elevate. His work focuses on Independent schools and their national and regional associations in the areas of strategic planning, change management, board practice, and curriculum development. From founding an integrated Humanities Department to creating an urban campus in two schools ready for significant innovation, Ross has had the chance to immerse himself in strategic and aligned school cultures.

Brad J. Potter, DDS, MS



Dr. Potter is a Senior Consultant for AAL and works extensively in the areas of career development, curriculum design and assessment, and accreditation for the Commission on Dental Accreditation. Given Dr. Potter's extensive experience in higher education administration, he provides expert guidance in professional development and advancement for faculty.

Dee Ramsel, PhD, MBA



Dr. Ramsel is a Senior Consultant for AAL and works in the areas of executive coaching, leadership development, team building, strategic planning, and organizational consultation. As a former senior executive in the federal government and leader of organizational health for Veterans Affairs, she brings extensive experience as a leader and facilitator to executives, teams, and organizations that wish to improve their performance.

Perry Rettig, PhD



Dr. Rettig is a Senior Consultant for AAL. After serving as Vice President at Piedmont University for the better part of a decade, Dr. Rettig now holds the position of Distinguished University Professor at Piedmont. He has been an educator for four decades, serving initially as a public-school teacher and principal and then becoming a professor of Educational Leadership and Administration and served as Associate Vice Chancellor for Academic Affairs at the University of Wisconsin Oshkosh. Dr. Rettig is the author of six books addressing a variety of issues in higher education.

Michelle Robinson, DMD, MA



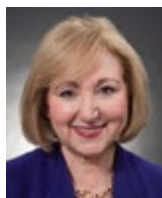
Dr. Robinson is a Senior Consultant for AAL. She is currently taking a leadership role overseeing Faculty Affairs in the University of Alabama at Birmingham provost office and is the interim dean of the School of Education. She works extensively in the areas of organizational culture and climate, strategic planning, faculty development, diversity and inclusion, student mentorship, pipeline programs, and technologies for education.

Rebecca Turner, PhD



Becky Turner is a highly experienced advisor and coach who applies evidenced-based assessments and principles to achieve excellence in human performance within organizations. She collaborates with executives and groups to improve leadership, team dynamics, and overall company culture and addresses major transitions to ensure long-term growth and success. Becky is widely known for her work in assessment, and in formulating and carrying out strategies for change that are critical to business success. She also specializes in conflict resolution and team resilience. Becky has served C-suite and other executives in banking, asset management, private equity, investment firms, technology companies, medical groups, and professional service firms.

Rebecca S. Wilder, MS



Prof. Wilder is a Senior Consultant for the AAL and works in the areas of leadership development, team building, organizational consultation and executive coaching. She is a career academician, having served on the faculties of Texas Woman's University and the University of North Carolina-Chapel Hill for three decades. She is currently Professor and Assistant Dean for Professional Development and Faculty Affairs at the UNC Adams School of Dentistry. She is the Editor-in-Chief of the Journal of Dental Hygiene.

Pamela Zarkowski, MPH, JD



Prof. Zarkowski is a Senior Consultant for AAL and works extensively in the areas of leadership development, implicit bias, and legal aspects of higher education. Prof. Zarkowski's diverse background and extensive experience in higher education administration and executive coaching experience includes career coaching in higher education and mentorship for high-potential executives. Prof. Zarkowski is the Provost and Vice President for Academic Affairs at the University of Detroit Mercy.

Testimonials

“The ability to learn, from, with, and about my colleagues as well as the networking was invaluable. There were many amazing opportunities to apply the leadership assessments and to define strategies for how to take a program and create sustainable change.”

Dr. Meg Zomorodi | Assistant Provost for Interprofessional Education and Practice,
University of North Carolina at Chapel Hill

“Another outstanding program from AAL. I have taken all of their courses and I always learn something to implement right away to try something new.”

Prof. Carolynn Zeitz | Clinical Associate Professor,
University of Detroit Mercy, School of Dentistry

“It was comforting to know that our issues and challenges are similar and not unique to my school or profession. I was particularly encouraged to learn techniques on academic leadership from my peers in the health professions.”

Dr. Karla Georges | Director,
The University of the West Indies, School of Veterinary Medicine

“You could see the passion in the instructors, who were very well versed in the topics that they talked about. As a social worker, I really got a great sense of how interprofessional education can be very instrumental in terms of working in healthcare settings.”

Dr. Martell Teasley | Interim Senior Vice President of Academic Affairs and Provost,
University of Utah

“Absolutely worth attending! New colleagues and learning opportunities are great.”

Dr. Marcia Nahikian-Nelms | Director of Academic Affairs and Director,
Education - Center for Faculty Advancement, Mentoring and Engagement,
The Ohio State University, College of Medicine School of Health and Rehabilitation Sciences

“The bonding our table reached as a group was magic. We were very open with each other, able to listen, ask questions, and commit to each other.”

Dr. Mary Lopez | Dean,
Western University of Health Sciences College of Graduate Nursing

“I found this eye-opening, inspirational, and invaluable. Thank you to AAL for a great program.”

Dr. Jonathon Egan | Interim Assistant Provost,
Academic Affairs - Graduate Studies at Southern California University of Health Sciences



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P.O. Box 550908 | Atlanta, GA 30355

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