



## DENTAL HYGIENE – Associate of Applied Science Degree Program

The KVCC Dental Hygiene program prepares graduates to provide a wide range of dental healthcare services for the public. The need for their specialized intra-oral and prevention-oriented educational services is increasing. Dental hygienists are in great demand to provide dental healthcare in private dental offices, civil service positions, school programs and various public health fields.

This program in dental hygiene is accredited by the **Commission on Dental Accreditation (CODA)** and has been granted the accreditation status of “approval without reporting requirements.” The Commission is a specialized accrediting body recognized by the United States Department of Education. The Commission on Dental Accreditation can be contacted at (312) 440-4653 or 211 East Chicago Avenue, Chicago, IL 60611.

The Commission’s web address is: <https://coda.ada.org/>

Graduates are eligible to sit for the National Board Dental Hygiene Examination (NBDHE) and Regional and State Board Examinations for licensure.

Although an open-door policy applies to the program's prerequisite courses, the Dental Hygiene program has a separate admissions process. The maximum enrollment in this program is twenty-four (24) students entering each FALL.

[Online applications](#) are accepted April 1 – 15 each year for entrance into the fall program.

### Getting Started

1. If a **new** KVCC student, first submit the online general application for admission to Kalamazoo Valley Community College ([www.kvcc.edu](http://www.kvcc.edu)) listing *Health Sciences General Studies-Dental Hygiene* as program choice.  
If a **current** KVCC student, change program choice status to *Health Sciences General Studies-Dental Hygiene* by contacting a counselor or advisor at [269-488-4040](tel:269-488-4040).
2. Provide the Admissions & Records Office with all official college and/or high school transcripts, if applicable.
3. Past and current students must have an overall KVCC grade point average of 2.0 or greater in all subjects.
4. Schedule an appointment with a counselor or advisor at [269-488-4040](tel:269-488-4040) to develop a course plan. **This is a critical step in the admission process!**
5. Applicants must provide proof of current **American Heart Association BLS Provider CPR certification** from an authorized training center for the American Heart Association.
  - WPE 112 – Safety & First Aid can be completed at KVCC to meet this requirement.  
*Please note American Red Cross CPR certification of any kind is **NOT** accepted.*

#### Complete the required prerequisite requirements by:

- Taking and completing KVCC courses successfully.
- Using transfer courses from other colleges when equivalent to the courses listed below.
- Having all prerequisites successfully completed by the end of the WINTER semester of application to the Dental Hygiene program. All science and math prerequisite courses must be completed within 7 years of the application deadline (BIO, CHM, HCR and MATH).

## Recommended Full-Time Course Sequence for Required Prerequisite Courses

### Semester 1

**BIO 115** – Human Anatomy & Physiology I – 4 credits  
**CHM 115\*** – Health Careers Chemistry – 4 credits  
**ENG 160** – College Writing and Research – 4 credits

**Total Credit/Contact Hours for Semester 1:**  
 12 credits / 16 contact hours

### Semester 2

**BIO 215** – Human Anatomy & Phys. II – 4 credits  
**BIO 130** – Micro & Infectious Disease – 4 credits

**Total Credit/Contact Hours for Semester 2:**  
 8 credits / 12 contact hours

**\*One year (one credit hour) of high school chemistry with a grade of "C" (2.0) or higher in all applicable semester/trimesters meets the requirement for CHM 115.**

## Without Chemistry

### Semester 1

**BIO 115** – Human Anatomy & Physiology I – 4 credits  
**BIO 130** – Micro & Infectious Disease – 4 credits

**Total Credit/Contact Hours for Semester 1:**  
 8 credits / 12 contact hours

### Semester 2

**BIO 215** – Human Anatomy & Phys. II – 4 credits  
**ENG 160** – College Writing and Research – 4 credits

**Total Credit/Contact Hours for Semester 2:**  
 8 credits / 10 contact hours

## Frequently Asked Questions

### Applying to the Program

- Submit all **official** college and/or high school transcripts (if applicable) to the Admissions, Registration & Records Office and **verify transcript arrival. Confirm required prerequisite transfer credit is awarded.**
- Schedule an appointment with a counselor or advisor at 269-488-4040 to develop a course plan. Meet with the Health Careers Admissions Coordinator ([healthcareers@kvcc.edu](mailto:healthcareers@kvcc.edu)) to review your application.
- Complete and submit the online [Health Careers Application](#). Select Dental Hygiene as program choice. Verify signature for completion.
- The [online application](#) will be available each year April 1-15 for entrance into the Fall (September) program.
- Students must have successfully completed all prerequisites with grades of 2.0 or higher by the end of the winter semester (typically end of April) to be eligible to apply in April.

### Acceptance

- Admission decisions are typically sent to your Kalamazoo Valley email address by June 15.
- The Dental Hygiene program does not hold a waitlist. Applicants who are not admitted must reapply.

### Kalamazoo Valley's Alternate List

- After the top 24 applicants have been determined, the next 10 highest applicants are designated as alternates in case an admitted student declines their seat. It is not uncommon for this to happen.
- Alternates who are not admitted into the program from the alternate list **must reapply** and will not receive preferential ranking in the next cycle.

## Ranking of Applicants

The college implemented a holistic admission system for entry into the Health Careers programs beginning with the April 2023 application. The revised admission system was developed to establish a more equitable process so admitted students will have the best chance of success in their Health Careers program.

- Please see Holistic Admission details below.

## Proof of Healthcare License or Non-Credit Training for Points

If you are interested in potentially earning admission points for healthcare experience, please be sure to submit all supporting documentation with your application. (Applicants can only receive points in one of these categories). Examples of supporting documentation include: A copy of your current healthcare license or credential, a copy of your transcript or diploma for degree(s) received, or a letter from your employer specifically detailing skills acquired through on-the-job training, current job tasks, etc. for PCA/CNA (non-credit) training.

- Please note that personal essays or letters of recommendation from employers, family, friends, colleagues cannot be factored into the admission score whatsoever.

## Associate or Bachelor Degree Points

- Students must have a current license/credential in a healthcare occupation that requires an Associate or Bachelor Degree to obtain the license/credential. Examples include: licensed respiratory therapist, dental hygienist, paramedic, registered dietician, etc.

## Admission Scores

- Please note that the competitiveness of each application period varies based on the number and quality of applications received.

## After Acceptance

- An acceptance packet full of important information will be sent to your KVCC email address. Please read this packet thoroughly and pay attention to all deadlines.
- Several items will be due prior to the start of class. Examples include, but are not limited to: Current American Heart Association BLS Provider level CPR certification, immunization information, physical exam, 2-step TB test and Live Scan criminal background check.
  - Please note that the Live Scan criminal background check and drug screen will both be done ON CAMPUS after you have been accepted into the program. Further details will be given at that time. The corresponding forms in the application packet must be filled out and signed at the time of application as acknowledgment that these items will be successfully completed, if accepted.

## Working While Enrolled

- We strongly recommend that students work as few hours as possible for the most successful outcome. This is considered a full-time program and is rigorous and time consuming. You will need to budget a minimum of 40 hours/week for attending classes, labs, clinical, studying and completing assignments.

## Dental Hygiene Program Outline

This program is not available on a part-time basis.

### Semester 1 – Fall Entry

DHY 111	Anatomy, Histology, Embryology	Theory	2 credits/2 contact hours
DHY 113	Dental Imaging Techniques	Lab	1 credits/3 contact hours
DHY 114	Oral Pathology	Theory	2 credits/2 contact hours
DHY 119	Dental Hygiene Pre-Clinic	Lab	5 credits/11 contact hours

**TOTAL: 10 credit/18 contact hours**

### Semester 2 – Winter

DHY 120	Oral Health	Theory	2 credits/2 contact hours
DHY 123	Dental Imaging Interpretation	Theory	1 credit/1 contact hour
DHY 124	Periodontology	Theory	3 credits/3 contact hours
DHY 125	Clinic I Small Group	Independent Study	1 credit/1 contact hours
DHY 129***	Clinical Dental Hygiene I	Clinic	3.5 credits/8.5 contact hours
COM 113*	Interpersonal Communication		3 credits/3 contact hours

**TOTAL: 13 credit/18 contact hours**

### Semester 3 – Summer

DHY 131	Anatomy of the Head & Neck	Theory	2 credits/2 contact hours
DHY 135	Clinic II Small Group	Independent Study	1 credit/1 contact hour
DHY 139***	Clinical Dental Hygiene II	Clinic	3 credits/7 contact hours
DHY 268	Perio Enrichment ( <i>Optional†</i> )	Clinic	1 credit/16 contact hours†
Political Science or Social Science Elective**			3 credits/3 contact hours

**TOTAL: 9 credit/13 contact hours**

Semester 4 – Fall

DHY 241	Dental Material and Specialties	Theory/Lab	2 credits/4 contact hours
DHY 242	Orofacial Myology	Lab	1 credit/2 contact hours
DHY 244	Pain Management	Theory	2 credit/2 contact hour
DHY 245	Clinic III Small Group	Independent Study	1 credits/1 contact hours
DHY 248	Community Dental Hygiene I	Theory	1 credit/1 contact hour
DHY 249***	Clinical Dental Hygiene III	Clinic	4.5 credits/11.5 contact hours

**TOTAL: 11.5 credit/21.5 contact hours**

Semester 5– Winter

DHY 251	Ethics, History, Jurisprudence	Theory	1 credit/1 contact hour
DHY 255	Clinic IV Small Group	Independent Study	1 credit/1 contact hour
DHY 256	Pharmacology	Theory	2 credit/2 contact hours
DHY 258	Community Dental Hygiene II	Theory/Clinic	2 credits/4 contact hours
DHY 259***	Clinical Dental Hygiene IV	Clinic	4.5 credits/11.5 contact hours
DHY 264	Board Exam Prep	Theory	2 credits/2 contact hours

**TOTAL: 12.5 credit/21.5 contact hours**

**GRAND TOTAL: 72.5 credits/114.5 contact hours**

(Grand total includes prerequisite courses)

\*This general education course may be taken during any semester convenient to the student. It is advisable to take it before you start the program.

\*\*Any Political Science or Social Science elective may be taken during any semester convenient to the student.

\*\*\*Although a recall system is available to assist students in recruiting patients for clinical requirements, KVCC does not guarantee the provision of patients.

Please note: Program requirements are subject to change

## Dental Hygiene Program

APPROXIMATE COST: FALL 2023/WINTER 2024

	<u>In-District</u>	<u>Out-of-District</u>	<u>Out-of-State</u>	<u>International</u>
Tuition Rates (per contact hour)	\$124.00	\$214.00	\$285.00	\$323.00
Student fees/semester	\$163.00	\$163.00	\$163.00	\$163.00
<b>Prerequisites</b>				
Tuition (28 contact hours)	\$3,472.00	\$5,992.00	\$7,980.00	\$9,044.00
Student fees (2 semesters)	\$326.00	\$326.00	\$326.00	\$326.00
Books (approximate)	\$450.00	\$450.00	\$450.00	\$450.00
	<b>\$4,248.00</b>	<b>\$6,768.00</b>	<b>\$8,756.00</b>	<b>\$9,820.00</b>
<b>Semester 1 - FALL</b>				
Tuition (18 contact hours)	\$2,232.00	\$3,852.00	\$5,130.00	\$5,814.00
Student fee	\$163.00	\$163.00	\$163.00	\$163.00
Books (approximate)	\$750.00	\$750.00	\$750.00	\$750.00
Uniform/supplies* (approximate)	\$250.00	\$250.00	\$250.00	\$250.00
Instruments	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
Clinical Compliance (approximate)	\$500.00	\$500.00	\$500.00	\$500.00
	<b>\$5,895.00</b>	<b>\$7,515.00</b>	<b>\$8,793.00</b>	<b>\$9,477.00</b>
<b>Semester 2 - WINTER</b>				
Tuition (18.5 contact hours)	\$2,294.00	\$3,959.00	\$5,272.50	\$5,975.50
Student fee	\$163.00	\$163.00	\$163.00	\$163.00
Books (approximate)	\$330.00	\$330.00	\$330.00	\$330.00
	<b>\$2,787.00</b>	<b>\$4,452.00</b>	<b>\$5,765.50</b>	<b>\$6,468.50</b>
<b>Semester 3 - SUMMER</b>				
Tuition (13 contact hours)	\$1,612.00	\$2,782.00	\$3,705.00	\$4,199.00
Student fee	\$163.00	\$163.00	\$163.00	\$163.00
Books (approximate)	\$80.00	\$80.00	\$80.00	\$80.00
	<b>\$1,855.00</b>	<b>\$3,025.00</b>	<b>\$3,948.00</b>	<b>\$4,442.00</b>

	<u>In-District</u>	<u>Out-of-District</u>	<u>Out-of-State</u>	<u>International</u>
<b>Semester 4 - FALL</b>				
Tuition (21.5 contact hours)	\$2,666.00	\$4,601.00	\$6,127.50	\$6,944.50
Student fee	\$163.00	\$163.00	\$163.00	\$163.00
Books (approximate)	\$330.00	\$330.00	\$330.00	\$330.00
Clinical Compliance (approximate)	\$85.00	\$85.00	\$85.00	\$85.00
	<b>\$3,244.00</b>	<b>\$5,179.00</b>	<b>\$6,705.50</b>	<b>\$7,522.50</b>
<b>Semester 5 - WINTER</b>				
Tuition (21.5 contact hours)	\$2,604.00	\$4,494.00	\$5,985.00	\$6,783.00
Student fee	\$163.00	\$163.00	\$163.00	\$163.00
Books (approximate)	\$360.00	\$360.00	\$360.00	\$360.00
National Exam	\$565.00	\$565.00	\$565.00	\$565.00
Regional Board Exam	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00
L.A. Certification Exam	\$140.00	\$140.00	\$140.00	\$140.00
N02 Exam	\$135.00	\$135.00	\$135.00	\$135.00
	<b>\$5,117.00</b>	<b>\$7,007.00</b>	<b>\$8,498.00</b>	<b>\$9,296.00</b>
<b>Program Totals</b>				
Prerequisites	\$4,248.00	\$6,768.00	\$8,756.00	\$9,820.00
Semester 1	\$5,895.00	\$7,515.00	\$8,793.00	\$9,477.00
Semester 2	\$2,787.00	\$4,452.00	\$5,765.50	\$6,468.50
Semester 3	\$1,855.00	\$3,025.00	\$3,948.00	\$4,442.00
Semester 4	\$3,244.00	\$5,179.00	\$6,705.50	\$7,522.50
Semester 5	\$5,117.00	\$7,007.00	\$8,498.00	\$9,296.00
<b>GRAND TOTAL:</b>	<b>\$23,146.00</b>	<b>\$33,946.00</b>	<b>\$42,466.00</b>	<b>\$47,026.00</b>

\*Uniform/Supplies: Scrubs and Eyeglasses

## Dental Hygiene Applicant Checklist

### Steps for Eligibility

- 1. New Student: General application to Kalamazoo Valley ([www.kvcc.edu/apply](http://www.kvcc.edu/apply)) with program selection of *Health Sciences General Studies – Dental Hygiene*.
- 2. Current Valley Student: Program code changed to *Health Sciences General Studies – Dental Hygiene*, if needed.
- 3. Transferring credit toward a degree at Kalamazoo Valley: Forward official, unopened college transcripts for evaluation to:  

**Degree Auditor**  
**Kalamazoo Valley Community College**  
**PO Box 4070, Kalamazoo, MI 49003-4070**

Verify their arrival at the Admissions, Registration & Records Office (Phone: 269.488.4281).
- 4. Verify that all transfer courses meet the prerequisites.
- 5. Schedule an appointment with an academic counselor or advisor (Phone: 269.488.4040).

### DHY Application Requirements

- 1. ALL prerequisite courses successfully completed, or will be by the end of the Winter semester for the April 1 – 15 application period.
- 2. Apply using the [online application](#) between April 1 – 15. Answer the four Short Answer Questions about Experiences and Attributes.
- 3. Upload supporting documentation with the application for points in the Healthcare Experience category.
- 4. Proof of current American Heart Association BLS Provider CPR certification. A copy of the card, the eCard code or link must be included with the application

### Other Requirements

- 1. An acceptable Live Scan fingerprinting (criminal background check) will be required at a later date and will be required each year in the program. Further information regarding the on-campus Live Scan will be given to you upon acceptance into the program.
- 2. A negative drug screen will be required each year. Further information regarding the on-campus drug screen will be given to you upon acceptance into the program.
- 3. Immunization information, current (within 1 year) physical exam, 2-step TB (or QuantiFERON Gold TB blood test or T-Spot Blood test) and any other clinical compliance items required will be due after acceptance. Please pay close attention to due dates as outlined in your acceptance letter.



Dental Hygiene Prerequisite GPA Calculator Worksheet\*:

PREREQUISITE COURSES	A	B	C
	Credit Hours or GPA Hours	Numeric Grade Example 4.0	Quality Points (A x B = C)
BIO 115 Human Anatomy & Physiology I	4		
BIO 215 Human Anatomy & Physiology II	4		
BIO 130 Micro & Infectious Diseases	4		
CHEM 115* Health Careers Chemistry	4		
ENG 160 College Writing and Research	4		
<b>TOTALS</b>	<b>21</b>		

\*If using high school chemistry, do not use in prerequisite GPA calculation.

Prerequisite GPA Calculation:

**A:** Add total Credit or GPA Hours

**B:** Add total Numeric Grade (i.e. 4.0)

**C:** Multiply A X B = **Quality Points**

$$\text{Total from Column C} \div \text{Total from Column A} = \text{Prerequisite GPA}$$

\*Please note this worksheet is for student use only and is not required to be submitted with application

## What is a Holistic Admission?

Holistic review, when used in combination with a variety of other mission-based practices, constitutes a “holistic admission” process.

### Four Core Principles

1. Selection criteria are broad-based, are **clearly linked to school mission and goals**, and promote diversity as an essential element to achieving institutional excellence.
2. A balance of applicant **experiences, attributes, and academic metrics** (E-A-M) is used equitably across the entire candidate pool (with supporting evidence).
3. Those who participate in the admissions process, give **individualized** consideration to how each applicant may contribute to the school’s learning environment and to the profession.
4. Holistic admissions take a broad range of factors into consideration. In addition to grades, it may include personal attributes, communication skills, experiential factors or other considerations.

### Our Values

#### Caring and Respect

- Foster a safe, dynamic learning environment
- Demonstrate positive regard for self and others
- Give and receive praise graciously
- Honor civility, service, collegiality, and social justice

#### Integrity

- Do the right things for the right reasons
- Ensure interactions are driven by our vision, mission and values
- Be responsible, accountable and ethical

#### Excellence and Quality

- Embrace change as an opportunity
- Pursue excellence and innovation
- Values learning and develop an environment of intellectual inquiry
- Share new ideas and expand the boundaries of knowledge

#### Humor and Well-Being

- Nurture creativity, humor, and enjoyment of work and learning
- Promote a healthy environment for mind, body and spirit

#### Teamwork and Stewardship

- Work together to achieve our vision, mission and goals
- Commit to finding solutions

## Mission Statement:

Kalamazoo Valley Community College creates innovative and equitable opportunities that empower all to learn, grow and thrive.

### Holistic Admission Outcomes

- Generate a student body that is diverse, highly qualified and passionate about a chosen health career.
- Maintain high board exam rates
- Maintain high employer satisfaction ratings for the KVCC Health Careers graduates.
- Respond to mission, vision and goals of Kalamazoo Valley and key stakeholders

### Holistic Admission Overview (100 pts max)

- **Metrics (M) Prerequisite GPA – 50%**  
Up to 50 pts with sliding scale
- **Experiences (E)/Attributes (A) – 40%**  
Up to 10 pts per response with 4 responses
- **Healthcare Experience – 5%**  
5 pts max
- **Additional Criteria – 5%**  
5 pts max

### Prerequisite GPA (50 pts max)

<u>Prerequisite GPA</u>	<u>Ranking Points</u>
4	50
3.99 – 3.70	45
3.69 – 3.50	40
3.49 – 3.30	35
3.29 – 3.00	30
2.99 – 2.75	25
2.74 – 2.50	20
2.49 – 2.25	15
2.24 – 2.00	10

## Experience and Attributes (40 pts max)

### Life Experiences

**College Values: Excellence and Quality** (up to 10 pts)

Short Answer Question (100 words max):

Explain why you want to pursue a career in dental hygiene. Please describe what life experiences have inspired or influenced your interest.

### Values and Beliefs

**College Values: Humor/Wellbeing, Caring and Respect** (up to 10 pts)

Short Answer Question (100 words max):

Describe which personal qualities you possess that make you suitable for a career in dental hygiene. Please provide examples?

### Integrity

**College Value: Integrity** (up to 10 pts)

Short Answer Question (100 words max):

Please provide an example of a barrier or mistake you have experienced. How did you deal with it and what did you learn from it?

### Perspectives/ Leadership

**College Values: Teamwork and Stewardship** (up to 10 pts):

Short Answer Question (100 words max):

Please describe a personal experience working with or within a diverse team. Explain what went well and what didn't. What did you learn from the experience?

## Healthcare Experience (5 pts max)

Health Occupation License/certificate/non-credit training:

- 5 pts Bachelors (i.e. B.S Registered Dietician)
- 4 pts Associates (Paramedic)
- 3 pts License (LPN, EMT, CMA, RDA)
- 2 pts non-credit training (CNA, PCA, CDA, MFR, Phlebotomy)
- 1 pt. non-formal experience (i.e. caregiver of family)
- 1 pt. job shadow, health career specific

## Additional Criteria (1 pt. each - 5 pts max)

- Lives within KVCC District
- 12 or more credits from Kalamazoo Valley
- Kalamazoo Promise Recipient
- KVAAP
- Active service person or Veteran
- First-generation College Student
- Early Middle College Student

CATEGORY (EAM Model /KVCC Values)	Unsatisfactory (0 pts)	Limited (3 pts)	Satisfactory (5 pts)	Exceeds Satisfactory (7 pts)	Exemplary (10 pts)
Life Experiences  Excellence and Quality	No response to the question. Describes no life experiences related to opportunities, excellence, innovation, learning, and/or expansion of knowledge.	Vague and limited response related to excellence and quality. Lack of supporting evidence for pursuing opportunities, excellence, innovation, learning, and/or expansion of knowledge.	Meets the standards of the holistic review committee for excellence and quality. Describes interest in pursuing opportunities, excellence, innovation, learning, and/or expansion of knowledge.	Exceeds the standards of the holistic review committee for excellence and quality. Describes interest in pursuing opportunities, excellence, innovation, learning, and/or expansion of knowledge with insightful commentary and persuasive supporting evidence.	Reflects and emulates the programs values related to excellence and quality. Kalamazoo Valley Community College exemplar with the commitment for the pursuit of opportunities, excellence, innovation, learning, and/or expansion of knowledge. Excels in all aspects of excellence and quality.
Values/Beliefs  Caring and Respect	No response to the question. Describes no values or beliefs related to civility, service, and/or social justice.	Vague and limited response related to values/beliefs. Lack of supporting civility, service, and/or social justice.	Vague and limited response related to values/beliefs. Lack of supporting civility, service, and/or social justice.	Exceeds the standards of the holistic review committee for values/beliefs. Describes interest in civility, service, and/or social justice with insightful commentary and persuasive supporting evidence.	Reflects and emulates the programs values related to civility, service, and/or social justice. Commitment to civility, service, and/or social justice is an exemplar of the Health Careers student applicant. Excels in all aspects of values/beliefs.
Integrity  Integrity	No response to the question. No supporting evidence for values of responsibility, accountability, and ethics.	Vague and limited response related to integrity. Lack of supporting evidence for values of responsibility, accountability, and ethics.	Meets the standards of the holistic review committee for integrity. Describes interest in values of responsibility, accountability, and ethics with adequate supporting evidence.	Exceeds the standards of the holistic review committee for integrity. Describes interest in values of responsibility, accountability, and ethics with insightful commentary and persuasive supporting evidence.	Reflects and emulates the programs values related to integrity. Commitment to integrity is an exemplar of the Health Careers student applicant. Excels in all aspects of responsibility, accountability, and ethics.
Perspectives/ Leadership  Teamwork and Stewardship	No response to the question. Describes no interest in teamwork and being part of a diverse team.	Vague and limited response related to perspectives/leadership. Lack of supporting evidence describing interest in teamwork and being part of a diverse team.	Meets the standards of the holistic review committee for perspectives/ leadership. Describes interest in teamwork and being part of a diverse team with adequate supporting evidence.	Exceeds the standards of the holistic review committee for perspectives/leadership. Describes interest with teamwork and being part of a diverse team with insightful commentary and supporting evidence.	Reflects and emulates the programs values related to perspectives/ leadership. Importance of teamwork and stewardship is an exemplar of the Health Careers student applicant. Excels in all aspects of perspectives/ leadership.