

# 2019 Annual Reports

AMERICAN DENTAL HYGIENISTS' ASSOCIATION | 444 N. Michigan Ave. Suite 400, Chicago, IL

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# Year in Review

## 2018 – 2019



**MICHELE BRAERMAN, RDH, BSDH | PRESIDENT**



As ADHA has spread its wings across the country this year, it has been exciting for me as your ADHA President to watch the association unite and soar. We end our year with much to celebrate—our biggest membership gain in five years. All of these together and so much more will really allow our organization to continue to SOAR as we work together to best use our Strengths, Opportunities, Aspirations and Results. Thank you for this incredible opportunity to serve as your president, it has been an honor and a privilege that I will carry with me always.

**MATT CRESPIN, RDH, MPH | PRESIDENT-ELECT**



I am excited and looking forward to the coming year and assuming the role of president of this amazing organization. We have embarked on a period of learning over the past year and will continue to work on adapting to ensure we meet the needs of hygienists across the country. The past few years have brought forward positive change which we must continue to embrace, while we push ourselves to find a level of comfort with being uncomfortable. As we move forward with initiatives to enhance membership and governance in the coming year, I'll invite you to imagine the possibilities for ADHA in the future and join me on a journey in the coming year as we continue to progress and soar.

**ANN BATTRELL, MSDH | CEO**



It is very exciting to look back on all we have achieved together this past year. We hope that you enjoy the new look to the annual report and the new video of our successes over the past year. We look forward to your feedback. Thank you for your continued ADHA membership and leadership in moving our profession forward. On behalf of the ADHA staff we want to thank Michele Braerman and the ADHA Board of Trustees for their leadership this year. I would also like to thank our corporate and strategic partners whose commitment to ADHA has been a big part of our success this year. It has been another year of bold decision making, and leadership and for that I am grateful. The year ahead promises to keep us on this path of growth and change. Congratulations to Matt Crespín as he assumes the ADHA Presidency. The ADHA staff and I look forward to working with Matt, the 2019-2020 Board of Trustees and all of the dental hygiene leaders across the country for another productive year.

# We're With You, and We're Glad You're With Us!

So you can  
be your  
clinical best

So you can  
be productive  
and fulfilled

So your voice  
is heard

Your  
Clinical  
Best

**19,000**

hours of CE were awarded by ADHA for on-demand, webinar, and in-person courses covering today's hottest topics.

## INCREASED ATTENDANCE

at the Annual Conference in Louisville—thanks to the new schedule that falls over the weekend! ADHA 2019 offered more CE sessions, networking events and fun new programs such as the first-time attendee reception, student's reception, brunch & learn and the closing general session. With another successful conference under our belt, we look forward to doing it even bigger and better next year in New Orleans, Friday, June 12 – Sunday, June 14.

## PARTNERSHIPS

ADHA collaborated on significant projects with:

**Centers for Disease Control and Prevention**  
**American Academy of Pediatrics**  
**American Academy of Periodontology**  
**Canadian Dental Hygienists Association**

Your  
Work &  
Career

**\$160,000**

in scholarships and grants awarded through the Institute for Oral Health.

## CELEBRATED

our profession and energized our members throughout the year with:

**National Dental Hygiene Month**  
**Put Your Purple On**  
**Student Proud Week**  
**Member Mondays**

**145,000+**

social media engagements, motivating and uniting our community, and growing our social channels with an active ADHA Squad and fun student takeovers.

**86,000+**

manuscripts downloaded from the *Journal of Dental Hygiene's* new website.

**64%**

growth of *Access Magazine's* online readership.

Your  
Voice

## ADHA'S FEDERAL ADVOCACY WORK IN ACTION

The dental hygiene profession reclassified as Health Care Diagnosing or Treating Practitioners.

### ADVOCATING TO:

**Practice to the top of your scope!**

**Be directly reimbursed!**

**Improve license portability!**

**Create innovative workforce models to increase oral healthcare access!**

## ADVOCATING FOR YOU

ADHA represented key dental hygiene issues in Washington, D.C., and many other states.

### HIGHLIGHTS INCLUDED:

**Invited to the White House**

**Invited to meet with U.S. Health & Human Services**

**ADHA President-elect and CEO selected to contribute to the 2020 US Surgeon General's Report on Oral Health.**

## MEMBERSHIP

### We met our goal!

Through the collective efforts of ADHA leadership, volunteer state and local leaders and staff, we stabilized our membership and stopped our membership decline that had averaged 3% over the past five years. We surpassed our membership budget expectations and closed the fiscal year with a net gain of ten members!

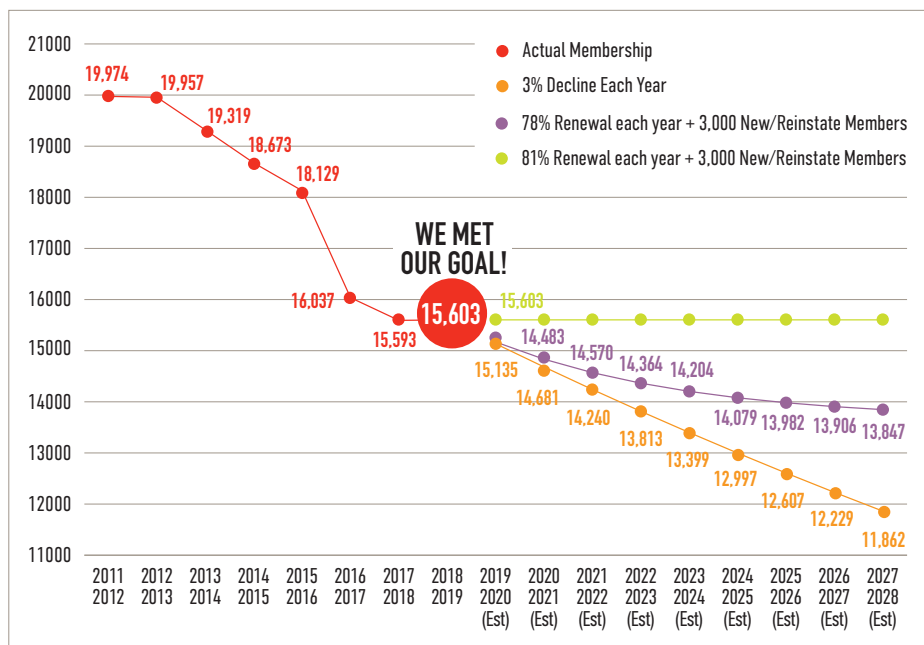
### STRONG FOCUS ON RETENTION

Contributing to this accomplishment was an increase of our renewal rate from 77% to 80%. Retention was a major focus and new member recognition and engagement strategies were implemented, including Member Monday, which highlights an ADHA member every week on our social media channels. We also increased the number of touch points throughout the year with other social media ads, contests and engagement strategies and an automated retention email campaign.

### NEW RECRUITMENT TACTICS

Staying consistent with our trend of recruiting more than 3,000 new and reinstated members also contributed to meeting our goal. A primary path to membership has been our student-to-professional conversion rate which remained at 20% for the second straight year—this accounts for 1/3 of our new members. A new marketing approach for recent grads as well as state and local outreach and national leaders' visits to programs helped to keep this number strong.

Prospective professional member recruitment efforts included direct mail, postcards, email and texting campaigns. For the first time, a discount off national membership was offered during the online join process and it was very successful in



To further improve our membership outlook, we will need to increase our renewal rate to 81%, yellow line, and maintain this to prevent further net membership declines.

gaining back former members. New strategies were also tested such as geofencing, which pushes ADHA ads to phone apps of attendees at targeted events. Two events with a large number of dental hygienists in attendance were chosen, Yankee Dental Congress and Chicago Dental Society Mid-Winter Meeting. Overall, we received nearly 400,000 impressions (number of views) for the two events.

### WHAT'S NEXT?

Stabilizing our membership was an important and exciting accomplishment, however there is always more work to be done! In order to turn this year's outcome into a trend, we will need to increase our retention rate to 81% and once again recruit 3,000 new and former members. To meet this goal, we will continue using the successful elements of our current marketing and social media campaigns while adding new strategies such as additional video marketing to profile our members and share their experiences on the national, state and local levels.

### PRORATION AND ONE BILLING CYCLE

The implementation phase of our One Billing Cycle Project kicked off in January. For the first time ever, ADHA began offering proration to new members joining throughout the year. This is significant because it allows us flexibility in marketing to prospective members and avoids us having to force members into a specific time frame for a specific cycle.

Next, in April, our 5,000 summer cycle members received an invoice for 50% of their annual dues to align their renewal date with the rest of the organization. To ease this transition, we have offered early renewal incentives as well as an incentive to sign up for either of our autopay plans—annual or quarterly. Moving to one cycle makes our process more efficient so we can spend more time working for our members. Once everyone is on the same renewal date, we will be able to more efficiently market to current and potential members and will eliminate member confusion.

## FINANCIAL OVERVIEW

In September 2018, the ADHA Board of Trustees met with the accounting firm Plante Moran to discuss the annual audit results for fiscal year 2017-2018. ADHA received an unmodified opinion which is the highest option given by auditing firms. Results from the 2017-2018 audited indicated that for every member dollar ADHA is spending .84 cents (84%) on programs and only .16 cents (16%) on administration costs. This administrative cost percentage is well within the industry standards of 15-25% for similarly sized medically related associations.

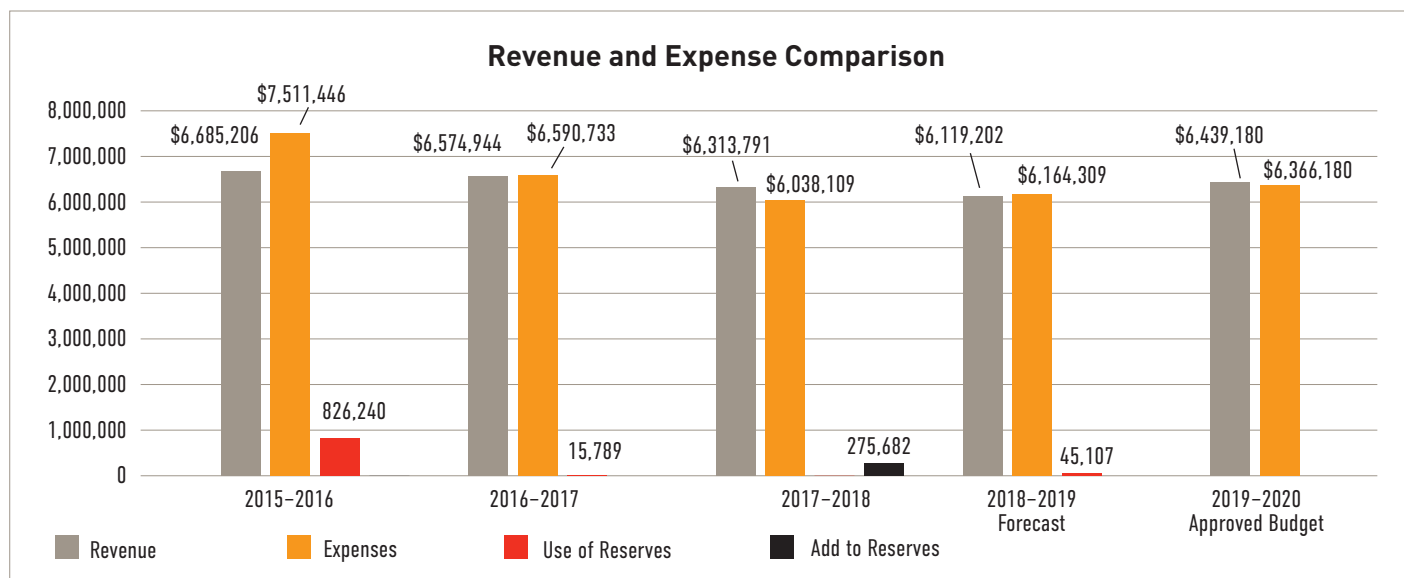
The 2018-2019 budget included conservative goals for membership, Annual Conference and corporate sponsorship revenue that are not only attainable but possible to surpass.

Following the organizational change in the fall of 2016, additional expense savings and revenues have been identified. Per the chart below ADHA has been making significant progress by reducing its reliance on reserves over a four-year period and is poised to begin adding back to reserves.

	As of 6/30/18	As of 6/30/17
<b>Assets</b>		
Cash	\$1,319,930	\$522,739
Investments	2,375,543	2,441,525
Receivables—Net	552,955	628,033
Due from the Institute	32,282	111,091
Prepaid expenses and other assets	121,220	58,623
Property and equipment—Net	591,229	622,844
<b>Total assets</b>	<b>\$4,993,159</b>	<b>\$4,384,855</b>

<b>Liabilities and Net Assets</b>		
Liabilities		
Accounts payable	\$320,327	\$364,358
Accrued vacation	549,486	207,400
Accrued expenses	208,886	173,602
Deferred revenue	1,757,057	1,729,716
Deferred rent	322,673	336,991
Due to state and local organizations	67,804	91,872
Deferred Compensation	10,327	
<b>Total Liabilities</b>	<b>\$3,236,560</b>	<b>\$2,903,939</b>

Net Assets		
Unrestricted		
General	42,747	93,930
Board-designated	1,676,194	1,349,328
Total unrestricted	1,718,941	1,443,258
Temporarily restricted	37,658	37,658
Total net Assets	1,756,599	1,480,916
<b>Total liabilities and net assets</b>	<b>\$4,993,159</b>	<b>\$4,384,855</b>



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# REPORT OF THE BOARD OF TRUSTEES

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## Organization and Operation of the Board of Trustees

### **ADHA Bylaws, ARTICLE V, BOARD OF TRUSTEES**

**Section 1. Authority and Responsibility.** The affairs of the Association shall be managed by the Board of Directors (which shall be referred to in these Bylaws as the “Board of Trustees”), which shall have supervision, control and direction of the Association, shall determine its business policies or changes therein within the limits of these Bylaws, shall actively promote its purposes, and shall have discretion in the disbursement of its funds. The Board of Trustees shall act for and on behalf of the House of Delegates between sessions of the House of Delegates to establish interim policy. The Board of Trustees may adopt such rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider necessary. The Board of Trustees shall provide reports to the House of Delegates.

**Section 2. Composition.** The Board of Trustees shall be composed of seventeen (17) members as follows: President, President-Elect, Vice President, Treasurer, Immediate Past President, and one (1) member elected from each of the twelve (12) Districts (as defined below) (collectively, the “District Trustees”).

**Section 3. Invited Participants.** The Chief Executive Officer shall be invited to attend and participate, without vote, in all regular and special meetings of the Board of Trustees and may be invited to attend meetings held in Executive Session.

**Section 4. Districts.** The Association’s Constituents and Components shall be divided into districts, with geographic boundaries as determined by the Board of Trustees.

**Section 5. Qualifications.** Only voting members shall be eligible to serve on the Board of Trustees. District Trustees must be members of a Constituent located within the District that they have been elected to represent.

**Section 6. Election of District Trustees.** District Trustees shall be elected by the Delegates of the Constituents representing the District in the House of Delegates. Elections shall be held pursuant to rules and procedures determined by the Board of Trustees (i) during the annual session of the House of Delegates or; (ii) at a District meeting or caucus held preceding the annual session of the House of Delegates. Odd-numbered Districts shall elect District Trustees in odd-numbered years; and even-numbered Districts shall elect District Trustees in even-numbered years.

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## REPORT OF THE BOARD OF TRUSTEES

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### Section 7. Terms.

- a. District Trustees shall serve a two (2) year term, or until such time as their successors are duly elected, qualified, and assume their position, and may not serve more than two (2) consecutive terms. Trustees serving more than half of a full term shall be deemed to have served a full term in office for purposes of term limits.
- b. The President, President-Elect, Vice President, Treasurer, Immediate Past President and District Trustee shall remain on the Board of Trustees for the duration of their term in office.
- c. All terms shall begin at the post annual session meeting of the Board of Trustees following their election.

**Section 8. Regular Meetings.** The Board of Trustees may take action to set the time, date, and place for the holding of a regular annual meeting of the Board of Trustees and additional regular meetings of the Board of Trustees without other notice than such action.

**Section 9. Special Meetings.** Special meetings of the Board of Trustees may be called by, or at the request of the President or upon a written request to the Chief Executive Officer of five (5) members of the Board of Trustees. Notice of any special meeting of the Board of Trustees shall state the time, date, and place of the meeting and shall be delivered at least five (5) days prior to the date of such meeting. Attendance of a Trustee at any meeting shall constitute a waiver of notice of such meeting except where a Trustee attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called and convened.

**Section 10. Meeting by Conference Call.** Any action to be taken at a meeting of the Board of Trustees or any committee thereof may be taken through the use of a conference telephone or other communications equipment by means of which all persons participating in the meeting can communicate with each other. Participation in such a meeting shall constitute presence in person at the meeting of the persons so participating. Notwithstanding anything set forth to the contrary in these Bylaws, notice of any meeting to be held by conference call (whether regular or special) may be delivered a minimum of forty-eight (48) hours prior to the meeting.

**Section 11. Quorum.** A majority of the Board of Trustees shall constitute a quorum for the transaction of business at any duly called meeting of the Board of Trustees; provided that when less than a quorum is present at said meeting, a majority of the Board of Trustees members present may adjourn the meeting to another time without further notice.

**Section 12. Manner of Acting.** The act of a majority of Trustees present at a duly called meeting at which a quorum is present shall be the act of the Board of Trustees, unless the act of a greater number is required by law, the Articles of Incorporation, or these Bylaws.



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## REPORT OF THE BOARD OF TRUSTEES

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**Section 13. Action by Written Consent.** Any action requiring a vote of the Board of Trustees may be taken without a meeting if consent in writing, setting forth the action taken, is signed by all of the members of the Board of Trustees entitled to vote with respect to the subject matter thereof.

**Section 14. Resignation and Removal.** Any District Trustee may resign at any time by giving written notice to the Chief Executive Officer. In addition, any District Trustee may be removed by a majority vote of the persons entitled to elect such Trustee, whenever, in their judgment, the best interests of the Association would be served by such removal.

**Section 15. Vacancies.** Vacancies in any District Trustee position shall be filled by the President, after consultation with the presidents of the constituents represented by such District Trustee, without undue delay. A District Trustee appointed pursuant to this Section shall hold their position for the remainder of the original term for which she or he was appointed to fill.

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# REPORT OF THE BOARD OF TRUSTEES

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## 2018-2019 Officers, Trustees, and Committee Chairs

### ELECTED OFFICERS

#### **President**

Michele Braerman, RDH, BSDH  
[micheleb@adha.net](mailto:micheleb@adha.net)

#### **Vice President**

Lisa Moravec, RDH, MSDH  
[lisam@adha.net](mailto:lisam@adha.net)

#### **Immediate Past President**

Tammy Filipiak, RDH, MS  
[tammyf@adha.net](mailto:tammyf@adha.net)

#### **President-Elect**

Matt Crespin, MPH, RDH  
[mattc@adha.net](mailto:mattc@adha.net)

#### **Treasurer**

Donnella Miller, RDH, BS, MPS  
[donnellam@adha.net](mailto:donnellam@adha.net)

#### **Speaker of the House**

Christina Emmert, RDH, PRP  
[hygiene93@gmail.com](mailto:hygiene93@gmail.com)

### BOARD OF TRUSTEES

#### **District I Trustee**

Peter Gangi, RDH, BSED  
[peterg@adha.net](mailto:peterg@adha.net)

#### **District III Trustee**

Dawn Ann Dean, RDH, MSDH  
[dawnd@adha.net](mailto:dawnd@adha.net)

#### **District V Trustee**

Sharlee Burch, RDH, MPH, EdD  
[sharleeb@adha.net](mailto:sharleeb@adha.net)

#### **District VII Trustee**

Rachelle Gustafson, RDH  
[rachelleg@adha.net](mailto:rachelleg@adha.net)

#### **District IX Trustee**

Cynthia Baty, RDH, BS  
[cynthiab@adha.net](mailto:cynthiab@adha.net)

#### **District XI Trustee**

Trinity Cleveland, RDH, MHI  
[trinityc@adha.net](mailto:trinityc@adha.net)

#### **District II Trustee**

Donna Lee Hickey, RDH  
[donnah@adha.net](mailto:donnah@adha.net)

#### **District IV Trustee**

Becky Smith, CRDH, EdD  
[beckys@adha.net](mailto:beckys@adha.net)

#### **District VI Trustee**

Danielle Victoriano, RDH, BS, MHS  
[daniellev@adha.net](mailto:daniellev@adha.net)

#### **District VIII Trustee**

Erin Haley-Hitz RDH, MS, PHRDH, OM  
[erinh@adha.net](mailto:erinh@adha.net)

#### **District X Trustee**

Crystal Spring, RDH, BSDH, LAP  
[crystals@adha.net](mailto:crystals@adha.net)

#### **District XII Trustee**

Annette Lincicome, BS, RDH  
[annettel@adha.net](mailto:annettel@adha.net)

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## REPORT OF THE BOARD OF TRUSTEES

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### JOURNAL OF DENTAL HYGIENE

**Editor-in-Chief**

Rebecca Wilder, RDH, MS

**Managing Editor**

Cathy Draper, RDH, MS

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### HYPAC Advisory Group

**Treasurer**

Diann Bomkamp, RDH, BSDH

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### STANDING COMMITTEES OF THE BOARD OF TRUSTEES

**Executive Committee**

Michele Braerman, RDH, BSDH, Chair

**Committee on Policy & Bylaws**

Sheri Moore, RDH, BSHS, Chair

**Committee on Board Policy & Procedure**

Lisa Moravec, RDH, MSDH, Chair

**Committee on Minutes Review**

Cynthia Baty, RDH, BS, Chair

**Committee on Student Relations**

Peter Gangi, RDH, BSED, Chair

**Finance Committee**

Michele Braerman, RDH, BSDH, Chair

**Leadership Development Committee**

Carol Jahn, RDH, MS, Chair

**Nominating Committee**

Jill Rethman, RDH, BA, Chair

**Awards Committee**

Ann Naber, RDH, Chair

**Committee on National Boards**

Melissa Efurd, RDH, EdD, Chair

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# REPORT OF THE BOARD OF TRUSTEES

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## ADHA Institute for Oral Health

### BOARD OF DIRECTORS

#### **Chair**

Tammy Filipiak, RDH, MS  
[tammyf@adha.net](mailto:tammyf@adha.net)

#### **Director**

Matt Crespin, MPH, RDH  
[mattc@adha.net](mailto:mattc@adha.net)

#### **Treasurer**

Donnella Miller, RDH, BS, MPS  
[donnellam@adha.net](mailto:donnellam@adha.net)

#### **Chair-Elect**

Michele Braerman, RDH, BSDH  
[michele@adha.net](mailto:michele@adha.net)

#### **Director**

Lisa Moravec, RDH, MSDH  
[lisam@adha.net](mailto:lisam@adha.net)

### COMMITTEES

#### **Research Grant Review Committee**

Jodi Olmsted, RDH, PhD, Chair

#### **Scholarship Review Committee**

Marcia Lorentzen, RDH, MEd, EdD, Chair

#### **Community Service Grant Review Committee**

Christine Nathe, RDH, MS, Chair

#### **Institute for Oral Health Advisory Committee**

Pamela L Quinones, RDH, BS, Chair

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**Officers**

Michele Braerman, President  
Matt Crespín, President-Elect  
Lisa Moravec, Vice President  
Donnella Miller, Treasurer  
Tammy Filipiak, Immediate Past President

**Meeting Dates/Locations**

June 21, 2018 – Columbus, OH  
July 20, 2018 - Virtual  
September 23 -24, 2018 – Rosemont, IL  
March 22-23, 2019 - Virtual  
May 13, 2019 - Virtual

**Trustees**

Peter Gangi, District I  
Donna Lee Hickey, District II  
Dawn Ann Dean, District III  
Becky Smith, District IV  
Sharlee Burch, District V  
Danielle Victoriano, District VI

Rachelle Gustafson, District VII  
Erin Haley, District VIII  
Cynthia Baty, District IV  
Barbara Leatherman Dixon, District X  
Trinity Cleveland, District XI  
Annette Lincicome, District XII

**Board Activities****The following information is from the Pre-Annual Session 2017-2018 Board of Trustees Meeting:**

The board ratified the Finance Committee's action to accept the 3<sup>rd</sup> Quarter report.

Quorum for the meetings of the House of Delegates became a concern this year with individuals booking flights to depart prior to the conclusion of the meeting. ADHA Speaker of the House, Carol Robertson, confirmed that the delegates have a responsibility to vote and without a quorum the meeting cannot take place. It was agreed that the Committee on Policy & Bylaws will reformat the memo that is sent with the delegate count to include information about the importance of fulfilling the delegate responsibilities through the 3rd HOD.

The Board adopted a recommendation to amend the LDC composition to include the Vice President as the board advisor.

**The following information is from the 2018-2019 Board of Trustees Meetings:**

ADHA received a "clean opinion" from the auditing firm of Plante and Moran. This is considered the highest rating that can be awarded. It is also noted that for every dollar ADHA is spending .84 cents (84%) on programs and only .16 cents (16%) on administration costs. This administrative cost percentage is well within the industry standards of 15-25% for a similarly sized medically related association's range. The board wishes to acknowledge that this has been the ninth year in a row that the audit report did not include a management letter.

The Board reviewed and accepted the finance committee recommendation that the 4<sup>th</sup> Quarter Report be accepted.

The Board kicked off a strategic planning process by reviewing three different financial models spanning seven-years based on current trending.

The modeling helped provide a roadmap to see the impact of decision making on the direction of ADHA's strategic plan and the future of the organization.

Based on the data, it was unanimously agreed by the board that dues increases are needed for viability of ADHA several years from now given the continued membership decline. The finance committee will be reviewing the policy during their November meeting and bringing a recommendation to the board for consideration at the Winter Board Meeting. It was noted that there is an urgent need to make membership recruitment and retention a priority for all. In addition, it was agreed that non-dues revenue must be diversified and grow.

Based upon financial modeling, the Board discussed program growth strategies including, but not limited to:

- Enhancing to the CE and Professional Development offerings
- Continuing to build on the success of 2018's Annual Conference with additional changes including a shift in the days CE is offered, hosting the event in tier one cities and continuing with an all-inclusive registration fee
- Revitalizing student chapter programs

The ADHA Board agreed to reconstitute the work of the Governance of Tomorrow (GOT) Workgroup. The mission of the GOT project is to:

- Explore flexible and nimble governance structures to respond to rapidly changing times
- Increase member engagement and leadership opportunities
- Hear from more member voices
- Explore options to distribute decision making authority
- Review models for a skills-based board

The board had a thorough discussion regarding the new CEO evaluation tool. The board recognized the CEO's contributions, achievements and goals for the future. The board had full confidence in how these supported ADHA's strategic plan and budget. Ann addressed the board and answered questions related to her performance over the past year and about the future of the association.

The board reviewed all the strategic testimony that was submitted by the 2018 House of Delegates. After a thorough discussion it was noted that the Board of Trustees supports the current policy on dues increase in order to keep ADHA vital and able to continue with the strategic initiatives of the association.

In addition, the board recognized the need to investigate the revitalization of the student chapters. The board is committed to making wise data driven decisions regarding member engagement, revitalization of student chapters, member benefits and a focus on governance restructuring in an effort to stay nimble and prepare ADHA for the future needs of the association.

The Board adopted the recommendation that Joanna Allaire, RDH, MDH, be appointed to serve as the ADHA-appointed Commissioner to the JCNDE for the term beginning October 2018 and ending October 2022 as this candidate meets the criteria for appointment to serve on the ADHA Committee on National Boards JCNDE..

The Board adopted the recommendation that Ruth Thompson, BSDH, EdD, be appointed to the Committee on National Boards for a two-year term, ending in October 2020 as this candidate meets the criteria for appointment to serve on the ADHA Committee on National Boards JCNDE.

The Board adopted the recommendation that Han-Na Jang, RDH, BSDH, be re-appointed for a second, one-year term, ending October 2019 as this candidate meets the criteria for appointment to serve on the ADHA Committee on National Boards JCNDE.

The Board adopted procedure updates to the ADHA Board Policy and Procedure Manual to include:

- CODA Site Visitors
- CODA Dental Hygiene Review Committee (DHRC)
- CODA Appeal Board
- ADHA Appointed CODA Commissioner
- ADHA Committee on National Boards Joint Commission on National Dental Examinations
- ADHA Commissioner to JCNDE

The revisions will provide uniformity and clarity for the various appointments, including requirements and the nomination process.

The board appointed Jill Rethman as the IFDH delegate with her term beginning in at the close of the IFDH meeting in August 2019. This candidate meets the criteria for appointment to serve as the ADHA IFDH Delegate.

The following information is from the 2018-2019 Winter Board of Trustees Meetings:

Dean West, Founder & President of Association Laboratory, Inc., joined the Board meeting and presented the findings of the Member Engagement Initiative research conducted since the 2018 Fall Board of Trustees Meeting. Over the past nine months, Dean and his team have completed the five key research steps that he outlined at the Mega Issue Discussion in Columbus last year. He presented key insights, overall outcomes, and recommendations for moving forward. The results will be shared at the Membership Session in Louisville, which will be held on Monday, June 24, 2019 from 3:45-4:45 pm.

The Board adopted the new Commitment Statement. The plan will guide the association toward the achievement of its goals and objectives within the confines of the approved budget.

The Board ratified the Finance committee's action to accept the 1st quarter report as it is fiscally prudent to do so.

The Board adopted the membership dues policy to read:

ADHA will assess and determine the need for an adjustment annually. The September year-over-year Consumer Price Index (CPI) will be used as a guide to calculate the dues adjustment in conjunction with the expectations of the strategic plan. Each November, the Finance Committee will review and approve the calculated adjustment for the next dues cycle, if needed. This policy will be re-evaluated at least every three years.

In order to keep membership dues in line with the cost of operating the Association and the expectations of the strategic plan, dues should be adjusted annually. Using a widely accepted inflation calculation as a guide is better than setting it to a static percentage that may appear to be arbitrary. Adjusting the dues amount in November allows staff time to complete the budgeting process for the year impacted by the membership dues adjustment.

The Board adopted a recommendation that, the 2020 national dues amount be set at \$213.

2019 Membership Dues = \$208.00

Consumer Price index September 2017-2018 = 2.3%

2019 dues multiplied by CPI:  $\$208.00 \times 2.3\% = \$4.78$

2020 Membership Dues adjustment = \$5.00

2020 Membership Dues = \$213.00



The Board ratified the action from the finance committee that, the second quarter report for FY 2018-2019 be accepted as it is fiscally prudent to do so.

Speaker of the House, Christina Emmert reviewed Article IX section 3 of the Bylaws with the Board of Trustees, paying attention to the proviso that was part of the 2018 bylaw revision. Christina noted that she consulted with the ADHA Parliamentarian and he concurred that the 2018 bylaw revision would not go into effect until after the Speaker of the House announces the 2019 election results.

Jill Rethman, Chair of the Nominating Committee, reviewed the process the Nominating Committee utilizes to determine the readiness of applicants running for office. The process involves review of the online submission of materials which includes, bio-data form, letters of recommendation, candidate statement, and other supporting materials, along with a performance-based video interview. Performance-based interviewing assesses an individual's readiness and skill sets by asking questions about past situations and performance to determine how an applicant may act/react in a future, similar situation. Utilizing the STAR technique (Situation, Task, Action, Result), questions that integrated ADHA skill sets were asked of each applicant. All applicants for the same office were asked the same questions, and most of the questions were received and reviewed by the applicants in advance of their interview. At the end of the interview session, each applicant was asked a series of brief questions that she/he did not receive in advance. These contemporaneous questions were meant to assess how an applicant might address questions or situations that were not known ahead of time. All applicants for the same office received the same contemporaneous questions. With each question, a rubric was used that scored the applicant's answers on a scale of 0 to 3 (no answer, minimal skill, some skill, high skill). Rethman informed the Board that all of the above information (materials submitted online and the interview) was taken into consideration when assessing skill sets and readiness and the Committee will only put forward candidates who possess the necessary skill sets and are ready to pursue the office they wish to hold.

The 2019 Slate of Candidates for elected office that was presented by the chair of the nominating committee was adopted by the board as the candidates possess the necessary skill sets and the readiness and understanding of the positions that they seek

Jennifer Hill, Director of Member Engagement, reported on the outcomes of the Winter Cycle dues cycle and was very excited to announce that not only did we surpass the 2019 Winter Cycle budgeted goal, we also surpassed last Winter Cycle's total number. We budgeted for a total of 9,650 professional members, which included 7,850 renewals and 1,800 new/reinstates. As of March 17, 2019, we were at 8,185 renewals and 2,087 new/reinstates for a total of 10,272 total members. We ended the 2018 winter cycle with 10,204 members. This put us 68 members ahead of last year. Also noted was that we grew our Winter Cycle renewal rate from 77.6% to 80.2%, resulting in 105 more renewals than last year.

The Winter Cycle helped boost our overall numbers, allowing us to achieve our overall membership goal of stabilizing our membership and stopping our decline. At this point last year, we were at 15,593 active professional members and we now stand at 15,603. After experiencing an average decline of 3% for the past five years, remaining flat was a major accomplishment for ADHA and Jennifer thanked all our state and local volunteers, ADHA Board of Trustees, and staff for contributing to this achievement.

The board reviewed and adopted the revised Board Policy and Procedures Manual.

The board ratified the Executives Committee's action to submit to the Committee on Policy and Bylaws a policy to support and advocate for doctoral degrees in dental hygiene.

The Board also agreed to propose amendments to Accreditation 9-12/1-90 and Accreditation 14-86 to the Committee on Policy and Bylaws as posted in the delegates manual.

Treasurer, Donnella Miller, reviewed the proposed 2019-2020 budget which included data comparison from the, the 2017-2018 budget and the 2018-2019 adjusted budget. Dan Alpe, Director of Finance reviewed the 2019-2020 budget assumptions, explaining that they are grouped by four themes: New Program investments, modifications to current programs, yet to be determined program expenses and revenue, and use of reserves to fund key programs. The board had a thorough discussion and adopted the Finance Committee's recommendation to adopt the proposed 2019-2020 budget.

The board reviewed and determined their recommendations to the House of Delegates on the proposed bylaws amendments and the proposed resolutions received from the Committee on Policy and Bylaws. The proposed policies and bylaws amendments with the board recommendations can be found in the delegates manual.

# ADHA's Commitment to the Dental Hygiene Profession



**Our mission** is to unite and empower dental hygienists to enhance the public's oral and overall health

**Vision Statement:** We envision that dental hygienists are valued and integrated into the health care delivery system to improve the public's health



**We will work diligently to support the professional and personal well-being of dental hygienists throughout their careers by:**

- Providing accessible, affordable and high-quality continuing education.
- Offering resources guiding career development and advancement.
- Developing tools and practical resources empowering dental hygienists to improve their workplace environment and professional satisfaction.



**We will be an ally and advocate for dental hygienists and the profession by:**

- Advocating for the profession to advance direct access and create opportunities for dental hygienists.
- Collaborating with national partners to increase oral health care access.
- Supporting the advancement of dental hygiene education.



**We will be excellent stewards of ADHA's resources to ensure the long-term viability of ADHA and our profession by:**

- Ensuring ADHA has the financial, operational and human resources to be the voice of dental hygiene.
- Striving for unity and engagement within ADHA and the dental hygiene community.
- Developing and fostering a robust leadership pipeline and governance structure to lead the ADHA of tomorrow.

The ADHA Finance Committee met via a virtual meeting on April 30, 2019 to discuss the proposed 2019-2020 budget before recommending adoption to the ADHA Board of Trustees.

The budget synopsis provides the membership and delegates with general information regarding the ADHA 2019-20 budget adopted by the board of trustees.

The ADHA budget is divided into the following components:

## **I. Revenues:**

- a) Membership Dues: Includes all revenue received from membership dues.
- b) Non-Dues Revenue: Includes revenue from sources not related to dues collection (corporate sponsorship, program revenue, publications, and other income)
- c) Investment Income: Includes revenue received from investment income.

## **II. Expenses:**

- a) Membership Engagement, Recruitment and Retention: Includes all expenses related to the engagement, recruitment, and retention of members and dues collection.
- b) Programs: Includes expenses related to programs that provide professional development and benefits to ADHA members (Annual Conference, Unleashing Your Potential, Awards, Continuing Education, and National Board Review)
- c) Communications (formerly Publications): Includes expenses related to the production and distribution of ADHA communication channels (Access, Journal of Dental Hygiene, ADHA Update, and Website)
- d) Education and Professional Advocacy: Included expenses related to advocacy for the Dental Hygiene profession and Dental Hygiene education at the state, national and international levels.
- e) ADHA Governance: Includes expenses related to the governing of the association.
- f) Program and Administrative Support: Includes overall association expenses that are not directly attributed to a specific program. These expenses are necessary for normal business operation of the association.

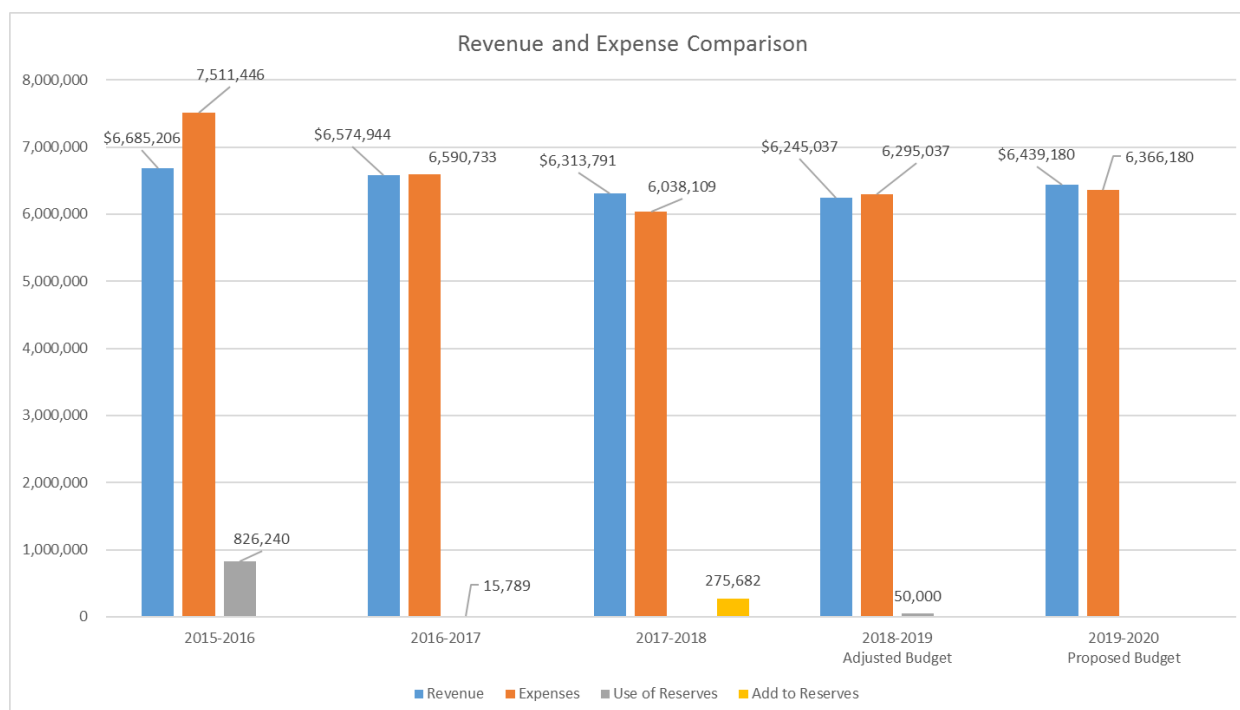
The development of the strategic plan and the commitment and financial resources to accomplish ADHA goals is a major responsibility of the board of trustees. Every effort is made for ADHA to pursue all opportunities to strengthen the association. The proposed budget presented by the finance committee and the final budget adopted by the ADHA Board of Trustees reflects many hours and days of study and analysis to ensure commitment of meeting the goals of ADHA.

## **Budget Philosophy**

Fiscal year 2019-20 will be the first year budgeted to support the commitment statement adopted in March 2019. Our budgeting philosophy is to have realistic goals that were not only fiscally responsible, but important to maintain and enhance morale and foster a motivated, energized team of leaders and staff. As such, the 2019-20 budget was drafted to conservatively project membership, Annual Conference and sponsorship revenue so that it is not only attainable, but possible to surpass.

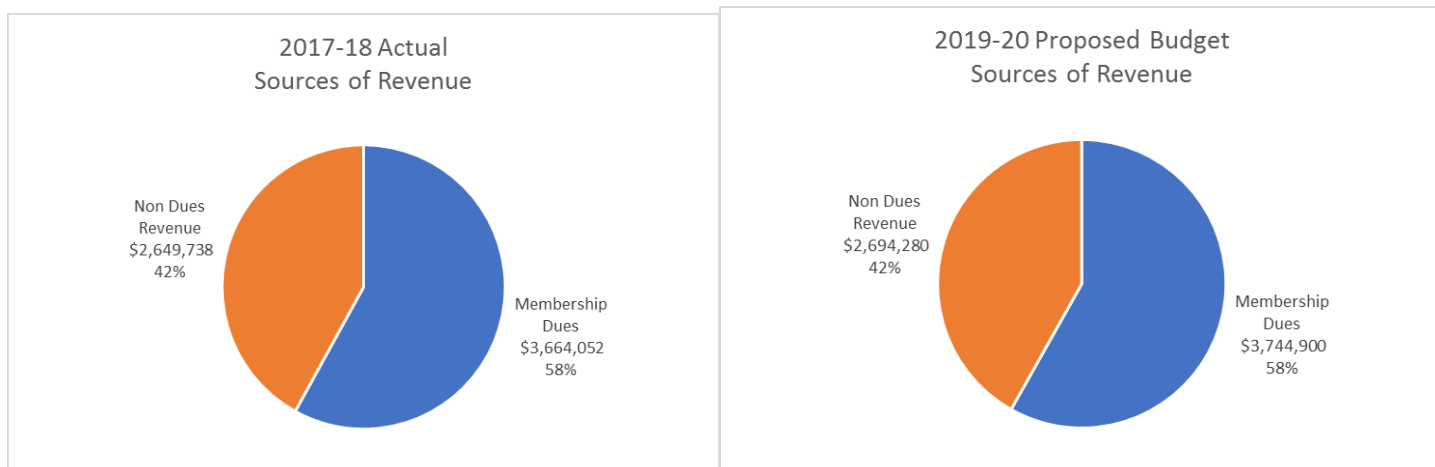
## **Balanced Budget**

As you can see in the chart below, the 2019-20 budget includes an increase in revenues and expenses, this will be the first increase in revenue in the last 4 years.



## **Membership Trends**

Below are two charts showing the revenue sources for 2017-18 and the 2019-20 proposed budget. You will see that we continue to have a 58% reliance on membership dues.

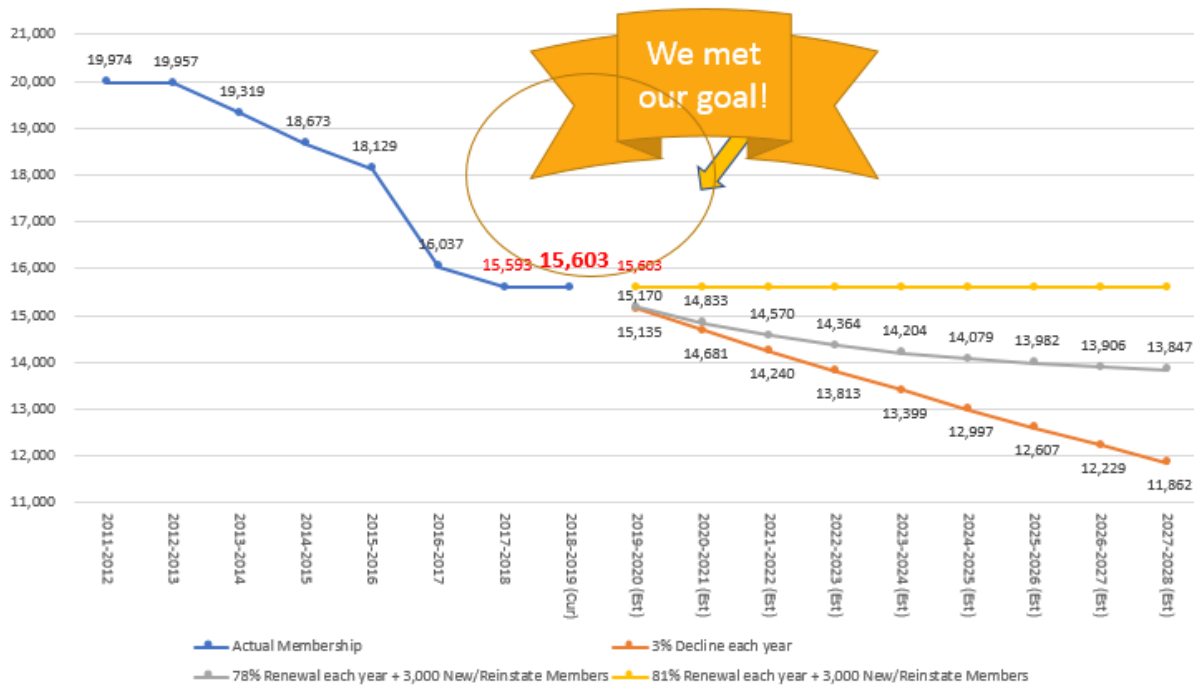


As you will see illustrated on the next page, we have grown by 10 members from this point last year, from 15,593 to 15,603. This is very good news, since membership numbers had been declining on average of 3% each year over the last 7 years. There are two components that effect our membership numbers. Retention is the number of members that renew their membership. Recruitment is the number of members that join or reinstate their membership.

Retention: In 2018-19 our retention rate is 80%. To stabilize, then grow our membership, our retention rate needs to stay around 81%.

Recruitment: In order to maintain current membership levels, we need a minimum of 3,000 new/reinstated members each year.

As this chart illustrates, while we grew membership this year, one year does not make a trend.



## Budget Assumption Themes:

The 2019-2020 budget assumptions are framed around four themes:

- New program investments
- Modifications to current programs
- Yet to be determined program expense and revenue
- Use of reserves to fund key programs.

For the purpose of connecting the budget assumptions with the budget please see the use the following designations: Membership Dues (MD), Non-Dues Revenue (NDR), Member Engagement Recruitment and Retention (MERR), Programs, Education and Professional Advocacy (EPA), ADHA Governance (AG), and Program and Administrative Support (PAS).

## New Program Investments

### Student and New Professional Engagement (MERR)

Increased engagement of students and new professionals is essential to growing ADHA's pipeline of active professional members. The engagement plans reflect continued and new initiatives to engage the population; with some contingent on corporate sponsorship and an additional staff person who will focus on these two membership groups.

## ***New Professionals***

The 2019-20 budget reflects an engagement plan continuing the annual TED-style Talk program at the Annual Conference and several new initiatives including:

- A revamped and more engaging employment toolkit
- New professionals' tips video series for social media
- A pilot virtual conference focused on career path opportunities
- Mentorship platform and program

We will continue to emphasize and refine our marketing to recent grads in order to transition them to professional members as they currently account for one third of all new members each year.

## ***Student Engagement***

The highlight of the 2019-20 student engagement budget is the launch of our re-vamped student chapters which includes logo and resource design, a student chapter of the year award, and a video competition. In addition, we have planned for a speaker at the Annual Conference to speak at the Student Mega Issue session. Finally, we have planned to continue our popular student Instagram takeovers with engagement prizes. Corporate sponsorship will be sought for specific components of this plan.

## **Learning Management System (LMS) (NDR & Programs)**

ADHA is making a significant investment in a Learning Management System. Data indicates that high-quality CE is important to dental hygienists. The development of a library of CE courses in a timely manner is important to the overall success of the LMS and the creation of new non-dues revenue streams. Working off the successes of our webinars, we will be utilizing the LMS platform to launch two pilot virtual conferences. These virtual conferences will have multiple session over several hours.

## **Modifications to current programs:**

### **Single Dues Cycle (MD)**

The first step in the conversion to a single dues cycle was to have all new memberships expire on December 31. To facilitate this change, proration began in January of 2019, meaning the first year of dues for new/reinstated members were reduced to allow for the months they receive membership benefits.

Summer cycle members received an invoice for 6 months of membership in April 2019; in the fall of 2019 they will be issued an invoice for the full 2020 dues.

January 2020 will mark the beginning of the first year with one membership cycle.



**Membership Revenue (MD)**

Membership revenue is budgeted for an 80% retention rate for both the shortened summer cycle and the 2020 cycle, based on trends from the last several cycles. We are projecting 3,120 new/reinstated members to join based on where we closed the current year. Therefore, the budget reflects a total of 15,603 active professional members which is a flat membership projection.

We will continue to offer discounts on national membership to help drive either renewals or recruitment.

**National Dues**

Per board policy, National dues will increase from \$208.00 to \$213.00 for the 2020 dues billing cycle, January 2020 thru December 2020.

Calculation:

2019 Membership Dues = \$208.00

Consumer Price index September 2017-2018 = 2.3%

2019 dues multiplied by CPI:  $\$208.00 \times 2.3\% = \$4.78$

2020 Membership Dues adjustment = \$5.00

2020 Membership Dues = \$213.00

**Annual conference improvements (NDR and Programs)**

The 2020 Annual Conference is to be held in New Orleans. This is the first time in several years the conference will be in a tier one city. In New Orleans, members will continue to take advantage of the notable education and registration enhancements being made to the meeting; including the pattern shift of having CE on Friday through Sunday limiting the time required for attendees to be out of the office. All these improvements will be supported by improved technology as we enhance the mobile app and integrate educational updates to the CE courses.

**Strategic State Support (AG)**

Based on the assessment of state needs by the president along with input from district trustees funding is allocated for strategic state support which may include travel and expenses for trustees, officers, staff or a combination of any previous. Data from fiscal year 2018-19 will be used to determine the strategic state support travel needed in fiscal 2019-20.

**Yet to be determined program outcomes:****Impact of member engagement initiative (MD and MERR)**

The member engagement initiative recommendations may include changes ADHA membership model. Implementation of these changes may take several years. This could include new member categories, a lower priced membership model, and investments in resources to bring value to ADHA membership.

**Pilot testing of new membership pricing and/or new member categories**

Pilot testing of new membership pricing and or new membership categories will involve a significant amount of planning and cooperation with state and local leaders. Changing the price of membership will have an impact on the revenue of ADHA as well as the chosen state and local organizations. Expenses could include consultant time to help identify candidate states for the pilot, travel/communications with the state's chosen, database work needed to track membership correctly, and marketing efforts to ensure awareness of the program to the hygienists in the selected pilot states.

**Learning management system implementation (Programs)**

The next phase to the LMS implementation has the possibility to increase non-dues revenues by offering additional services to members and non-members.

**Communication assessment outcomes (PAS)**

We are in the process of completing a communications assessment that will influence the staffing structure that is best suited to ADHA's communications and marketing needs. The outcomes of the assessment will have an impact on the staffing and consultants of ADHA's communications/marketing team, the development and execution of our marketing plans and strategies, and the design and update of the ADHA website.

**Future of ADHA role in California (AG)**

Determining the future role with the California Dental Hygienists Association or the establishment of a new constituent in California will be a significant decision for the ADHA Board of Trustees in FY 2019-2020. Board leaders and staff continue to meet with the California DHA leadership with the hopes of finding a solution to bring the California constituent back to ADHA. The outcome of these meetings will determine one of the following future roles of ADHA in California:

- Reunification with CDHA

- Establishment of new constituent in California

Funds to continue our efforts in California in FY 2019-2020 are included in the budget but funding specifically to reunify with CDHA or the establishment of a new constituent in California are not included and are anticipated to be substantially higher.

### **Corporate Sponsorships (NDR)**

ADHA's success in our social channels, like Facebook and our ADHA Squad continue to be a strong value proposition for our corporate sponsors. Our continued success with webinars has afforded ADHA the opportunity to increase webinar sponsorships and partner with corporates on dental hygiene campaigns outside of Annual Conference sponsorships.

We continue to look for new sponsorship opportunities to grow our non-dues revenue in a way that fits with our strategic plan and provides the maximum benefit to our members, corporate partners and the profession.

### **Licensure issues (EPA)**

Two important licensure initiatives are underway, the ADA/ADEA/ASDA licensure coalition and the potential establishment of a dental hygiene licensure compact. It is unknown whether there will be any financial expectations of ADHA pending the joining of the licensure coalition or the

establishment of a dental hygiene licensure compact. No funds are included in the proposed budget for either of these efforts.

### **Potential Use of reserves to fund key program investments**

Each of the following programs are multi-year investments.

### **Membership Engagement Initiatives - \$40,000 (MERR)**

Phase one of the membership engagement initiative was conducted in FY 18-19 and provided recommendations for moving forward with a revised model. The 2019-20 budget includes funds to complete phase two of this project. Phase two includes:

- An additional survey needed to take a closer look at pricing aspect of the new model.
- Our consulting firm, Association Laboratory, compiling the outcomes from the membership session at our annual conference.
- Association Laboratory will provide those outcomes and the specific recommendations for moving forward at the September Executive Committee meeting and the October Board of Trustees meeting.
- Association Laboratory would play an integral role in guiding us throughout the year on developing the pilot program and plans for implementation.
- Association Laboratory would present again at the annual conference in New Orleans on the pilot project.

Funds are allocated for a professional speaker to present to our state and local leaders at the membership workshop at the annual meeting in New Orleans. Quarterly webinars for state and local leaders are also planned as well as the design portion of a new constituent toolkit which began production in FY18-19. Funds also include editing costs for a sizzle reel video featuring footage from our state events to use in our overall recruitment and retention marketing. To incentivize video submissions, we are planning to award a consultation with a premier chapter relations consultant.

### **Governance of Tomorrow project - \$20,000 (AG)**

The Board of Trustees re-engaged the governance remodeling project in March 2019. In 2019-20 our governance consultant will lead the Board of Trustees through the steps needed to identify, cultivate and recruit a volunteer team that is balanced in thought and representation, while comprised of key competencies. The consultant will also help develop any updates to Policies and Procedures and provide assistance developing any actions that might need to be brought before the House of Delegates. Following the GOT mega issue session in Louisville, the consultant will provide a mega-issue report to the EC and BOT in the fall, additional expenses may be required based on the outcomes. The GOT project requires a multi-year commitment of funding and human resource allocation.

### **Learning Management System infrastructure - \$38,000 (Programs)**

The investment in the LMS infrastructure will build on ADHA's ability to provide valuable services to our members as well as the possibility to increase non-dues revenue. The impact of this investment on revenues may not be realized until future years.



## American Dental Hygienists' Association

2019-2020 Budget

	Fiscal 2017-18 Actuals	Fiscal 2018-19 Adjusted Budget	Fiscal 2019-20 Approved Budget
<b>REVENUES:</b>			
Membership Dues	3,664,052	3,635,100	3,744,900
Non-Dues Revenue	2,502,998	2,509,737	2,564,280
Investment Income	146,739	100,200	130,000
<b>Total Revenues</b>	<b>6,313,789</b>	<b>6,245,037</b>	<b>6,439,180</b>
<b>EXPENSES:</b>			
Member Engagement, Recruitment and Retention	342,692	421,420	357,125
Programs	899,655	935,387	1,087,113
Communications	362,866	349,339	368,060
Education and Professional Advocacy	246,694	238,145	244,320
ADHA Governance	326,693	375,185	391,870
Program and Administrative Support	3,859,509	3,975,561	3,917,692
<b>Total Expenses</b>	<b>6,038,108</b>	<b>6,295,037</b>	<b>6,366,180</b>
<b>Net Operating Surplus/(Deficit)</b>	<b>275,681</b>	<b>(50,000)</b>	<b>73,000</b>

<b>Reserve Policy Analysis:</b>			
Beginning Reserve Balance	1,443,260	1,718,941	1,668,941
Net Surplus/(Deficit)	275,681	(50,000)	
Program investment fund from reserves			(98,000)
LMS infrastructure			(38,000)
Member engagement initiative phase II			(40,000)
Governance of tomorrow project			(20,000)
<b>Ending Reserve Balance</b>	<b>1,718,941</b>	<b>1,668,941</b>	<b>1,570,941</b>
<b>3 yr Average Expenses</b>	<b>6,711,334</b>	<b>6,307,961</b>	<b>6,267,442</b>
<b>Reserve as % of expenses</b>	<b>26%</b>	<b>26%</b>	<b>25%</b>

## **Awards Committee**

### **Committee Personnel**

Ann Naber, RDH, BS, Chair  
Suzanne Farrar, RDH, BSDH, MSDHCM  
Tammy Filipiak, RDH, MS  
Jennifer Frame, RDH, BSDH  
Michele Rase, BS, RSH, CDA  
Kelly Tanner, RDH, PhD

### **Meeting Dates**

March 26, 2019  
April 29, 2019

### **Committee Activities**

The 2018-2019 Awards Committee was tasked with reviewing the following awards:

- Award for Excellence in Dental Hygiene *sponsored by Johnson & Johnson*
- Educator of the Year Award *sponsored by Crest + Oral-B*
- Clinical Dental Hygienist Award *sponsored by Crest + Oral-B*
- Esther Wilkins Future Leader Award
- Master Clinician Award *sponsored by Hu-Friedy*
- Community Outreach Award *sponsored by Colgate*
- Irene Newman Professional Achievement Award *sponsored by Colgate*
- Alfred C. Fones Award

Prior to the award nominations and applications opening to the public, the committee reviewed and provided feedback on all awards criteria and scoring rubrics based on last year's committee recommendation. Staff made changes to the criteria, award descriptions, and scoring rubrics based on the committee's feedback prior to the awards going live to the public.

The committee reviewed all nominations and applications for the eight awards and scored each applicant. A conference call to determine the recipients was held where the committee confirmed all recipients of the awards.

The names of the recipients were given to ADHA President Michele Braerman, RDH, BSDH, who made congratulatory calls, following which a memo was sent to the Board of Trustees to announce the recipients. All awards will be formally presented at the 2019 Annual Conference in Louisville, KY.

The committee extends our appreciation to Johnson & Johnson, Crest + Oral-B, Hu-Friedy, and Colgate for their years of support by bestowing these awards.

This report is intended as an overview of the activities of the Awards Committee.

## **Committee on ADHA Board Policy & Procedures**

### **Committee Personnel**

Lisa Moravec, RDH, MSDH, Chair

Donna Hickey, RDH, Member

Erin Haley-Hitz, RDH, MS, PhRDH, OM, Member

Crystal Spring, RDH, BSDH, LAP, Member

### **Meeting Dates**

November 9, 2018

February 15, 2019

March 8, 2019

### **Committee Activities**

The committee reviewed the ADHA Board Policy & Procedure manual in its entirety and edits were made accordingly.

Some of the key areas that were updated are as follows:

- Annual Conference Volunteer section was updated to reflect current roles.
- Under the communications section of central office procedures, the Journal of Dental Hygiene was updated to reflect the current staffing structure.
- Under Reserve Fund Guidelines, the section was updated to re-order the sequence of the sections and reflect current staffing and process.
- District Discussions were updated to include a bullet stating that District discussions are facilitated by the District Trustee and the business is outlined and guest invitations are set by the Trustees.
- The Continuing Education section under the Annual Conference was updated to reflect current staffing and process.
- A bullet was added to the Executive Committee and Finance Committee sections outline composition of both committees.

The committee agreed that sections of the manual that were completely reviewed or revised would be dated, so that future committees would not have to repeat their work and would be aware of when the section was reviewed or revised.

This report is intended as an overview of the activities of the Committee on ADHA Board Policy & Procedures

## **Committee on Annual Conference**

### **Committee Personnel**

Julie Drury, CHPE, MS

Jennifer Hasch, BS, RDH

Tonia Socha-Mower, PHRDH, BSDH, MA

Vicki Turner, RDH, MDH

Sharlee Burch, RDH, MPH, EdD, Board Advisor

### **Meeting Dates**

December 20, 2018

January 22, 2019

February 25, 2019

March 25, 2019

April 29, 2019

May 20, 2019

### **Committee Activities**

The Committee discussed planning strategies and logistics for the ADHA 2019 Annual Conference in Louisville, KY. An overview of the 2019 Annual Conference schedule was provided. The Committee was notified of the newly revised registration fees, which includes all CE sessions (Hands-On Workshops, Lectures, Exhibit Hall, Posters, and General Sessions).

Subsequent calls focused on deciding which committee member would lead each initiative as well as determining where to focus Community Service Day efforts. The following leads were identified:

Project Coordinator – Jennifer Hasch, BS, RDH

Logistics Coordinator – Vicki Turner, RDH, MDH

Marketing Coordinator – Tonia Socha-Mower, PHRDH, BSDH, MA

Volunteer Coordinator – Julie Drury, CHPE, MS

A Free Dental Care Day will be held Thursday, June 20, 2019 at Shawnee Christian Healthcare Center, located in downtown Louisville. The mission of this outreach project is to offer oral cancer screenings, prophylaxes, fluoride varnish treatments, sealants, radiographs, oral health education services, oral hygiene instructions, and restorative services to the uninsured, underinsured, and/or underserved in the community. This inter-collaborative community program will feature an oral health fair to approximately over 100 men, women and children.

This report is intended as an overview of the activities of the Committee on Annual Conference.



## **Leadership Development Committee**

### **Committee Personnel**

Carol Jahn, RDH, MS, Chair  
Jessica August, RDH, MS  
Tiffany Grant, RDH, MS  
Pam Quinones, RDH, Advisor  
Lisa Moravec, RDH, MS, Board Advisor

### **Meeting Dates**

August 7, 2018  
August 29, 2018  
November 6, 2018  
November 16, 2018  
December 12, 2018  
January 14, 2019  
February 11, 2019  
March 6, 2019  
April 8, 2019  
May 22, 2019

### **Committee Activities**

The structure of this committee was new this year being composed of two past board members and two additional members appointed by the ADHA President. The LDC Committee focused on four tasks and incorporated these key elements into a Strategic Plan to create a clear plan to recruit, retain, and develop leaders:

#### **Development of an LDC Strategic Plan and Mission Statement (addendum 1)**

The committee approved a purpose statement and strategic plan for leadership development. This strategic plan was developed incorporating feedback from the House of Delegates from the 2018 Annual Conference and from the ADHA Board of Trustees Fall Board Meeting.

The plan has 4 core elements:

#### **1. Create clear purpose and expectations for the ADHA Leadership Development Committee**

The committee developed and approved the following purpose statement:

##### **Purpose statement:**

The purpose of the Leadership Development Committee (LDC) is to attract and create a deep pool of prospective leaders who are committed to and equipped to assume leadership roles that support and enhance the ADHA strategic plan. In fulfilling this purpose, the LDC will:

- Work to provide up and coming leaders with relevant, action-oriented learning opportunities that are connected to real organizational challenges, opportunities, projects and perspectives.

- Focus development efforts to help future leaders uncover and harness their intrinsic, motivational drivers and put these into action in service to ADHA.
- Collaborate with the BOT and the Nominating Committee to deliver prospective leaders that are equipped to champion ADHA's strategic plan.

## **2. Define LDC role and relationship with the Nominating Committee**

The committee assumed the role of recruiting candidates for elected positions. The positions with open terms included President Elect, Vice President, Treasurer, Nominating Committee, and the Trustee position for odd numbered districts.

## **3. Identify current and future leadership needs of the ADHA BOT and expectations of the LDC**

### **Recruitment of Candidates for Office**

The LDC members actively recruited members via email and person phone calls to run for elected position. Current officers and district Trustees sent recommendations to the committee.

Multiple people indicated interest in running in 2019 and beyond, and the committee counseled members on the timeline for their leadership path. This created a leadership database for future outreach for LDC to build-up in years to come.

Contacts: 83 members were contacted via email, phone, or in person.

Responses: 69 people (83%) responded to initial the contact. Dialogue continued with multiple people

- 3 were interested in Treasurer
- 7 were interested in the Nominating Committee
- 3 (not current Trustees) were interested in running for Trustee
- 17 indicated an interest in the future; they will continue to be tracked by LDC
- 2 submissions for Nominating Committee
  - As this was the first year, there was some confusion regarding whether the position was elected or appointed
- 7 submissions for District Trustee;
  - District IX has two candidates and the other five districts have one candidate
- 2 submissions for Treasurer
- 2 submissions for Vice President
- 1 submission for President-Elect

The committee developed a survey that was sent to the HOD to identify leadership needs and expectations. 139 people responded to the survey and the results will be used by the LDC in the upcoming year.

The committee reviewed and refined the Universal Skills Sets for ADHA Leadership roles (addendum 2). The updated Skill Sets document will be available on the ADHA website for interested individuals.

#### 4. Ensure the relevancy and support for Unleashing Your Potential

The committee held another successful UYP weekend, has completed a debrief of UYP; reviewed survey results and made suggestions for 2019.

**Review Unleashing Your Potential (UYP) to maintain quality and ensure that the best candidates are selected:**

- For the 2019 UYP, there were 60 applicants representing all 12 districts:

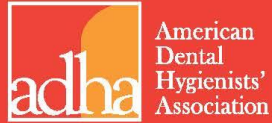
DI: 4	DII: 7	DIII: 13	DIV: 4	DV: 3	DVI: 3
DVII: 4	DVIII: 5	DVIX: 7	DX: 2	DXI: 3	DXII: 5

- The 2017/18 LDC streamlined the application to five questions and one 90 second video. The new application was implemented for the 2018 UYP. The new form including a video was well received by the attendees and rated higher than the previous application. The video gave the committee an additional insight on the candidate and helped in the selection process. The LDC utilized a new rubric this year for the selection of the UYP to ensure a calibrated system for selection.
- There were 25 candidates selected. The reduction in the number selected was to enable and enhance quality interactions between attendees and ADHA leadership, staff, and the LDC. This change incorporates feedback from previous attendees who desired more personal interactions via all aspects of the meeting.

#### 2018 UYP Survey Results:

	Strongly Agree (+5)	Agree (+4)	Neutral (+3)	Disagree (+2)	Strongly Disagree (+1)	Mean
<b>2018</b>	<b>83%</b>	17%	0%	0%	0%	<b>4.83</b>
<b>2017</b>	<b>69%</b>	23%	8%	0%	0%	<b>4.62</b>

The committee assisted in planning the UYP program, which received excellent ratings from participants. The post event survey indicated that 91% of participants rated the weekend as 'very satisfying' and 9% as 'satisfying.' Ninety-six (96%) of participants felt the weekend provided the skills to become a better leader. All session received ratings of 4.7 or higher indicating that the participants were 'very satisfied' with the programs. The highest rated session was "Understanding Fiduciary Responsibility" with a 5.0 meaning 100% of participants rated it as 'very satisfying'. The content from the presentations has been placed on the UYP website. This will allow participants to reference the materials and take the information back to their constituents



## Leadership Development Committee Strategic Plan

### Addendum 1

GOALS			
<b>CREATE</b> clear purpose and expectations for the ADHA Leadership Development Committee	<b>DEFINE</b> LDC role and relationship with the Nominating Committee	<b>IDENTIFY</b> current and future leadership needs of the ADHA Board of Trustees and expectations of the LDC	<b>ENSURE</b> the relevancy and support for the Unleashing Your Potential
OBJECTIVES			
Develop LDC communication strategy	Clarify process for recruiting and developing ADHA leaders	Discover and close gaps in Board of Trustees and officer development	Conduct annual review of prior year UYP program and plan for improvements the following year
ACTION			
<ul style="list-style-type: none"> <li>• Create LDC purpose statement to define structure, desired outcomes and process and connection to ADHA's governance model</li> <li>• Create LDC info graphic to explain purpose and structure and the connection to the Nominating Committee, Board of Trustees, House of Delegates, and State Associations</li> <li>• Develop leadership resources for House of Delegates</li> <li>• Create marketing materials that describe the ADHA leadership environment today and the needs for the future               <ul style="list-style-type: none"> <li>• Market LDC's purpose and resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Roles &amp; responsibilities differentiation with Nominating Committee</li> <li>• Ensure independent LDC role that is in alignment and complimentary to the Nominating Committee</li> <li>• Remove duplicative or conflicting duties</li> <li>• Promote the LDC process and role for leadership development and leadership resources</li> <li>• Update leadership one-page document regarding volunteer opportunities</li> <li>• Update all leadership role descriptions and time commitments</li> <li>• Provider leadership training webinars, training calls, etc.</li> <li>• Create leadership resource depository on ADHA website</li> <li>• Establish leadership legitimacy for LDC within the ADHA Governance structure</li> </ul>	<ul style="list-style-type: none"> <li>• Differentiate leadership needs of the district trustees and ADHA officers</li> <li>• Define the expectations of the LDC for board member leadership development in collaboration with the ADHA board of trustees' coaches.</li> </ul>	<ul style="list-style-type: none"> <li>• Review application process and support tools</li> <li>• Ensure UYP agenda is reflective of the LDC purpose statement</li> <li>• Develop plan for fostering leaders in collaboration with ADHA Board of Trustees               <ul style="list-style-type: none"> <li>• UYP selected candidates</li> <li>• UYP non-selected candidates</li> </ul> </li> <li>• Develop pipeline of well-prepared future applicants</li> <li>• Develop a pre-screening tool for applicants</li> </ul>

**Addendum 2****Universal Skill Sets for ADHA Leadership Roles****Skill Sets for ADHA Leadership Roles**

- Being an effective leader at the ADHA level means you will need to grow and develop your leadership skill sets. Leaders learn as they progress on their pathway to leadership. Successful leaders will need to have many of the listed skill sets.

**Effective Leaders Demonstrate:**

- Working knowledge of the ADHA mission, goals, and strategic plan
- Capacity to embrace and manage change
- Integrity in all interpersonal actions
- A results oriented attitude
- Understanding of general principles of not-for profit fiscal management and governance
- Adherence to fiduciary responsibilities
- Teamwork, creativity, collaboration among peers with different needs and interest
- Inspiration of shared vision for the future of ADHA
- Objectivity in prioritizing and directing Association resources consistent with the strategic plan
- Willingness to foster inclusion and embrace diversity
- Respect for the board/staff partnership and willingness to collaborate on a regular basis
- Receptiveness to feedback
- Ability to align and build commitments
- Capacity to have difficult conversation
- Active listening
- Ability to think strategically to guide the association into the future
- Ability to operate as a team player
- Organizational skills

**Individuals seeking a leadership role will also need:**

- Personal/professional support from family and employer
- Employment flexibility
- Self-awareness of strengths and weaknesses as well as gaps in leadership skill sets
- Willingness to learn from experience and then apply that to new situations
- Good oral and written communication skills
- Confidence and knowledge in working in a virtual environment

Comfort speaking with large and small audiences

## **Committee on National Boards**

### **Committee Personnel**

Joanna Allaire, RDH, MDH, Chair

Linda Boyd, RDH, RD, EdD

Jana Pierce, RDA, RDH, MS

Ruth Thompson, BSDH, EdD

Han-Na Jang, RDH, BSDH – Student Member

### **Meeting Dates**

May 13, 2019, Chicago

June 26, 2019, Chicago

### **Committee Activities**

Members of the ADHA Committee on National Boards (CONB) also serve on the Joint Commission on National Dental Examinations (JCNDE) Committee on Dental Hygiene. The Committee on Dental Hygiene offers recommendations to the JCNDE for consideration and discussion during its annual meeting. The Committee considers the reappointment of test constructors and selected new dental hygiene test constructors for 2019.

Dr. Linda D. Boyd, RDH, RD, EdD and Han-Na Jang, RDH, BSDH were reappointed in 2018. Joanna Allaire, RDH, MDH, Chair; Jana Pierce, RDA, RDH, M; and Dr. Ruth Thompson, BSDH, EdD were nominated by ADHA President Michele Braerman RDH, BSDH, and approved by the Board.

The date for the ADHA CONB JCNDE meeting was held Monday, May 14, 2019. A pre-meeting the day before the JCNDE Committee meeting is determined by the Chair. The Chair will attend both the JCNDE Committee meeting on May 15, 2019 and the JCNDE Full Commission meeting on June 26, 2019.

This report is intended as an overview of the activities of the Committee on National Boards.



## **Committee on Policy & Bylaws**

### **Committee Personnel**

Sheri Moore, RDH, BSDH Chair

Deidre McCutcheon, RDH, BS

Cara Reck, RDH, BS

Beth Tronolone, BSDH, MOL

Christina Emmert, RDH, PRP, Speaker of the House

Sharlee Burch, RDH, MPH, EdD, Board Advisor

### **Meeting Dates**

October 19, 2018

January 18, 2019

February 15, 2019

April 12, 2019

### **Committee Activities**

The Committee reviewed and revised the 2019 call for candidates which included the new positions for the nominating committee. The call was published in Update, Access and posted on the HOD Community.

Testimony from the 2018 House of Delegates was reviewed. Testimony regarding live streaming of the ADHA House of Delegates meeting was discussed and a statement will be added to the rules of conduct for the House of Delegates. A few editorial corrections were suggested for the delegates manual and will be made accordingly. ADHA Speaker of the House, Christina Emmert, will facilitate an orientation webinar for delegates which will review process and procedure.

The committee reviewed the ADHA Framework for Theory Development section of the manual and agreed that this information should be archived for historical purposes with a link in the policy manual to access.

Coming before the 2019 House of Delegates are 9 proposed resolutions and 6 proposed bylaws amendments which appear in Section III of the Delegates' Manual. The recommendations of the committee and the Board of Trustees will appear in the Delegates' Manual.

This report is intended as an overview of the activities of the Committee on Policy & Bylaws.



## **Committee on Student Relations**

### **Committee Personnel**

Peter Gangi, RDH, BSEd  
Becky Smith, CRDH, EdD  
Cynthia Baty, RDH, BS

### **Meeting Dates**

October 18, 2018  
January 24, 2019  
March 5, 2019  
April 2, 2019

### **Committee Activities**

The committee's charge was to focus on increasing student membership and promoting the student community service award. In addition, the committee oversees the ADHA District Student Delegate program and the Student Mega Issue Discussion at Annual Conference.

An overview of the student membership process was provided, and the committee then reviewed the current student membership numbers by dental hygiene program and by district. A plan was developed to engage trustees in reaching out to all programs in their districts which took place October 2018 – January 2019. Trustees reached out to all programs in October and then again to low-performing programs in January 2019. The Committee reviewed the timeline, calling script and email template for the trustees to use when reaching out to dental hygiene programs.

An update on the student community service award was provided. The deadline for the award was moved back to March 2 to give students more time to apply after coming back from winter break. Five applications were received and scored independently by the committee members.

The committee reviewed the student delegate program and discussed the membership rates of past student delegates along with the number of applications for the position each district received in 2018, as well as survey results from past delegates and all student members. The committee decided to not take any action at this time given the upcoming governance study in fiscal year 2019-2020.

The committee decided to change the format of the student mega issue discussion from the traditional format to a workshop style session providing students with important information about ADHA and the dental hygiene profession. The committee began pursuing holding a new professional panel and career path discussion. A new opportunity became available to work with a Gen Z marketing firm, JUV, and the committee agreed that utilizing JUV's expertise for the session would be the best route. The committee discussed hosting a virtual conference in Fall 2019.

This report is intended as an overview of the activities of the Committee on Student Relations.

## **Constituent Advisory Committee**

### **Committee Personnel**

District I – Heather Blair, RDH, MPH  
District II – Lisa Maisonet, RDH, BS  
District III – Kristen Blair, RDH  
District IV – Beryl Sue Correia, CRDH, BS  
District V – Stephanie Cohen, RDH, BA  
District VI – Claire Vann, RDH  
District VII – Jeanne Anderson, BSDH, MPA  
District VIII – Karen Fiala, RDH  
District IX – Lynda Bean, BSDH  
District X – Janis McClelland, RDH  
District XI – Deb Kappes, RDH, MPH  
District XII – Lisa Bryant, RDH, BSDH

### **Meeting Dates**

July 18, 2018  
March 11, 2019

### **Committee Activities**

As part of charter agreement compliance, the first bi-annual constituent benchmarking survey was drafted by ADHA staff and then reviewed by the committee. The committee provided feedback which was incorporated into the final version before being sent out to all constituent presidents the first week of August.

A plan was developed for communication procedures to constituent presidents and deadlines were set for survey submissions. Once all submissions were received, the results were compiled and presented to the committee. Recommended changes to the report are being made based on committee feedback and final results are to be sent out to constituents during the 4<sup>th</sup> quarter of our 2018-2019 fiscal year.

The committee was also tasked with collaborating with staff to create the new constituent compliance portal, a central location for all required charter agreement documents. The committee reviewed the portal and provided feedback on design, efficiency, and content. Staff made all necessary changes and the portal was launched January 4<sup>th</sup>. Emails were sent out to constituent presidents including their login information, key features of the portal and expectations for submitting documents.

The term for half of the committee representatives will end in early June. All even numbered district representatives will roll off and new committee members will be elected and take office mid-June. Current committee members can serve up to two consecutive terms.

This report is intended as an overview of the activities of the Constituent Advisory Committee.

## **Executive Committee**

### **Committee Personnel**

Michele Braerman, RDH, BSDH, Chair  
Matt Crespin, MPH, RDH  
Lisa Moravec, RDH, MSDH  
Donnella Miler, RDH, BS, MPS  
Tammy Filipiak, RDH, MS, Chair  
Sharlee Burch, RDH, MPH, EdD  
Dawn Ann Dean, RDH, MSDH  
Trinity Cleveland, RDH, BSDH

### **Meeting Dates**

July 13, 2018  
August 25-26, 2018  
December 10, 2018  
March 4, 2019

### **Committee Activities**

An open call went out to fill the ADHA Commissioner on the Commission on Dental Accreditation (CODA). The current ADHA-appointed Commissioner to CODA completes her term at the October 2019 American Dental Association Annual Meeting. Commissioners are appointed to one four (4) year term. The year proceeding is used as a “trainee” year for the newly appointed Commissioner. Commissioners participate in making final decisions related to accreditation and policy issues. In response to the open call, 5 individuals completed the application process. The executive committee had a thorough discussion regarding all 5 applicants and recommended that Susan H. Kass, Ed.D. be appointed as the ADHA CODA Commissioner, term beginning at the 2019 ADA Annual Meeting and ending at the 2023 ADA Annual Meeting. Dr. Susan Kass is a highly qualified candidate for the role of the ADHA Commissioner to CODA and possesses the skills necessary to be a CODA Commissioner.

The executive committee reviewed and discussed the testimony from the 2018 House of Delegates. Testimony was divided into strategic and operational testimony. All testimony forms were sent to the full board for their Fall meeting. Testimony was also assigned to relevant committees and staff for further review.

During the August meeting the executive committee executed their responsibility to perform the CEO performance evaluation using a newly developed evaluation tool. This included a review of:

- Feedback provided by the 2017-2018 Executive Committee
- Feedback provided by the 2017-2018 Board of Trustees
- The CEO self-evaluation.

The committee expressed full confidence in how the CEO performed designated duties, supported the ADHA Strategic plan as well as the ADHA budget. The CEO performance is thoroughly outlined in the 2017-18 Annual Report.

The responsibilities of the Committee on Annual Conference were reviewed and revised as follows:

The Committee on Annual Conference will consist of two to four members from the host city who are involved in the local community and the trustee whose district the event is being hosted who will act as board advisor. (BOT-25-07) This committee will be responsible for the planning and implementation of the Community Service Day through identifying the facility/activity, working with the chosen facility on the logistics and marketing of the event. They will also help foster a welcoming environment at the conference and will be responsible for recruiting those volunteers.

The executive committee appointed a Task Force to create a Definition of Oral Prophylaxis as the glossary in the ADAH Policy Manual does not contain a definition and the ADHA Position Paper on the Oral Prophylaxis is out of date and has been pulled from the ADHA website.

At the December executive committee meeting, Jennifer Hill, Director of Member Engagement, provided an update regarding the member engagement project being facilitated by the Association Laboratory, Inc. The quantitative survey closed, and the report is being finalized. The qualitative survey was sent to 40,000 hygienists. In all, almost 4,000 responses were received (11.3% rate), with a response rate from members at 25%. Former members were at 8.9%, former student members at 7.2% and prospective members at 9.1%. The data will be reviewed and will help to inform the next survey, the choice analysis, where respondents will be given specific choices of model(s). A webinar with updates will be planned for February/March for the entire House of Delegates, Board of Trustees and the workgroup. Dean West of the Association Library will be presenting the results to the Board of Trustees at the March Board meeting.

Chief Executive Officer, Ann Battrell, informed the committee that The American Academy of Periodontology's Annual Conference experience was very positive and ADHA's collaboration with the AAP and the Canadian Dental Hygienists' Association to host the dental hygiene symposium was a great success. The attendance was estimated at approximately 350 people and the US dental hygiene attendance was good. The centerpiece of the dental hygiene symposium, and other conference events, was the roll out of the new Periodontal Disease and Peri-Implantitis Classification System. Currently ADHA has a draft letter of agreement out to the AAP which outlines the next steps in our collaboration over the next couple of years. Next steps include webinars and involvement in our respective conferences, etc.

During the March meeting, the Executive Committee brought forth the following policy to be considered by the Board during their fall meeting:

ADHA supports and advocates for doctoral degrees in dental hygiene.

National efforts to create the first doctoral degree program in dental hygiene have been in progress since 2005 when ADHA published Dental Hygiene: Focus on Advancing the Profession. At that time, goals were developed to create a doctoral degree program in dental hygiene within 20 years and to develop curricular models for both a professional (doctor of science in dental hygiene) and academic (doctor of philosophy) doctoral programs in dental hygiene. Since that time, both the Doctoral Degree in Dental Hygiene (practitioner based) and the PhD (academic based) program options have been created and published in professional journals. Research has shown that dental hygiene practitioners, students and faculty desire these degrees to expand clinical practice opportunities, to become better educators and researchers, to engage in administrative roles in health care organizations, to lead the development of theory and disseminate knowledge unique to the discipline of dental hygiene, and to increase earning potential. Other health professions such as pharmacy, occupational therapy, physical therapy, physician assistants, and nursing have redefined their educational pathways and created doctoral degrees in their respective disciplines. Dental hygiene now has multiple BSDH and MSDH education programs in the United States. Pursuing the DDH and PhD in dental hygiene is warranted, and it is important for ADHA, as the national association representing the profession of dental hygiene, to have policy that supports this important effort. Written communication as deemed necessary to support ADHA publications and additional messaging needed to promote member engagement and understanding of ADHA activities and achievements.

The committee also proposed changes to current policy, Accreditation 9-12/1-90 and Accreditation 14-86, to include doctoral degree programs.

President-elect, Matt Crespin, reviewed the proposed revitalization of the governance of tomorrow project. Reengagement of the GOT project will require a multi-year commitment of ADHA financial and human resource allocations in FY 2018 – 2019 and beyond.

Ann Battrell, CEO, discussed additional strategic initiatives that are underway in FY 2018-2019 which include a communications assessment, website upgrade, and member engagement initiative. The outcomes of these strategic initiatives will also have financial and human resource allocations to the association which will require the Board of Trustees to make strategic decisions on projects to fund and no longer fund.

The committee discussed the implications of moving forward with the GOT revitalizations project and indicated their support of the project.

The committee has a discussion regarding the current process for electing ADHA's IFDH Delegates. It was noted that several other countries use their president and president elect as their IFDH delegates. The committee will review and discuss ADHA's current process and consider amendments in the future.

## **Finance Committee**

<b>Committee Personnel</b>	<b>Meeting Dates</b>
Michele Braerman, RDH, BSDH, Chair	July 30, 2018
Matt Crespín, MPH, RDH, President-Elect	September 17, 2018
Lisa Moravec, RDH, MSDH, Vice President	November 30, 2018
Donnella Miller, RDH, BS, MPS, Treasurer	February 28, 2019
Rachelle Gustafson, RDH, District VII Trustee	April 25, 2019
Danielle Victoriano, RDH, BS, MHS, District IV Trustee	May 30, 2019
Annette Lincicome, BS, RDH, District XII Trustee	

### **Committee Activities**

The Finance Committee convened throughout the year to review financial reports and policies. These reports included the audit report and quarterly financial reports. The variance and reserve policies continue to serve as the foundation for the financial reporting throughout the year.

The Finance Committee began the year with an orientation for members, reviewing previous quarterly reports and providing background information on initiatives from the previous fiscal year. The goal of the orientation was to provide the members with the information they would need for successful financial report review throughout the year.

As staff presented the quarterly financial reports to the committee, staff was diligent to provide a forecast showing the expected results for the full fiscal year. Following is an overview of the financial reports:

#### **First Quarter - Presented in November**

- Contained one budget adjustment; Executive Committee recommendation to budget for CEO bonus

#### **Second Quarter – Presented in February**

- Did not contain any budget adjustments
- Variances did not meet the variance comment threshold

## Third Quarter – Presented in May

- Did not contain any budget adjustments
- Variances did not meet variance comment threshold

On April 25, 2019 the committee met to discuss and propose for adoption the 2019-2020 budget. The Finance Committee recommended adoption of the 2019-2020 budget and forwarded the budget on to the Board of Trustees for their consideration at the May virtual board meeting.

This report is intended as an overview of the activities of the Finance Committee.



## **Nominating Committee**

### **Committee Personnel**

Jill Rethman, RDH, BA, Chair  
Betty Kabel, RDH, BS  
Kelli Swanson Jaecks, MA, RDH  
Tammy Filipiak, RDH, MS

### **Meeting Dates**

September 28, 2018  
November 7, 2018  
February 8, 2019  
February 13, 2019  
March 14, 2019  
June 12, 2019

### **Interview Dates**

March 6, 2019 (Officer & NC Candidate Interviews)  
March 11, 2019 (Officer Candidate Interviews)  
March 14, 2019 (Officer Candidate Interviews)  
April 11, 2019 (Trustee Candidate Interviews)  
May 9, 2019 (CAC Candidate Interviews)

### **Committee Activities**

The Nominating Committee (NC) met numerous times throughout the year. All members were fully engaged and keenly focused on performing the NC's charge as outlined in the ADHA Bylaws. As adopted by the HOD, the NC's charge is to determine the readiness of individual candidates running for specific offices and positions. The NC focused on the skill sets and readiness of individual candidates on their own standing – candidates were not compared to each other but assessed on their own merit for the specific position for which they applied. The NC fulfilled its role of determining the readiness of candidates for these leadership positions: Constituent Advisory Committee (CAC), District Trustee, President Elect, Vice President and Treasurer. In addition, the NC reviewed testimony from the 2018 HOD and responded accordingly. While Article IX, Section 3 of the Bylaws was amended at the 2018 HOD, the proviso attached to the amendment stipulated that the changes did not go into effect until the time of the 2019 election. This was necessary so NC elections could take place at the 2019 HOD to add two members in good standing, as noted in the amendment. Therefore in 2018-2019, based on consultation with the Speaker of the House and Parliamentarian the NC operated under the previous Bylaws.

*Position Description* - The NC developed an updated position description to be housed on the ADHA website for access by potential NC candidates. The position description was developed to clarify the roles of NC and differentiate them from the roles of the Leadership Development Committee (LDC):

### **Nominating Committee Position Description**

#### **Overview:**

The Nominating Committee plays an integral role in leadership succession with the responsibility to submit a qualified list of candidates for election. Members of the Nominating Committee must possess leadership skills that support ADHA's mission and purpose and these are outlined in the ADHA [Leadership Skill Sets](#) document. Members of the nominating committee demonstrate diplomacy and have the ability to think strategically as they identify readiness and qualifications for those indicating interest in serving ADHA as elected leaders. Each member of the committee must fully understand all roles and responsibilities of elected leaders. Members of the Nominating Committee demonstrate integrity, are organized, possess strong communication skills, can work within a team, and are able to commit the time to fulfill responsibilities by participating in all Nominating Committee meetings and thoroughly reviewing all pertinent materials. In addition, Nominating Committee members should:

- Embrace and manage change
- Empower and inspire others
- Be results oriented
- Foster an atmosphere of teamwork, creativity, collaboration and inclusivity among peers with different needs and interests
- Maintain objectivity
- Think strategically
- Possess strong networking and relationship building skills
- Respect diversity and promote inclusiveness
- Mentor and motivate others
- Be prepared to meet minimally once a month during ADHA's business hours

#### **Nominating Committee Responsibilities:**

- The Nominating Committee shall evaluate the qualifications and readiness of:
  - those candidates seeking to be slated as future elected leaders of the Association
  - when needed, candidates to fill vacancies and other positions as the Board of Trustees may determine.
- The Nominating Committee shall submit to the Board of Trustees and to the House of Delegates, a list of qualified and ready candidates for election by the House of Delegates to succeed those elected national officers whose terms are expiring.
- Members of the Nominating Committee are not eligible to be nominated for elected office.

*Process to Assess Readiness* - The NC's assessment of readiness of candidates consisted of two parts: 1) a review of the submitted biodata materials and supporting information and 2) an interview of the applicant. Similar to last year, the NC instituted a performance-based process when formulating interview questions. This process helps predict future performance in a position based on past performance or behavior. The interview questions centered on the [Universal Skill Sets for ADHA Leadership Roles](#) as communication skills are crucial for any ADHA leader. The process entailed asking the same questions of every applicant who applied for a given position. Candidates received the majority of the questions in advance of the interview. There was also a final series of brief questions, not shared with applicants in advance, specific to understanding of the role and responsibilities for individual positions. This final series of questions was intended to assess the ability to answer questions that are not known in advance and the skill to think strategically. In addition, the process utilized a numerical scoring system (1 to 3) to assess candidates (minimal skill, some skill, high skill).

Following are examples of the performance based interview questions asked of the candidates for Vice President:

Give an example of how you dealt with a stressful situation where individuals didn't agree. How did you foster collaboration? (Skill Set – Leadership: Demonstrates diplomacy in bringing opposing views to agreement. Skill Set – Interpersonal: Possesses strong networking and relationship building skills.)

Describe a situation where you needed to prioritize projects in order to achieve a specific result. What was the outcome? (Skill Set – Personal: Thinks strategically; Is organized)

Following is an example of a question asked of the candidates for Vice President that was not shared with the applicant in advance:

As a national officer and candidate for VP, how do you perceive your role in directing the goals of ADHA? (Skill Set – Leadership: Directs the Association's resources to achieve its goals and objectives; Possesses the ability to guide the association into the future.)

The NC will have the complete list of questions at annual conference and will share them with each District via the District Trustees.

All interviews were conducted in Executive Session and this process has been used by the NC since its inception to provide a level of confidence and privacy for those who submit for individual positions. The members of the NC upheld their fiduciary duty throughout this process so as not to compromise the work or the process. The NC did not endorse nor publicly support any member who declared candidacy and the decision to publicly announce the intention to run for a position was at the sole discretion of each individual.

The NC Chair and members of the committee provided clarification as needed to District Trustees and members who had questions about the process or outcomes of the NC work throughout the year.

*Candidates for Elected National Office* - Three elected officer positions were open for the 2019-2020 election cycle: Treasurer, Vice President, and President Elect. The NC conducted the review of biodata materials of Candidates for Elected Office and evaluated the candidates' technical skills, narrative statements about leadership strengths and accomplishments, skill sets, understanding of the position, letters of recommendation (2), and brief resume. Officer candidate interviews were conducted via ZOOM. The number of applicants for each office were:

- Treasurer – 2
- Vice President - 2 In addition, there was 1 incomplete application. The applicant had not submitted the required materials via the link posted on the ADHA website. In order to follow operational best practices, it was determined that the NC should not deviate from the process that had been developed and followed by all other candidates. The applicant was informed of the NC's decision. Since the individual had not undergone the NC's assessment process, this applicant was eligible to run from the floor, if desired.
- President elect – 1

The NC recommended a slate of Candidates for Elected Office to the Board of Trustees as follows:

- Treasurer – Jeanna Secrist, RDH
- Vice President – Sharlee Shirley Burch, RDH, BSDH, MPH, EdS, EdD
- President Elect – Lisa Moravec, RDH, MSDH

After the slate was approved by the BOT, the Chair of the NC contacted all applicants to make them aware of the BOT's decision. Any non-slated applicant was provided detailed reasons for not being slated for the position for which they submitted, along with direction regarding skill sets needed to hold the national office for which they applied. Applicants were advised to use the Leadership Development Committee as a resource to further develop the needed skillsets.

*Candidates for Trustee Positions* - Six District Trustee positions were open for the 2019-2020 election cycle: Districts I, III, V, VII, IX, XI. The NC conducted the review of biodata materials of candidates for Trustee positions and evaluated the candidates' technical skills, comfort level working in an electronic environment, narrative statements about leadership strengths and accomplishments, skill sets, understanding of the position, letter of recommendation (1), and brief resume. Trustee candidate interviews were conducted via ZOOM, as needed. Since the District III, VII, and XI Trustees were sitting, elected Trustees eligible for re-election and interviewed previously, they were not interviewed via ZOOM by the NC. The performance-based interview process was used with questions centering on [Recommended Skill Sets for ADHA Trustees](#).

Each District had 1 candidate submit biodata materials with the exception of District IX (2 submissions). The NC fulfilled its responsibilities with regard to Trustee elections by moving the following candidates forward for nomination:

- District I – Elizabeth Jane Crocker, RDH
- District III – Dawn Ann Dean, RDH, MSDH
- District V – Beth Tronolone, BS, MSOL
- District VII – Rachelle Gustafson, RDH, BSDH
- District IX – Cynthia Baty, RDH, BS & Lynda Bean, RDH, BSDH
- District XI – Trinity Cleveland, BSDH, MHI

After the Trustee candidates were assessed, the NC Chair informed the sitting Trustee in each of the Districts regarding the NC's actions in moving candidates forward for nomination.

*Candidates for Nominating Committee* – In accordance with the Bylaw amendment passed at the 2018 HOD, the NC also assessed the readiness of applicants for two member-in-good-standing positions on the NC. The NC's assessment of readiness for NC candidates was similar to that used to assess Candidates for Elected Office and Candidates for Trustee Positions.

There were 2 applicants who submitted biodata materials for the 2 NC positions.

The following individuals were assessed and determined to possess the skills to move forward for election by the HOD for a position on the NC:

- Jennifer Harmon, RDH, MS, BS, BA
- Lin Sarfaraz, RDH, AS

*Candidates for the Constituent Advisory Committee (CAC)* – The 6 even-numbered Districts elected CAC representatives this year. All submitted biodata forms were reviewed along with the requisite criteria and skill sets. District VI and District X opted to have the CAC representative chosen by Presidential appointment. All other Districts (II, IV, VIII, XII) opted to elect their CAC representative. District XII had 3 applicants, while all other Districts had 1 applicant for the position. The Trustees received the names of qualified applicants in the Districts that chose to elect their representatives. President Braerman received the names of qualified applicants in District VI and District X since these Districts opted for a Presidential appointment for their representative.

The following individuals were moved forward as potential CAC representatives:

- District II: Barbara Reiprich, RDH
- District IV: Renee Spencer, RDH
- District VI: Claire Van, RDH, BSDH, MS
- District VIII: Julie Martin, RDH, MSDH, MPH, ECP-III
- District X: Amy Rezvani, RDH, BS
- District XII: Jessica August, RDH, BSDH, MSDH; Tina Clarke, RDH, MEd; Barbi Lynch, BSDH, RDH, CDA

This report is intended as an overview of the activities of the Nominating Committee.

## **Board of Directors**

### **Committee Personnel**

Tammy Filipiak, RDH, MS, Chair  
Michele Braerman, RDH, BSDH, Chair-Elect  
Matt Crespín, MPH, RDH, Director  
Lisa Moravec, RDH, MSDH, Director  
Donnella Miller, RDH, BS, MPS, Treasurer

### **Meeting Dates**

August 23, 2018  
September 12, 2018  
November 13, 2019  
January 8, 2019  
May 29, 2019

### **Committee Activities**

In 2018-2019, The ADHA Institute for Oral Health Board of Directors has focused on strengthening the Foundation's infrastructure with a focus toward being self-sustaining.

The Board activities toward this goal included the following:

- 1) completed and analyzed its first board assessment to drive the crafting of the revised strategic plan;
- 2) a revised strategic plan/vision statement;
- 3) approval of the use of the FY18 year-end surplus as follows:
  - \$2,000 (BoardEffect, IOH licenses);
  - \$6,000: Marketing initiatives;
  - \$15,000: IOH board-designated general scholarship fund;
  - \$25,000: IOH board-designated general research grant Fund;
- 4) approval to use \$15,000 in the board-designated general research grants towards funding of the following two ADHA/Idaho State University CODA Research Proposal projects: *Survey of Entry-Level Program Directors; State Board Requirements for Entry to Profession Project*
- 5) IOH bylaws updated and revised, as well as approved by ADHA Legal Counsel, presented to ADHA Board of Trustees for adoption;
- 6) revised the structure of the Advisory Committee to not limit the number of members to allow for more flexibility;
- 7) approved Scholarship Review Committee; Research Grant Review Committee and Community Service Grant Review Committee recommendations for distribution in FY20
- 8) approved Q1, Q2 and Q3 reports;
- 9) approved FY20 budget.

**Community Service Grants**

24 Wrigley Company Foundation grants were recommended by the Community Service Grant Review Committee and awarded for the 2018-2019 fiscal year totaling \$117,500 in funding.

In addition to the Wrigley-sponsored grants, the Community Service Grant Review Committee (CSGRC) reviewed 2 Healthy Start for Texas Teeth Grant applications and 19 eligible Rosie Wall Community Spirit Grant applications. The CSGRC recommended 2 awards of \$1,500 each for the Healthy Start for Texas Teeth Community Service Grant and 3 awards of \$1,000 each for the Rosie Wall Community Spirit Grant, totaling \$123,500 in IOH community service grants.

**Research Grants**

The Research Grant Review Committee reviewed 7 eligible research grant proposals and recommended 2 grants in the amount of \$5,000 each.

**Scholarships**

The Scholarship Review Committee (SRC) reviewed 80 eligible applications this cycle. The SRC recommended that 36 student members received scholarships for the 2019-2020 academic year. This includes \$12,000 in IOH general scholarships, \$26,000 in named scholarships and \$3,000 in in-kind awards, totaling \$41,000 in scholarship dollars.

The individual reports for the IOH committees are included in this report.



## **HYPAC Advisory Group**

### **Committee Personnel**

Diann Bomkamp, RDH, BSDH

Lynda Bean, RDH, BSDH

Carolynn Wahl, RDH, BS,

### **Committee Activities**

HYPAC is required by federal law to prepare and submit multiple Federal Election Commission (FEC) filings including annual reports required by the Internal Revenue Service (IRS). HYPAC filed quarterly reports in 2018 and will file semi-annual reports in 2019. The filing calendar is dependent on whether there is a federal election in any given year. HYPAC's ending balance on March 31, 2019 is \$45,662.89.

ADHA members who wish to donate may contribute online using the [HYPAC website](#).

This report is intended as an overview of the activities of the HYPAC Advisory Group.