

ADHA Leadership

Process and Timeline for Elected Positions

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Section 1

Introduction

The American Dental Hygienists' Association (ADHA or Association) values the unique qualifications, skills and experiences its members contribute to the growth and advancement of the dental hygiene profession and the Association. Each year, the House of Delegates (HOD) elects members to serve in various leadership roles at the national level of ADHA. The roles and responsibilities for the positions of President and Immediate Past President are not included in this document due to the progression to these roles from President-Elect. While the roles of ADHA President and President-Elect are different, the necessary skill sets are the same.

Leadership Development Committee's Charge

The Leadership Development Committee will proactively identify and develop individuals for future leadership roles, based on the strategic leadership needs of ADHA. LDC will build strategies to foster diversity among ADHA leadership, recommend leaders for service opportunities, and establish necessary leader position descriptions, skillsets, behaviors, and competencies for ADHA service. LDC will be content advisors for implementation of leadership engagement resources, activities, and programs.

House of Delegates Role in Election Process

Voting members of the HOD are responsible for establishing policy for the Association and providing direction for matters relating to the practice of dental hygiene. In addition to other duties, the HOD elects members to serve on committees established by the HOD and elect officers of the Association. To prepare for these responsibilities, Delegates are encouraged to:

- Become familiar with the ADHA Strategic Plan
- Participate in mega issues and other discussion forums to learn about industry trends, potential impacts on the practice of dental hygiene and anticipated needs of ADHA
- Review Annual Reports of the Association and identify key skills that leaders will need
- Review Candidates' Corner and thoughtfully participate in Candidates' Forum

Purpose

This document serves as a guide to individuals interested in pursuing a leadership position with ADHA including President-Elect, Vice-President, Treasurer, District Director, and Speaker of the House.

Members of ADHA's committees, task forces, and work groups are appointed by the President; therefore, are not included in this document. Members who are interested in serving on an ADHA committee, taskforce or work group should refer to [ADHA Committee Appointments - Process and Timeline.docx](#) for the appropriate timeline and process.

Section 2

Preparing for ADHA Leadership

Universal Skill Sets for ADHA Leaders

Leaders learn as they progress on their leadership journey. Being an effective leader at ADHA means you may need to grow or develop your skill sets and demonstrate critical competences in specific areas. It is strongly encouraged that potential candidates communicate early and often with the LDC to discuss the skills and competencies the Association will need to meet the objectives of the Strategic Plan.

Self-Evaluation

Individuals interested in ADHA leadership should complete a self-evaluation considering the following:

- How much time can you commit to serving as a leader with the ADHA?
- Does your family support your decision to give your time to serve ADHA and its members?
- Does your employer support you, and will they allow the necessary time needed to serve ADHA?
- Based on the Universal Skill Sets for ADHA Leaders listed below, what are your strongest skill sets?
- Where do you have opportunity for improvement?

Universal Skill Sets for ADHA Leaders

When considering your readiness for ADHA leadership, it is helpful to know that candidates for elected positions will need to demonstrate many of the following skills:

- 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, and collaboration among peers with different needs and interests
- Inspiration of shared vision for the future of ADHA
- Objectivity in prioritizing and directing Association resources consistent with the Strategic Plan

- Willingness to embrace diversity, equity, inclusion and belonging
- 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 conversations
- 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, i.e., ability to participate in meetings during normal business hours
(*Note: Normal Business hours refers to Central Time*)
- Self-awareness of strengths and weaknesses as well as gaps in leadership skill sets
- Willingness to learn from experience, and apply knowledge 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
- Conflict management skills

Section 3

Timeline and Process for HOD Elections

These guidelines provide a chronological overview of the process for ADHA elections for President-Elect, Vice President, Treasurer, and Speaker of the House, as well as instructions for submitting an electronic application. ADHA District Directors are elected following a different process and timeline described in Section 5.

Overview of Timeline

Dates	Action
June	<ul style="list-style-type: none"> Call for applications to be submitted for elected offices
February	<ul style="list-style-type: none"> Completed bio-data submissions are due by the first Monday in February
April/May	<ul style="list-style-type: none"> Candidates' Corner published
June	<ul style="list-style-type: none"> Individuals may be nominated from the floor of the 1st HOD (*see <i>Standing Rules of the HOD</i>) All candidates participate in Candidates' Forum Voting is done by ballot during the HOD

Nominations From the Floor

Any member in good standing may be nominated by a delegate from the floor during the first meeting of the HOD for any available position. ADHA members may also self-nominate. Self-nomination is defined as the process by which any Professional Member may nominate themselves or be nominated by another Professional Member from the floor of the HOD in accordance with the self-nomination procedure. To self-nominate, a member must:

- Be an ADHA Professional Member in good standing
- Have reviewed the position description and possess the leadership skill sets for the office they intend to seek as outlined by ADHA
- Take such action as may be necessary to be nominated from the floor of the applicable HOD in accordance with the House of Delegates Procedures and Standing Rules (see Guidelines for Nomination and Election in the Standing Rules of the House of Delegates)
- Abide by all requirements of the Standing Rules applicable to nominations from the floor and candidates nominated from the floor

Responsibilities of Candidates Nominated from the Floor

All candidates nominated at the first House shall participate in Candidates' Forum. If a candidate is nominated at the first House, that person's ADHA Bio-Data Form for Candidates for Elected Office must be submitted to the Sergeant-at-Arms prior to the Candidates' Forum.

- A candidate must prepare and submit on a flash drive to the Sergeant-at-Arms, a professional summary limited to 200 words, and a platform statement limited to 400 words. Only professional summaries and platform statements on a flash drive submitted to the Sergeant-at-Arms will be accepted. These items are produced at the candidate's expense and shall include 170 printed copies of each for delegates, Directors, and officers. The word count will be verified by the Sergeant-at-Arms. These items will be available at the conclusion of the first House meeting. In the case of a virtual HOD, all information shall be submitted to the sergeant@adha.net. These items shall be available under the HOD resources on the ADHA website at the conclusion of the first House meeting.
- A delegate nominating a candidate from the floor is allowed one nominating speech, not to exceed two minutes in length.

Section 4

Position Descriptions and Skills

President-Elect

- Serves as vice chair of the Executive Committee
- Serves as ex-officio member of the HOD
- Serves as director of the Institute for Oral Health (IOH)
- Serves on Finance Committee
- Serves on the Compensation Committee
- Serves as ex-officio member of all committees
- Performs duties and carries out responsibilities as delegated by the President
- Develops the Administrative Calendar for Presidential year
- Makes committee appointments for Presidential year
- Plans installation activities
- As indicated by the President, participates in committee meetings
- Spends approximately 20-25 hours per week on ADHA business

To support the duties outlined above, the President-Elect should possess a number of skills in order to effectively serve in the position. They include:

- Excellent verbal communication skills – this includes the ability to share ideas effectively and without ambiguity to individuals and groups alike. Excellent verbal communication includes active and concerted listening. In addition, it's important that the President-Elect possesses high quality written communication skills. This exceptional degree of skill is needed in order to promote honesty, engagement, networking and cooperation through all modes of communication.
- Excellent non-verbal communication skills – effective communication is more than verbal. The President-Elect should convey a sense of openness and non-judgment, and this is frequently achieved through body language and general bearing. The President-Elect's non-verbal communication should project calmness, optimism, positivity, confidence, respect, compassion and commitment.
- Ability to delegate – tasks for other leaders should be clearly defined by the President-Elect and expectations need to be clearly communicated. Delegation involves not only setting goals and timelines, but could also include coaching, instruction, mentorship and planning.
- Ability to build relationships – A productive and effective Board is necessary in order to fully promote ADHA's Strategic Plan. The President-Elect must be able to forge positive

and strong relationships with Directors and fellow Officers, as well as key stakeholders in industry and healthcare. In addition, the President-Elect must have a respectful and productive relationship with ADHA staff. A strong leadership/staff partnership is vital in order to achieve ADHA's goals.

- Strong personal and professional support – during the presidential year, ADHA duties must take priority. Therefore, one's employer needs to know and understand the level of commitment needed and the amount of time required. This holds true for family members as well. It is the responsibility of the President-Elect to ensure that all personal and professional parties are aware of this level of commitment and agree to be flexible and supportive during the Presidential year.

Vice President

- Serves as a director of the IOH
- Serves on Executive Committee
- Serves as Chair of the Committee on Board Policy & Procedures
- Serves as ex-officio member of the House of Delegates
- Performs duties and carries out responsibilities as delegated by the President
- As indicated by the President, participates in committee meetings
- Participates in Finance Committee meetings as a non-voting member
- Spends approximately 15 hours per week on ADHA business

To support the duties outlined above, the Vice President should possess a number of skills in order to effectively serve in the position. They include:

- Effective Communication skills – the Vice President should actively participate in sharing ideas during Board and committee meetings.
- Good organizational skills – administrative work is present, but typically minimal. The main role of the Vice President is to chair the Board Governance Manual Committee. Therefore, an excellent understanding of those policies and procedures is important.
- Strategic thinking – a big-picture, forward-thinking mindset connected to ADHA's Strategic Plan is vital as the Vice President is called upon to offer opinions and ideas during Executive Committee meetings.
- Ability to prioritize issues consistent with the Strategic Plan – the Vice President holds value as a voting member of the BOD. Discussion and votes in meetings require preparation, time, and attention to detail.

Treasurer

- Serves on Finance Committee
- Serves on the Executive Committee

- Serves as Treasurer of the IOH
- Serves as ex-officio member of the HOD
- Reviews expenses and other financial activities of the association
- Performs duties and carries out responsibilities as delegated by the President
- Participates in new Director/Officer orientation
- Approves all member reimbursement forms
- Provides input on the budget format
- Participates in discussions on decision and trends which have an impact on financial stability
- Is named on all bank accounts
- Spends approximately 15 hours per month on ADHA business

To support the duties outlined above, the Treasurer should possess a number of skills in order to effectively serve in the position. They include:

- Effective communication skills – the Treasurer acts as a liaison between the finance staff team and the BOD. Therefore, good communication is important as complex ideas and numerical data are disseminated to the finance committee, BOD and even the HOD in a condensed, clean, and easy-to-understand way.
- Willingness to collaborate with staff on a regular basis – interaction is necessary to maintain open lines of communication and to ensure member questions are addressed timely and accurately.
- Good organizational skills – administrative work is present, but typically minimal. Several BOD expenses are approved by the Treasurer, requiring a system of organization.
- Strategic thinking – a big-picture, forward-thinking mindset connected to ADHA's Strategic Plan is vital as the Treasurer is called upon to offer opinions on budgetary creation for the upcoming fiscal year. The Treasurer must be able to maintain objectivity and understand the principals of not-for-profit fiscal management.
- Ability to prioritize issues consistent with the Strategic Plan – the Treasurer holds value as a voting member of the BOD. Discussion and votes in meetings, often not related to finance, require preparation, time, and attention to detail.

Speaker of the House

- Serves two-year term, elected in even numbered years
- Serves as ex-officio member on the Committee on Policy and Bylaws
- Serves as the Chair and ex-officio member of the ADHA HOD
- Attends BOD meetings as requested by the President or BOD

- Serves as a resource throughout the year to the BOD
- Provides online orientation for all ADHA Delegates prior to the Annual Conference
- Consults with the parliamentarian to facilitate business of the HOD and the Association
- Consults with legal counsel in conjunction with the CEO in regard to legal compliance when needed
- Serves as a resource during district meetings at the Annual Conference
- Adheres to all Standing Rules of the House of Delegates, specifically:
 - Meets with Sergeant-at-Arms and Chief Executive Officer
 - Appoints official timekeeper (student or professional member who is not a delegate) for the House of Delegates
 - Attends Minutes Review Committee meeting
 - Co-chairs (with Immediate Past President) Student Delegate orientation meeting
 - Reference Committee:
 - Chair Reference Committee personnel orientation meeting
 - Reviews Reference Committee reports prior to printing/distributing to delegates
 - Balloting & Elections
 - Reads the name of candidates who received the majority vote and declares them elected

To support the duties outlined above, the Speaker of the House should possess a number of skills in order to effectively serve in the position. They include:

- Effective communication skills – it is vitally important that actions taken during the HOD are clear and unambiguous. In addition, the Speaker of the House conducts delegate and teller orientations and consults with the parliamentarian and ADHA legal counsel. Therefore, precision and accuracy when communicating are important skills to possess.
- Excellent organizational skills – the sessions of the HOD are typically busy and robust. Therefore, the Speaker needs to prioritize the business in a logical way while clearly understanding the rules set forth by the House.

Election of District Directors

Director Election Timeline and Process

Director elections and re-elections are held every two years:

Odd Numbered Years	Even Numbered Years
Districts: <ul style="list-style-type: none"> • One • Three • Five • Seven • Nine • Eleven 	Districts: <ul style="list-style-type: none"> • Two • Four • Six • Eight • Ten

Overview of Timeline

Dates	Action
June	<ul style="list-style-type: none"> • Call for applications to be submitted for elected offices
February	<ul style="list-style-type: none"> • Completed bio-data submissions are due to Central Office by the first Monday in February
April– June	<ul style="list-style-type: none"> • District delegates election for Director
June	<ul style="list-style-type: none"> • Installation of BOD

District Election Process

District Directors shall be elected by the Delegates of the Constituents representing the District in the HOD. Elections shall be held pursuant to rules and procedures determined by the BOD during the annual session of the HOD or; at a District meeting or caucus held preceding the HOD. Directors are elected for a two-year term and may not serve more than two consecutive terms.

- The Director must appoint a delegate to facilitate the election process
- All Director elections must be held at a face-to-face meeting or caucus held preceding Annual conference of the HOD but not before the last Friday in April
- Candidates for Director must complete the Candidates for Director Bio-Data Form
- A candidates' forum must be conducted if it is a contested election
- If the candidate chooses to utilize campaign material, only one 8 1/2 X 11" sheet of biographical data shall be acceptable. Material may be double-sided

- The election facilitator must appoint a timekeeper for the candidates' forum. The election facilitator will also appoint 2 ADHA members, not voting in the Director election, as tellers. A candidate for Director cannot serve as a teller
- The candidates' forum must include candidates' speeches not to exceed five minutes
- A question-and-answer period will follow the speeches. All questions shall be nondiscriminatory
- The facilitator will determine if questions are discriminatory. Personal questions pertaining to race, color, religion, sex, age, marital status, family affiliations, sexual orientation or national origin are not acceptable
- Each candidate will be allowed to respond to the same questions
- Each candidate will be given a set amount of time to respond to each question
- Voting shall be by secret ballot. In the event of a tie, another ballot will be taken. Only the two candidates with the tie vote will be considered on the second ballot. In the event of a tie on the second ballot, the designated election facilitator will determine a mechanism to break the tie on the third ballot
- While any member may participate in the candidate's forum, only delegates may vote; Neither alternate nor student delegates vote
- After the election, the secret ballots should be given to the election facilitator until the Director is installed. After installation, the ballots should be destroyed
- Questions regarding the Director election process will be addressed by the election facilitator prior to the delegation meeting or caucus in which the election will take place

Board of Directors Roles and Responsibilities

Consisting of the ADHA President, President-Elect, Vice President, Immediate Past President, Treasurer and District Directors, the Board of Directors (BOD or Board) are the Association's fiduciaries who also assist in the development of sound, ethical and legal governance, and financial management policies.

After being elected to the ADHA BOD, executive leaders and District Directors will step down from all Constituent/Component Board and Committee positions.

Collaborative Roles of the Board

- Duty of Foresight:
 - Requires a commitment to looking toward the future and adapting to a changing world
 - Must serve as forward-thinking stewards and meet the expectations of members who have entrusted the Board with the duty of creating a better future for all members
- Prepare for, participate in, and attend all Board and Committee meetings
- Decide matters of association policy, direction, and strategy
- Determine the Association's public policy and government relations positions

- Identify and address short- and long-term Association opportunities, threats and issues
- Establish committees, task forces and working groups
- Ensure adequate financial resources are available and allocated. Manage those resources by providing effective financial governance and oversight
- Review and approve the annual budget
- Review investment information
- Oversee the Association's organizational governance structure
- Guide membership policies, including dues and non-dues revenue, as well as establish membership requirements
- Appoint and evaluate the CEO
- Identify and onboard new Board members and plan for Board member succession
- Perform the requirements as established within the Association's bylaws, Illinois state laws and regulations

District Director

- Be familiar with all components of the Board Governance Manual
- Review the Readiness Guide and continuously monitor the Board site for updates
- Follow guidance for communication to constituent leaders
- Prepare for, attend and actively participate in all Board meetings and virtual platforms
- Attend and actively participate in other ADHA leadership meetings and Annual Conference
- Accept, fulfill, and actively participate on Board subcommittees and association operating committees (as appointed)
- Handle all assigned responsibilities professionally and dutifully
- Abide by the ADHA Code of Ethics, Rules of Conduct, and Leadership Values Agreement
- Maintain a working knowledge of the affairs, policies, and activities of the Association
- Actively, professionally, and enthusiastically advocate, support, and enhance the Association's and industry's mission and public image
- Serve as a role model for Association volunteers and staff
- Professionally express one's opinion during Board discussions and debates, and speak with one voice regarding final decisions by the Board
- Ensure that confidential information is treated responsibly and is not disclosed

- Support the Board's continuous improvement by participating in the evaluation and accountability process as well as Board development
- Contribute financial support to the ADHA IOH
- Serves as a fiduciary of the organization with responsibilities to ADHA and its Constituents
- Upholds the duties of care, loyalty and obedience to the organization
- Responsible for overseeing the operations of the organization and assuring the organization's conformance with the law
- Spends approximately 10 hours per week on ADHA business

To support the duties outlined above, District Directors should possess a number of skills in order to effectively serve in the position. They include:

- Adept with technology and related programs (PowerPoint, Word, interactive video conferencing/ meeting software, etc.)
- Able to manage multiple priorities in a timely manner
- Possess conflict management skills
- Proactive
- Honest
- Transparent
- Forward-thinking
- Prepared
- Appreciates the diverse and evolving roles of a dental hygienist
- Exhibits self-confidence with internal and external audiences
- Demonstrates meeting management and facilitation skills
- Understands Board-member-staff interrelationships
- Demonstrates public social skills and presentation skills
- Differentiates between organizational and professional issues
- Values diverse leadership styles
- Respects and encourages differences of opinions

Click [here](#) to complete a Bio-Data form for elected office.

Any questions regarding the process and timeline for elected positions can be directed to exec.office@adha.net.

