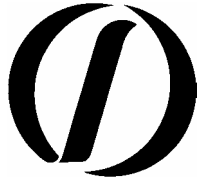


**American Dental Hygienists' Association**



**Institute for  
Oral  
Health**

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*Leading the way through professional excellence  
in dental hygiene education and research*

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## **Section I: Executive Summary**

### **History of the ADHA Institute for Oral Health.**

The history of the American Dental Hygienists' Association (ADHA) Institute for Oral Health is long and impressive. Originally founded as the Educational Trust Fund (ETF) in 1957 as a charitable organization entrusted with the mission to develop programs for the advancement of the art and science of dental hygiene. The ETF was renamed in 1978 the ADHA Foundation under a new tax status to provide activities and programs such as research. In 1985, the Board of the ADHA realized that a new organization with a broader scope was necessary to carry out its charitable, educational, and scientific endeavors. The results were the establishment and incorporation of the ADHA Institute for Oral Health.

Incorporated in 1986 as a support organization of the ADHA, the ADHA Institute has traditionally been committed to securing the future of the dental hygiene profession as a means of assuring public access to appropriate, scientifically validated treatment. The early leaders built on this commitment by incorporating the perspective of the dental hygienist with that of diversely experienced volunteers into visionary strategies that optimized the use of available resources.

With the benefit of such leadership the ADHA Institute embarked on a bold initiative in 1991 -- a \$150,000 campaign to establish a research endowment that would greatly expand its capabilities. The campaign was a success and the ADHA Institute has continued to mature and prosper.

Today, the leadership of the ADHA Institute is a five member Board of Directors. The Board is composed of ADHA Officers, dental hygienists who have demonstrated competence in business and academia. The Immediate Past President of ADHA also serves as Chair of the ADHA Institute for one year. Standing committees established to address the business of the ADHA Institute support the Chairperson. A Corporate Secretary and Executive Administrator, along with other dedicated staff, are responsible for the day-to-day operations of the ADHA Institute.

**Mission.** *To encourage and promote professional excellence through scholarship and quality research in collaboration with the American Dental Hygienists' Association.*

**Goals.** The ADHA Institute is chartered as a 501c(3) tax-exempt entity in the State of Illinois. As such, it is characterized as a philanthropic organization with an obligation to serve the public good, thus the Board of Directors has adopted a strategic policy that embodies three objectives:

1. Support the highest quality research and education programs in line with fulfilling the ADHA Institute's mission over the long term;
2. Build ADHA Institute resources available to support its mission;
3. Assure the prudent administration of ADHA Institute assets and programs consistent with sound financial, business and scientific management principles.

**Support of Research.** The ADHA Institute believes that research is essential to the future success of the dental hygiene profession. In the absence of new scientific and clinical information, practitioners will be limited in their ability to expand the type and quality of patient care they provide. The research endowment, which has grown to nearly \$200,000, was established to support scientific and clinical research aimed at priority patient care issues. Since the first research grant was awarded in 1979, the ADHA Institute has supported more than \$150,000 in funding for research awards relevant to the clinical scope of the profession of dental hygiene. An independent committee employs objective criteria to select awards based on scientific merit. In an endeavor to encourage research, the ADHA Institute established the Research Network and Mentoring Program to facilitate collaboration with veteran and novice researchers.

**Support of Education.** Education has always been an important element of the ADHA Institute's mission and the establishment of the ADHA Scholarship Program in 1962 truly affirmed that objective. The purpose of the program is to support undergraduate and graduate education for promising students pursuing a career in clinical or academic dental hygiene. These scholarships provide the opportunity for young students to increase the body of knowledge in the dental hygiene profession.

***The Need for Support.*** The ADHA Institute is the only national philanthropic organization dedicated to the future of the profession of dental hygiene. As competition for increasingly scarce private funding becomes more intense, and as government funding continues to dwindle, the need for the profession to take responsibility for securing its own future becomes more critical. The ADHA Institute has an active network of volunteers, a large body of well-conceived communication materials, and a positive reputation among external and internal audiences.

***Resources Development.*** The ADHA Institute continually strives to develop additional resources to support its mission from the efforts of committees, volunteers and ADHA Institute staff. In 2001, the ADHA Institute will initiate its Alumni Program. This program provides a unique opportunity for scholarship and research grant recipients to make contributions to the profession. In 1990, the ADHA Institute launched its Estate and Planned Giving Programs that provide members who are planning for their future security an opportunity to also invest in the future of the profession while realizing personal financial benefits from doing so.

As noted earlier, support from private corporations and government agencies continue to dwindle. It is therefore becoming increasingly important for the dental hygiene profession to take responsibility for securing its own future. Although many individuals, oral healthcare professionals, and corporations already strongly support the ADHA Institute, there remains a continuing need. Opportunities to support the ADHA Institute include: pledges and direct individual contributions, matching gifts, gifts in-kind, planned giving arrangements, special events, memorials, and endowments. The ADHA Institute is committed to developing new ways to meet the individual donor's needs to support the profession and to manage personal finances. The ADHA Institute will continue to present individuals and organizations with a unique opportunity to preserve and promote the future of the dental hygiene profession.

The ADHA Institute has a network of enthusiastic, committed ambassadors, called "Liaisons", who represent the organization to individuals and constituencies. These volunteers appear at state and regional meetings presenting ADHA Institute programs and communicating its mission. The Liaisons

encourage their colleagues to become partners with the ADHA Institute by contributing annually to assist support of ADHA Institute operations.

To highlight the ADHA Institute mission at the American Dental Hygienists' Association Annual Meeting and generate additional resources, the ADHA Institute sponsors several activities including a donors' reception, live auction and gala.

***Resource Management.*** In keeping with its fiduciary responsibility to manage the resources of the ADHA Institute and to support its long-term mission, the ADHA Institute's treasurer (along with the chief financial officer of the ADHA) oversees the financial and investment efforts of the organization. The treasurer oversees budget development and implementation, financial statements and audit reporting, and analysis of the ongoing fiscal management of the ADHA Institute via a resource-planning model outlined by the Finance Department of the ADHA. The chief financial officer and treasurer oversee the management of the assets of the respective ADHA Institute funds described below. Specifically, these financial experts recommend to the Board selection of qualified investment professionals including consultant(s) and investment managers. These recommendations are developed in accordance with established investment objectives, policies and guidelines that direct the investment of ADHA Institute assets.

The fiscal resources of the ADHA Institute are managed through three funds: Reserve Fund, Research Fund, and Scholarship Fund. The ADHA Institute's Reserve Fund represents the accumulated reserves derived from operations since inception. The Research and Scholarship Funds exist to provide support for research and selected educational activities of the dental hygiene profession. They included endowed and non-endowed portions and are managed accordingly.

***The Future.*** This summary has established a contemporary perspective for the ADHA Institute. In subsequent sections of this plan there is a discussion of future plans that are intended to expand the capability of the ADHA Institute to serve the profession of dental hygiene through increased development and innovative program expansion.

## ***Section II: Mission, Vision, Values and Goals***

The following mission statement, vision statement, values and goals reflect the long-term objectives of the ADHA Institute.

### **Mission Statement**

*To encourage and promote professional excellence through scholarship and quality research in collaboration with the American Dental Hygienists' Association.*

### **Vision Statement**

*Leading the way through professional excellence in dental hygiene education and research.*

### **Values Statement (Code of Ethics)**

We treat our donors, employees, and recipients with respect, dignity, honesty, and compassion.

We value new ideas, innovations and a positive response to change.

As good stewards of the resources entrusted to us, we value integrity and observe the highest ethical standards and obey all laws and regulations governing a not-for-profit organization.

We are committed to dental hygiene education, research, and professional excellence and the highest standard of quality in administering our activities.

We understand that the success of our organization relies upon the building and maintenance of effective teams. We value collaboration and innovation.

We will manage our resources to preserve the future of dental hygiene education and research.

### **Goals**

The objective of the ADHA Institute is to expand its support of research and education relevant to the profession of dental hygiene. The following goals are in support of this objective:

#### *Development of resources to support programs of the ADHA Institute.*

*Action:* Ongoing reassessment of the environment for development within oral healthcare and continual expansion of *ADHA Institute* development activities.

*Measure:* Increase the resources available to support scholarship and research programs along with a corresponding increase in the type and number of such programs through increased membership participation and all donor sources.

#### *Enhancement of volunteer involvement in development activities.*

*Action:* Expansion of *ADHA Institute* Board and member involvement in development through recruitment and training in solicitation skills.

*Measure:* Increase the number of formal solicitation contacts along with a corresponding increase in both membership and participation in the annual campaign, planned giving programs, and special events.

*Increased corporate support of the profession.*

*Action:* Expansion of corporate involvement, improvement in donor recognition, utilization of members to identify and solicit corporate support and continuation of collaboration with the ADHA to coordinate development efforts on behalf of the profession.

*Measure:* Increase in the number of corporate sponsors and total corporate contributions.

*Strengthened communications with constituents, industry and the public.*

*Action:* Ongoing evaluation of the effectiveness of communication methods with emphasis on industry and dental hygienists who are not members of ADHA. Assessment and introduction of evolving technology for communication.

*Measure:* Objective evidence of increased awareness of *ADHA Institute* programs and support of such programs by individuals/organizations not previously involved.

*Expand the ADHA Institute's research arena in oral healthcare.*

*Action:* Expand guidelines to develop oral healthcare research beyond current focus areas.

*Measure:* Increase the visibility of the *ADHA Institute's* involvement in research through publication and utilization of *ADHA Institute* logo for *ADHA Institute* funded research.

### **Section III: The ADHA Institute's Education and Research Programs**

The previous section of this plan discussed the need to support the ADHA Institute, its current position relative to its constituencies, the ADHA Institute mission, vision, values, and goals and strategy for achieving its objectives. Following is a description of the education and research programs that are the focus of the ADHA Institute's existence.

Incorporated in 1986 as the philanthropic affiliate of the ADHA, the ADHA Institute is committed to securing the future of the dental hygiene profession, thus assuring public access to appropriate, scientifically validated oral healthcare. To provide such assurance the ADHA Institute has determined that the most appropriate activities to support the long-term success of the profession are educational opportunities and scientific research.

**Scholarship Program.** Education is an important focus of the ADHA Institute's mission. The scholarship fund truly affirms this objective. In September 1999, the ADHA Institute Board awarded 61 scholarships totaling more than \$72,000. The scholarship fund was established in 1962 to assist students interested in pursuing a career in dental hygiene. Since inception, more than 800 scholarships totaling more than \$700,000 have been supported.

The primary focus of the ADHA Institute Scholarship Program is to provide financial assistance to dental hygiene students and dental hygienists who can demonstrate a commitment to further the discipline of dental hygiene through academic achievement, professional excellence, and a desire to improve the public's overall health. Scholarships provide the student with an educational opportunity that will complement the scope of overall dental hygiene programs. Following completion of academic education, award recipients are encouraged to support the profession by continued support of the ADHA Institute educational programs as "Alumni".

To further augment the fund, the ADHA Institute set a goal in 2000 of raising a \$100,000 to establish a scholarship endowment fund. Both corporations and individuals are being solicited to contribute to the fund.

The ADHA Institute Scholarship Program consists of several scholarship categories: *General* and

*Designated* Scholarships. In addition to the scholarships awarded through general ADHA Institute restricted scholarship funds, there are several designated scholarship awards of particular distinction. Awarding of designated scholarships are strictly dependent upon availability of funds and the adherence to all other *general* and *specific* eligibility criteria.

See Appendix for a list of scholarships administered through the ADHA Institute Scholarship Program. To honor individuals for their contribution to the dental hygiene profession, the ADHA Institute Scholarship Program offers the following prestigious scholarships:

**Dr. Alfred C. Fones Scholarship** – named after the founder of dental hygiene, this scholarship is awarded to an applicant in the Baccalaureate or Graduate Degree categories who intends to become a dental hygiene teacher/educator.

**Dr. Harold Hillenbrand Scholarship** -- in honor of this avid support of dental hygiene and oral health, this scholarship is awarded to an applicant who demonstrates specific academic excellence and outstanding clinical performance, in addition to having a minimum dental hygiene cumulative grade point average of 3.5 on a 4.0 scale.

**Irene E. Newman Scholarship** – named after the first dental hygienist, the Irene Newman scholarship is awarded to an applicant in the Baccalaureate or Graduate Degree categories who demonstrates strong potential in public health or community dental health.

**Margaret E. Swanson Scholarship** -- to honor one of ADHA's long time leaders and educators, this scholarship is awarded to an applicant who demonstrates exceptional organizational leadership potential.

**Research Program.** The philosophy of the ADHA Institute is that research is essential to the future success of the dental hygiene profession. Enabling access to new scientific and clinical data, the ADHA Institute enhances its ability to improve upon the type and quality of patient care dental hygienists provides. The rapid technological progress that characterizes today's environment makes it

imperative that practitioners have access to the most current information and advances. ADHA Institute-sponsored research grants provide immense opportunities to those with the vision and discipline to challenge their contemporary practices and discover expanded and improved means of serving the health care needs of the public.

Areas of focus for dental hygiene research include:

- *Health Promotion/Disease Prevention* – including priorities concerned with health maintenance, disease prevention, public health policy, advocacy, and legislation;
- *Education* – including priorities concerned with theory development, educational models, curricula, students, and faculty;
- *Clinical/Primary Care* – including priorities addressing dental hygiene intervention, evidence-based decision-making, efficacy of dental hygiene treatment, dental hygiene diagnosis, quality of care, practice settings, and interdisciplinary collaborative practice modes;
- *Individuals/Populations* – including priorities which focus on special needs of ethnic groups, children, the elderly, the poor, and other target groups; and
- *Basic/Applied Sciences* – including priorities that establish new knowledge and/or test existing theory in laboratory, field, clinical, and educational settings.

These research studies provide a wide range of investigative activities from clinical practice to the effectiveness of public health outreach programs, educational methodologies and scientific discovery. Dental hygiene research is the essential link between evolving science and its application to the oral health care arena. The knowledge gained through research ultimately benefits the patients served by the dental hygiene profession. In 1990, the ADHA Institute embarked on a development campaign directed towards establishment of a Research Fund. Thanks to the vision and leadership of a nucleus of dedicated oral healthcare professionals and the generous

contributions from both members and corporations, the \$150,000 campaign goal was achieved. The research fund was renamed in 1991 *The John C. Thiel Research Endowment Fund* in memoriam to long-time executive director of the American Dental Hygienists' Association for his dedication and commitment to the dental hygiene profession and oral healthcare research. This research fund was established as an endowment to provide funding support for investigations in priority issues of the profession. Only the investment income generated is used to support awards. This endowment fund is an investment in the future to ensure continuity of dental hygiene research to further the growth of the profession.

Many advances in oral health care delivery have been made through dental hygiene research. These advances include the identification of educational strategies for promoting behavioral changes, improved comfort and quality of life in populations with special needs, and the testing of products and technologies which reduce the effects of oral diseases and improve oral tissue health and function.

In April 1999, the ADHA Institute Board of Directors and the Research Grant Review Committee announced awards for 1999 totaling nearly \$22,000. With these awards, the ADHA Institute has provided more than \$175,000 to support peer-reviewed projects since the first grants were funded in 1979. Research grants are awarded to experienced investigators and oral health-profession students. The ADHA Institute takes pride in the fact that it has been able to serve as a source of support for the important and evolving work of dental hygiene investigators. The awards selected for support by the ADHA Institute are subjected to a rigorous peer review. Upon receipt by the ADHA Institute staff on the deadline date of January 30, the applications are screened for potential conflicts of interest. They are then forwarded to the Research Grant Review Committee and each is assigned to a primary and a secondary reviewer. The Research Grant Review Committee meets in late March at which time

detailed critiques prepared by the reviewers are discussed as the committee reviews each grant application individually. The applications are scored and recommendations for funding are submitted to the Board. The Board of Directors of the ADHA Institute makes the final determination of the awards.

**The Future.** The introduction in 2001 of an Alumni Program is reflective of the ADHA Institute's awareness of its responsibility to expand the support of education in the face of increased resources made available from prudent investment management and increased development activity. The charge to the Executive Administrator is to continually assess the need for innovative education programs and to develop such programs for consideration by the Board. In a subsequent section of this plan, the ADHA Institute Resource Development Planning Model will be discussed. This tool will provide the opportunity to project over a five-year horizon both the anticipated income to ADHA Institute funds as well as the level of program support that will be possible relative to income. This quantitative analysis of ADHA Institute assets will assist the Executive Administrator in designing programmatic initiatives that match both need and available resources.

The need to support ADHA Institute programs has been articulated in Section III of this plan. In the future, as it considers support for various programs, the ADHA Institute will be guided by the philosophies expressed in this needs statement. Specifically, the ADHA Institute will closely monitor technological development in an attempt to support those education endeavors that will provide the scientific basis for new and evolving technologies in the ever-changing oral healthcare environment. As an example, increasing support for students will broaden the number of clinician-scientists who are intellectually prepared to critically address new technology issues. Additionally, support for both the number and type of educational programs will be increased significantly in the near future. This will provide

the profession with a cadre of clinicians who have been properly trained in advanced techniques and procedures not ordinarily included in preceptorship training programs. Such opportunities are essential if the profession is to keep pace with the increasingly rapid pace of change in oral healthcare.

Oral health is crucial to total well being. The dental hygiene professional constantly strives to improve the patient's understanding of the importance of maintaining good oral health as a component of total wellness.

#### **Section IV: The ADHA Institute Resource Development Programs**

The ability to expand support for ADHA Institute programs is not solely dependent on increases in individual and corporate income. Identified programmatic needs must also be supported by increased development efforts. The ADHA Institute exists as a philanthropic organization and as such is recognized as a fundraising entity. The ADHA Institute currently utilizes the following development programs. Later in this section there will be a discussion of future development plans intended to further augment support of ADHA Institute research and education programs.

**Estate and Planned Giving.** In 1991 the ADHA Institute launched an opportunity for members to invest in the future of the dental hygiene profession and to realize personal tax benefits from doing so. The development of the Estate and Planned Giving Program was sparked by members' interest in ways to protect their assets and provide for their families, while supporting the education and research programs they believe to be vital.

A central component of the Estate and Planned Giving Program is the series of Estate Planning materials, designed to offer members information to help in planning for the disposition of their assets. The ADHA Institute offers individualized consultation for individuals interested in securing the future of the ADHA Institute through gift planning.

The Estate and Planned Giving vehicles from which members may choose include bequests, charitable remainder annuity trusts, charitable remainder unitrust, charitable lead trusts, and gifts of real estate, immediate charitable gift annuities, deferred charitable gift annuities, and donations of life insurance. By selecting one of these gift vehicles, members can invest in the future of dental hygiene while providing for heirs by avoiding exorbitant federal estate taxes.

**The Liaison Program.** The success of any organization depends, in great measure, on the commitment of its volunteers. The ADHA Institute has a network of enthusiastic, committed individuals who represent the organization to individuals and oral health care professionals. These Liaisons represent the ADHA Institute and its programs at state and regional meetings and in one-on-one conversations with

constituents. The Liaisons are the members' local contact with the ADHA Institute.

To help promote the ADHA Institute, Liaisons are provided with tools and information, including fact sheets, articles, research updates, presentations and other materials. A meeting is held at the national meeting to provide these key volunteers with the opportunity to share ideas and to learn more about current ADHA Institute activities.

**ADHA Institute Gala.** On the Friday evening of the ADHA Annual Session, the ADHA Institute sponsors a benefit event. This event serves as the main social event for the ADHA Institute. The purpose of the event is to benefit the programs of the ADHA Institute and to honor the ADHA Institute Liaisons.

The theme of the ADHA Institute Gala has typically reflected the location of the Annual meeting. For example, in 1999 the meeting was held in San Diego, California and guests were greeted with a banquet facility full of tropical colors, beach balls, and a local band playing many beach party favorites. These events usually attract more than 500 members, guests, and corporate partners. The Gala has raised a considerable amount of money to support the research and education programs of the ADHA Institute. It also serves as a primary function to promote visibility of the ADHA Institute and has a significant public relations benefit.

**Annual Meeting Auction.** In 1999, the first Live Auction was held during the 76th Annual Meeting of the American Dental Hygienists' Association to raise additional funds to support the ADHA Institute. The