



CADAT Path to Leadership Guide 2015: Candidate Guidelines and Considerations

On behalf of all the members of the Executive Board of the California Association of Dental Assisting Teachers, thank you for your interest in serving as a volunteer leader. The CADAT Board of Directors (Board) is comprised of the elected officers of the Executive committee and various councils and committees whose members are CADAT volunteers appointed by the President. It is our goal to provide the most comprehensive information possible about the philosophy, goals and objectives of the CADAT Board of Directors so that you can make an informed decision about serving and also to ensure that you understand the commitment necessary to serve on the Board. This approach ensures that not only are the volunteers happy but the Board is effective by appointing members who fully understand all aspects of the position before engaging in the activities of the Board – we want to set you up for success, not failure, because our members will derive the benefits of your involvement!

Philosophy

A source of real strength and sustainability for most non-profit organizations comes from the involved and committed volunteer leaders. These are people who identify with the purposes and functions of the Association and the services it provides. They decide they want to give of their time and they become very committed to the Association and the services delivered to the membership.

Volunteer leaders demonstrate their dedication through taking on assignments that are in keeping with their interests, skills and abilities. Often volunteer leaders take on a variety of roles and are able to develop themselves as they contribute to the furtherance and strengthening of our organization.

CADAT strives to develop any member interested in serving as a volunteer by providing support, leadership training, and the encouragement needed to actively participate. Our organization is dedicated to transparency and data-driven decision-making; in creating that environment, we encourage engagement and enrollment of all volunteers to ensure that decisions are fully vetted in a fair and equitable manner.

Process

Complete a *Volunteer Leadership Application*. Our intent in asking interested members to complete the application is to gather data and understand the member's areas of interest so that the appointment process is *CADAT Path to Leadership Guide*. Portions of this document include intellectual property of The California Association of Dental Assisting Teachers and are used herein under license. Copyright © 2014 The California Association of Dental Assisting Teachers. All rights reserved.

successful. Our goal is to match up the member's area of interest with the needs of the Association to ensure that our business process goals are met while creating a positive and enjoyable volunteer experience.

Step One of the Process: Review the content of the *CADAT Path to Leadership Guide* to fully understand the types, composition, and various activities of each council.

Step Two: Complete the enclosed *Volunteer Leadership Application* and include all requested documentation. Indicate your areas of interest, your skills and your passions to better assist the President in appointing you to the best position possible.

Step Three: Return your *Volunteer Leadership Application* and all documentation to the CADAT central office by mail (address located on application), fax or scan and email to admin@cadat.info by the identified deadline date.

Step Four: You will be contacted to set-up a phone interview to discuss your application details and to review the benefits and activities of the Board.

Step Five: You will be contacted by phone or email with a follow-up letter as to the decision of the President. If appointed, you will be provided the dates and location of the first Board of Directors meeting held in January of each year. The January Board of Directors meeting is mandatory, as appointees will be attending our New Board Member Orientation followed by the full Board leadership training and business meetings.

During the phone interview, candidates and the Executive Director will discuss any questions the candidate may have and a variety of organizational details such as:

- Volunteer areas of responsibility
- Meeting attendance
- Council communications
- Benefits of being a board member
- Expectations of board members
- Terms of office
- Conflict of interest

Leadership Application Tips

- Make sure you've read the council descriptions and responsibilities of the position(s) for which you are considering applying.
- Be thoughtful about the skill sets you choose. Select the skills and experience you possess that most closely relate to the position(s) for which you are most interested in applying.
- Essay questions are critical, so take the time to complete them.
 - Make sure you answer the question asked.
 - Speak to your passion and experience.
 - This is your place to shine!

- References should be individuals who have had direct observation of your leadership work.

If you have any questions about position requirements, the application process or any other leadership topic, contact LaDonna Drury-Klein, Executive Director, at execdirector@cadat.org.

Benefits of Service

CADAT is committed to ensuring the volunteer experience is a positive one – we believe strongly in the investment of the volunteer to secure and maintain the health and success of the organization. The Association is only as strong as its leadership; therefore, we have established an investment process in developing our future leadership.

Benefits of service for Officers and Directors may include:

- ✓ Paid membership dues for the year of service
- ✓ Paid membership in CalSAE for leadership training and motivation – officers only
- ✓ For those assigned to work the CADAT Annual Conference, payment of participation fees and expenses as determined each year by the Executive Board
- ✓ Paid travel and expenses for all CADAT Board of Director meetings (two per year)

Benefits of service for Council members include:


- ✓ Paid membership dues for the year of service
- ✓ Paid travel and expenses for all meetings requiring CADAT representation – determined by President

Our return on investment is quality leadership and the knowledge that the member's interests are in good hands. We ask that in exchange for the benefits of service that our volunteers stay committed to the task at hand, work for the betterment of the Association and its members, participate to the fullest in all Association business activities and be present.

In Appreciation

We appreciate the time and consideration you are taking as a member of CADAT and hope that the information contained herein is helpful to you when completing your application. Should you have any questions pertaining to the process or other related matters, do not hesitate to contact our office.

Sincerely,


LaDonna Drury-Klein, RDA, BS
Executive Director, CADAT


Lori Gagliardi, CDA, RDA, RDH, Ed.D
2015 CADAT President

Committees and Councils of the Association

2015 Bylaws, Article VIII, Sections 1 and 1(a) reads:

Section 1. Councils and Council Members

The Board of Directors shall include five (5) Standing Councils and additional Ad-Hoc Committees as deemed necessary by the President or Executive Board. Each Council shall, at minimum, be made up of two (2) qualified members of the Association, who may be appointed from either the membership-at-large or the Board of Directors. In order to assist a Council in carrying out its assigned task(s) or objectives, members of the Association may be appointed to serve as Council Members, but shall not be voting members of the Board of Directors. The need for additional Councils, standing or otherwise, shall be determined by the President and the President-Elect and approved by the Board of Directors in accordance with the *Manual of Policies and Procedures*.

Section 1(a). Standing Councils and Terms

The Standing Councils of the Association shall be Public Policy Council, Council on Membership, Council on Leadership, Council on Technology & Innovation, and Council on Education & Professional Development. The President shall appoint qualified members at large or current members of the Board of Directors to serve as either Chair of the Council or as Council members whose terms of appointment shall not exceed two (2) years and who shall be eligible to serve no more than two (2) terms in the same appointed position. Any member whose term of appointment or office has reached its limit shall either succeed into an advanced position on the Board, including election into an officer position, or shall be required to vacate the Board of Directors for a period of one (1) year before being eligible for appointment for future service.

The Standing Councils of the Association shall be:

- a) Public Policy Council
- b) Council on Education and Professional Development
- c) Council on Leadership
- d) Council on Membership
- e) Council on Technology and Innovation

Additional Councils shall be determined by the President and the President-Elect and approved by the Board of Directors in accordance with the *Manual of Operating Procedures*.

Duties of the Councils of the Association

2015 Manual of Operating Procedures, Chapter X, Sections A - F read:

A. PREAMBLE: Structure

Councils: The structure of the Board of Directors shall consist of five (5) Standing Councils:

- Public Policy Council
- Council on Membership
- Council on Leadership
- Council on Education & Professional Development
- Council on Technology & Innovation

Additional Councils or Ad-Hoc Councils may be established by the President with approval of the Executive Board as deemed necessary.

Committees: Eligible Association members interested in serving as a volunteer leader without the commitment of a voting member of the Board of Directors may do so as a Committee appointee. Committee appointees may be appointed by the President as deemed necessary and shall serve in accordance with the *Association Bylaws*.

Thirty (30) days prior to Board of Director Meetings, or as requested by the President, the Chairperson of each Council shall submit a written report of the activities of the Council during the preceding reporting period.

B. PUBLIC POLICY COUNCIL

Mission Statement:

The mission of the Public Policy Council is to assess the numerous and complex public policy issues that affect, or have the potential to affect, the profession of dental assisting and dental assisting education, and to develop policy guidance for the Association. It does so in a manner that seeks varying perspectives and expertise that is issue-focused, and that enhances the ability of the Association to respond or act in a timely fashion. The Council shall support and advance the interests and the strategic objectives of CADAT by implementing CADAT policy through state legislation, regulation, or administrative action, and to raise the profile and level of understanding of the dental assisting profession in these arenas.

Primary Duties:

- 1) Perform the "Duties in Common" shared by all councils.
- 2) Report all proposed activities directly to the Executive Director, who acts as a liaison to the Executive Committee and Board of Directors.

- 3) Assist with the preparation of statute according to Association policy and the needs of CADAT. Report all proposed legislation to the Executive Committee for review.
- 4) Monitor all legislative bills that might affect the dental assisting profession and suggest changes or amendments to those bills that would best benefit the profession and the educational requirements.
- 5) Support those bills that further the profession of dental assisting and promote the dental care needs of the public.
- 6) Assist with the development of regulations and the regulatory process in areas that impact the dental assisting profession or educational requirements.
- 7) Attend all public meetings and hearings of the Dental Board of California and their respective subcommittees, including but not limited to the Dental Assisting Council, as deemed appropriate. Work with the Executive Director to confirm all travel arrangements.
- 8) Present formal and/or informal presentations of the Association policies and council activities when necessary.
- 9) Provide legislative and regulatory information to the CADAT members at Association events and through e-communications, printed publications, and Board of Directors meetings as deemed appropriate.
- 10) Maintain contact with pertinent government agencies and departments.
- 11) Establish a Legislative Networking committee that includes a diverse representation of the CADAT members as needed.
- 12) Maintain ongoing contact with legislators and other allied health professional organizations regarding issues of importance to CADAT.
- 13) Conduct legislative awareness workshops as needed for the membership.
- 14) Submit all requests for correspondence to the Executive Director for distribution.

Composition and Terms:

The Council shall consist of two (2) members with one serving as the Director. Each position shall be appointed by the President. All positions shall be conferred by the Executive Board. All Council members shall serve a term of two (2) years. The consecutive tenure of any member of the Council shall be limited to three (3) full terms of two (2) years each.

C. COUNCIL ON MEMBERSHIP

Mission Statement:

The role of the Council on Membership is to develop and implement services and activities that engage the value statements of the organization into a closely focused approach at identifying what members really want and value; to solve problems, to improve on existing solutions, to become better educators and, build better relationships for new members. The Council shall work to assist new members during Annual Conference with registration and event issues and shall represent the Association in providing hospitality services to new members, guests and volunteers during all Association events.

Primary Duties:

- 1) Perform the "Duties in Common" shared by all councils.
- 2) The Council shall be responsible for identifying areas of organizational weaknesses in addressing new member needs, including assessment of current membership benefits, their value and impact on the general membership.
- 3) Shall develop and provide to the Executive Director concepts and preliminary data that can be used for development of member surveys targeted at relevant and useful indicators for use in creating an outcome for improved member services and improved new member involvement.
- 4) Shall provide hospitality services to new members and guests during events while demonstrating the mission and organizational values of the Association.
- 5) Shall assist the Association to create a defined presence at each event for new members and non-members to receive Council assistance.

Composition and Terms:

The Council shall consist of a minimum of two (2) members appointed by the President. All Council members shall serve a term of one (1) year. Consecutive tenure of a member of the Council shall be limited to two (2) full terms.

D. COUNCIL ON LEADERSHIP**Mission Statement:**

The mission of the Council on Leadership is to meet current and future needs of the Association by recruiting potential leaders from the broadest base of membership and providing quality educational opportunities for members to develop skills to become effective leaders in dental assisting education. Such objectives shall become the principle goals of the Strategic Plan development process for the Association.

In addition, the Council is to support activities that are best positioned to successfully achieve the overall goals and objectives of the Association. In this effort, the work of the Council is essential to the process of setting the organizations' future directions through making the key decisions at the organizational level in such areas as resource allocation, policy and procedure needs, as well as providing the guidance that would enable successful project management processes.

Primary Duties:

- 1) Perform the "Duties in Common" shared by all councils.
- 2) Shall actively campaign for the advancement of future leaders within the membership of the Association to fill positions on the Board.
- 3) Shall recommend to the Executive Board activities that will encourage new leaders and enhance leadership development within the membership to include emerging educational offerings designed to promote leadership development during the annual conference or educational days offered by the Association.

- 4) The Chairperson shall inform the Executive Board as to the recommended activities needed to develop emerging leaders for the planning of the Annual Conference and educational events.
- 5) The Council shall seek input from the general membership as to the direction of the Association via survey(s) composed by the Board of Directors; results of all survey(s) shall serve as the directional data for decision-making as the Council develops and maintains the Strategic Plan.

Composition and Terms:

The Council shall consist of a minimum of three (3) members appointed by the President. All Council members shall serve a term of one (1) year. Consecutive tenure of a member of the Council shall be limited to two (2) full terms.

E. COUNCIL ON EDUCATION AND PROFESSIONAL DEVELOPMENT

Mission Statement:

The mission of the Council on Education and Professional Development is to work collaboratively with educators and professional speakers to provide quality continuing education and professional development courses for the membership through CADAT-sponsored educational course offerings and events. To achieve this mission, the Association will design and offer high quality adult learning opportunities based upon current regulations and recognized best practices in the field.

Primary Duties:

- 1) Perform the "Duties in Common" shared by all councils.
- 2) Shall research and propose educational programming consistent with the goals and objectives of the Association; specifically, shall recommend educational opportunities based on the needs of the membership and current affairs affecting dental assisting education.
- 3) Shall be responsible to work with the Executive Director and the President to establish educational events promoting leadership development during the Association year.
- 4) Shall serve as the Council to develop and promote continuing education and professional development courses; shall oversee the programs progress and educators involved in CADAT educational offerings at the membership level.
- 5) The Council shall assist the President and the Executive Board in the planning and production of CADAT-sponsored events as determined by the Board of Directors.
- 6) The Council shall work collaboratively with other outside organizations and Associations to ensure that conference/educational programs reflect current regulations and needs facing the profession.
- 7) Shall evaluate the marketplace for speakers and topics to assist in planning for future educational programs.
- 8) Shall evaluate the effectiveness of all programs to confirm they meet these objectives and mission of the Association.

Composition and Terms:

The Council shall consist of a minimum of two (2) members appointed by the President. All members shall serve a term of one (1) year. Consecutive tenure of a member of the Council shall be limited to two (2) full terms.

F. COUNCIL ON TECHNOLOGY AND INNOVATION**Mission Statement:**

The mission of the Council on Technology and Innovation is to achieve organizational objectives pertaining to development and enhancement of the Association's social media environment and to enhance the Internet presence currently in place for the organization and its members.

Primary Duties:

- 1) Perform the "Duties in Common" shared by all councils.
- 2) Achieve organizational goals and strategic objectives set for the Council based on the Strategic Plan of the organization.

Composition and Terms:

The Council shall consist of a minimum of two (2) members appointed by the President. All members shall serve a term of one (1) year. Consecutive tenure of a member of the Council shall be limited to two (2) full terms.

Section 3. Special Committees (Ad-Hoc)

Special committees, herein referred to as Ad-Hoc Committees, shall be appointed by the President as needed. All Ad-Hoc Committee activities shall be defined by the appointing President for recordkeeping purposes and shall be reported to the membership via the Association publications within thirty (30) days of development. All Ad-Hoc Committees shall serve for a term no more than one year, unless the Board should vote to continue the work of the committee as a task force. Should the incoming President believe it necessary, a vote to ratify the committee or task force as a newly created standing committee may commence, with ratification by the Board of Directors via amended *Bylaws*.

Section 4. Appointing Authority by the President

Appointments shall be performed by the President at the beginning of their term of office or as needed during their term. An incoming President may not amend a prior appointment without proving cause unless it is to extend the term or expand the scope of an appointment. The incoming President may, for the purposes of organizational structure deem an appointed position no longer necessary or inconsistent with the overall functionality of the corporation and may recommend to the Executive Board the termination of an appointment for such purposes.