

The Tribute

Newsletter of the American Society of Dental Foundation Executives

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The Keys to Effective Networking

By David Bowman

It's a Wednesday night and you're invited to a party for the retiring CEO at a local media outlet. But, instead of attending, you choose to go home and either watch a movie or clean your house. Wrong decision! You might not realize it, but ditching, such opportunities might well jeopardize your career and the future of your association.

Schmooze or lose...it's just as true today as it's ever been. Networking is still an essential and key element in the success of associations and their leaders.

If we hope to become players in the game of public exposure, we all have to form and maintain relationships and schmoozing at both local and national events is one way to do that. As the 17th century philosopher Benedict Spinoza said, "Man is a Social animal." And, like it or not, we're apt

to rise or fall based on how well we adjust and shine in social situations.

Of course; there is another old saying that's applicable here as well: "out of sight, out of mind." When social relationships haven't been formed, association and their directors are out of the picture in many areas. They have no public exposure. Done well, networking can uncover many opportunities for association expansion and change from both inside and outside the membership. Networking is an information tree through which you can gain new perspectives about better management practices, economic and industry change, and how to make your association better known.

But just what constitutes good networking? The following are some tried and true methods.

Left Your Heart In San Francisco?

One of the most beautiful cities in the world, San Francisco is a great place to visit and a perfect location for our Fall-2007 ADFE meeting.

Join us for the American Society of Dental Foundation Executives meeting during the 148th ADA Annual Session, September 27-October 2, 2007.

For more information contact:
(need information)

We look forward to seeing you there!

• Introduce yourself to new people at social events.

Don't limit yourself by speaking only with people you know. And don't wait for others to make the first move. This can be intimidating for some people, so before the even choose two or three subjects for possible discussion (besides the weather or sports). Doing so will prevent those embarrassing pauses when both parties find it hard to converse.

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- **Act like a host.** When talking with an individual at an event, bring others into the conversation. This may greatly expand your network as well as make conversation easier.
 - **Take your business cards wherever you go.** And collect as many as you can from others. Find time to write a few details about the person on the back of each card so that later you'll be able to recall who they are and why they're special
 - **Remember names.** Isn't it always flattering when someone remembers your name? As a general rule, remember others' names and they'll remember yours. Look at the name on their business card, and say it out loud as you read it. This will help reinforce their name and fix it with their face.
 - **Make people feel special.** Ask questions of others, Inquire about their work, families and lives in general. You'll make them feel unique, and they'll remember you for it.
 - **Be prepared with exit lines.** You'll need to move around the room and meet as many people as possible, so don't spend too much time conversing with one person or group.
 - **Use electronic contact software.** Create a contact database with software such as GoldMine or ACT, This will be your depository of network information. Organize contacts in a way you will remember the: personal friends, local business people, the media, club members, sporting event friends, other associations, etc. An unorganized shoebox full of business cards or pieces of scratch paper with telephone numbers and names isn't going to do you any good.
 - **Continually update your contact information.** Old addresses and phone numbers are useless.
 - **Send regular "drip-ons" to everyone on your contact list.** Drip-ons are articles or cartoons that might be of interest to those you meet and also serve as a reminder that you're thinking of them. These communications pay huge dividends. They can be sent by e-mail or snail mail utilizing your contact list.
 - **Offer congratulations.** If you discover one of your network contacts has received an honor achieved something special or is in the running for an award, send your good wishes via a note or an e-mail. It will make them feel good, and it will keep you in their network.
 - **Host networking meetings.** This is an excellent way to solidify relationships with contacts. It's also a great way to be invited to future networking opportunities.
 - **Collaborate on a project.** If asked, volunteer as part of a team. This not only will create new contacts, it might give you wider credibility both inside and outside your membership.
- Networking is the staff of life for associations and their leaders. So schmooze or lose. It your choice!
- David Rowman is chairman of TTG Consultants. A human capital consulting firm in Los Angeles. He writes for print media and is a frequent guest on radio and television talk shows. He can be reached at (800) 736-8840, or visit his website at www.ttgconsultants.com*
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The Quandary Over Tax Exemption

By James Seely

Too often, associations are left saddled with a tax exempt status that does not match the operations and thus inhibits its operations. This article addresses which type of tax exemption is most likely appropriate for your association namely, the 501(c)(3) or the 501(c)(6) or the 501(c)(3). This article is deliberately weighted toward demonstrating why the 501(c)(3) tax exemption does not fit most associations. The emphasis on the negative aspects of the 501(c)(3) exemptions is designed as a counterweight to the approach taken by the typical legal commentator, which is often confined to the positive aspects of the 501(c)(3) exemption. Tax-exemption laws are complex, and this article only touches on selected topics. To follow through on any of the suggestions below, an association executive should make sure to consult competent legal counsel.

THE 501(c)(6) TAX EXEMPTION

The most common tax exemption for associations is found in Section 501(c)(6) of the Internal Revenue Service Code. Section 501(c)(6) applies to "business leagues," which include trade and professional associations. These organizations must operate to improve the industry or profession as a whole, rather than to benefit individual members. They must also be operated in such a way that they are "not organized for profit, and no part of the net earning inures to the benefit of any private shareholder." In other words, they must be non-profit organizations.

When an association qualifies for tax-exemption, only revenue earned within its tax-exempt purpose is exempt from taxation. For

example, operating a full time clothing store that had nothing to do with a group's tax-exempt purpose would require the revenue from the store to be counted as unrelated business income, which would be taxable. It is also worth noting that dues may be deducted by members as trade or business expenses, with some exceptions.

THE 501(c)(3) TAX EXEMPTION

Unlike Section 501(c)(6), the group that files under Section 501(c)(3) must not only be organized as a nonprofit, but it must also be organized and operated "exclusively" for charitable purposes, which include charitable, scientific or educational activities. In most states, this means that the group must report to the state's attorney general, who exercises jurisdiction over charitable groups.

Moreover, and highly significant, is the fact that in order to qualify for a 501(c)(3) tax exemption, an organization must dedicate its assets to charitable purposes; thus, unlike the 501(c)(6) organization, the assets are not dedicated to promote or advance the industry or profession. Having to acknowledge the association's assets as charitable can cause problems. For example, assume a 501(c)(3) professional association dedicated to education operates a library whose use is limited to engineers. If this use is substantial in relation to the association's overall activities, the association could lose its 501(c)(3) exemption. In this case, it is not serving as a public charity because, as it is viewed by the IRS, the bulk of its activities are dedicated to the profession, not to the public.

Also worth considering in this arena, a 501(c)(6) association can, on dissolution, distribute its assets among its members: a 501(c)(3) cannot do that and must donate any remaining assets to another 501(c)(3) organization.

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The big drawing card to the 501(c)(3) tax exemption is that it provides donors the ability to make tax deductible, charitable contributions to an association. For this purpose, the 501(c)(3) association is considered the same as any other charity. In like manner, a 501(c)(3) association is much more likely to qualify for various government and private grants than is a 501(c)(6) association.

Potential mergers are also a subject worth discussing, whether or not such a topic is currently on the table. Very severe problems can be encountered when an association seeks to involve itself in major corporate changes. Associations that file under Section 501(c)(3) but then desire to merge with a 501(c)(6) group will find this virtually impossible until the 501(c)(3) spends all of its assets, which would then make it the less attractive partner in the merger.

WHICH TAX EXEMPTION SHOULD MY ASSOCIATION PURSUE?

The best answer to the question of which tax exemption your association should pursue is whatever fits the association. For instance, if a group is, in fact, an exclusively educational association in the sense that it operates a school, it should pursue 501(c)(3) status.

As such, the association will likely receive a substantial amount of funding from grants, and donations. However, if the association is a true professional association that operates educational programs targeted to its members, and to members of a particular profession, it is likely funded by dues and non-dues activities. Funding by grants and donations does not fit such an association and it is appropriate that such an association seek a 501(c)(6) tax exemption.

Associations need to look very closely before leaping into a possible inappropriate 501(c)(3) exemption, with its tempting charitable deductions. In reality, many associations are better off with the exemption that Congress drafted for them - the 501(c)(6) - unless they are true charitable, scientific or educational organizations operating exclusively beneath the charity umbrella.

Reprinted courtesy of Mr. James Seely. James Seely is the senior attorney in the law firm Association Legal Services and the author of "The Legal Guide For Association Board Members." Seely can be reached at (415) 989-1122 or by e-mail at assnlaw@pacbell.net.

Heads Up! A Change On your Association's IRS Information Return

A New Question... Conflict of Interest - "*Does the organization have a written conflict of interest policy,*" is a new question on the IRS information return.

Discuss the question with your board, CPA and lawyer. Draft a statement that satisfies the IRS. Consider incorporating clauses that also address conflict of interest, abiding by governing documents, maintaining confidentiality of documents and discussion. For samples of Conflict of Interest Policy Statement, check out www.nonprofitcenter.com, the website of Robert C. Harris, CAE, with free tips and templates to support your association...much of it is free!

A Good Idea...Prep the President

By Robert C. Harris, CAE

Taken from Bob's Seven Resolutions for 2007

#4. Prep the President

As staff, you avoided the politics of nominations. Now that you know who will be the chief elected officer, it's time to step in.

Create a briefing book for the incoming president. The knowledge you transfer in a few hours, weeks or months prior to his or her taking office will enhance the leadership experience and outcomes.

Discuss preferred communication methods (fax, calls, visits, e-mails) and frequency. Provide the essentials such as the governing documents, strategic plan and committee project status. Ask about basics, such as "Do you want to read and sign every letter or may we use your digital signature?" Finally, make a check list of 3 what you cover this year with the incoming president so you can easily repeat the process with successive presidents.

Author: Bob Harris, CAE, is chairman of an association management company. He promotes efficiency and staff training through his online 3-hour staff-training course "Association Management 101©" and his seminar, Association Self-Auditing Process®.

These tools and other references are available at www.nonprofitcenter.com. Phone 850/570-6000. E-mail bob@RCHCAE.com. He is founder of the Association Self Auditing Process® used by nearly 3,000 nonprofit organizations.

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President's Message



by *Barry Daneman*
ASFDE President

ASFDE is poised to do great things. Here's why.

Dental philanthropy is in transition. *The long-awaited Our Legacy-Our Future Campaign*, which went public this past July, promises to dramatically change the way that dentists, dental hygienists and other oral health professionals see themselves and their professions. The campaign has made an initial commitment to raise over \$500 million for dental education. Over 80 different educational institutions, associations and corporations have already signed on as partners in this unique national collaboration.

ASFDE has been identified as a critical educational, training and networking resource. Through our continuing education programs, meetings, electronic communications and web-site, we have the potential to help each of the participating partners strengthen their fund-raising capacities and improve their performance as trustees and stewards for the resources and endowments under their management.

If you are new to ASFDE, I would invite you to take an active role in our future.

Please contact me or one of our other board members and volunteer your services. We need board members and committee members, project leaders and program developers, trainers, writers, resource producers and organizers. We need skilled, thoughtful, dedicated people who care about the future of oral health in America.

If you are thinking about joining ASFDE, let me give you three good reasons to do so today:

- First, you'll gain the opportunity to interact with experienced, knowledgeable dental fund-raisers in settings that support and encourage peer-learning
- Secondly, you will be offered opportunities to develop new skills, learn new methods of solving perennial problems, and gain new resources for personal and organizational growth
- Finally, you'll be part of a larger community of development and foundation professionals, who share the important mission of improving the oral health of Americans.

ASFDE is poised to great things. Please join us and become an active part of our team.

Thanks and best wishes,

Barry Daneman
President

www.ASFDE.net

A One-Stop Shop for Dental Development Officers: ASDFE.net

The ASDFE website, www.asdfe.net, makes it easier for all of us to share information and keep in touch. It is a resource center for dental development professionals in schools, associations, specialties, and foundations.

Catch up with the latest issue of ASDFE's Tribute Newsletter and get details about our Professional Development Sessions at ADA and ADEA meetings. About ASDFE discusses mission, history, and has listings of the officers, Board, and members and their institutions to facilitate communication.

The Membership Center has forms available for download for new or renewing members. The Message Board allows members to ask questions and share comments and concerns. This reflects the fact that many of us are grappling with the same issues and can tap into our collective experience and expertise. Feel free to post a position on the Career Board - and browse for new opportunities.

The Fundraising Resources section is powerful and has almost everything you need to grapple with a challenging project. Resources, model documents, sample letters, and members' organizations and institutions help us do our jobs better. You have free access to pages upon pages of information on:

- Letters and forms
- Policies
- Proposal writing and grantsmanship
- Planned Giving and Estate Planning
- Donor Advised Funds

- Electronic and sustained giving programs
- Direct mail and e-mail solicitations
- Board governance and fundraising
- Legal issues and agreements
- Donation Acceptance and Recognition Policies
- Major Gift Campaigns
- Endowments
- Capital Campaigns
- Stewardship Programs
- Software Issues
- Other fundraising organizations

A special button to the Dental Education: Our Legacy, Our Future Campaign makes it easy for you to find the latest information on this multi-year, multi-million dollar effort which will help all of achieve our goals.

Members are always encouraged to submit articles and photos to ASDFE.net, along with links to their own institutions and programs, as a way to celebrate successes and share ideas. Please contact ASDFE Board members, Robert Vitas at rvitas@aapd.org, or Debby Rice at drice@aae.org to submit material for ASDSE.net



ASDFE

American Society of
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211 E. Chicago Avenue, Box A
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Renew Your Membership

American Society of Dental Foundation Executives

Membership Application

2007-08

Name of Organization: _____

Address: _____

City _____ State _____ Zip Code _____

Telephone: () _____ Facsimile: () _____

Website: _____

Please register the following person/s as Active, Associate or Affiliate Members of the ASDFE:

Membership Fees: **Active:** \$100 professional staff; \$75 per additional professional staff;
 Associate: \$50 per support staff person and **Affiliate:** \$200 (corporation).

Name: _____ Title: _____ \$ _____

e-mail address: _____

Name: _____ Title: _____ \$ _____

e-mail address: _____

Name: _____ Title: _____ \$ _____

e-mail address: _____

Total Remitted: \$ _____

Method of Payment:

The membership fee/s may be paid by check. (At the present time, credit card payment is not available.)

Please make checks payable to the ASDFE and mail to:

Barkley Payne, ASDFE Treasurer, American Dental Association, 211 E. Chicago Avenue, Box A, Chicago, IL 60611.

DUE UPON RECEIPT

ASDFE dues are payable on or before July 15, 2007.
