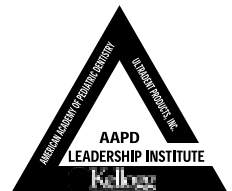


2010-2012

Leadership Institute III





The Partners

Investing in the Future of a Child's Healthy Smile through Leadership!

Healthy Smiles, Healthy Children: The Foundation of the American Academy of Pediatric Dentistry (HSHC) is proud and excited to begin the third cohort of the Leadership Institute Series. This leading program has successfully graduated over 75 pediatric dentists and corporate partners, and we look forward to welcoming 30 new dentists into the December 2010 program.

Healthy Smiles, Healthy Children is celebrating its new service-based initiatives. Now in our 23rd year as the foundation of the AAPD we have done so much to be proud of, including our investments in the AAPD Head Start Dental Home Initiative, research grants, recognition awards and CE courses. But HSHC is a naturally evolving organization, and as the need for child oral health care grows, we are moving forward with progressive new initiatives that will directly bring our efforts to the children most in need.

HSHC will implement three new initiatives over the next fiscal year that directly meets the oral health needs of 5 million children.

- Access to Care Grants
- Oral Health Research Grants
- HSHC-AAPD Future Dental Researcher Fellowships

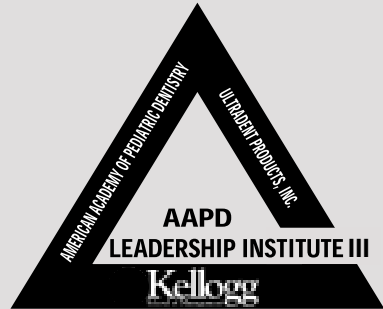
In order for HSHC to be an unstoppable force, we need strong leaders supporting us. The Kellogg School of Management Leadership Institute provides the opportunity for pediatric dentists to grow and refine their skills and become leading advocates in the fight for children's oral health care. The Leadership Institute embodies and promotes these characteristics and we hope you consider being a part of this exciting endeavor.

Kellogg School of Management

The Kellogg School of Management is one of 12 colleges and schools of Northwestern University, located on the Evanston campus in Chicago. For more than 50 years, executive education at the Kellogg School of Management has aided executives in acquiring the skills necessary for effective leadership by offering a complete portfolio of degree and non-degree programs. Kellogg School programs combine academic rigor with thought leadership and corporate relevance and offer a comprehensive curriculum that covers special topics, customized offerings and general management. The Kellogg School has been consistently ranked among the best in the world for executive education since the 1980s. *Business Week* ranks it the top executive M.B.A. program in the country and one of the top five business school in the United States. Each year over 5,000 executives attend the Kellogg School from around the world.

Ultradent Products, Inc.

Ultradent Products, Inc., located in South Jordan, Utah, is a leading developer of high-tech dental materials, devices and instruments worldwide. Founded in 1979 by current President Dr. Dan Fischer, Ultradent grew from an operation in Dr. Fischer's basement into a 220,000 square-foot headquarters facility that presently houses more than 600 employees. Ultradent's mission is to improve the level of dental health care and make dental procedures more predictable and hassle free. Consistent with its mission, Ultradent works to improve the quality of life and health of individuals through financial and charitable programs.





The Goal

For years, key leaders within the AAPD discussed the urgency of nurturing and supporting leadership within the ranks of the Academy's membership. Leadership, with its many different connotations, embodies the skills and vision necessary for effective representation on AAPD governance bodies, involvement in organized dentistry, and contributing to personal development. There is no more important need of skill sets than shaping the leadership qualities of our current and future leaders in pediatric dentistry.

The AAPD Leadership Institute was the innovation of AAPD Past President and current HSHC Trustee Dr. David K. Curtis and has become part of the Foundation's vision for the future. The AAPD Leadership Institute trains current and future members with the necessary skills to shape their philosophical and operational approaches to maximize leadership potential and performance. The third cohort of AAPD members and corporate representatives, Leadership Institute III, will continue at Kellogg in December from 2010-2012.

Our Partners

Healthy Smiles, Healthy Children is proud to partner in this endeavor with the Kellogg School of Management at Northwestern University and Ultradent Products, Inc.

The Kellogg School of Management is an institution that embodies an outstanding academic reputation, world-renowned faculty, and a host of innovative programs with extensive experience in customizing programs for various groups, including numerous non-profit organizations.

Ultradent Products, Inc., a world leader in the development and manufacturing of dental products, has endowed the AAPD Leadership Institute through a \$1 million gift. This generous donation distinguishes Ultradent as an industry leader dedicated to excellence and committed to improving the dental health of children and the professionals dedicated to them.

Program

A class of 30 individuals will enroll in an educational engagement focusing on an array of topics important for leadership development. The structure of the program is a three-year course involving a four day live-in experience at Kellogg each December. Enrollees will participate in learning experiences with some of “the best and the brightest” minds in this field. All curricular elements will apply to those in private practice, academia, and any other pursuits in which they may be engaged. **Leadership Institute III** will convene its first class Dec. 9 – 12, 2010.

Benefits

The AAPD Leadership Institute was the first institute of its kind among dental and medical organizations. Although others have leadership programming, none have established an ongoing commitment with the financial resources to support in perpetuity a leadership focus of and for the organization. Leadership Institute III graduates will possess the skill sets that transcend every aspect of life, and therefore the experience is intended to be valuable in supporting involvement in the AAPD, HSHC and the development of the personal and professional lives of the participants.





Among the Program Faculty

Timothy Calkins, M.B.A., is a Clinical Professor of Marketing and teaches a marketing strategy course as well as a bio-medical marketing course for M.B.A. students and various marketing and healthcare seminars for Kellogg's Executive Programs. Prior to joining Kellogg in 1998, Tim was a marketing executive with Kraft Foods for almost 11 years. Most recently, Tim was Senior Category Business Director, where he was responsible for a portfolio of businesses with annual sales of almost \$400 million and marketing spending of over \$100 million. Tim has received numerous awards, including Kellogg's Lovengood Award as Top Teacher of the Year for 2006. He is the editor of Kellogg on Branding and the author of Breakthrough Marketing Plans. Tim received his B.A. from Yale College cum laude and his M.B.A. from the Harvard Business School.

Paul Corona, Ed.D., is Director of Learning & Organization Development at Northwestern University. He is an individual and organization development specialist with 23 years of management experience in Fortune 300 corporations, a Big 4 professional services firm, and major research universities. Before joining Northwestern, he was Senior Manager of Professional Development at Deloitte & Touche, Manager of Leadership & Organization Development at Lucent Technologies, and Strategic Marketing Consultant in the Office of the Chancellor at Indiana University. Paul holds a Doctorate in Education from Indiana University, an M.B.A. in Marketing from the University of Notre Dame, and a BA in Advertising from Michigan State University.

Lynn Cohn, J. D., is the Director of the Program on Negotiations and Mediation at Northwestern Law School. She has trained lawyers, real estate professionals, management and union representatives, government employees, community groups and corporate employees in effective negotiation, mediation, conflict management, and arbitration techniques. Clients include the National Association of Realtors, Smith Barney, the Illinois Commerce Commission, American Airlines, Kirkland & Ellis, among others. Ms. Cohn received her Bachelor's degree from the University of Illinois and a Juris Doctor from Northwestern University School of Law.

Daniel Diermeier, Ph.D., is IBM Professor of Regulation and Competitive Practice, and Professor of Managerial Economics and Decision Sciences at Kellogg. He is also executive director of Kellogg's Center for Business, Government and Societies. Since he joined the Kellogg School in 1997, Dr. Diermeier has received various teaching awards; the Best Teacher Award, WHU-Kellogg International Executive Master's Program in 2000 and Kellogg's Lovengood Award as Top Teacher of the Year in 2001. His areas of interest are in comparative political institutions, crisis and reputation management and non-market strategy. His M.A. and Ph.D. degrees in Political Science are from the University of Rochester. He also has a M.A. in Political Science from the University of Munich in Germany. Professor Diermeier is director of the Global Health Initiative, a joint venture between Kellogg and Northwestern's Engineering and Medical School's, as well as Abbott Laboratories and others to develop affordable diagnostic devices for HIV/AIDS in sub-Saharan Africa, research supported by the Bill and Melinda Gates Foundation.

Timothy Feddersen, Ph.D., is the Wendell Hobbs Professor of Managerial Economics and Decision Sciences and is Chairman of the Social Enterprises at Kellogg Program. His B.A. is from Indiana University and his Ph.D. is from the University of Rochester. Dr. Feddersen's teaching and research interests are in political economy with a specific interest in democratic institutions and bargaining in legislatures.

Lisa A Fortini-Campbell's, Ph.D., career has been focused on helping students and executives bring the customer to the center of their marketing and product development work. After receiving her Ph.D. in 1980, she worked in the advertising industry until 1991, in positions in market research, Account Planning, new business development, client management and finally as General Manager of the Chicago office of Hal Riney and Partners, a San Francisco-based advertising agency. In 1991, she joined the faculty of the Medill School of Journalism at Northwestern University as an Associate Professor to teach the core consumer behavior curriculum. Simultaneously, she opened her consulting practice, The Fortini-Campbell Company, to conduct customer insight and experience research for companies around the world. Also in that capacity, she developed a series of executive education programs on the application of consumer insight for multi-national companies such as Ford, Kraft, Hewlett-Packard and Motorola. In 2004, she accepted a position as Adjunct Professor of Management at the Kellogg School of Management where she continues her executive teaching work for the university's open-enrollment programs in Integrated Marketing Communications, Consumer Insight Tools and Branding, and programs customized for companies in a wide variety of industries.

Adam Galinsky, Ph.D., is Morris and Alice Kaplan Professor of Ethics and Decision in Management, and a Professor of Management and Organizations at Kellogg. His teaching and research are on organizational behavior issues, negotiations, teams and decision-making. His B.A. is from Harvard College and his Ph.D. in Social Psychology is from Princeton University. Professor Galinsky has also taught at the University of Utah and at the University of California at Berkeley. His research has been featured in major publications and on National Public Radio.

Julie Hennessy, M.B.A., is a Clinical Professor of Marketing. She has had significant marketing experience after receiving her MBA from Kellogg, in a variety of industries. Recent clients include McDonald's Corporate Express and several .com companies. Julie teaches marketing management and marketing strategy courses at Kellogg, and in its executive education programs. Professor Hennessy was selected for the L.G. Lovengood Award as Kellogg's Teacher of the Year for 2007.



Liz Livingston Howard, M.B.A., is a graduate of Northwestern University and holds an M.B.A. degree from the Kellogg School of Management at Northwestern. Ms. Howard is the Associate Director of Kellogg's Center for Nonprofit Management and teaches in the Public/Nonprofit Management Program. She developed and teaches Fundraising Management to MBA students as well as fundraising and marketing in the Nonprofit Executive Education Program. Ms. Howard serves as the Academic Director for a variety of nonprofit executive education courses and has designed several custom executive education programs. Previously, she served as Assistant Dean for Development for Kellogg from 1994 to 2003. In that role, she was responsible for the fundraising activities of the Kellogg School including alumni and individual solicitation, corporate and foundation grants. She was involved with the \$1.4 billion Campaign Northwestern. During her tenure, total giving to the school increased 100 percent and the Kellogg School raised over \$100 million for significant objectives in Campaign Northwestern.

Al Isenman, Ph.D., is the Director of Custom Executive Education Programs at Kellogg's James L. Allen Conference Center and a professor of Management and Strategy. Before joining the Kellogg School in 1988, he was on the faculty of the University of Toronto, where he served as academic director of the Executive M.B.A. Program. He was a visiting professor at Kellogg from 1981 to 1984 and at Chulalongkorn University in Bangkok, Thailand, from 1985 to 1987. Prior to his career in academia, he was an executive in the health care field. Dr. Isenman's research centers on general management, strategy formulation, corporate social performance and business ethics. He teaches these subjects in the Kellogg day and evening M.B.A. programs, as well as in the Executive Master's Program, which named him Outstanding Professor in 1993. Dr. Isenman has authored a variety of articles and is a member of the Academy of Management and Beta Gamma Sigma. His Ph.D. is from Northwestern University.

Victoria Medvec, Ph.D., is Adeline B. Davee Professor of Management and Organizations. Her B.A. was from Bucknell University and her Ph.D. from Cornell University. She teaches negotiations, team building and change management among other topics at Kellogg. Her research focuses on judgment and decision-making. Dr. Medvec is also Founder and Executive Director of Kellogg's Center for Executive Women.

Marian Powers, Ph.D., earned her Ph.D. in accounting from the University of Illinois at Urbana. She has served on the accounting faculty of the Kellogg Graduate School of Management at Northwestern University, the University of Illinois at Chicago, and The Lake Forest Graduate School of Management. Since 1987, she has been an adjunct professor of accounting at the Allen Center for Executive Education at Northwestern University specializing in teaching financial reporting and analysis to executives. She is also co-author of several college accounting textbooks and in-depth cases on financial analysis. The Text and Academic Authors Association chose Financial Accounting as recipient of the 1998 Textbook Excellence Award. Her research has been published in *The Accounting Review*, *The International Journal of Accounting*, *Issues in Accounting Education*, *The Journal of Accountancy*, *The Journal of Business, Finance and Accounting*, and *Financial Management* among others.

Stephen Presser, J.D., is a leading American legal historian and expert on shareholder liability for corporate debts. He is frequently an invited witness before committees of the U.S. Senate and House of Representatives on issues of constitutional law. He holds a joint appointment with the J. L. Kellogg Graduate School of Management and also teaches in Northwestern's history department.



Steven Rogers, M.B.A., is the Gordon and Llura Gund Family Distinguished Professor of Entrepreneurship. Professor Rogers teaches Entrepreneurial Finance at Kellogg and is the Director of the Larry and Carol Levy Institute for Entrepreneurial Practice. Before joining the Kellogg Faculty, he owned and operated two manufacturing firms and one retail operation. Prior to becoming an entrepreneur, Mr. Rogers worked at Bain and Company Consulting firm, Cummins Engine Company and UNC Ventures, a venture capital firm. Professor Rogers has been named to the Faculty Honor Roll in every quarter he has taught at Kellogg. He has received numerous teaching awards, including the 1996 and 2005 Lawrence G. Lavengood Outstanding Professor of the Year. Steve Rogers is the only professor in Kellogg's history to have received this award more than once. In 1996, *Business Week* named him one of the top 12 entrepreneurship professors at graduate business schools in the U.S. In 1997, *Business Week* named him one of 14 "New Stars of Finance." He received an M.B.A. from Harvard Business School and a B.A. degree from Williams College. Mr. Rogers currently serves on the Advisory Boards of Private Equity firms SB Partners, Smith Whiley and Company, and O'Connor Partners. He also serves on the Board of Directors of S.C. Johnson Wax, W.S. Darley and Company, SuperValu (NYSE) Duquesne Light (NYSE), and Amcore Financial (Nasdaq). His non-profit work includes board membership for the A Better Chance Program. Mr. Rogers is also a member of the Harvard Business School Visiting Committee, and a Trustee of Williams College.

Leigh Thompson, Ph.D., is J. Jay Gerber Distinguished Professor of Management and Organizations, and received her B.A. and Ph.D. from Northwestern University. She teaches negotiations, team building, and group behavior/decision making. Dr. Thompson was a recipient of the National Science Foundation's Young Investigator Award. Dr. Thompson's most recent books are *The Mind and the Heart of the Negotiator (4th edition)*, *Making the Team (third edition)* and *The Truth About Negotiations*.

Brian Uzzi, Ph.D., is the Richard L. Thomas Distinguished Chair in Leadership and Professor of Management and Sociology. His undergraduate degree is from Hofstra University, his M.B.A. is from Carnegie Mellon, and his Ph.D. is from SUNY at Stony Brook. Dr. Uzzi's research focuses on networking, the social structure of markets and organizational decline.

Edward J. Zajac, Ph.D., holds the James F. Bere Chair in Management and Organizations and is also a Professor of Health Industry Management. His research, teaching and consulting focus on strategic management issues, and his research on strategic alliances, strategy formulation, and implementation and on organizational governance has been published widely in major academic journals. Dr. Zajac's Ph.D., M.A., and M.B.A. in organization and strategy are from the Wharton School, University of Pennsylvania. He has chaired the International Strategic Management Society Conference, and he is currently the Chairman of the Business Policy and Strategy Division of the Academy of Management. In 1996, he received the Sidney J. Levy Teaching Award for excellence as a classroom instructor. Dr. Zajac is founder and director of Kellogg's Center for Research on Strategic Alliances.

Program Academic Director

James D. Drury is Academic Director for this program and Assistant Director of Kellogg's Health Industry Management Program. He is a former Director of Education for the American College of Health Care Executives. His M.H.A. is from the University of Missouri.





Year 1—2010

Day 1

Program Introduction

Al Isenman, Ph.D. and James Drury, M.H.A., FACHE, Academic Directors

Leadership and Strategy Formulation

Ed Zajac, Ph.D.

Participants learn about the role of leaders in the formulation of organizational strategy through discussion of a case dealing with a specific organization. Following the group case discussion, definitions of strategy are reviewed and approaches to strategy development are explored. Particular attention is paid to how organizations define themselves, and how they should develop their strategy so they can be successful in a competitive marketplace.

Day 2

Making Better Decisions I: Improving Your Skills

Victoria Medvec, Ph.D.

This module reviews the latest research findings related to decision-making that identify that the major difference between effective and ineffective decision-making is the ability to collect, process, and act upon information in an unbiased fashion. This module challenges us – via brainstorming under pressure, unearthing multiple agendas, and optimizing use of cross-functional skills – to be better decision makers.

Making Better Decisions II: Being Persuasive and Influencing Others

Victoria Medvec, Ph.D.

This session focuses on developing strategies to effectively communicate your decisions to others – dentists, managers, technicians, and others in your organization. Participants discuss how interactive styles affect their influence on the group and the quality of its decisions. Discussion topics include: planning for a meeting at which you expect resistance; being persuasive when advocating change; dealing with hostile opposition; effective coalition building; and changing dysfunctional norms.

Negotiating Productive Agreements: Improving Your Proficiency

Leigh Thompson, Ph.D.

Update your skills based on current research regarding the art and science of negotiations, mediation and conflict resolution. Using an experiential exercise, this session draws on class participation, faculty analysis, and discussion of results to demonstrate effective negotiation techniques.

Day 3

Leadership and the Management of Organizational Change

John Smithers case

Edward Zajac, Ph.D.

Introduction to Crisis Management

Timothy Feddersen, Ph.D.

In today's business world, organizations and individuals in leadership roles increasingly find themselves as the targets of aggressive legal actions, unanticipated media coverage and social pressure. The speed with which information spreads can turn what originally were challenges into crisis situations. Managing such situations demands swift and decisive action. Organizations and their leaders must be prepared to anticipate, recognize and manage rapidly changing strategic environments. During this module, a faculty member will challenge the prevailing view of crises as mere public relations or communications issues. A rich set of case studies and crisis simulation exercises balance the theoretical conceptual frameworks and help you improve your strategic thinking as well as your team management and communication skills in high-stress situations.

Day 4

The Basics of Business Law

Steve Presser, J.D.

Effective leadership of today's organizations and associations requires knowledge and capabilities far more extensive than those required from managers and directors even a few years ago. In this module, you will gain the skills to lead decisively and ethically, as well as an understanding of how the law can help you compete fairly. This program helps managers make better judgments and better investments of their organization's resources, while protecting their entity from litigation losses that can reduce earnings, destroy personal reputations, and threaten the existence of entire organizations.



Year 2—2011

Day 1

Marketing for Customer Advantage

Timothy Calkins, M.B.A.

Marketing strategy is the process of deliberately choosing how to exchange products, services and ideas with others in order to create value. This session covers the core marketing strategy-concepts. It begins by looking at how companies compete and the focuses on customer advantage. After discussing the concepts, we will break into teams to apply the concepts to a case.

Growing Established Businesses

Timothy Calkins, M.B.A.

Day 2

Marketing Segmentation

Invisalign case

Julie Hennessy, M.B.A.

Creating a Top-Notch Service Organization

Lisa Fortini-Campbell, Ph.D.

The early development of health care organizations was largely determined by the needs of providers and other health care personnel and by managers; the evolution of the industry is and will in part be shaped by the needs of the consumer. To secure and maintain a competitive edge, successful health care leaders will be those that address the desires of the ultimate health care consumers, patients and their families. This session will focus on creating a world-class service organization through practical techniques (such as hiring people who can help you achieve these goals), thereby meeting the needs of an organization's customers.

Day 3

Getting Your Team Motivated: Energizing People to Action

Adam Galinsky Ph.D.

This session will provide participants with a set of tools to analyze situations where they face a demotivated employee or work group. It will provide concrete approaches for diagnosing such situations and assessing if this is a result of a person or the situation (or both). The program will suggest tactics for creating a highly motivated work environment. We will discuss some theories and frameworks and also provide practical approaches that encompass reward systems, feedback mechanisms, and performance appraisal. Cases and exercises will be used to illustrate concepts discussed.

Hiring the Right Talent

Paul Corona, Ed.D.



Providing Feedback: Developing Talent and Maximizing Performance

Paul Corona, Ed.D.

This course focuses on human resource issues involving the selection, development, assessment and maintenance of qualified and high performing employees, including specialists and professional peers.

Day4

Dispute and Conflict Management

Lynn Cohn, J.D.

This module looks at disputes and organizational (or interpersonal) conflicts and how they can negatively impact an organization and how active engagement can be used to resolve these disputes. Further, mediation is discussed in the class. Exercises are used to have participants experience techniques which can lead the disputing parties to successful resolution of the issues causing the conflict.

Year 3—2012

Day 1

Implementing Change: Innovation Adoption and People Management Challenges

Brian Uzzi, Ph.D.

Have you ever seen your innovative ideas for change go nowhere in the organization while antiquated designs persist? The answer to this riddle can lie in an innovation's engineering or packaging. But often what makes or breaks a hit innovation is powerfully subtle. What is now understood is that ideas, consumption patterns, messages, buzz, and innovations often spread like outbreaks of infectious diseases and the insight into managing this process lies in knowing how to capture the power of social epidemics. This session uses a unique computer simulation to illustrate how social epidemics work. Your role is to sell a firm on using a new idea using the tools of viral leadership. Be challenged to walk away with the skills and confidence to champion new ideas and lead change efforts. This session provides you with the tools to successfully promote adoption and launch of new ideas, products, or services. Participants learn how to (a) identify the most interested target customers or colleagues, (b) match the right interpersonal sales initiative with a particular type of target customer or colleague, and (c) manage the timing and sequencing of initiatives to maximize the adoption of innovations. The first part of the session uses a computer simulation to model the selling of an innovation to a large company. Your role is to champion the adoption of a new protocol by gathering information on who to target, what tactics to use, and how to time your initiatives to maximize adoption – all against realistic budget constraints and political resistance. The simulation enables you to decompose and troubleshoot the messy world of selling innovations with an eye to learning how to maximize your success in real-life situations.



Day 2

Stakeholder Marketing

Daniel Diermeier, Ph.D.

Making Sense Out of Accounting/Financial Statements

Marian Powers

The basic financial statements of health care organizations are developed to illustrate their format, content and purpose. Techniques for analyzing the statements to evaluate organizational and managerial performance are then presented. Sample statements are discussed to illustrate these concepts.

Day 3

The Basics of Business Finance

Steve Rogers, M.B.A.

The basic financial transactions of entrepreneurial health care organizations are developed. Techniques for analyzing the various financial approaches are reviewed and how they are used in the organizations for measuring managerial performance. Case analyses are used to illustrate these concepts.

Understanding Fund Development and Fundraising

Liz Howard, M.B.A.

Marketing and fundraising are critical to the success of all non-profit organizations. The objective of this course is to allow non-profit leaders the opportunity to develop skills to evaluate, change and implement new and effective marketing and fundraising programs. Participants will learn how to assess the current situations regarding their organizations and think creatively when searching for resources and tools relevant to advancing their objectives. They will learn to look at their market, find where donors live and work, and see how researchers segment communities.

Day 4

Leadership and Ethics: Making Values-Based Decisions

Timothy Feddersen, Ph.D.

This session involves participants examining principles of effective and ethical or values-based change. Discussions include creating awareness of the need for change, honestly and fairly discussing the organizational reality, implementing change plans based on established corporate values, and providing support to those impacted by your decisions.



Eligibility

Leadership Institute III is intended for AAPD members from all professional career tracks, including those starting their careers, in mid-career or seasoned leaders. All applicants shall have a track record of potential or proven leadership in the AAPD, HSHC, or other outside endeavor.

Applicants must be willing to attend the four-day on-site course instruction at Northwestern University's Kellogg School of Management in Evanston, Illinois (adjacent northern suburb of Chicago) each December in 2010, 2011, and 2012. Instruction begins after lunch on Thursday and concludes with lunch on Sunday.

Additionally, while the HSHC will underwrite over 80 percent of the direct costs of the Institute, the successful candidate must make a one-time, up-front \$2,000 financial commitment to the program upon acceptance by the Selection Committee. While the program includes instruction, course materials, lodging, and all meals on-site, the participant will be responsible for all travel expenses to and from Northwestern's Evanston campus.

To Apply

Applicants must submit an electronic copy of the entire application by April 30, 2010, to Database Management and Donor Relations Coordinator Ilana A. Mark at imark@aapd.org.

Complete package should include:

1. Curriculum Vitae or resume;
2. 200-300 word typed essay outlining their interest in applying to Leadership Institute III and why they believe the experience will be of value;
3. A list of three AAPD and/or HSHC service opportunities, e.g., committee assignments, that the candidate is interested in or a project that the candidate wishes to carry out individually or with a group (research paper or service project). Visit <http://www.aapd.org> and <http://www.healthysmileshealthychildren.org> for information on the work of the two organizations.
4. Three (3) letters of reference, including one (1) reference from outside of organized dentistry.

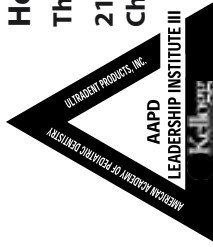
For further information, please contact Database Management and Donor Relations Coordinator Ilana A. Mark at (312) 337-2169 or imark@aapd.org.

Healthy Smiles, Healthy Children

The Foundation of the American Academy of Pediatric Dentistry

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AAPD Leadership Institute III