

**DSD**

***DELTA SIGMA***

***DELTA***

***“20-20”***

**STRATEGIC PLAN**

**October 2000**

# DELTA SIGMA DELTA “20 –20”

## Table of Contents

<b>Supreme Grand Master’s Introduction</b>	<b>3</b>
<b>Mission Statement</b>	<b>5</b>
<b>Privileges and Responsibilities</b>	<b>6</b>
<b>Values</b>	<b>7</b>
<b>Strengths</b>	<b>9</b>
<b>Weaknesses</b>	<b>10</b>
<b>-----GOALS AND OBJECTIVES:-----</b>	
<b>Education</b>	<b>11</b>
<b>Graduate Chapters</b>	<b>13</b>
<b>Communications</b>	<b>15</b>
<b>Website</b>	<b>16</b>
<b>DESMOS</b>	<b>18</b>
<b>Rituals and Ceremonies</b>	<b>19</b>
<b>Membership and Participation</b>	<b>20</b>
<b>Senior Dentists</b>	<b>22</b>
<b>Students</b>	<b>23</b>
<b>Life Members not affiliated with a Graduate Chapter</b>	<b>26</b>
<b>Leadership/Organizational Structure</b>	<b>27</b>
<b>Financial</b>	<b>30</b>

## **“DELTA SIGMA DELTA 20-20”**

### **Introduction:**

**When Lou Mitchell and Charles Howard founded DSD in November 15, 1882, could they have imagined the impact of their efforts over 100 years later? The Fraternity they envisioned has impacted the dental profession and society worldwide. DSD has grown to include not only students, but leaders of the profession globally. DSD today is proud to have nearly 30,000 members.**

**“DSD is a most unique organization within the profession of dentistry. DSD, unlike any other Dental organization, encompasses every aspect in the life of a dental professional. It bonds together scholastic, professional, ethical, benevolent, extracurricular, social and interpersonal relationships. This bond is international in character, invading conventional barriers of ethnicity, age, sex, race and religion. Knowledge, Strength, and Justice, the fundamental precepts upon which DSD was founded, are as relevant to contemporary society worldwide as they were in the early days of DSD. Once inculcated into the life of the brothers and sisters of DSD, these guiding principles can have a profoundly positive influence from the day of initiation until their call to join ‘The Brothers Beyond.’**

**The teaching of life-guiding principles is often best done by example. The brothers of DSD who have experienced the internal rewards and satisfaction of applying the precepts of Knowledge, Strength and Justice in their daily lives, personal and professional, can best share them with younger, less experienced brothers and sisters in DSD. In a nation and world that exhibits moral bankruptcy in many areas and is reaping the results of a ‘Me First, immediate self-gratification philosophy,’ society is begging for a return to civility, dignity and respect for others. What better time to reiterate our founding principles than right now. The challenging mission for each Delt Sig, and especially seasoned graduate members, is to establish a fellowship by encouraging and mentoring initiates and younger brothers and sisters. A collective effort to assist deputies at chapter functions and in other ways will support the growth of graduate chapters and, in time, influence the dedication of Delta Sigs to family, community and the profession of Dentistry.”<sup>1</sup>**

**1. Dr. Thomas Emmering, Past Supreme Grand Master. Input provided during Strategic Planning meeting of PSGM’s in June 2000, in Brierfield, Alabama.**

As we looked toward the beginning of a new century for **DSD**, we recognized that the rate of change in our society and our profession is accelerating. New opportunities for service to society and our profession are provided by dramatically improved communications and rapidly developing technology. As we observed certain trends, like the increasing average age of our active members and the declining numbers of active participants in U.S. chapters, it became obvious that we could take steps to strengthen our Fraternity and ensure that we pass to the next generation a **DSD** that is stronger, and has an even greater impact on our profession, than when we assumed leadership.

Thanks to the efforts of the PSGM's, the ideas of Dr. S Michael Mahan and the leadership of Dr. Doug Wright, we are now completing a Strategic Plan for our Fraternity. The key question before us is "What can **DSD** do now that will make a positive difference 20 years from now?"

I thank each of you who have shared your time and thoughts to help shape the future of **DSD**. My personal thanks to each member of the Strategic Planning Team for their time, hard work and creative thinking to develop this plan. These goals and objectives will be the roadmap each SGM will use to chart their course for the year. The Supreme Council will put in place a "Strategic Plan Implementation Team" to track progress, recommend priorities and actions to the Council, and ensure annual reviews of the plan to keep it current and viable as a continuing guide.

Please review this plan and ask yourself, "What can I do this year to help make **DSD** even better?" Two men met in a room in 1882. Look at the results of what they did! Together we can make a difference 20 years from now, and next year. Let's work together to make **DSD** even stronger.

**Hugh Champagne**  
SGM

**Your Strategic Planning Team:**

**Hugh Champagne**  
**Clive Debenham**  
**Bruce Drysdale**  
**Thomas Hurst**  
**Mary Dawn Hurst**  
**Tom Lakars**

**Leo Klausner**  
**S Michael Mahan, Jr.**  
**Miro Pavelka**  
**John Prey**  
**George Sferra, Jr.**  
**Gary Westerman**  
**Doug Wright**

## **DSD MISSION STATEMENT:**

**Delta Sigma Delta: An international dental fraternity that brings together the leaders of the profession to further excellence in the ethical, professional and scientific ideals of dentistry through fellowship, knowledge, strength and justice.**

**HISTORICAL  
DSD PRIVILEGES AND RESPONSIBILITIES**

As a member of **DSD** and having accepted its Privileges, I believe that I have these Responsibilities:

**To Myself**

- To maintain that high degree of moral soundness which characterized the thoughts and lives of our founders;
- To conduct myself in a manner that will merit the respect of my fellow man;
- To live in conformity with the tenets of my own religious faith;
- To constantly endeavor to improve my professional caliber.

**To Delta Sigma Delta**

- To cooperate with my Brothers in all worthy endeavors at the same time maintaining my personal convictions of right and wrong;
- To strive to exemplify the ideals of **DSD** and to uphold its good traditions;
- To demonstrate by my own conduct the lessons of the ritual;  
me the acceptance of certain “responsibilities;”
- To always be aware that to “accept the privileges” of membership imposes upon  
To propose for membership only those of finer traits and capabilities.

**To The Public**

- To remember that as a fraternity member I should be a vital force for good in the community;
- To accept all possible opportunities to serve my community;
- To strive to protect, preserve and promote the welfare of all peoples.

**To My College**

- To set for myself the highest standard of intellectual achievement within my capabilities;
- To uphold and foster the purposes for which my college was founded;
- To be an active citizen of my college and in every way promote its welfare.<sup>2</sup>

2. Rho Chapter, unknown origin. Framed statements in stylish print. Thought to have been noted in the 1940's.

## **VALUES:**

### **1. Pride in History, Heritage, Tradition**

- **Maintaining the history of DSD**
- **Uniqueness of our heritage**
- **Time honored rituals and ceremonies**
- **Recognition of outstanding contributions to DSD and the profession, meritorious accomplishments of members**
- **Promotion of “Knowledge, Strength, Justice”**

### **2. Relationships with other Dentists and related professionals**

- **Common, professional bond (Fraternity within a profession)**
- **“Kinship” with other Dentists**
- **Compatibility with other members**
- **A “sense of belonging”**
- **Professional fellowship**
- **Uniqueness**
- **Lasting, world-wide friendships**
- **Enhanced communications with others**
- **Student contact, opportunity to impact future dentists and the profession**
- **Professional leadership of the fraternity**

### **3. Meeting Social Needs**

- **Opportunity to socialize with leaders of the profession**
- **Meeting the social needs of members**
- **Camaraderie, friendships**

### **4. Contributions to the Dental Profession**

- **Maintain the high professional standards of the Dental profession**
- **Maintain the high ethical standards of Dentists**
- **Maintain the dignity and respect of the Dental Profession**
- **Ensuring that members stay well-educated and scientifically current**
- **Communicating technological advances**
- **Opportunities for professional improvement/advancement**

## VALUES

### 5. Contributions to Society

- **Helping others, works such as humanitarian projects**
- **Improving dental health**
- **Encouraging good citizenship**
- **Philanthropy**

### 6. Value provided to students

- **Mentoring**
- **Academic help**
- **Providing opportunities for students to serve the community and the profession**
- **Leadership training and opportunities**
- **DSD's "Education Foundation."**
- **Job Networking**

### 7. Key Value:

- **It is an honor to be a DSD: Members are carefully selected by invitation only from a group of leaders and achievers of the profession, with compatible interests. Membership is jealously guarded by the chapters**

### 8. Other Values

- **The exceptional fellowship of "like-minded" professionals in an organization with great traditions is a remarkable, underlying force**
- **Superior accomplishments of DSD members**
- **International fraternity with nearly 30,000 members**
- **Financial soundness of DSD**



## **STRENGTHS:**

What are the key “Strengths” of DSD? Objectives stated in this plan will build upon these strengths:

- 1. Tradition, History, Heritage**
- 2. Brotherhood**
- 3. Professional values and ethics**
- 4. Members are the leaders of the profession**
- 5. Members are carefully selected from the best of the profession**
- 6. Fellowship, camaraderie**
- 7. Well-organized local, regional and annual Meetings**
- 8. Opportunity for a structured and interesting evening with the Brothers**
- 9. Multi-cultural and multi-generation membership**
- 10. Professional context**
- 11. Brotherly concern for all other Fraternity members**
- 12. National and international Scope**
- 13. Leadership**
  - Outstanding quality of volunteers (dedicated, selfless)
  - Encouragement and opportunities for leadership
  - Good human resources
  - Proactive drive of leaders
- 14. DSD resources**
  - Organizational structure
  - Educational foundation
  - Continuity, by the progression of officers
  - Financial strength
  - Lifetime membership
  - Continuing education
  - Quarterly publication of DESMOS
  - DSD Website
- 15. Benefits package for members**
  - Insurance
  - Credit Cards
  - Discount purchasing

## **WEAKNESSES:**

What are the key “Weakness of DSD?”

Objectives stated in this plan will address the following weaknesses:

1. Not determining the needs of members and taking steps in advance of changes to better meet those needs
2. Inadequate communications between chapters, lack of publicity and communications with non-members
3. Have not added needed administrative support for national staff
4. Need for more organized training for officers
5. Maturation of DSD leadership, need more young members as leaders
6. Lack of Commitment of some members to DSD
7. Loss of member participation
8. Value for graduate members is nebulous, weak
9. Not fully utilizing national support for graduate chapters
10. Neglect of or misuse of Rituals, Traditions
11. Poor and ineffective ways in which the strengths of DSD have been marketed
12. Possible limitations on financial resources
13. Publications may not fully serve needs of all members
14. No clear policy on DSD involvement with fraternity houses or providing meeting places for student members
15. Inability to colonize chapters at certain dental schools
16. Lack of support of some university Deans

# **GOALS AND OBJECTIVES:**

DSD's major challenge now is to maintain it's values while moving 'Gently' into the social mores and technological advances of the 21<sup>st</sup> Century

The following goals and objectives address this challenge:

## **EDUCATION:**

**GOAL 1: Equip each DSD member to contribute their best to the profession and to the Fraternity by expanding uses of resources of the Educational Foundation**

### **OBJECTIVES:**

1. Focus resources of Education Foundation toward new objectives
2. Provide strong Deputies and Representatives schools to train them so that they can educate members on DSD and the required commitment for DSD membership
  - Ensure that each is well prepared to teach members the History and Heritage of DSD, Rituals and Ceremonies
  - Ensure that each is well prepared to be able to instill pride in being a Delt Sig
3. At national meetings, ARM's and at every opportunity; teach leadership, DSD Values, Pride
4. Educate every DSD member on DSD history, heritage, rituals and ceremonies, impact on profession and society, values, plans
5. Educate members on DSD financial resources and the Constitutionally guided uses of the funds
6. Identify and train future leaders now

## **EDUCATION**

- 7. Teach leaders useful skills such as how to organize effective meetings, how to implement personal contacts for recruiting, increasing meeting attendance, use of the web, communications**
  - 8. Identify the education and training needs of members and provide seminars, materials, instruction to fill those needs. (examples:)**
    - **Stress Management**
    - **Practice management**
    - **Divorce**
    - **Financial management**
    - **Drug and Alcohol Abuse**
    - **Children of Divorce**
  - 9. Start spouse education programs on DSD. (Spouse awareness of what DSD is enhances the contribution of member.)**
  - 10. Create an “awareness” of future demographic changes and initiate PR and education information to help members prepare for the upcoming adjustments.**
  - 11. Involve younger members in leadership of Educational Foundation**
  - 12. Support personal contact with chapters and students**
  - 13. Provide materials and information**
  - 14. Provide leadership training**
- 
-

## **GRADUATE CHAPTERS:**

**GOAL 2: Increase the number of graduate chapters and restore graduate chapters to vibrant organizations, with members eager to attend meetings and work to accomplish DSD goals**

### **OBJECTIVES:**

- 1. Nominate for membership only those who are leaders of the profession**
- 2. Stress responsibilities and expectations upon acceptance in chapter**
- 3. Proactively include members in annual meetings**
- 4. Include members in fellowship and meaningful local meetings**
- 5. Make DSD, its presence and activities, more open and recognized as DSD; become more overt, less secretive**
- 6. Schedule social events to continue friendship and association**
- 7. Focus on “Excellence in Dentistry” at meetings**
- 8. Set up a networking program for members; to learn about local Delta Sigs when relocating, or to find out about possible associations in dental practices.**
- 9. Increase the interactions between graduate and undergraduate members**
- 10. Provide meeting schedule well in advance, with agenda (use internet)**
- 11. Improve visibility of chapters**
  - Reunion of class fraternity members**
  - Meetings in conjunction with local and state meetings.**
- 12. Overcome reasons given for not being active: (Web survey)**

## **GRADUATE CHAPTERS**

**GOAL 3: Provide value to members by planning and holding DSD meetings that are worthwhile, productive and maintain the enthusiasm of members**

### **Objectives:**

- 1. Provide “Class Act” quality and value in meetings**
- 2. Plan short, well-organized meetings**
- 3. Plan interesting speakers and programs; use non-dental themes such as sports, personal development, financial seminars**
- 4. Maintain the formality of meetings for recognition of the uniqueness and distinction of the Fraternity**
- 5. Have formal, black-tie event regularly, with full ritual and ceremony**
- 6. Involve spouses in more social and educational activities: Valentines dinner; fashion shows, seminars, etc.**
- 7. Stress leadership, commitment, professionalism**
- 8. CE credit for attendance at meetings when possible**
- 9. Examine the essence of the existence of the Fraternity and improve personal support, encouragement and empowerment within the Fraternity**

**GOAL 4: Anticipate and meet changing needs by assessing members’ needs annually and making changes to keep “ahead of the times.”**

### **OBJECTIVES:**

- 1. Work with NOVA, Panke Trust, Robert Schuller or other marketing and evaluative organizations to determine how we can better identify and meet the needs of members**
- 2. Maintain current demographic information on members: age, sex, marital status, type practice, years in practice, interests, etc.**
- 3. Integrate DSD demographic information with international demographic sources to predict future changes and anticipate actions**
- 4. Determine who attends meetings. Why? Why others do not attend.**
- 5. Determine the needs of members not affiliated with a chapter and determine how to meet those needs**
- 6. Evaluate and project trends and the impact on DSD.**

## COMMUNICATIONS:

**GOAL 5: Instill pride in being a Delt Sig by recognizing and communicating the accomplishments of DSD and members at every opportunity**

### **OBJECTIVES:**

1. Publicize accomplishments of DSD as an organization
  2. Stress History and Heritage of DSD
  3. Recognize achievements with:
    - National DSD awards
    - Chapter awards
    - School awards
    - Plaques for each school, with names of DSD graduates each year
  4. Recognize achievement by presenting pins, cufflinks, awards, framed citations
  5. Public Relations should be a primary purpose of DESMOS
  6. Develop a New “DSD ACHIEVEMENT AWARD,” which may be presented to non-dentists
  7. Market local accomplishments in other media, local newspaper, dental school paper, “Dental Society newsletters;” Teach local chapters how to do it
  8. Publicize meritorious awards, etc. in local town newspapers, dental newsletter
  9. Use more “one-on-one” contact (face-to-face); rely less on mail, phone
  10. Provide a Leadership Program at the National Meeting for Delt Sig students  
Provide a certificate for completion and for attendance at National Programs
  11. Publish lists of outstanding DSD member accomplishments (instill pride)
  12. Publicize awards, ceremonies, scholarships, achievements of members at every opportunity
  13. Rebuild PR and recognition programs
  14. Develop PR materials (Information, examples of articles, brochures) and share with all chapters
  15. Publicize the availability of PSGM’s and retired DSD dentists who are resources for speakers, education, assistance to chapters
  16. Provide recognition of senior dentists by publicizing their accomplishments
  17. Involve all members of DSD in a “common cause:” Red Cross, blood drives, philanthropic endeavors, charity walks, telethons- - - activities to unite brothers in a common cause
  18. Stress the “uniqueness” of DSD
-

## COMMUNICATIONS

### WEBSITE

---

The website will provide DSD new capabilities for communications and new ways to meet the needs of members worldwide.

**GOAL 6: Fully employ all available technology and methods to communicate to members and to facilitate communications between members.**

#### **OBJECTIVES:**

1. Appoint a “Website Management Committee” and chairman to work with the website technician to update and maintain the website (should include students)
2. Coordinate discounts for DSD members on supplies, equipment, furniture, etc., and make available via website (Use AARP model)
3. Start “Cyber-Chapters” to better meet the needs of DSD’s members who are not affiliated with a chapter
  - “At-Large” Chapters can be organized into “Cyber-Chapters” with communications via web.
  - Should have representation on Supreme Chapter. Note: May require change to Constitution
4. Provide security as needed on website
5. Make e-mail addresses standard part of members’ records.  
Website/internet will become primary communications device
6. Provide a complete Communications Structure on the Web
  - General Directory of all DSD officers, from International to undergraduate GM and Scribe (including e-mail)
  - Provide a network that links all DSD (National HQ to local chapters)



## COMMUNICATIONS

### 7. Place on the Web:

- a. DESMOS
- b. Membership directory (for members who elect to be listed)
- c. Classified (dentists seeking positions; offices seeking dentists)
- d. System for members to ask a question and receive a prompt answer
- e. Minutes of meetings
- f. All forms and reports in a universal format (adobe, pdf)
- g. All reports should be made online only
- h. Online calendar of local events and contacts
- i. The entire website could be called "DESMOS"
- j. Idea boards for submitting successful ideas for activities, fund raisers, etc.
- k. Listing of "You can stay with me if you're visiting (city)," for brothers traveling
- l. Information on "Debt Management," and other topics of interest to members
- m. Research: full abstracts and research details
- n. Journals
- o. List of specialists, consultants
- p. Marketing/Advertising Information
- q. Research in progress
- r. Continuing education
- s. Way to contact nearest graduate chapter (Nearest Zip)
- t. Post information on the web, with keyword searches, links to other information sources
- u. Information on "How to Start New Chapter," DSD booklets and guides; all available information should be on the web, indexed, and ready for key-word searches (Exception: Rituals and Ceremonies should not be on website)
- v. Directory of each chapter, officers, e-mail; so scribe in Florida can cross-flow information on planning a good meeting to a scribe in Oregon, etc.
- w. Zip code search can identify any DSD member in the area for invitation to graduate chapter or to help undergrad students
- x. Sample letters, plans for good meetings, list of available speakers (PSGM's available)
- y. Strategic Plan and progress toward goals
- z. Chat rooms

## **COMMUNICATIONS:**

### **DESMOS**

In this “Information Age,” DSD communications must utilize technology to communicate useful and desired information to members in a timely manner. New technological capabilities now provide opportunities for expanded and tailored communications to members.

**GOAL 7: Provide value to each DESMOS recipient by tailoring the publication to meet the needs of all members**

### **OBJECTIVES:**

1. Place DESMOS on the web
2. Deliver DESMOS electronically to those who prefer it that way
3. Survey readers annually to determine their input to the content and format of their publication and redesign to meet the needs of the greatest number of members

Input received during Strategic Planning process:

- DESMOS must provide the “Tie that Binds” via communications
- Public relations should be a major purpose of DESMOS
- Publication should be designed to meet the needs of everyone who receives it
- Need more features like “DSD Humanitarian Programs” that publicize the accomplishments of DSD members
- Publish more special features like major awards
- Shorten 90-day lead time for articles
- Publish Strategic Plan in DESMOS, with updates on progress toward goals
- Include a card in one issue each year that member must return if they wish to continue to receive paper copy of DESMOS and to confirm address
- Provide “Sense of Belonging” by reporting on past events, announcing events and functions
- Run classified ads in DESMOS
- Australia, New Zealand and Europe could have a “section” in each DESMOS that is written and published by the region, with items of interest to the region (supplement) (Website version)

## **RITUALS AND CEREMONIES:**

Rituals and ceremonies are important and essential. Adhering to the intent and detail of the rituals and ceremonies is a key to maintaining DSD's history and heritage.

**GOAL 8: Restore the pride, prestige, history and heritage provided by rituals and ceremonies by maintaining them as prescribed “by-the-book” for each meeting**

### **OBJECTIVES:**

- 1. Update information and guidance for historical rituals and ceremonies.**
- 2. Place in each chapter: pictures, slides, videos. . . all needed information to conduct rituals and ceremonies properly (not on the web)**
- 3. DSD should provide all needed regalia for proper DSD rituals and ceremonies.**
- 4. Restore traditional rituals and ceremonies in US chapters**
- 5. Elevate ceremony for transition from student to graduate member (read expectations, emphasize professional membership responsibilities, standardize speech on expectations, incorporate awards recognition)**
- 6. Schedule more time at meetings for proper observance of rituals and ceremonies**
- 7. Retain historic titles (resist trend to change “Grand Master” to “President.”)**
- 8. Review duties of Page, Tyler, etc., consolidate additional duties. Communicate to members.**
- 9. Examine the present rituals and ceremonies and adjust to achieve the desired objectives without “turning off” the younger generation. (Don't change basics)**
- 10. Stress reverence and respect for DSD, history and heritage, rituals and ceremonies at every opportunity, to include specific details such as appropriate dress for meetings, acceptable and unacceptable behavior**
- 11. Use rituals and ceremonies to amplify responsibilities of members, honor of selection**

## **MEMBERSHIP AND PARTICIPATION:**

**A key value is stated:** *“It is an honor to be a DSD: Prestigious members with compatible interests are carefully selected by invitation only from a group of leaders and achievers of the profession. Membership is jealously guarded by the chapters.”*

**This value must be maintained when nominating new members. Members participate in meetings and become leaders of DSD because of the pride and brotherhood they experience in the fraternity, and because their personal and professional needs are met by their experiences.**

---

### **GOAL 9: Restore the basics of DSD Pride, Brotherhood, Commitment and Professionalism**

#### **Objectives:**

- 1. Ensure that only the “best” are nominated for DSD membership**
  - 2. Move US graduate chapters more to the model of selecting new members primarily from proven, experienced leaders of the profession**
  - 3. Instill pride in being a Delt Sig**
  - 4. Invest time and other resources now to train and equip leaders for the future and to restore the fraternity to the basic values and objectives that made it what it is today.**
  - 5. Establish a strong graduate chapter in each state or city with a dental school**
  - 6. Stress the “real” values of DSD: Lifelong friendships, camaraderie, leadership of profession, commitment, community service**
-

## **MEMBERSHIP AND PARTICIPATION**

### **Goal 10: DSD should become more representative of the profession in terms of Age, Gender, and Ethnic background**

#### **OBJECTIVES:**

- 1. Recruit younger dentists and involve them more in meetings and leadership**
- 2. Younger dentists should be identified and offered membership earlier on their potential, rather than solely on having established a long track record of leadership**
- 2. New members should be given a more comprehensive information kit, including history, constitution; list of members and office bearers.**
- 3. Involve more members in the leadership of the Fraternity who are a cross-section of the profession and the Fraternity**

- 
- **Deputies and Representatives**
  - **DSD Supreme Council**
  - **Target all outstanding students for undergraduate Grand Masters**

- 
- 4. Increase role of younger dentists in DSD:**
    - **Bring younger members on to the Supreme Council**
    - **Place younger members in positions of Tyler and Page**
    - **Have them attend Supreme Council meetings**
    - **Give meaningful responsibilities and duties to people in these positions.**
- 

### **Goal 11: Increase active participation in chapters**

#### **Objectives:**

- 1. Look at “lessons we can learn” from honorary organizations that dentists never turn down an opportunity to join if asked: “International College of Dentists,” “American College of Dentists,” and others**
  - 2. Provide VCR-tape kit to Undergraduate Grand Master directly. Add rush kit. Send to students in middle August**
  - 3. Provide support material for Rush: money, logo, materials needed**
  - 4. Identify faculty Delts and cross-reference faculty lists with DSD list; Send the list to the Deputy and to the Undergrad Grand Master**
  - 5. Unite with other organizations, graduate study programs, advanced general dentistry, residency programs- - - places where we lose students in the transition.**
  - 6. Pro-actively include members in annual meetings, fellowship**
-

7. Set recruiting goals for each graduate chapter; for new members and for “activating” inactive lifetime members
  8. Organize “Members at Large” where chapters are not available (to organize meetings, communications)
  9. Identify undergraduate Grand-Masters and track them, as potential graduate chapter organizers or leaders
  10. Establish military graduate chapters
  11. Track graduates while in post-grad education to maintain contact until they are ready to become active; provide them “Value” during this period
  12. Recruit members that are not affiliated with a graduate chapter
  13. Publish guidebook for PR, admin instruction, execution of effective chapter meetings
  14. Use VIP DSD members as speakers and teachers
  15. Set up “tooth banks” for extracted teeth. (Graduates can save this precious resource for students.)
- 

## **GOAL 12: USE THE “CLOUT” OF NEARLY 30,000 MEMBERS TO PROVIDE SPECIAL BENEFITS TO DSD MEMBERS**

### **OBJECTIVES:**

1. Coordinate with companies willing to provide discounts to DSD members
  2. Get help in coordinating and communicating discounts for:
    - computers and communications equipment and software
    - dental equipment and supplies
    - phone service
    - guest hotels
    - group coverage for life/health/long-term care insurance
    - professional liability coverage
    - CE courses
    - Student needs, and needs of students’ families
  3. Make legal agreements with providers and place menu on website for on-site shopping
  4. With large number of members, use potential of advertisements on the website as a source of income for further development of the site and to pay expenses
- 
-

## **Senior Dentists:**

**Past Supreme Grand Masters (PSGM'S) and retired DSD professionals are a valuable source of experience. They can serve as an resource to assist the Supreme Council**

**GOAL 13: Challenge senior DSD members and involve them in the leadership, education and development of younger members**

**OBJECTIVE: Coordinate and fund work of Senior DSD members to advance the goals and objectives of the fraternity: They can**

- 1. Perform 1 on 1 visits to chapters**
  - 2. Provide resource for answers to questions and “chat rooms” on web**
  - 3. Serve as guest speakers for ARM's, meetings, seminars**
  - 4. Provide practice management help for younger dentists, mentor**
  - 5. Provide a social setting where dentists can have one-on-one discussions with leaders of dentistry and related professions**
  - 6. Provide support groups**
-

## **STUDENTS:**

**Two students founded DSD in 1882. Students perceptions, views and plans are important to the future of the Fraternity.**

### **1. Why do students join DSD? (Web survey)**

- a. Wanted to be part of a group that was treated with respect and honor by other students and the faculty**
- b. To be with students of high moral quality and ideals**
- c. For group activities, social as well as humanitarian work**
- d. Because members are specially selected**
- e. Meetings are high-quality**
- f. Group has non-ethnic affiliation and non-economic strata**
- g. Faculty contact**
- h. Lab facilities are available, with assistance and advice**
- i. Emphasis is on excellence in Dentistry, not parties**

### **2. How have student needs changed?**

- a. More students are now married and have families**
- b. Students now have more ways to meet their social needs**
- c. School administration strongly supports organizations other than fraternities**
- d. Use of computers, Web**
- e. Tougher job decisions (HMO's), start-up costs**
- f. Practice location (no shortage of dentists as before)**
- g. Litigation threats**
- h. More complicated technology**
- i. Higher socio-economic status of students**
- j. Higher debt at graduation**

### **3. Perceptions of Students:**

- a. OSHA is more restrictive**
- b. infectious diseases more of a concern**
- c. Longer viable life affects patients and profession**
- d. More cosmetic dentistry**
- e. Changing technology: laser, digital, computers, air abrasion**
- f. Perception that dentists today are less respected as professionals than in the past**
- g. DSD needs better identity with National Organizations**
- h. National money does not benefit students (lack of information)**
- i. Preventive dentistry becoming larger part of profession**
- j. Must master struggle between structuring business for high income vs. ethics of professional care**



## STUDENTS

### **GOAL 14: Increase active membership and commitment in DSD undergraduate chapters**

#### **OBJECTIVES:**

1. Establish and maintain **STRONG** graduate chapter supportive of each undergraduate chapter
  2. Graduate chapter or dedicated DSD members will frequently contact and be involved with undergraduate chapter
  3. Ask help of deans to make DSD more effective on campus
  4. National will place emphasis on providing, training and supporting effective leaders of undergraduate chapters, and training them to teach students the essentials of DSD
  5. Return to a “Back to the Basics” approach of running Undergraduate Chapters
  6. Provide mentors, faculty involvement, academics and labs, teaching and practice of history and heritage, rituals and ceremonies.
  7. Communicate to students information on DSD budget
  8. Provide leadership training materials
- 

#### **Objectives from Students:**

9. Communicate the availability of student leadership positions in chapters
10. Create a brochure for each year that focuses on academic and social activities that are germane to that year in school
11. Stress involvement of upperclassmen with new students
12. Cause more students to become active in graduate chapters by providing more support after graduation.
13. DSD can provide to students:
  - More labs and clinics, academic help, study clubs
  - Fraternity houses or meeting places as social centers
  - Guidelines for meetings; examples, items needed for proper rituals and ceremonies
  - Education on DSD history and heritage
  - Guidance for effective recruiting and leadership
  - Funds for rush, literature, banners, etc
14. Target 2<sup>nd</sup> year students. Select and recruit the best students. (Publicize selection criteria).
15. Be sure students know all faculty who are Delts and local DSD members
16. Instill the value that DSD is primarily a Graduate organization
17. Assign a graduate member as a mentor (Big Brother) for EVERY student
  - Facilitate transition from student to graduate dentist
  - Meet students’ needs for guidance, assistance, leadership
18. Have discussion groups on Web

## STUDENTS

**Goal 15: Ensure that qualified student candidates are not “lost” in the transition between school and active practice/teaching by facilitating their induction into an active graduate chapter**

### Objectives:

1. **Maintain communications with students**
  - **Personal contact: “Big brother/sister” (use upper-classmen as resource)**
  - **Use permanent address, not local**
  - **Depend more on e-mail addresses**
  - **Track name changes; include maiden names on lists, spouses’ names**
  - **Provide graduate chapters information on students**
2. **Assist local chapters in recruiting and integrating new graduates**
3. **Meet students’ ‘self-esteem’ needs:**
  - **Make them feel needed**
  - **Put them to work**
  - **recognize outstanding achievement**
4. **To keep from losing students between graduation and practice: Initiate an aggressive program to list on Web, encourage small groups of Delts to meet, involve in nearest graduate chapter or Cyber-Chapter**
5. **Provide financial education: graduate school costs, buying practice**
6. **Ensure that only top students are selected for membership**
7. **More students should be involved in regional and national meetings**
8. **Use formal ritual to carry student to graduate status**
9. **Collect information on where students go after graduation and work to facilitate joining/starting graduate chapter**
10. **Have committees to help start graduate chapters**
11. **Have “start-up” kits to facilitate starting and maintaining graduate chapters**
12. **Invest money to keep DSD in mind (stress personal benefits.)**
13. **Graduate chapters should ACTIVELY recruit qualified graduates**
14. **Use DESMOS and website**
15. **Consider charging reduced dues for graduate students**
16. **Track dentists within state/city**
  - **If dentist moves to location with no active graduate chapter:**
    - **Use statewide organization**
    - **Membership-at-large, “Cyber-Chapter”**
    - **Establish new, active graduate chapter**
    - **Provide technical information on how to start a new chapter**

## STUDENTS

17. Objective: Increase effectiveness of ARM's
    - a. Use sports (like Intramurals) between schools, cities
    - b. Foster competition at ARM's
    - c. Plan more "table clinics," essay contests (Winner gets trip to National)
    - d. Don't schedule during Spring break, examinations, or other conflicts
    - e. Obtain university support, involve them
    - f. Update ARM guidance, "tweek it,"
    - g. Use PSGM's to assist Council in attending ARM's
    - h. Schedule ARM's early, coordinate with National, place schedule on web
    - i. Have marketing program for ARM's so new Dep knows how to get people there and run an effective ARM
    - j. Have "Big Name" lecturers at ARM's
- 
- 

## Life Members Not affiliated with a Graduate Chapter

Our largest group of members are members who do not attend regular meetings and have little involvement with DSD; about 25,000 of them.

### **GOAL 16: Provide value to DSD's members who do not attend DSD meetings**

#### **OBJECTIVES:**

1. Organize into "Cyber-Chapters" to better meet their needs
2. Maintain communications so they may be integrated into active chapters when their circumstances change
3. Ask and encourage them to become involved; but **DO NOT PRESSURE**
4. Make them aware of what they could gain from being active in a graduate chapter, and what they could contribute to the profession through the Fraternity
5. Say "Thank You" for their membership
6. Communicate: Make them aware of **DESMOS** seminars, meetings; recognize their membership with framed degrees; plaques, etc.
7. Use the Website to provide more "Value" to these members (discounts, information, communications)

# **LEADERSHIP/ORGANIZATIONAL STRUCTURE**

**INTERNATIONAL DSD HEADQUARTERS:** Capabilities of increased communications and international expansion of DSD now presents new challenges to leadership and administration.

## **GOAL 17: Provide effective leadership and administration for DSD**

### **OBJECTIVES:**

- 1. Develop a time-phased plan for staffing, organization and location of a DSD Headquarters to meet the needs of the fraternity now and for the future**
- 2. Evaluate the impact of:**
  - **Hiring a DSD “Executive Director”**
  - **Providing administrative support for the Supreme Scribe.**
  - **Centralizing operations to share admin support for Supreme Scribe, SGM, Executive Director, computers, web management and communications, DESMOS publications, mail-outs**
  - **Combining The Educational Foundation with central office to eliminate bureaucracy, streamline process, increase cost/benefit ratio**
- 3. Review, update and publish the responsibilities of DSD International Headquarters: “SGM and Supreme Council.” Could include:**
  - a. Plan and schedule activities that “bond” DSD members into one unit with a common focus: Organize:**
    - **research competitions**
    - **philanthropic events**
    - **community events: blood drive, walk-a-thon, etc**
  - b. Revise procedures books and provide to all chapters**
  - c. Annually assess members’ needs and DSD’s effectiveness at meeting those needs**
  - d. Ensure that website is current**
  - e. Provide management for “Cyber-Chapters,” including representation on The “Supreme Council”**

- f. Make available abundance of insignia, monogrammed shirts, blazons, cuff links, etc., to publicize and stress DSD at every opportunity**
- g. Visit each chapter annually; provide assistance (use PSGM's as resource)**
- h. Provide backup and depth in every office and function (Finance, Educational Foundation, Scribe, Historian, etc.), so organization is not weakened as incumbents leave**
- 
- 4. Ensure continuity between administrative leaders:**
- Follow-up on existing plans, ideas and programs
  - Provide continuity of operations from one administration to another
  - Keep careful minutes of all meetings; track open items
  - Keep all committee reports; follow-up on all open items
- 5. Publish an organizational structure chart**
- 6. Publish the requirements and progression for SGM**
- Serve as Dep or Rep for 15 years
  - Work through offices of Councils of Deps or Reps
  - Serve as a junior supreme chapter officer
  - Be willing to volunteer the time and travel required of SGM
  - Be willing to volunteer the time to serve as PSGM
- 7. Supreme Council will become more involved with Chapters by personal attention (training, visits, assistance)**
- 8. Implement a DSD policy and procedures guide for Fraternity Houses**
- Supreme Council responsibility for DSD's liability and support
  - Work with House Corporations at local level
  - Work on resolving problems of houses, sharing information on how to manage houses effectively
  - Train Deps on working House management and sources of support
  - Provide information and management assistance for fraternity houses
  - Ensure that members are aware of DSD's liability for fraternity houses
  - To establish whether a particular Fraternity House is, or is likely to become, viable, or should be disposed of

# FINANCIAL

Favorable stock markets have benefited DSD investments in recent years. However, increasing demands and new capabilities require a vigilant management to ensure the financial security of the Fraternity.

## **GOAL 18: Ensure that DSD’s financial resources are effectively managed and employed to achieve DSD goals**

### Objectives:

1. Provide depth in our financial resource management
    - a. Involve younger people with expertise, they may provide input for different Investment guidance to fund managers
    - b. Involve younger people so continuity of management is insured

---

  2. Have an independent body review financial objectives, investment options, returns, etc, annually (not an audit, but a DSD review for effectiveness of achieving financial objectives)

---

  3. Develop a formal “DSD Gifting Program”
    - a. Develop IRS approved gifting programs and guidelines
    - b. Provide mechanism for accepting gifts of dollars or property; proper accounting procedures, optional uses of assets, tax advantages for donors, management of Gifting program.
    - c. Include gifts such as “Life Insurance Trusts,” “Estate Gifts,” Cash gifts, property gifts; gifts to scholarships,
    - d. PR the program effectively; funds raised, impact.
    - e. Solicit gifts through programs like “Amalgam Gift Program” of past; annual letters to members, web page, DESMOS, every PR tool available
    - f. Develop gift “Categories” such as platinum, gold, silver or “Knowledge, Strength, Justice” gifts
-

