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Governance

1 House (in addition to the Board's proposed resolutions). The Board encourages House members who seek
2 additional detail to review the Consultant's Report and its appendices. The data is very rich. The Board is
3 providing to the House the full report of the Consultant, including those suggestions not supported by the
4 Board so that the House will benefit from the complete record. The Consultant's Report includes as
5 attachments reports on 80 personal interviews, 700 survey responses, a benchmarking study of other
6 associations, a cost analysis of ADA governance and a summary of a meeting of stakeholders from every
7 district.

8 Additionally, the Governance Committee has posted in a "Governance Library" on the House ADA Connect
9 site, a series of e-memos detailing the governance study as it was underway. Also included in that library is
10 the Committee's request for proposal and an unofficial summary of past governance recommendations
11 provided to the House.

12 **Existing ADA Policy:** Resolution 38H-2011 provides:

13 **38H-2011. Resolved**, that a sum of up to \$300,000 be allocated to fund a comprehensive governance
14 study of the Association consistent with Resolution 56H-2002 and the draft RFP provided to the House by
15 the Board of Trustees, and be it further

16 **Resolved**, that the results of the governance study, along with any recommended governance changes,
17 be presented to the 2012 House of Delegates.

18 56H-2002 states:

19 **Resolved**, that the American Dental Association examine its governance structure at least every 12
20 years.

21 **The Need for Governance Reform:** In the first e-memo on this topic, our president, Dr. William Calnon,
22 explained some reasons for undertaking a study of our governance. Following its review of the Report, the
23 Board remains convinced these reasons remain valid:

- 24 • First, of course, is because it is the will of the House. It became obvious during the debate at the
25 October 2011 session that there is a developing consensus that the Association needs to take a
26 critical look at our current governance structure and process.
- 27 • The fourth goal of the Association's Strategic Plan directs us to ensure that the ADA is a financially
28 stable organization that provides appropriate resources to enable operational and strategic initiatives.
29 Governance is important, but we all owe a fiduciary duty to be sure our money is well spent and that
30 we are truly maximizing our investment. The expense of our current structure to our constituent
31 societies also must be considered.
- 32 • We live in different times, but our core governance is the same as it was 50 years ago. Certainly,
33 there have been changes during this time, but the basics are the same. During that same time period,
34 communications and technology are virtually all new. The pace of life and business and decision
35 making continues to grow faster and faster. Does our governance model allow us to capitalize on
36 these advances?
- 37 • Our demographics have changed. The newly graduated dentist today has different expectations than
38 graduates of the past. We are also much more diverse than ever before, not only culturally and
39 ethnically, but also in practice settings and career choices. What governance structure would support
40 our continued relevance to our profession and the public?

41 The ADA Consultant explained the need in this way (Westman Report, Appendix 1, page 2):

42 The last such review [of governance] was completed over five years ago. Since that time there have
43 been numerous changes impacting the ADA, including the hiring of a new executive director, the
44 deleterious effects of a long-lasting economic downturn, increased availability and utilization of

1 technology, and the promulgation of new ideas and thoughts relative to association governance (e.g.,
2 the book *Race for Relevance: 5 Radical Changes for Associations*). Given these changes, and the
3 passage of time, the ADA House of Delegates (HOD) commissioned this governance review in
4 October, 2011, with a request that the review be completed in time for thorough consideration at the
5 2012 HOD meeting.

6 The Board and its Governance Committee entered into this process with an open mind, anxious to hear
7 opinions of outside experts as well as all key stakeholders to ADA governance. What the Board heard fully
8 supported the need for a governance study. This would not have been possible had the Governance
9 Committee and the ADA Consultant not constructed an open process with multiple opportunities for input by
10 the House and other volunteer leaders, as well as staff.

11 **The Process Followed in Conducting the Governance Study:** Two words best summarize the guiding
12 principles used by the Governance Committee in conducting this study: Input and transparency.

13 Input from as many volunteer leaders and staff as possible was deemed essential because volunteer leaders'
14 best know ADA governance, including both its strengths and weaknesses. Therefore, to capitalize on this
15 knowledge base, the Consultant undertook a very significant amount of work in a relatively brief time to hear
16 what volunteer leaders had to say and to gather other important data. Specifically, the Consultant conducted:

- 17 1. One-on-one interviews with approximately 80 ADA leaders (every Board member, Council chairs,
18 House members, constituent leaders) and senior staff.
- 19 2. A questionnaire survey of over 1,400 leaders (target participants included members of the House of
20 Delegates, Board of Trustees, councils, committees, state constituents and staff that support
21 governance entities; over 700 responded, an extremely high survey return rate according to the
22 Consultant).
- 23 3. A detailed analysis of the fully burdened cost of ADA's governance (including the value of staff time).
- 24 4. A benchmarking survey to capture data concerning the governance practices of approximately 20
25 large associations.
- 26 5. A "Key Stakeholders" meeting in June to elicit feedback on potential recommendations from a cross
27 section of House leaders, representing every district.

28 Additionally, Consultant representatives met regularly with the Governance Committee and a group of House
29 "advisors" on the process. The Board wishes to express its thanks to all who participated and, especially to
30 the House Advisors who so graciously gave of their time and energy to make the governance study a
31 success. Although the recommendations set forth here are the Board's and not theirs, the House Advisors
32 merit recognition by name: Drs. James Antoon (FL), Jill Burns (IN), Sally Cram (DC), O. Andy Elliott (KY), J.
33 Barry Howell (IL), David Larson (PA), Michelle Mazur-Kary (ME), Alan Moore (TX), Donna Moses (GA), Bob
34 Plage (NC), Craig Ratner (NY), Ruchi Sahota (CA), Thomas Schripsema (NM), Ron Seeley (ND), Gene
35 Shoemaker (WI), Robert Skinner (AR), and Rodney Wentworth (WA).

36 Likewise, the Board expresses thanks those who freely and constructively offered their insights at the Key
37 Stakeholders Meeting. In addition to members of the Board, participants were Drs. Douglas Auld, Darryll
38 Beard, Jeannie Beauchamp, Gregory Bengtson, Mark Bronson, Jeffrey Cole, Daniel Davidson, Susan B.
39 Doroshow, David A. Duncan, Hal Fair, Judith Fisch, Pat Foy, Chad Gehani, Michael Halasz, R. D. Hoffman,
40 Jeff Hooton, Kim Jernigan, Robert Lauf, Lew Mitchell, Rhett Murray, Neil Nunokawa, Norman Palm, Alec
41 Parker, Jill Price, Nancy Rosenthal, Danielle Ruskin, Cesar Sabates, Jonathan Shenkin, James Stephens,
42 Zack Studstill, Deborah Weisfuse; Ms. Betty Dencler, Mary Kay Linn and Vicki Wilbers.

43 Transparency is another key to this study. The Governance Committee communicated throughout the study
44 with the House of Delegates about the progress and plans for the study. In addition, the Board is committed
45 to assuring that the House has all relevant information available to it. For that reason, the Board has provided
46 the full Report of the Consultant as Appendix 1 to this report. This report, and its own appendices, provides
47 far more detail about the data-gathering efforts, the survey and interview results, the costs of governance and

1 how our governance compares to that of other associations. Moreover, although the Board does not support
2 every suggestion offered by the Consultant, it is important for the House to have access to the complete
3 range of suggestions offered in the Report. In this report, the Board explains its position on each suggestion
4 requiring House action and offers specific resolutions to implement some of them. The House, of course,
5 may wish to consider some suggestions not embodied in resolutions from the Board. By offering the House
6 access to the Consultant's full Report, that option remains open to the House.

7 Even a cursory review of the unofficial recap of prior governance reform efforts (found on ADA Connect in the
8 Governance Study Library) demonstrates that progress towards change has been modest. The Board
9 believes the process followed in this current governance study is more thorough and open than prior studies
10 and hopes that this will help the House thoughtfully consider the proposals set forth here. In addition, as
11 noted above, times have changed in many ways. From technology, to the pace of life, the demographics of
12 the profession and the public, the general economic conditions and the Association's own finances,
13 circumstances are much different today than in years past when other governance changes were considered.

14 **The Results of the Governance Study:** The most comprehensive study, the most accurate data and inputs,
15 and the most inclusive and objective processes are all important, but mean little without results. The most
16 important outcomes from this study will be the actions of the House in response to the Board's
17 recommendations and in response its own deliberations. The Board believes that the Association has gained
18 much insight and knowledge in addition to any specific action which may be undertaken.

19 Now, for the first time, the Association has reliable data concerning the costs of governance. The true costs
20 must include staff time and compensation, as well as volunteer expenses. By carefully surveying staff, an
21 accurate estimate of the total costs of governance has been created—approximately \$16 million annually
22 (about \$6 million in volunteer costs and \$10 million in staff support). In addition, this figure has been broken
23 down by governance entity, so data now exists concerning the cost of running any given council (or the
24 House or the Board). The Board understands that effective and efficient governance is important and must
25 be paid for. As we become more efficient and effective in our governance, there will be savings in costs. It is
26 the governance structure that allows the Association to tap the skill, knowledge and passion of so many
27 dedicated volunteers.

28 The cost implications associated with this report are somewhat misleading, because they reflect only those
29 impacting the 2013 budget. Although effectiveness of governance, rather than costs, must be our primary
30 consideration, long-term savings from some of the proposed reforms will be significant and ongoing.

31 Data has also been gathered of how other associations govern themselves and where the ADA falls on that
32 spectrum. This comparison is not perfect, because the ADA is somewhat unique, and the data is self-
33 reported. Those organizations who responded may have interpreted some issues differently from one
34 another. This is particularly true with the overall costs of governance. As can be seen from the Consultant's
35 Report, few other associations have developed as comprehensive an estimate of governance costs as has
36 the ADA. Nevertheless, the information on other associations is valuable and will continue to serve as a
37 valuable reference for us.

38 Indeed, the entire Report by the ADA Consultant should provide us with significant insights into who we are,
39 how we operate, where role confusion may exist, where deficiencies exist, as well as ideas to more fully
40 consider into the future. In short, the Board believes that the governance study is extremely valuable to the
41 Association, even apart from the resolutions being proposed by the Board.

42 **The Board's Response on the Suggestions of the Consultants:** The ADA Consultant has provided the
43 Association with 80 suggestions. Many of these suggestions relate to the day-to-day management of the
44 Association and may be considered and implemented by Board or management action. Other suggestions
45 are directed specifically to the House and would require House action to adopt. Again, because the Board is
46 conscious of the time demands House members face, this report will address those consultant suggestions

1 that directly impact the House or require House action to implement. All such Consultant suggestions are
2 included, regardless of whether they are supported by the Board.

3 Each Consultant suggestion will be followed with a Board response which will include one of the following:
4

- 5 • A proposed resolution to implement the suggestion;
- 6 • A statement that the Board intends to convene a task force or workgroup to study the suggestion
7 further; or
- 8 • A statement explaining why the Board does not recommend adopting the suggestion.
9

10 The remaining suggestions from the Consultant Report—those which do not require House action--have been
11 provided to the House in the Consultant's Report and will be fully considered by the Board in the coming
12 months. Because of the Board's desire to provide this report to the House as early as possible, the Board
13 has not yet fully studied each of these suggestions. For that reason, the Board will provide the House,
14 through ADA Connect, a follow up report on its reactions to those other suggestions after they are studied and
15 considered.

16 The Consultant's suggestions, as set forth in its Report, are numbered 1-80. For ease of reference, this
17 report will retain the number assigned to each suggestion in the Consultant's Report (see Appendix 1).

18 **Westman Suggestion #11:** Undertake one of the following actions – descending order of consultant
19 suggestions:

- 20 • Reduce the size of the House of Delegates by 50%, with that number capped similar to the number of
21 the United States Congress.
- 22 • Reduce the size by 25% by 2014 and another 25% by 2016.
- 23 • Reduce the size by 25% by 2014, with that number capped.

24 *Board Response.* The Board appreciates the suggestion from the Consultant and notes that the size of
25 the House and allocation of delegates is addressed in a separate Board report (Supplement to Report 3).

26 **Westman Suggestion #12:** Regardless of House of Delegates size, discontinue the practice of assigning
27 delegates first to districts and secondarily to states. Instead allocate them to constituent state societies
28 without consideration of district configuration:

- 29 • Minimum of two delegates per state
- 30 • Minimum of one delegate for the Air Force Dental Corps; Army Dental Corps; Navy Dental Corps;
31 Public Health Service; and Veterans Affairs and the Virgin Islands Dental Association.
- 32 • Remaining delegates allocated bi-annually to constituent organizations based on their membership
33 level on a defined date (e.g., six months before the House of Delegates meeting) as a percent of total
34 ADA members. For example, if a state has 10% of total ADA members and there are 150 remaining
35 delegate slots available, the state will receive 15 delegates in addition to the initial allocation of two
36 delegates.

37 *Board Response.* The Board appreciates the suggestion from the Consultant and notes that the size of
38 the House and allocation of delegates is addressed in a separate Board report (Supplement to Report 3).

39 **Westman Suggestion #13:** Reduce the number of alternate delegates to a minimum of two alternates and a
40 maximum of one-third the delegation for those constituents with over six delegates.

41 *Board Response.* The Board does not agree with this suggestion. Constituent societies already have the
42 right to send fewer alternate delegates than are permitted. This allows these constituent societies to save
43 on expenditures if they desire to do so. Ultimately, the Board concludes that this is an issue of states'
44 rights and sees no need for the Association to dictate a particular result.

1 **Westman Suggestion #14:** Establish term limits for delegates of three years, with the ability to serve two
2 consecutive terms. The delegate could become eligible to serve again after sitting out at least one year for up
3 to a maximum of 12 years' service as a delegate.

4 *Board Response.* The Board agrees that the use of term limits will allow the Association to expose more
5 members to a leadership role and increase opportunities to enhance the diversity of leadership. The
6 Board believes, however, the issue of term limits is best left to the discretion of the individual constituent
7 society. As a result, the Board is simply urging constituent societies to consider the benefits of term limits
8 based on their unique circumstances. Therefore, the Board proposes the following resolution:

9 **90. Resolved,** that all constituencies be urged to implement term limits for ADA delegates.

10 **Westman Suggestion #15:** Prohibit the filing of late resolutions after a certain date. For example, resolutions
11 with a budget implication might require five months' notice in advance of the House of Delegates meeting,
12 whereas other resolutions might require three months' notice.

13 *Board Response.* The Board appreciates the suggestion of the Consultant but notes that similar issues
14 were previously raised by the Special Committee on Financial Affairs. The Board intends to take the
15 Consultant's suggestion under consideration using information and ideas developed in prior years.

16 **Westman Suggestion #16:** Redefine the Late Resolutions Rule so that it can only be used in true
17 emergencies, and if it has a budgetary requirement, then it would need a 2/3 vote to pass and must have a
18 revenue source for the expenditure.

19 *Board Response.* The Board appreciates the suggestion of the Consultant but notes that similar issues
20 were previously raised by the Special Committee on Financial Affairs. The Board intends to take the
21 Consultant's suggestion under consideration using information and ideas developed in prior years.

22 **Westman Suggestion #17:** Establish a three-year term limit for alternate delegates. The delegate could
23 become eligible to serve a second three-year term after sitting out at least one year for up to a maximum of
24 six years' service as an alternate delegate.

25 *Board Response:* The Board agrees that the use of term limits will allow the Association to expose more
26 members to a leadership role and increase opportunities to enhance the diversity of leadership. The
27 Board believes, however the issue of term limits is best left to the discretion of the individual constituent
28 society. As a result, the Board is simply urging constituent societies to consider the benefits of term limits
29 based on their unique circumstances. Therefore, the Board proposes the following resolution:

30 **91. Resolved,** that all constituencies be urged to implement term limits for ADA alternate delegates.

31 **Westman Suggestion #18:** Set a limit of eight consecutive years for an individual to serve as the House of
32 Delegates Speaker.

33 *Board Response.* The Board agrees with this suggestion and believes that some level of change at all
34 levels of leadership is important. However, the Board concludes that eight years may be too many and
35 believes that six years is an appropriate level of leadership change. Accordingly, the Board proposes the
36 following:

37 **92. Resolved,** that the CHAPTER VIII. ELECTED OFFICERS, *Section 50. TERM OF OFFICE* of the ADA
38 *Bylaws* be amended as shown below (additions underscored):

39 *Section 50. TERM OF OFFICE:* The President, President-elect, First Vice President, Second Vice
40 President and Speaker of the House of Delegates shall serve for a term of one (1) year, except as
41 otherwise provided in this chapter of the *Bylaws*, or until their successors are elected and installed.
42 The Speaker of the House of Delegates shall be limited to six (6) terms in total, consecutive or

1 otherwise. The term of office of the Treasurer shall be three (3) years, or until a successor is elected
2 and installed. The Treasurer shall be limited to two (2) consecutive terms of three (3) years each,
3 excepting the case of a former Treasurer who has been elected Treasurer *pro tem* as provided in
4 Chapter VIII, Section 30 of these *Bylaws*, who may serve one (1) additional year.

5 **Westman Suggestion #20:** Require that all new delegates participate in House of Delegates delegate
6 orientation.

7 *Board Response.* The Board agrees with this suggestion and notes that a well-informed House of
8 Delegates is essential to the future of the organization. However, the Board understands that situations
9 may arise which could prevent attendance by a new delegate and does not wish to imply that failure to
10 attend could result in disqualification. Accordingly, the Board suggests that all delegates and alternate
11 delegates who did not serve in the House during the immediately preceding year shall attend, whenever
12 possible, a new delegate orientation to be conducted by the Speaker of the House of Delegates prior to
13 the convening of the first meeting of any House of Delegates session. This change will be reflected in the
14 *Manual of the House of Delegates*.

15 **Westman Suggestion #21:** Assign accountability for council performance management to the Board of
16 Trustees, as opposed to the House of Delegates. This includes authority to approve council budgets and their
17 operating plans.

18 *Board Response.* The Board appreciates the suggestion of the Consultant but believes that the issue
19 requires further study to fully understand its implications. Accordingly, following the close of the 2012
20 House, the President shall form an *ad hoc* task force on council issues consisting of no more than seven
21 Board and House members to further investigate this issue and to report back to the Board in time for the
22 Board to forward recommendations to the 2013 House. Because there will be limited costs associated
23 with this task force, the Board will propose later in this report a resolution regarding the task force and its
24 primary charges. See Westman suggestion #31.

25 **Westman Suggestion #24:** Reduce the size of councils (*i.e.*, number of members) by establishing a system
26 whereby appointments are rotated among the districts, with staggered terms to assure continuity from year-to-
27 year. Note: it may be prudent to keep a representative from each district on selected entities that benefit from
28 geographic representation (*e.g.*, Government Affairs).

29 *Board Response.* The Board appreciates the suggestion of the Consultant but believes that the issue
30 requires further study. Accordingly, following the close of the 2012 House, the President will ask the *ad*
31 *hoc* task force on council issues proposed elsewhere (see Westman Suggestions #21, 27 and 31) to
32 further investigate this issue. In particular, the task force will be asked to address whether the current size
33 of councils is best for the Association and, if not, what size would be appropriate and how restructuring
34 would be accomplished.

35 **Westman Suggestion #26:** Create an executive committee structure for each council, as an alternative to
36 reducing the number of members. This group would be empowered to meet face-to-face and make decisions
37 between full council meetings. Each executive committee could be composed of half the district
38 representatives (*e.g.*, odd numbered district representatives for two years and even numbered district
39 representatives for the other two years). Each council member would serve two years on the executive
40 committee and two years on the full committee.

41 *Board Response.* The Board thanks the Consultant for its suggestion but does not agree that action is
42 needed. Any council already has the authority to take the action suggested. The Board assumes that
43 each council has the best understanding of whether such a structure is needed to best fulfill its duties.

44 **Westman Suggestion #27:** Establish a requirement that the structure of councils and committees be
45 reviewed for effectiveness, sun setting, consolidation, etc. every three years.

1 *Board Response.* The Board notes that the Association has existing policy calling for periodic review of
2 councils and committees on a five-year cycle (118H-2002 and 119H-2002), but does not believe this
3 policy has been effectively implemented in the past. Accordingly, following the close of the 2012 House,
4 the President will ask the *ad hoc* task force on council issues proposed elsewhere in this report (see
5 Westman Suggestions #21, 24 and 31) to further investigate this issue. In particular, the task force will be
6 asked to review these existing policies and recommend changes to them as needed to better assure a
7 thorough and objective review of existing council structure.

8 **Westman Suggestion #29:** Sunset the Communications Council.

9 *Board Response.* The Board appreciates the suggestion of the Consultant but does not agree with it. The
10 Board feels that direct oversight of communications by a council is beneficial to the Association.

11 **Westman Suggestion #30:** Sunset the Council on Members Insurance and Retirement Programs.

12 *Board Response.* The Board appreciates the fine work of the Council on Members Insurance and
13 Retirement Programs and applauds the dedication of every volunteer who has served on it. After
14 carefully considering the Consultant's suggestion, the Board concludes the suggestion should be
15 adopted. Because the council no longer acts as fiduciary of the retirement plans, its role has been
16 diminished. Oversight of insurance and retirement plans can be shifted to the Council on Dental Practice,
17 thereby streamlining our governance. Accordingly, the Board proposes the following resolution:

18 **93. Resolved,** that the Council on Members Insurance and Retirement Programs be sunset at the close
19 of the 2013 House of Delegates;

20 and be it further

21 **Resolved,** that effective on the close of the 2013 House of Delegates, the following changes be made to
22 the By Laws: CHAPTER X. COUNCILS, *Section 10.* NAME, of the ADA *Bylaws* be amended as follows
23 (deletions ~~stricken through~~):

24 *Section 10.* NAME: The councils of this Association shall be:

25 Council on Access, Prevention and Interprofessional Relations

26 Council on ADA Sessions

27 Council on Communications

28 Council on Dental Benefit Programs

29 Council on Dental Education and Licensure

30 Council on Dental Practice

31 Council on Ethics, Bylaws and Judicial Affairs

32 Council on Government Affairs

33 ~~Council on Members Insurance and Retirement Programs~~

34 Council on Membership

35 Council on Scientific Affairs

36 and be it further

37 **Resolved,** that effective at the close of the 2013 House of Delegates, the tenth paragraph of
38 CHAPTER X. COUNCILS, *Section 20.* MEMBERS, SELECTIONS, NOMINATIONS AND

1 ELECTIONS, Subsection A. of the ADA *Bylaws* be deleted in its entirety of shown below (deletions
2 ~~stricken through~~):

3 ~~Council on Members Insurance and Retirement Programs shall be composed of seventeen (17)~~
4 ~~members, one (1) member from each trustee district whose terms of office shall be staggered in~~
5 ~~such a manner that four (4) members will complete their terms each year except every fourth~~
6 ~~year when five (5) members shall complete their terms.~~

7 and be it further

8 **Resolved**, that CHAPTER X. COUNCILS, *Section 120. DUTIES*, Subsection I. COUNCIL ON
9 MEMBERS INSURANCE AND RETIREMENT PROGRAMS of the ADA *Bylaws* be deleted in its
10 entirety, as shown below (deletions ~~stricken through~~):

11 ~~I. COUNCIL ON MEMBERS INSURANCE AND RETIREMENT PROGRAMS. The duties of the~~
12 ~~Council shall be to:~~

13 ~~a. Evaluate on a continuing basis all Association sponsored insurance programs.~~

14 ~~b. Examine and evaluate other insurance programs that might be of benefit to the~~
15 ~~membership.~~

16 ~~c. Advise and recommend courses of action on insurance programs.~~

17 ~~d. Assist constituent societies in matters related to insurance programs.~~

18 ~~e. Advise and recommend courses of action on retirement programs.~~

19 ~~f. Aid dentists in the management of their personal and professional risks through educational~~
20 ~~activities, informational programs and services.~~

21 and be it further

22 **Resolved**, that the remaining Subsections of *Section 120.* of CHAPTER X. of the ADA *Bylaws* be re-
23 lettered accordingly, and be it further

24 **Resolved**, that CHAPTER X. COUNCILS, *Section 120. DUTIES*, Subsection F. COUNCIL ON
25 DENTAL PRACTICE of the ADA *Bylaws* be amended by adding the following duties (additions
26 underscored):

27 F. COUNCIL ON DENTAL PRACTICE. The duties of the Council shall be to:

28 a. Formulate and recommend policies relating to dental practice.

29 b. Study, evaluate and disseminate information concerning various forms of business
30 organization of a dental practice, economic factors related to dental practice, practice
31 management techniques, auxiliary utilization and dental laboratory services to the end that
32 dentists may continue to improve services to the public.

33 c. Develop educational and other programs to assist dentists in improved practice management,
34 including practice marketing materials and continuing education seminars, and to assist
35 constituent and component societies and other dental organizations in the development of such
36 programs so that dentists may continue to improve the delivery of their services to the public.

37 d. Encourage and develop satisfactory relations with the various organizations representing the
38 dental laboratory industry and craft.

- 1 e. Formulate programs for establishing and maintaining the greatest efficiency, quality and
2 service of the dental laboratory industry and craft in their relation to the dental profession.
- 3 f. Encourage and develop satisfactory relations with the various organizations representing dental
4 auxiliaries.
- 5 g. Gather, formulate and disseminate information related to auxiliary utilization, management and
6 employment practices.
- 7 h. Serve in a consultative capacity to those educational and promotional activities directed to the
8 public and the profession and to assess their impact on dental practice.
- 9 i. Provide assistance, education and information on issues related to dentists' well being.
- 10 j. Encourage and coordinate the development and improvement of national and international
11 standardization programs for dental informatics.
- 12 k. Oversee and evaluate on a continuing basis, advise and recommend courses of action on all
13 Association sponsored insurance and retirement programs.

14 **Westman Suggestion #31:** Sunset the Membership Council.

15 *Board Response.* The Board appreciates the fine work of the Council on Membership and applauds the
16 dedication of every volunteer who has served on it. After carefully considering the Consultant's
17 suggestion, the Board concludes the suggestion requires further study to assure a proper focus on
18 member value. Accordingly, following the close of the 2012 House, the President will ask the *ad hoc* task
19 force on council issues proposed below to further investigate this issue.

20 In particular, that task force will be asked to review the bylaws responsibilities of the Council on
21 Membership to better clarify the appropriate role of the council. For example, how should the council
22 address retention and recruitment issues when those are primarily state and local issues? Should and
23 can constituent society executive directors, being on the front lines of retention and recruitment, play a
24 more direct role for the Association on these matters? How should the council address potentially
25 conflicting priorities such as market share enhancement and total dues revenue which are implicated by
26 some reduced dues member categories? How should the council fulfill its responsibilities for member
27 benefit programs when many such programs are the responsibility of other Association agencies?

28 In order to allow fuller study of issues affecting councils raised in the Governance Report and because
29 there is some financial implication to the operation of the task force, the Board is proposing establishment
30 of a Board *ad hoc* task force, to include House members, to review these issues and to report back to the
31 Board in sufficient time to allow the Board to submit a report to the 2013 House. Accordingly, the Board
32 proposes the following resolution:

33 **94. Resolved**, that the President is urged to create an *ad hoc* task force of no more than seven members
34 of the Board and House to investigate issues effecting councils raised in Report 3 of the Board of
35 Trustees on the Governance Study of 2012 and to report back to the Board in time to allow the Board to
36 report to the 2013 House, and be it further

37 **Resolved**, that the task force be charged with investigating issues raised in the Governance Report
38 affecting Councils and, in particular, the following:

- 39 a. Whether (and how) to assign accountability for council performance management to the Board of
40 Trustees, including explicit authority to approve council budgets and their operating plans
41 (Westman Suggestion #21).
- 42 b. Whether the current size of councils is best for the Association and, if not, what size would be
43 appropriate and how would that be accomplished (Westman Suggestion #24).

- 1 c. To review existing policies on periodic review of council structure and operations and recommend
2 changes to them as needed to better assure a thorough and objective review of existing council
3 structure (Westman Suggestion #27).
- 4 d. To review the bylaws responsibilities of the Council on Membership to better clarify the
5 appropriate role of the council. For example, how should the council address retention and
6 recruitment issues when those are primarily state and local issues? Should and can constituent
7 society executive directors, being on the front lines of retention and recruitment, play a more
8 direct role for the Association on these matters? How should the council address potentially
9 conflicting priorities such as market share enhancement and total dues revenue which are
10 implicated by some reduced dues member categories? How should the council fulfill its
11 responsibilities for member benefit programs when many such programs are the responsibility of
12 other Association agencies? (Westman Suggestion #31.)

13 **Westman Suggestion #34:** Explore developing a super council on Professional Affairs by combining the
14 Council on Dental Practice and the Council on Dental Education and Licensure.

15 *Board Response.* The Board does not believe such a combined council could be efficient or effective
16 given the many and diverse responsibilities of these councils and thus makes no recommendations to the
17 House concerning the suggestion.

18 **Westman Suggestion #39:** Evaluate the entire officer structure, including an analysis of responsibilities, skill
19 requirements, and compensation. Focus leadership positions on more strategic roles and less on operations.

20 *Board Response.* The Board notes that some of the issues raised in this suggestion are being taken up
21 by the Board's Compensation Committee and will not, therefore, be further addressed here. The Board
22 may take up some of these issues in the future depending on the work of the Compensation Committee.

23 **Westman Suggestion #41:** Eliminate the Presidents campaign parties.

24 *Board Response.* The Board notes that the Election Commission is addressing this issue and there is no
25 need to address it in this report.

26 **Westman Suggestion #42:** Require that all candidates for President-elect be off the Board of Trustees for at
27 least a year.

28 *Board Response.* The Board does not agree with this suggestion and sees value in having the president-
29 elect transition to that office directly from the Board of Trustees. Such a transition allows the incoming
30 president-elect to be fully informed on the issues facing the Association. Moreover, the Board believes
31 that the Association can and must rely on the integrity of those sitting Trustees who choose to pursue the
32 Office of President-elect.

33 **Westman Suggestion #43:** Convert the President-Elect's position to part-time and reduce the compensation
34 accordingly.

35 *Board Response.* The Board appreciates the suggestion of the Consultant but does not agree with it.
36 First, the Board notes that its Compensation Committee is addressing the need for a formal job
37 description for the President-elect (along with other positions). Second, the Board understands the need
38 for an ADA President to have sufficient time to be fully prepared to assume the responsibilities of
39 President. The current role of the President-elect provides this opportunity. In fact, the Board believes
40 that the rigors of a full year as President-elect are essential to the success of a President's term in office
41 as President. Third, in many ways, the President and President-elect are partners in their work for the
42 Association. That relationship simply cannot be accomplished in a part-time capacity.

43 **Westman Suggestion #44:** Eliminate the two Vice President positions.

1 *Board Response.* Unlike the position in many state societies, the position of ADA vice president does not
2 automatically succeed to the office of President-elect and then President. Moreover, the stated purpose
3 of these positions, to represent the House, is in fact served by the President and President-elect, as well
4 as the entire Board. The Board has been well served by many very able and dedicated Vice Presidents
5 and thanks each of them for their service. Nevertheless, the Board concludes that the positions add
6 complexity to our governance (by increasing the size of the Board and adding additional elections). The
7 Board is recommending that this change take place at the close of the 2013 House (both to allow a
8 smooth transition and because of the need for an amendment to the ADA Constitution).

9 Accordingly, the Board proposes the following resolutions, with the suggestion that the *Bylaws*
10 amendments be referred back to the Board to be offered again in 2013, after the Constitutional changes
11 are addressed by the 2013 House.

12 **95. Resolved**, that ARTICLE V. OFFICERS, *Section 10.* ELECTIVE OFFICERS of the ADA *Constitution*
13 be amended to delete references to the First and Second Vice Presidents, as shown below (deletions
14 ~~stricken through~~):

15 ARTICLE V. OFFICERS

16 *Section 10.* ELECTIVE OFFICERS: The elective officers of this Association shall be a President, a
17 President-elect, ~~a First Vice President, a Second Vice President~~, a Treasurer and a Speaker of the
18 House of Delegates, each of whom shall be elected by the House of Delegates.

19 and be it further

20 **Resolved**, that CHAPTER VI. CONFLICT OF INTEREST of the ADA *Bylaws* be amended as follows
21 (deletions ~~stricken through~~):

22 CHAPTER VI. CONFLICT OF INTEREST

23 It is the policy of this Association that individuals who serve in elective, appointive or employed offices
24 or positions do so in a representative or fiduciary capacity that requires loyalty to the Association. At
25 all times while serving in such offices or positions, these individuals shall further the interests of the
26 Association as a whole. In addition, they shall avoid:

- 27 a. placing themselves in a position where personal or professional interests may conflict with their
28 duty to this Association.
- 29 b. using information learned through such office or position for personal gain or advantage.
- 30 c. obtaining by a third party an improper gain or advantage.

31 As a condition for selection, each nominee, candidate and applicant shall complete a conflict of
32 interest statement as prescribed by the Board of Trustees, disclosing any situation which might be
33 construed as placing the individual in a position of having an interest that may conflict with his or her
34 duty to the Association. Candidates for offices of President-elect, ~~Second Vice President~~, Treasurer,
35 Speaker of the House, nominees for office of trustee, and nominees to councils and commissions
36 shall file such statements with the Secretary of the House of Delegates to be made available to the
37 delegates prior to election. As a condition of appointment, consultants, advisers and staff of Councils,
38 Commissions and Special Committees, and each person nominated or seeking such positions, shall
39 file conflict of interest statements with the executive director of this Association.

40 While serving in any elective, appointive or employed office or position, the individual shall comply
41 with the conflict of interest policy applicable to his or her office or position, shall complete and file a
42 conflict of interest statement for each year of service, and shall promptly report any situation in which
43 a potential conflict of interest may arise.

1 The Board of Trustees shall approve any additional compliance activities that will implement the
2 requirements of this chapter. The Board of Trustees shall render a final judgment on what constitutes
3 a conflict of interest.

4 and be it further

5 **Resolved**, that CHAPTER VII. BOARD OF TRUSTEES, *Section 10*. COMPOSITION of the ADA *Bylaws*
6 be amended as shown below (additions underscored, deletions ~~stricken through~~):

7 *Section 10*. COMPOSITION: The Board of Trustees shall consist of one (1) trustee from each of the
8 seventeen (17) trustee districts. Such seventeen (17) trustees, and the President-elect ~~and the two~~
9 ~~Vice Presidents~~ shall constitute the voting membership of the Board of Trustees. In addition, the
10 President, the Treasurer and the Executive Director of the Association, except as otherwise provided
11 in the *Bylaws* shall be *ex officio* members of the Board without the right to vote.

12 and be it further

13 **Resolved**, that CHAPTER VII. BOARD OF TRUSTEES, *Section 130*. OFFICERS, Subsection A. CHAIR
14 AND SECRETARY of the ADA *Bylaws* be amended as follows (deletions ~~stricken through~~):

15 *Section 130*. OFFICERS:

16 A. CHAIR AND SECRETARY. The officers of the Board of Trustees shall be the President of the
17 Association who shall be the Chair, and the Executive Director of the Association who shall be the
18 Secretary.

19 In the absence of the President, the office of Chair shall be filled by the President-elect and, in his or
20 her absence, by ~~the First or Second Vice President in that order and, in their absence,~~ a voting
21 member of the Board shall be elected Chair *pro tem*.

22 In the absence of the Secretary, the Chair shall appoint a Secretary *pro tem*.

23 and be it further

24 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 10*. TITLE of the ADA *Bylaws* be
25 amended as follows (deletions ~~stricken through~~):

26 *Section 10*. TITLE: The elective officers of this Association shall be President, President-elect, ~~First~~
27 ~~Vice President, Second Vice President,~~ Treasurer and Speaker of the House of Delegates, as
28 provided in Article V of the *Constitution*.

29 and be it further

30 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 30*. NOMINATIONS, Subsection A. of the
31 ADA *Bylaws*, be amended as follows (deletions ~~stricken through~~):

32 *Section 30*. NOMINATIONS:

33 A. Nominations for the offices of President-elect ~~and Second Vice President~~ shall be made in
34 accordance with the order of business. Candidates ~~for these elective offices~~ shall be nominated from
35 the floor of the House of Delegates by a simple declaratory statement, which may be followed by an
36 acceptance speech not to exceed four (4) minutes by the candidate from the podium, according to
37 the protocol established by the Speaker of the House of Delegates. Seconding a nomination is not
38 permitted.

39 and be it further

1 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 50. TERM OF OFFICE* of the ADA
2 *Bylaws* be amended as follows (deletions ~~stricken through~~):

3 *Section 50. TERM OF OFFICE:* The President, President-elect, ~~First Vice President, Second Vice~~
4 ~~President~~ and Speaker of the House of Delegates shall serve for a term of one (1) year, except as
5 otherwise provided in this chapter of the *Bylaws*, or until their successors are elected and installed.
6 The term of office of the Treasurer shall be three (3) years, or until a successor is elected and
7 installed. The Treasurer shall be limited to two (2) consecutive terms of three (3) years each,
8 excepting the case of a former Treasurer who has been elected Treasurer *pro tem* as provided in
9 Chapter VIII, Section 30 of these *Bylaws*, who may serve one (1) additional year.

10 and be it further

11 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 60. INSTALLATION* of the ADA *Bylaws*
12 be amended as follows (deletions ~~stricken through~~):

13 *Section 60. INSTALLATION:* The elective officers shall be installed at the last meeting of the annual
14 session of the House of Delegates. The President-elect shall be installed as President at the next
15 annual session of the House following election. ~~The Second Vice President shall be installed as First~~
16 ~~Vice President at the next annual session of the House following election.~~

17 and be it further

18 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 80. VACANCIES*, Subsection A.
19 VACANCY OF ELECTIVE OFFICE of the ADA *Bylaws* be amended as follows (deletions ~~stricken~~
20 ~~through~~):

21 *Section 80. VACANCIES:*

22 A. VACANCY OF ELECTIVE OFFICE: In the event the office of President becomes vacant, the
23 President-elect shall become President for the unexpired portion of the term. In the event the office
24 of President becomes vacant for the second time in the same term or at a time when the office of
25 President-elect is also vacant, the ~~First Vice President~~ Board shall select by majority vote a sitting
26 trustee to become President for the unexpired portion of the term. ~~In the event the office of First Vice~~
27 ~~President becomes vacant, the Second Vice President shall become the First Vice President for the~~
28 ~~unexpired portion of the term. A vacancy in the office of the Second Vice President shall be filled by~~
29 ~~a majority vote of the Board of Trustees.~~ In the event of a vacancy in the office of Speaker of the
30 House of Delegates, the President, with approval of the Board of Trustees, shall appoint a Speaker
31 *pro tem*. In the event the office of President-elect becomes vacant by reason other than the
32 President-elect succeeding to the office of the President earlier than the next annual session, the
33 office of President for the ensuing year shall be filled at the next annual session of the House of
34 Delegates in the same manner as that provided for the nomination and election of elective officers,
35 except that the ballot shall read "President for the Ensuing Year." A vacancy in the office of
36 Treasurer shall be filled by a majority vote of the Board of Trustees until the process of inviting
37 applications, screening and nominating candidates and electing a new Treasurer has been
38 completed by the Board of Trustees and the House of Delegates. The Treasurer *pro tem* shall be
39 eligible for election to a new consecutive three (3) year term. The newly elected Treasurer shall be
40 limited to two (2) consecutive terms of three (3) years each, excepting the case of a former
41 Treasurer who has been elected Treasurer *pro tem* as provided in Chapter VIII, Section 30 of these
42 *Bylaws*, who may serve one (1) additional year.

43 and be it further

44 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 90. DUTIES*, Subsection C. FIRST VICE
45 PRESIDENT of the ADA *Bylaws* be deleted in its entirety as follows (deletions ~~stricken through~~):

1 C. ~~FIRST VICE PRESIDENT. It shall be the duty of the First Vice President to:~~

- 2 a. ~~Assist the President as requested.~~
- 3 b. ~~Serve as an ex officio member of the House of Delegates without the right to vote.~~
- 4 c. ~~Serve as an ex officio member of the Board of Trustees.~~
- 5 d. ~~Succeed to the office of President, as provided in this chapter of the Bylaws.~~

6 and be it further

7 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 90. DUTIES*, Subsection D. SECOND
8 VICE PRESIDENT of the ADA *Bylaws* be deleted in its entirety as follows (deletions ~~stricken through~~):

9 ~~D. SECOND VICE PRESIDENT. It shall be the duty of the Second Vice President to:~~

- 10 a. ~~Assist the President as requested.~~
- 11 b. ~~Serve as an ex officio member of the House of Delegates without the right to vote.~~
- 12 c. ~~Serve as an ex officio member of the Board of Trustees.~~
- 13 d. ~~Succeed to the office of First Vice President at the next annual session of the House of~~
14 ~~Delegates following election as Second Vice President.~~
- 15 e. ~~Succeed immediately to the office of First Vice President in the event of vacancy not only for the~~
16 ~~unexpired term but also for the succeeding term.~~

17 and be it further

18 **Resolved**, that the remaining Subsections of *Section 90.* of CHAPTER VIII. of the ADA *Bylaws* be re-
19 lettered accordingly.

20 **Westman Suggestion #45:** As an alternative to eliminating both Vice President positions, eliminate one and
21 convert the other to the Second in Line for President (i.e., the position ascends to President Elect and then
22 President as a succession plan).

23 *Board Response.* The Board does not agree with this suggestion and feels that it does little to address
24 the cost or complexity of our governance structure.

25 **Westman Suggestion #46:** Delineate the time and activities involved in Treasurers' responsibilities and
26 assign them to one of the existing officers in the organization (e.g., President-Elect or one of the Vice
27 Presidents).

28 *Board Response.* The Board does not agree with this suggestion. The Board and the Association have
29 been very well served by those who have filled the role of Treasurer. In particular, the Board sees the
30 need for an officer to be responsible for communicating with the House on financial matters.

31 **Westman Suggestion #48:** Create a new role for the Immediate Past President on the ADA Board of
32 Trustees.

33 *Board Response.* The Board agrees that the Association does not adequately utilize the acquired
34 expertise and experience of our immediate past presidents. Increasingly, relationships with outside
35 organizations play a key role in the success of our Association. Allowing the immediate past president a
36 formal role with the Association will allow the expansion of those relationships by having the immediate
37 past president act as an ambassador for the Association. The Board anticipates that the immediate past
38 president will need to attend several Board meetings per year to report to the Board and can be retained
39 by the Association as a consultant, with the title of Immediate Past President, and with compensation
40 equal to 50% of a trustee's stipend. Because the Board has the authority to retain consultants, no *Bylaws*

1 changes are necessary, but the Board is seeking the input of the House on this question by presenting
2 the following resolution:

3 **96. Resolved**, that the House supports the retention by the Board of Trustees of the immediate past
4 president to act as an ambassador of the Association.

5 **Westman Suggestion #49:** Delegate more fiduciary responsibilities to the Board of Trustees, such as
6 approving the budget.

7 *Board Response.* The Board agrees with this suggestion, as it is in line with current best practices among
8 non-profit entities. Our Consultant “strongly believes that this represents ‘best practices’ in Association
9 governance” and notes that among benchmark associations the board has authority to approve the
10 budget in more than 80% of the organization (Westman Report, appendix 1, page 35).

11 Development and approval of a budget is a management function best performed by a smaller body than
12 the House of Delegates. While the Board applauds the efforts of delegates to take on the task of budget
13 approval, the size of the House and the lack of involvement by the full House in the early stages of budget
14 development make it impossible for all delegates to have a full understanding of the budget for an
15 organization the size of the Association. This creates risk for the Association, by not placing those with
16 the most complete knowledge—the Board—in a position to approve a final budget.

17 The Board’s recommendation would allow the entire budget process to be shifted closer to the end of the
18 preceding year, instead of commencing in March of the preceding year. By doing so, another risk to the
19 Association will be better controlled by reducing the lag time in the current budget process. Moving the
20 process until later in the year minimizes the risks of projection errors in the budget.

21 The Board is aware that the House may be reluctant to step away from this authority, but the Board
22 believes that it is in the best interest of the Association as a whole. Moreover, under the Board’s
23 proposal, the House would retain the right to set the level of dues. Therefore, while the Board would
24 establish a budget going into the House meeting, final approval of a budget by the Board of Trustees
25 would await the close of the House and a decision on dues. If the House chose to set the dues at a level
26 below that recommended by the Board, the Board would then revise its budget by managing to meet the
27 revenue level associated with the dues as approved by the House of Delegates. In addition, if the House
28 proposes a program with a financial consequence, the Board would consider such a request after the
29 close of the House but before final approval of the budget. This too mitigates a risk by allowing the Board
30 to fully consider new programs against existing programs and revenue and to make any adjustments that
31 may be necessary in the budget. Of course, the Board would report to the House on all action taken by it
32 in response to proposals from the House. In the Board’s view, this reflects the appropriate roles of the
33 House and the Board. Accordingly, the Board proposes the following resolutions:

34 **97. Resolved**, that CHAPTER V. HOUSE OF DELEGATES, *Section 50. DUTIES* of the ADA *Bylaws* be
35 amended as follows (additions underscored, deletions ~~stricken through~~):

36 *Section 50. DUTIES:* It shall be the duty of the House of Delegates to:

37 A. Elect the elective officers.

38 B. Elect the members of the Board of Trustees.

39 C. Elect the members of the councils and commissions except as otherwise provided by these
40 *Bylaws*.

41 D. Receive and act upon reports of the committees of the House of Delegates.

42 E. ~~Adopt an annual budget and~~ Establish the dues of active members for the following year.

1 F. Serve as the court of appeal from decisions of the Council on Ethics, Bylaws and Judicial Affairs
2 involving disputes arising between constituent societies or between constituent and component
3 societies, and as provided in Chapter XIII of these *Bylaws*.

4 and be it further

5 **Resolved**, that CHAPTER V. HOUSE OF DELEGATES, *Section 130. RULES OF ORDER*, Subsection A.
6 STANDING RULES AND REPORTS, paragraph c. APPROVAL OF THE ANNUAL BUDGET of the ADA
7 *Bylaws* be deleted in its entirety as follows (deletions ~~stricken through~~):

8 A. STANDING RULES AND REPORTS.

9 a. REPORTS. All reports of elective officers, councils and committees, except supplemental
10 reports, shall be sent to each delegate and alternate delegate at least fourteen (14) days in
11 advance of the opening of the annual session. All supplemental reports shall be distributed to
12 each delegate before such report is considered by the House of Delegates.

13 b. APPROPRIATION OF FUNDS. Any resolution proposing an appropriation of funds, shall be
14 referred to the Board of Trustees for a report at the same session on the availability of funds for
15 the purpose specified.

16 ~~c. APPROVAL OF ANNUAL BUDGET. The proposed annual budget shall be submitted by the~~
17 ~~Board of Trustees to the members of the House of Delegates at least thirty (30) days prior to the~~
18 ~~opening meeting of the annual session, shall be referred to a special reference committee on~~
19 ~~budget for hearings at the annual session and then shall be considered for approval as a special~~
20 ~~order of business at the second meeting of the House of Delegates. In the event the budget as~~
21 ~~submitted is not approved, all recommendations for changes shall be referred to the Board of~~
22 ~~Trustees to prepare and present a revised budget. This procedure shall be repeated until a~~
23 ~~budget for the ensuing fiscal year shall be adopted.~~

24 and be it further

25 **Resolved**, that the remaining paragraphs d. through f. of CHAPTER V. HOUSE OF DELEGATES,
26 Section 130. RULES OF ORDER, Subsection A. STANDING RULES AND REPORTS, be re-lettered as
27 paragraphs c. through e., respectively.

28 and be it further

29 **Resolved**, that CHAPTER VII. BOARD OF TRUSTEES, *Section 100. DUTIES*, Subsection F. of the ADA
30 *Bylaws* be amended as shown below (additions underscored, deletions ~~stricken through~~):

31 F. Develop, prepare and adopt a budget for carrying on the activities of the Association for each
32 ensuing fiscal year, and present for action by each House of Delegates a resolution setting forth the
33 proposed dues of active members for the following year. Notice of such a resolution shall be sent
34 by a certifiable method of delivery to each constituent society not less than ninety (90) days before
35 such session to permit prompt, adequate notice by each constituent society to its delegates and
36 alternate delegates to the House of Delegates of this Association, and shall be announced to the
37 general membership in an official publication of the Association at least sixty (60) days in advance
38 of the annual session.

39 and be it further

40 **Resolved**, that the section entitled "Consideration of Budget" contained in the *Rules of the House of*
41 *Delegates* be deleted in its entirety.

42 ~~**Consideration of Budget**~~

~~The proposed annual budget shall be submitted to the members of the House of Delegates at least 30 days prior to the opening meeting of the annual session. In the event the proposed budget as submitted is not approved, all recommendations for changes adopted by the House of Delegates shall be referred to the Board of Trustees to prepare and present a revised, proposed budget.~~

~~Recommendations for changes shall be made in the form of fully debatable motions which shall be individually considered and acted upon by the House of Delegates. To be in order, the proper wording for such a motion must be:~~

~~"I move that the proposed budget be returned to the Board of Trustees for revision with the recommendation that..."~~

~~If any recommendations for changes in the proposed budget receive House approval, they shall be identified as House Budget Recommendation 1, House Budget Recommendation 2, etc.~~

~~House approval of any recommendations for changes automatically returns the proposed budget to the Board of Trustees for revision and subsequent resubmission to the House of Delegates for approval or further recommendations for modification. This procedure will be repeated until a preliminary budget for the ensuing fiscal year is adopted.~~

~~This preliminary budget includes all items that the Board of Trustees and House of Delegates have approved, but it remains a preliminary budget since it does not incorporate any programs that may subsequently be adopted by the House at this session which require additional funding. The final budget is established and adopted by the House of Delegates through its approval of the preliminary budget plus the changes made as a result of actions by the House of Delegates. The Board of Trustees will present this final budget, which will include the preliminary budget plus any additions made as a result of action by the House of Delegates, to the House at the last meeting of the annual session.~~

Westman Suggestion #50: To reduce the number of Trustees, decrease the number of districts to no more than seven and thereby the number of trustees. This could also impact the number of positions on councils and committees.

Board Response. The Board understands the Consultant's concern about the appropriate size of the Board and that reducing the number of trustee districts is one way to address that concern but does not believe it is practical to reduce the number of districts. For example, the Board is concerned that such a reduction would decrease the chances of having diverse interests represented on the Board and make it difficult for trustees in multiple-state districts to adequately engage each constituent society in the district.

Westman Suggestion #54: Implement a policy and guideline assuring that financial reports are certified by the Executive Director and Chief Financial Officer.

Board Response. The Board agrees with this practice and notes that the Association currently follows it.

Westman Suggestion #55: Articulate criteria for removal of Board of Trustee members from office.

Board Response. The *Bylaws* already provide the House with authority to remove a trustee for cause and, therefore, the Board does not believe further action is needed. See, CHAPTER VII. BOARD OF TRUSTEES, *Section 70. REMOVAL FOR CAUSE.*

Westman Suggestion #58: Require that all House of Delegates resolutions provide an explanation of how the purpose fits with a specific section of ADA's strategic plan and its mission.

Board Response. The worksheet currently used by the House of Delegates for proposed resolutions already contains an area where the appropriate strategic plan goal is listed. The Board agrees that both

1 the House and the Board need to remain mindful of the need to link actions with the strategic plan but
2 does not believe any additional action is necessary.

3 **Westman Suggestion #59:** Assure each council utilizes the ADA strategic plan to develop an annual work
4 plan (*i.e.*, objectives and anticipated milestones) at the start of term – focusing on how the council can
5 address areas of the strategic plan that pertain to its charges.

6 *Board Response.* The Board believes that steps are already being taken to fully meet the intent behind
7 this suggestion. For example, the Board notes that the Executive Director meets with each council to
8 discuss the strategic plan and the new budget process emphasizes linkage to the strategic plan and also
9 includes an enhanced role for councils.

10 **Westman Suggestion #61:** Require that the House of Delegates passes a balanced budget each year.

11 *Board Response.* The Board is proposing that authority to develop and approve the budget be moved to
12 the Board and, if that proposal is adopted, this suggestion is moot. The Board does note that if budget
13 authority is not placed with the Board, the Board would support this suggestion as comporting with the
14 House's fiduciary duty to the Association.

15 As a contingency, the Board is proposing the following resolution. If the House approves the move of
16 budget authority to the Board, the Board believes that the following resolution would be moot:

17 **98. Resolved,** that CHAPTER V. HOUSE OF DELEGATES, *Section 50. DUTIES* be amended as follows
18 (additions underscored, deletions ~~stricken through~~):

19 *Section 50. DUTIES:* It shall be the duty of the House of Delegates to:

20 A. Elect the elective officers.

21 B. Elect the members of the Board of Trustees.

22 C. Elect the members of the councils and commissions except as otherwise provided by these
23 *Bylaws*.

24 D. Receive and act upon reports of the committees of the House of Delegates.

25 E. Adopt an annual balanced or surplus budget and establish the dues of active members for the
26 following year.

27 F. Serve as the court of appeal from decisions of the Council on Ethics, Bylaws and Judicial Affairs
28 involving disputes arising between constituent societies or between constituent and component
29 societies, and as provided in Chapter XIII of these *Bylaws*.

30 and be it further

31 **Resolved,** that CHAPTER V. HOUSE OF DELEGATES, *Section 130. RULES OF ORDER, Subsection A.*
32 *STANDING RULES AND REPORTS Subsection c. APPROVAL OF ANNUAL BUDGET*, shall be
33 amended as follows (additions underlined, deletions ~~stricken through~~):

34 c. APPROVAL OF ANNUAL BUDGET. ~~The A~~ proposed balanced or surplus annual budget shall be
35 submitted by the Board of Trustees to the members of the House of Delegates at least thirty (30)
36 days prior to the opening meeting of the annual session, shall be referred to a special reference
37 committee on budget for hearings at the annual session and then shall be considered for approval as
38 a special order of business at the second meeting of the House of Delegates. In the event the
39 balanced or surplus budget as submitted is not approved, all recommendations for changes shall be
40 referred to the Board of Trustees to prepare and present a revised balanced or surplus budget. This
41 procedure shall be repeated until a balanced or surplus budget for the ensuing fiscal year shall be
42 adopted.

1 **Westman Suggestion #63:** Require that all House of Delegates resolutions involving an expenditure of funds
2 be held over for one year, unless a super majority (at least 2/3rds) seeks an immediate vote.

3 *Board Response.* The Board is reluctant to tie the hands of the House and therefore does not support this
4 suggestion. The Board does note that should the House approve placing budget authority with the Board
5 the suggestion would be moot because the House would then be urging the Board to expend funds and it
6 would be incumbent on the Board to identify appropriate funding sources.

7 **Westman Suggestion #64:** Establish a goal that ADA's financial reserves grow by at least 2% annually until
8 it reaches 50% of the operating budget.

9 *Board Response.* This suggestion is being addressed in a separate resolution from the Board and is not
10 otherwise addressed in this report.

11 **Westman Suggestion #65:** Change the ADA *Bylaws* to enable a 30-day notice to members of a dues
12 increase.

13 *Board Response.* The Board agrees with this suggestion and believes it will bring better order to the
14 current budgeting process. Currently, the Board is at times forced to propose a specific dues increase in
15 the absence of a final proposed budget. A 30 day period would eliminate that issue. Moreover, the
16 Board notes that the existing 90 day requirement appears to be premised on the use of certified mail, a
17 practice which no longer seems to be necessary. Accordingly, in addition to a change in the time period,
18 the Board is proposing a change in the required manner of communication. The Board also proposes to
19 carry over the modifications in the time period to the requirement of notice to the general membership.
20 Finally, to be consistent, the Board is recommending a parallel change to the *Bylaws* provisions
21 governing notice in the procedure for changing the dues of active members and in proposing special
22 assessments. Accordingly, the Board proposes the following resolution:

23 **99. Resolved,** that CHAPTER VII. BOARD OF TRUSTEES, *Section 100. DUTIES*, Subsection F. of the
24 ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken through~~):

25 F. Prepare a budget for carrying on the activities of the Association for each ensuing fiscal year, and
26 present for action by each House of Delegates a resolution setting forth the proposed dues of active
27 members for the following year. Notice of such a resolution shall be sent electronically by a certifiable
28 ~~method of delivery~~ to each constituent society and posted on ADA Connect or its equivalent for the
29 House of Delegates not less than ~~ninety (90)~~ thirty (30) days before such session to permit prompt,
30 adequate notice by each constituent society to its delegates and alternate delegates to the House of
31 Delegates of this Association, and shall be announced to the general membership in an official
32 publication of the Association at least ~~sixty (60)~~ fifteen (15) days in advance of the annual session.

33 and be it further

34 **Resolved,** that CHAPTER XVIII. FINANCES, *Section 40. SPECIAL ASSESSMENTS* of the ADA *Bylaws*
35 be amended as follows:

36 *Section 40. SPECIAL ASSESSMENTS:* In addition to the payment of dues required in Chapter I,
37 Section 20 of these *Bylaws*, a special assessment may be levied by the House of Delegates upon
38 active, active life, retired and associate members of this Association as provided in Chapter I, Section
39 20 of these *Bylaws*, for the purpose of funding a specific project of limited duration. Such an
40 assessment may be levied at any annual or special session of the House of Delegates by a two-thirds
41 (2/3) affirmative vote of the delegates present and voting, provided notice of the proposed
42 assessment has been presented ~~in writing~~ at least ninety (90) thirty (30) days prior to the first day of
43 the session of the House of Delegates at which it is to be considered. Notice of such a resolution shall
44 be sent ~~by a certifiable method of delivery~~ electronically to each constituent society and posted on
45 ADA Connect or its equivalent for the House of Delegates not less than ~~ninety (90)~~ thirty (30) days

1 before such session to permit prompt, adequate notice by each constituent society to its delegates
 2 and alternate delegates to the House of Delegates of this Association, and shall be announced to the
 3 general membership in an official publication of this Association at least ~~sixty (60)~~ fifteen (15) days in
 4 advance of the session. The specific project to be funded by the proposed assessment, the time
 5 frame of the project, and the amount and duration of the proposed assessment shall be clearly
 6 presented in giving notice to the members of this Association. Revenue from a special assessment
 7 and any earnings thereon shall be deposited in a separate fund as provided in Chapter XVII, Section
 8 30 of these *Bylaws*. The House of Delegates may amend the main motion to levy a special
 9 assessment only if the amendment is germane and adopted by a two-thirds (2/3) affirmative vote of
 10 the delegates present and voting. The House of Delegates may consider only one (1) specific project
 11 to be funded by a proposed assessment at a time. However, if properly adopted by the House of
 12 Delegates, two (2) or more special assessments may be in force at the same time. Any resolution to
 13 levy a special assessment that does not meet the notice requirements set forth in the previous
 14 paragraph also may be adopted by a unanimous vote of the House of Delegates, provided the
 15 resolution has been presented in writing at a previous meeting of the same session

16 and be it further

17 **Resolved**, that CHAPTER XXII. AMENDMENTS, *Section 20*. AMENDMENT AFFECTING THE
 18 PROCEDURE FOR CHANGING THE DUES OF ACTIVE MEMBERS be amended as follows (additions
 19 underscored, deletions ~~stricken through~~):

20 *Section 20*. AMENDMENT AFFECTING THE PROCEDURE FOR CHANGING THE DUES OF
 21 ACTIVE MEMBERS: An amendment of these *Bylaws* affecting the procedure for changing the dues
 22 of active members may be adopted only if the proposed amendment has been presented in writing at
 23 least ~~ninety (90)~~ thirty (30) days prior to the first day of the session of the House of Delegates at
 24 which it is to be considered. Notice of such a resolution shall be sent electronically by a certifiable
 25 ~~method of delivery~~ to each constituent society not less than ~~ninety (90)~~ thirty (30) days before such
 26 session to permit prompt, adequate notice by each constituent society to its delegates and alternate
 27 delegates to the House of Delegates of this Association, and shall be announced to the general
 28 membership in an official publication of the Association at least ~~sixty (60)~~ fifteen (15) days in advance
 29 of the annual session.

30 Amendments affecting the procedure for changing the dues of active members may also be adopted
 31 by a unanimous vote provided that the proposed amendment has been presented in writing at a
 32 previous meeting of the same session.

33 **Westman Suggestion #67:** Increase liaison relationships with the Hispanic Dental Association, National
 34 Dental Association, and the Society for American Indian Dentists. This could include designating a non-voting
 35 delegate position to be selected by these three organizations in the House of Delegates and/or a rotating non-
 36 voting seat on the Board of Trustees.

37 *Board Response.* The Board fully supports enhancing the Association's relationship with these
 38 organizations but does not support the specific suggestions for several reasons. As a preliminary matter,
 39 the Board notes that relationships with these organizations already exist. For example, our president
 40 engages in quarterly phone calls with the leaders of these organizations and, this year, each organization
 41 participated in a group meeting of leaders. The Board is concerned about limiting a special relationship to
 42 only these organizations and is concerned that other organizations would be excluded from the formal
 43 House and Board roles proposed here. For all of these reasons, the Board believes it needs to continue
 44 its efforts to enhance the relationship with these organizations but does not propose any resolution for
 45 action by the House.

1 **Westman Suggestion #70:** Establish student and new dentist slots, either voting or non-voting, on all or
2 selected councils and committees, accompanied by transitioning the New Dentist Committee to a community
3 of interest – consisting of each new dentist representative on the councils.

4 *Board Response.* The Board appreciates the concern about the complexity of our governance structure
5 but believes that the Association needs to do more, not less, to assure the voice of the new dentist is
6 heard. The Board strongly believes that its New Dentist Committee has been both effective and valuable
7 for the Association. For that reason, the Board does not support this suggestion.

8 **Westman Suggestion #76:** Assure that all governance operations are largely paperless by the end of 2013.

9 *Board Response.* This issue is the subject of a separate resolution from the Board and is not, therefore,
10 otherwise addressed in this report.

11 **Westman Suggestion #80:** Continue to undertake a compensation review for all governance positions
12 receiving stipends and make adjustments according to prevailing market conditions and commensurate to the
13 work involved.

14 *Board Response.* This issue is the subject of a separate resolution from the Board and is not, therefore,
15 otherwise addressed in this report.

16 The Board of Trustees presents the following resolutions for consideration by the 2012 ADA House of
17 Delegates.

18 **Resolutions**

- 19 (Resolution 90; Worksheet:7022)
- 20 (Resolution 91; Worksheet:7023)
- 21 (Resolution 92; Worksheet:7024)
- 22 (Resolution 93; Worksheet:7025)
- 23 (Resolution 94; Worksheet:7028)
- 24 (Resolution 95; Worksheet:7030)
- 25 (Resolution 96; Worksheet:7035)
- 26 (Resolution 97; Worksheet:7037)
- 27 (Resolution 98; Worksheet:7040)
- 28 (Resolution 99; Worksheet:7042)

29 **BOARD RECOMMENDATION: Vote Yes to Transmit.**

30 File 02 Board Report 3

31

American Dental Association

GOVERNANCE REVIEW

**Final Report
July, 2012**

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Project Overview



Project Background

The ADA has periodically undertaken independent reviews of its governance structure and operations to help assure it is meeting the needs and expectations of various stakeholders in an efficient and effective manner.

The last such review was completed over five years ago. Since that time there have been numerous changes impacting the ADA, including the hiring of a new executive director, the deleterious effects of a long-lasting economic downturn, increased availability and utilization of technology, and the promulgation of new ideas and thoughts relative to association governance (e.g., the book *Race for Relevance: 5 Radical Changes for Associations*). Given these changes, and the passage of time, the ADA House of Delegates (HOD) commissioned this governance review in October, 2011, with a request that the review be completed in time for thorough consideration at the 2012 HOD meeting.

Project Objective and Desired Outcomes

The ADA's overall objective was to develop recommendations of new models of governance process, including roles and responsibilities, communication, accountability and structures, to sustain future ADA success. This included the following specific desired outcomes:

<ul style="list-style-type: none">• To improve the ADA's ability to function effectively as a member-based association with a focus on the mission, vision, and goals of the association	<ul style="list-style-type: none">• To clarify the roles of the HOD, Board of Trustees (BOT), and other affiliated work groups (councils, commissions, and task forces) to enable each unit to fulfill its defined function
<ul style="list-style-type: none">• To allow for more efficient and strategic use of its human and financial resources in order to better serve the needs of ADA member dentists	<ul style="list-style-type: none">• To identify weaknesses and inefficiencies in the current governance structure and recommend changes in governance structure
<ul style="list-style-type: none">• To reduce duplication of efforts between governing entities	<ul style="list-style-type: none">• To reduce the cost of governing the association
<ul style="list-style-type: none">• To address the size of the HOD and appropriate allocation of delegates	

Project Overview



Project Methodology

Westman & Associates (W&A) has utilized a multi-faceted work plan to attain the project goal, vision, and objectives. In addition to undertaking the following specific work steps through May 31, 2012, W&A interacted with ADA staff, the Governance Committee, and a HOD Advisory Group throughout the course of its work to fine-tune project methodology, review key findings, and discuss possible future directions:

Step 1 – Collected and Reviewed Documentation: We collected and reviewed a wide array of documentation pertaining to the ADA, its governance structure and operations.

Step 2 – Create a Communications Plan: We collaborated with ADA representatives on a plan with the following communications goals:

- To share information with key people to keep them “in the loop” regarding the governance project and its progress, assuring transparency.
- To involve key leaders throughout the organization to create input, thought and discussions – looking at ADA governance with fresh eyes to see ways to improve, become more effective and/or efficient.
- To communicate preliminary and final results to the designated groups in ways/media that will make the most sense to them.
- To plan, produce and deliver a training program for volunteer leaders to help them understand, and explain the results of, the recommendations to their constituencies

Highlights of communications activities included and completed thus far:

- Bi-weekly progress status meetings with the Governance Committee.
- Interaction on a regular basis with a HOD Advisory Group regarding project progress – considering their input on various issues.
- Facilitation of status meetings (initially weekly and subsequently bi-weekly) involving W&A consultants and ADA staff.
- Three monthly e-memos to-date, with more planned over the next several months.
- Responding to questions posed on ADA Connect.

Project Overview



Project Methodology (continued)

Step 3 – Conducted Key Stakeholder Interviews: We conducted:

- 24 in-person interviews with Board of Trustee Officers and members.
- Three focus groups involving ADA staff leaders.
- 48 telephone interviews with council and commission chairs and representatives of:
 - American Dental Political Action Committee
 - American Student Dental Association
 - HOD delegates
 - New Dentist Committee
 - State dental associations

These dialogues provided the consulting team with a historical perspective of ADA governance, including perceived strengths and weaknesses. We also elicited ideas for improving the governance structure and operations. Detailed results from these dialogues are presented in an appendix to this report.

Step 4 – Undertook Governance Administration Resource Analysis: We undertook a multi-prong approach to analyze the current cost of governance at the ADA. Specifically, we:

- Analyzed the ADA's budget and actual results for the most recently completed fiscal year to ascertain and categorize expenses directly attributable to organizational governance.
- Administered a survey instrument to over 180 staff involved with organizational governance to ascertain how much time they spend supporting governance entities and undertaking specific governance support activities. The resulting time estimates were extended by fully burdened compensation hourly rates to arrive at staff expense totals for supporting ADA governance and various governance entities. Detailed results from this survey are presented in an appendix to this report.
- Compared the cost of governance at the ADA with data gleaned from the benchmarking survey (step 6).

Project Overview



Project Methodology (continued)

Step 5 – Surveyed Volunteer Leaders and Key Staff: We designed and administered an internet survey to elicit input on the ADA’s governance structure and operations from all relevant stakeholders – as identified in consultation with ADA representatives. Over 1,400 ADA volunteer leaders and staff were invited to participate in the process, and 701 (nearly 50%) subsequently responded. Detailed survey results are presented in an appendix to this report.

Step 6 – Benchmarked Comparable Associations: We referenced W&A’s database of over 1,100 associations to identify associations to include in a benchmarking initiative. Working closely with ADA representatives, we customized and administered two versions of a survey instrument to elicit feedback covering a broad array of governance topics. The “short” version included governance topics that were deemed to be highest priority by the ADA and W&A. A longer version included a much more comprehensive set of questions. Going into the process, we were pessimistic that any organization would complete the long survey version. However, we were pleasantly surprised that nine associations indeed completed the long version, and an additional 11 associations completed the short version. Detailed survey results are presented in an appendix to this report.

Step 7 – Prepared Preliminary Report: We prepared this report, which summarizes key findings and conclusions from all data gathering initiatives, as well as 80 suggestions for enhancing the effectiveness, efficiency, and cost efficacy of ADA governance.

Step 8 – Facilitated a Key Stakeholders Meeting: We convened a full-day in-person meeting with selected ADA leaders to discuss key suggestions in the preliminary report and set the stage for the Governance Committee and BOT finalizing resolutions for HOD action. This meeting included over 35 representatives from ADA governance entities (e.g., Board, House of Delegates, and councils), with each participant given the opportunity to provide feedback on all topical areas.

Step 9 – Prepared and Submitted this Final Report: We incorporated results from the Stakeholders Meeting in this report and made other changes based on feedback received relative to the preliminary report.

Project Overview



Report Organization

In constructing this report, we have purposely conveyed all of our suggestions upfront for easy identification and reference (i.e., sections 2 and 3). The bulk of this report contains a series of appendices, with each one detailing the results of our core data gathering methodology. Nearly every suggestion contained in this report resulted from, or is supported by, data from one or more of these methodologies. The appendices contain a wealth of additional data that could serve as the basis for discussion and additional action for years to come. We encourage all HOD delegates to thoroughly review their contents during the course of considering the suggestions that we subsequently present.

Summary Comments

Taken as a whole, the W&A consulting team believes this governance review represents one of the most comprehensive such reviews ever undertaken on behalf of an association – certainly the most intensive and participatory process that any of the consulting team members have been associated with in over 40 years of cumulative consulting experience. This includes feedback from:

- Over 80 volunteer leaders and staff during the interview and focus group process.
- Over 180 staff in completion of a comprehensive resource analysis.
- Over 700 members in completing a detailed survey instrument.
- 20 associations in completing a benchmarking survey.
- Nearly 40 ADA leaders during a Key Stakeholders meeting.

This level of participation will hopefully serve to lend credibility to the process and set the stage for serious consideration of suggested enhancements to the ADA governance structure and operations.

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Executive Summary



Overview

As previously indicated, the consulting team utilized a variety of data gathering methodologies to complete this project (i.e., documentation review, interviews, resource analysis, leadership survey, and benchmarking). All of these were useful in gaining an understanding of ADA governance and opportunities for improvement.

Based on these methodologies, and our independent assessment, it is clear that ADA is a well-respected, high functioning organization with multiple strengths to build upon. Specific governance strengths identified by numerous ADA stakeholders include:

- The tri-partite system.
- Membership involvement at all levels (i.e., participation by rank and file members).
- Improved working relationships between the HOD, BOT, and staff.

Although these strengths should certainly be acknowledged and built upon, governance assessments such as this one invariably raise a number of concerns and ideas associated with improving efficiency, effectiveness, and cost efficacy.

Of the 80 suggestions W&A presents in this report, following are the ones W&A believes will have the most impact in addressing the ADA's desired project outcomes highlighted on page 2. Further commentary providing rationale for each suggestion appears in the subsequent report section.

Executive Summary



Key Suggestions

#	Suggestion	Target Implementation
9	Establish a short-term task force to enhance communications between various governance entities (i.e., appropriate vehicles, formats, and frequencies).	By end of 2015
11	Undertake one of the following actions – descending order of consultant suggestions: <ul style="list-style-type: none"> • Reduce the size of the HOD by 50%, with that number capped similar to the number of the United States Congress. • Reduce the size by 25% by 2014 and another 25% by 2016. • Reduce the size by 25% by 2014, with that number capped. 	2013
12	Regardless of HOD size, discontinue the practice of assigning delegates first to districts and secondarily to states. Instead allocate them to constituent state societies without consideration of district configuration: <ul style="list-style-type: none"> • Minimum of two delegates per state • Minimum of one delegate for the Air Force Dental Corps, Army Dental Corps, Navy Dental Corps, Public Health Services, the Department of Veteran Affairs, and the Virgin Islands Dental Association • Remaining delegates allocated bi-annually to constituent organizations based on their membership level on a defined date (e.g., six months before the HOD meeting) as a percent of total ADA members. For example, if a state has 10% of total ADA members and there are 150 remaining delegate slots available, the state will receive 15 delegates in addition to the initial allocation of two delegates. 	By end of 2015
13	Reduce the number of alternate delegates to a minimum of two alternates and a maximum of one-third the delegation for those constituents with over six delegates.	2013

Executive Summary



Key Suggestions (continued)

#	Suggestion	Target Implementation
14	Establish term limits for delegates of three years, with the ability to serve two consecutive terms. The delegate could become eligible to serve again after sitting out at least one year for up to a maximum of 12 years' service as a delegate.	2013
15, 16	<p>Prohibit the filing of late resolutions after a certain date. For example, resolutions with a budget implication might require five months' notice in advance of the HOD meeting, whereas other resolutions might require three months' notice.</p> <p>As an option, redefine the Late Resolution rule so that it can only be used in true emergencies , and if it has a budgetary requirement, then it would need a 2/3 vote to pass and must have a revenue source for the expenditure.</p>	By end of 2015
21	Assign accountability for council performance management to the BOT, as opposed to the HOD. This includes authority to approve council budgets and their operating plans.	By end of 2015
22	<p>Take a fresh look at the council committee structure – evaluating the type of committees, short-term task forces or work groups required to meet council charters and goals. Ask questions like "Is this what the members need now?" "Is this what the dental profession needs now and three years from now?" "Is there a better way to accomplish this same goal?" Then implement the structural changes accordingly.</p> <p>This could result in:</p> <ul style="list-style-type: none"> • Sunsetting certain entities. • Converting selected councils or committees into short-term, specific purpose work groups with a definite timeline. • Determining the expertise and skill base required of each committee. 	2013

Executive Summary



Key Suggestions (continued)

#	Suggestion	Target Implementation
23	Form a task force charged with thoroughly reviewing each council and committee relative to finding ways to reduce the time spent by volunteers in council or committee work by 25% This can be done by identifying tasks more appropriately handled by staff or which are not contributing to the charter, strategy or goals.	By end of 2015
24	Reduce the size of councils (i.e., number of members) by establishing a system whereby appointments are rotated among the districts, with staggered terms to assure continuity from year-to-year. Note: it may be prudent to keep a representative from each district on selected entities that benefit from geographic representation (e.g., Government Affairs).	By end of 2015
25	Reduce the size of committees and task forces/work groups.	By end of 2015
28	Focus on using small short-term, skill-based task forces with narrow foci to address key issues – as opposed to relying on continuing councils or committees.	2013
29	Sunset the Communications Council.	2013
30	Sunset the Council on Members Insurance & Retirement Programs.	2013
35	Create an Inter-Governance Committee that includes all council chairs, vice chairs, and a BOT representative to share information across all governance entities.	2013
39	Evaluate the entire officer structure, including an analysis of responsibilities, skill requirements, and compensation. Focus leadership positions on more strategic roles and less on operations.	2013

Executive Summary



Key Suggestions (continued)

#	Suggestion	Target Implementation
42	Require that all candidates for President-Elect be off the BOT for at least a year.	By end of 2015
44	Eliminate the two Vice President positions.	2013
46	Delineate the time and activities involved in Treasurer responsibilities and assign them to one of the existing officers in the organization (e.g., President-Elect or one of the Vice Presidents).	2013
49	Delegate more fiduciary responsibilities to the BOT, such as approving the budget.	By end of 2015
50	To reduce the number of Trustees, decrease the number of districts to no more than seven and thereby the number of trustees. This could also impact the number of positions on councils and committees.	By end of 2015
51	Establish an Executive Committee with a defined role and scope – composed of the: <ul style="list-style-type: none"> • President • President-Elect • Vice President (assuming this position remains) • Chairs of the Audit, Budget and Finance, and Governance committees • Treasurer (assuming this position remains) • Executive Director 	By end of 2015

Executive Summary



Key Suggestions (continued)

#	Suggestion	Target Implementation
56	Enhance education provided to all members of governance entities regarding the strategic plan (i.e., the mission, vision) through orientation sessions.	By end of 2015
58	Require that all HOD resolutions provide an explanation of how the purpose fits with a specific section of ADA's strategic plan and its mission.	By end of 2015
61	Require that the HOD passes a balanced budget each year.	2013
62	Educate the constituents and delegates of the requirement to identify a funding mechanism for all HOD resolutions involving an expenditure of funds.	2013
71	Utilize telephonic and/or web-based meetings to a greater extent for all governance entities, with a goal of reducing the number of face-to-face meetings at least 25% by fiscal year 2014 and 50% by fiscal year 2016.	2013
72	Appoint a short term task force with specific expertise and representation from each segment of the governance structure (i.e., HOD, BOT, councils, committees, and constituents) to review and recommend how ADA Connect can be utilized to a great extent to streamline governance activities, reduce governance expense, and increase communication, information sharing, and user-friendliness.	2013

Executive Summary



Key Suggestions (continued)

#	Suggestion	Target Implementation
76	Assure that all governance operations are largely paperless by the end of 2013.	By end of 2015
78	<p>Create a Governance Coordinator position in the staff organization reporting to the Chief of Governance and Strategy Management. Specific responsibilities would include:</p> <ul style="list-style-type: none"> • Assuring all governance entities are involved in and aware of strategic plan development and implementation. • Maintaining a database of all governance entities and coordinating efforts to assure ongoing communications, self-evaluations, updating of operations manuals and job descriptions for governance entity positions, establishing and monitoring charges, etc. • Preparing and updating operations manuals for key governance entities, including job descriptions and committee charges. • Coordinating activity on ADA Connect for governance entities. 	By end of 2015
80	Continue to undertake a compensation review for all governance positions receiving stipends and make adjustments according to prevailing market conditions and commensurate to the work involved.	2013

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Detailed Suggestions and Commentary



Overview

During the course of our work, W&A identified numerous concerns pertaining to ADA governance and suggestions for improvement. In this report section we have accumulated and organized suggestions, along with supporting commentary, in the following sections:

1. Overall Governance Effectiveness
2. House of Delegates
3. Councils/Committees
4. Board of Trustees - Officers
5. Board of Trustees – Other
6. Strategic Planning
7. Financial Management
8. Diversity
9. Technology
10. Staff Support
11. Other

Each suggestion has also been assigned one or more of the following codes, which correspond with specific desired project outputs identified by the ADA within the original request-for-proposal:

1. Improves ADA's ability to function effectively as a member-based association with a focus on ADA's mission, vision and goals.
2. Allows for more strategic and efficient use of human resources to better serve member needs.
3. Clarifies the roles of the HOD, BOT, and their affiliated work groups (councils, commissions and task forces) to enable each unit to fulfill its defined function.
4. Reduces duplication of efforts between governing units.
5. Addresses weaknesses and inefficiencies in the current governance structure.
6. Reduces the cost of governing the association.
7. Addresses the size of the HOD and the appropriate allocation of delegates.
8. Increases diversity and involvement in governance entities.
9. Other

Detailed Suggestions and Commentary



Overall Governance Effectiveness

Suggestion/Commentary	Code (1)
<p>Suggestion #1: Determine the specific competencies/skills in high-level knowledge and understanding that are needed for all governance positions -- asking “what does the governance entity need in terms of talent and knowledge?” Use these competencies/skills to select candidates for positions in various governance entities. Keep this competency/skills listing in an operations manual for that entity.</p> <p>Commentary: This will result in significant improvement in the quality of engagement for the volunteer. There was considerable interest in ADA basing its volunteer selection process on skills and expertise required. Interviewees indicated that council members are often chosen based on personalities and politics, or as rewards for long service at the state level. In the leadership survey, up to 85% indicated strong support for volunteers to have competencies and skills required for the position. Even though competency/skill matrices have been previously developed and communicated, they apparently are frequently ignored.</p> <p>Many benchmark associations have developed competency/skill profiles for their officer positions:</p> <ul style="list-style-type: none"> • 35% of benchmark associations for the President position. • 45% of benchmark associations for the President-Elect position. • 33% of benchmark associations for the Treasurer position. • 47% of benchmark associations for the Director position. <p>The same holds true for committees within benchmark associations:</p> <ul style="list-style-type: none"> • One-third of benchmark associations require that members of their Finance Committee demonstrate specific skills/competencies. • Nearly 50% of benchmark associations require that members of their Audit Committee demonstrate specific skills/competencies. 	1,2,3,5
<p>Suggestion #2: Develop and utilize job descriptions for governance positions (e.g., BOT officers and trustees, council and committee chairs, and delegates) based on competency and skill profiles. Keep these job descriptions in an operations manual for that entity.</p> <p>Commentary: This is a “best practice” that W&A perceives would be of benefit to the ADA. Such descriptions could be useful in justifying compensation levels paid to ADA officers and trustees. Of benchmark associations:</p> <ul style="list-style-type: none"> • 80% have job descriptions for the President and President-Elect positions. • 100% have a job description for the Treasurer position. • Nearly 80% have a job description for the BOT director position. • 60% have a job description for the HOD delegate position. 	1,2,3,4,5

Detailed Suggestions and Commentary



Overall Governance Effectiveness (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #3:</u> Develop a database of ADA members who have expressed interest in serving in various leadership capacities – including the skills, competencies, and skills they can offer.</p> <p><u>Commentary:</u> Many associations invite interested members to complete an electronic form, with leaders subsequently drawing upon the database to select appropriate members for committees and task forces. It is especially useful in identifying “new” talent that may lead to increased diversity.</p>	1,2,5
<p><u>Suggestion #4:</u> Reevaluate the volunteer leader orientation program(s) to make sure it covers structure, functions, roles, protocols, parliamentary process, HOD operations, council operations, etc.</p> <p><u>Commentary:</u> Responses to the leadership survey strongly recommended that the orientation packet be expanded. There were also suggestions in interviews to expand the new delegate orientation program to get them up to speed on the issues and HOD practices Some segments from the BOT training could be used, as well as video segments.</p>	1,3,5
<p><u>Suggestion #5:</u> Establish written/recorded committee-specific orientation programs.</p> <p><u>Commentary:</u> This would minimize staff time associated with coaching and training each new committee member. Many associations have gone down this path. For example, approximately 50% of benchmark associations have orientation programs for members of their Finance and Audit committees. This type of orientation will give the volunteers more knowledge of the organization, staff, policies and procedures and make them more effective leaders.</p>	1,3,5

Detailed Suggestions and Commentary



Overall Governance Effectiveness (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #6:</u> Establish a mentoring program for all appointed and elected positions, similar to what the BOT currently employs. This would involve identifying knowledgeable members who are willing to work with a new council, commission, or committee member, HOD delegate or alternate delegate, and other volunteers. For example, “Senior” leaders could mentor “Freshman” leaders. Create either a written or web based training on how to be a mentor that would be required for each new mentor.</p> <p><u>Commentary:</u> The leadership survey asked “what additional information would have made you more effective in your leadership role?” The most frequent response was for ADA to develop a mentoring program to mentor, guide, and educate new volunteers on the organization. Interviewees suggested the implementation of a mentoring program featuring senior trustees.</p>	1,2,3,5
<p><u>Suggestion #7:</u> Collaborate with and learn from districts and states that have a strong reputation for leadership development to fine-tune leadership training at the national level.</p> <p><u>Commentary:</u> Leadership survey responses praised state and district training efforts. This is an excellent opportunity for a cooperative effort with constituent societies and districts.</p>	1,2,5
<p><u>Suggestion #8:</u> Create an operations/procedures manual for councils and their committees that covers all governance issues such as their charters, how meetings are run, how agendas are set, how they address their budgets, how to relate their work to the strategic plan, how they choose their Chairs & Vice Chairs and job descriptions for the Chair and Vice Chair. Seek to have consistency between each entity in these procedures. This can be used as part of the orientation package for each new council or committee member, as well as for daily operational practices.</p> <p><u>Commentary:</u> Currently, each of the councils and committees is run differently. This manual will assure consistency in the volunteer experience and operations. It is important to have all processes and procedures documented for ease of reference on ADA Connect or elsewhere. The American Society of Association Executives has example operations manuals as a frame of reference.</p>	1,2,3,5

Detailed Suggestions and Commentary



Overall Governance Effectiveness (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #9:</u> Establish a short-term task force to enhance communications between various governance entities (i.e., appropriate vehicles, formats, and frequencies).</p> <p><u>Commentary:</u> 49% of respondents to the leadership survey indicated the BOT provides too little information regarding their activities, decisions made, etc. 48% of respondents indicated councils provide too little information, and 53% indicated committees provide too little. The most frequent comment about how to eliminate duplication of the governance entities was “increase communications between councils.”</p>	1,2,3,4,5
<p><u>Suggestion #10:</u> Educate ADA leaders and general members on the cost of governance at ADA and how it compares with other associations. This should be a metric ADA monitors, looking at measures like cost of governance per member.</p> <p><u>Commentary:</u> Such education will hopefully create a mindset and sense of urgency in making changes to reduce the cost of governance and divert the savings to more mission-specific endeavors. Specifically, the median benchmark association cost of governance was calculated to be \$1,709,090 – 4.3% of the median association actual revenues. ADA’s cost of governance was calculated to be \$16,466,505 – nearly 15% of revenue (see report section 6 for details). Although not necessarily an apples to apples comparison, even under the most generous assumptions ADA appears to spend considerably more on governance than its peers.</p>	6

Detailed Suggestions and Commentary



House of Delegates Suggestions

Suggestion/Commentary	Code (1)
<p><u>Suggestion #11:</u> Undertake one of the following actions – descending order of consultant suggestions:</p> <ul style="list-style-type: none"> • Reduce the size of the HOD by 50%, with that number capped similar to the number of the United States Congress. • Reduce the size by 25% by 2014 and another 25% by 2016. • Reduce the size by 25% by 2014, with that number capped. <p><u>Commentary:</u> A smaller delegate contingent would significantly reduce expenses at the state society level, enable individual delegates to be more engaged in decision-making, and theoretically will make the HOD more nimble. The current size of the HOD also disenfranchises delegates because debates go on too long and questions are called before many get a chance to speak.</p> <p>Leadership survey responses indicated that 43% fully support and 22% may support reducing the number of delegates, while only 20% leaned against or were strongly against. Written responses to “how many delegates should there be in the House” resulted in the most frequent suggestion being to cut the size in half, and numerical responses recommended 250-300 delegates. Benchmarking data also confirm that the ADA’s HOD is larger than most similar associations; the median benchmark association had 215 delegates.</p>	1,5,6,7
<p><u>Suggestion #12:</u> Regardless of HOD size, discontinue the practice of assigning delegates first to districts and secondarily to states. Instead allocate them to constituent state societies without consideration of district configuration:</p> <ul style="list-style-type: none"> • Minimum of two delegates per state • Minimum of one delegate for the Air Force Dental Corps, Army Dental Corps, Navy Dental Corps, Public Health Services, the Department of Veteran Affairs, and the Virgin Islands Dental Association • Remaining delegates allocated bi-annually to constituent organizations based on their membership level on a defined date (e.g., six months before the HOD meeting) as a percent of total ADA members. For example, if a state has 10% of total ADA members and there are 150 remaining delegate slots available, the state will receive 15 delegates in addition to the initial allocation of two delegates. <p><u>Commentary:</u> Given the current structure of districts, states with roughly equivalent numbers of ADA members are allocated different numbers of delegates. The suggested approach results in a more equitable distribution of delegates across state organizations. Based on W&A first-hand experience with another HOD, the suggested approach also serves to motivate state organizations to recruit members in order to keep or increase the number of delegate slots available to them – especially during the months preceding the cutoff date for determining delegate levels.</p>	1,7

Detailed Suggestions and Commentary



House of Delegates Suggestions (continued)

Suggestion/Commentary	Code ⁽¹⁾
<p><u>Suggestion #13:</u> Reduce the number of alternate delegates to a minimum of two alternates and a maximum of one-third the delegation for those constituents with over six delegates.</p> <p><u>Commentary:</u> There appears to be significant support for reducing the number of alternate delegates from both interviews and the leadership survey. Over 75% of respondents – 51% fully supporting and 25% may support – recommended reducing the number of alternate delegates. 18% suggested reducing the number to 21-30% and 31% said 31-50%.</p>	1,5,6,7
<p><u>Suggestion #14:</u> Establish term limits for delegates of three years, with the ability to serve two consecutive terms. The delegate could become eligible to serve again after sitting out at least one year for up to a maximum of 12 years' service as a delegate.</p> <p><u>Commentary:</u> This will enable greater numbers of members to serve as leaders of the organization. Additionally, it will allow more opportunities for diversity in delegates, rather than having one delegate serve 20 or more years.</p> <p>There was great support for term limits in the leadership survey and interviews. 64% of survey respondents supported term limits – 36% fully supported and 28% may support. The average number of years suggested ranged from 6-10, with the average being 7.5 years. Interviewees suggested that after a term limit has been met, delegates should sit out a year and then be eligible for an additional two years. Several benchmark associations have term limits for delegates.</p>	1,2,5,7,8
<p><u>Suggestion #15:</u> Prohibit the filing of late resolutions after a certain date. For example, resolutions with a budget implication might require five months' notice in advance of the HOD meeting, whereas other resolutions might require three months' notice.</p> <p><u>Commentary:</u> This suggestion assumes the HOD maintains the ability to approve resolutions that have a budgetary impact. Late resolutions can result in additional funding requests that have not gone through the universal criteria and Decision Lens analysis of other projects. Many interviewees were concerned about the HOD taking action on late resolutions that results in a deficit budget. This provision would allow additional time and cost analysis in order for the HOD to give it full consideration. The leadership survey showed that 81% fully support or may support a requirement that the ADA HOD approve a balanced budget, which would require this type of a provision.</p>	5.9

Detailed Suggestions and Commentary



House of Delegates Suggestions (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #16:</u> Redefine the Late Resolutions Rule so that it can only be used in true emergencies, and if it has a budgetary requirement, then it would need a 2/3 vote to pass and must have a revenue source for the expenditure.</p> <p><u>Commentary:</u> Late resolutions have often resulted in expenses being approved outside of the proposed budget, which presents the problem of a deficit budget for ADA. Elements of this suggestion were offered by numerous interviewees. This would limit the number of late resolutions and minimize the chances of a deficit budget.</p>	1,3,5
<p><u>Suggestion #17:</u> Establish a three-year term limit for alternate delegates. The delegate could become eligible to serve a second three-year term after sitting out at least one year for up to a maximum of 6 years' service as an alternate delegate.</p> <p><u>Commentary:</u> There is support for this based on interviews and the leadership survey. 57% of respondents to the survey indicated they will or may support term limits for alternates, while only 24% lean or are strongly against and 19% are undecided or need more information. Many interviewees commented that alternates should move up to become a full delegate or discontinue service after a set number of years. The survey suggested that the total number of years a volunteer should serve as an alternate is from 6-10. The six year suggestion allows more turnover and opens opportunities for more members to serve.</p>	5,6,7
<p><u>Suggestion #18:</u> Set a limit of eight consecutive years for an individual to serve as the HOD Speaker.</p> <p><u>Commentary:</u> Many interviewees suggested that ADA should establish a term limit for the Speaker. The benchmarking survey indicated that 64% of respondents have term limits for the Speaker. The 75th percentile for years in the term is three, with the maximum being six. The leadership survey indicated that 71% either fully support or may support speaker term limits, with the suggested number of years being four to six and six being the most frequent term suggested.</p>	1,5,8

Detailed Suggestions and Commentary



House of Delegates Suggestions (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #19:</u> Engage a parliamentarian to support the Speaker during HOD meetings.</p> <p><u>Commentary:</u> Half of all benchmark associations have a professional parliamentarian present during all HOD deliberations. Mr. Westman has personally experienced the benefits of having a parliamentarian facilitate difficult HOD dialogues.</p>	1,5
<p><u>Suggestion #20:</u> Require that all new delegates participate in HOD delegate orientation.</p> <p><u>Commentary:</u> Over 20% of benchmark associations have such a requirement. This would be a best practices process that would benefit the ADA.</p>	1,2,3,5

Detailed Suggestions and Commentary



Councils & Committees Suggestions

Suggestion/Commentary	Code (1)
<p><u>Suggestion #21:</u> Assign accountability for council performance management to the BOT, as opposed to the HOD. This includes authority to approve council budgets and their operating plans.</p> <p><u>Commentary</u> The BOT is better positioned to monitor and manage performance of the councils throughout the year. Because the HOD doesn't have the time to oversee councils, it is hard to monitor and to assure they are focused and making progress on their goals. W&A realizes this would mean a change in the by-laws, but it is important to have an active governance oversight entity over the councils. The HOD is only in session a few days each year with a focus on reviewing new resolutions – not overseeing councils.</p>	1,3,5
<p><u>Suggestion #22:</u> Take a fresh look at the council committee structure – evaluating the type of committees, short-term task forces or work groups required to meet council charters and goals. Ask questions like "Is this what the members need now?" "Is this what the dental profession needs now and three years from now?" "Is there a better way to accomplish this same goal?" Then implement the structural changes accordingly.</p> <p>This could result in:</p> <ul style="list-style-type: none"> • Sunsetting certain entities. • Converting selected councils or committees into short-term, specific purpose work groups with a definite timeline. • Determining the expertise and skill base required of each committee. <p><u>Commentary:</u> Quoting from the Race For Relevance, "Decide how many committees you really need. Before redesigning your committee's function, conduct a zero-based assessment of the current committees. Analyze their performance and contributions. Sunset the marginal groups. It makes no sense to redesign a committee structure that you don't need and is not a good use of your resources."</p> <p>Specific to ADA, the council and committee structure has grown considerably over the years. The median benchmark association has 27 committees (other than Executive, Finance, Audit, Governance, and Nominating) and 10 task forces/work groups. ADA has approximately 130 such entities.</p> <p>Numerous interviewees commented that the committee structure has grown considerably over the years and merits re-evaluation. Taking a zero-based approach would allow councils to review their charges and determine the specific role they could and should serve as part of the ADA.</p>	1,2,3,5

Detailed Suggestions and Commentary



Councils & Committees Suggestions (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #23:</u> Form a task force charged with thoroughly reviewing each council and committee relative to finding ways to reduce the time spent by volunteers in council or committee work by 25% This can be done by identifying tasks more appropriately handled by staff or which are not contributing to the charter, strategy or goals.</p> <p><u>Commentary:</u> Benchmarking data indicate that many ADA governance entity members spend much more time on the business of the association than do their peers in benchmark associations. It was estimated that annually:</p> <ul style="list-style-type: none"> • The Chair of ADA's Finance Committee devotes 120 hours to his/her role, whereas the median for benchmark associations was 93 hours. • The Chair of ADA's Audit Committee devotes 120 hours to his/her role, whereas the median for benchmark associations was 40 hours. • Remaining ADA Audit Committee members devote 72 hours each to their roles, whereas the median for benchmark associations was 40 hours. • The Chair of ADA's Governance Committee devotes 55 hours to his/her, whereas the median for benchmark associations was 40 hours. • Remaining ADA Governance Committee members devote 55 hours each to their roles, whereas the median for benchmark associations was 25 hours. <p>The ADA committees correspondingly tend to have more meetings and meeting time annually than their peers at benchmark associations. For example, the ADA budgets 19 hours of Audit Committee meeting time annually, whereas the median for benchmark associations was 5 hours.</p>	1,2,3,4 ,5,6
<p><u>Suggestion #24:</u> Reduce the size of councils (i.e., number of members) by establishing a system whereby appointments are rotated among the districts, with staggered terms to assure continuity from year-to-year. Note: it may be prudent to keep a representative from each district on selected entities that benefit from geographic representation (e.g., Government Affairs).</p> <p><u>Commentary:</u> The median number of council members for benchmark associations is 11. Most ADA councils are currently structured with 17 members appointed by districts. There was support for reducing the number of council members in both interviews and the leadership survey. Survey respondents indicated that 21% fully support and 34% may support reducing the number of council members, while 17% lean against and 13% are strongly against it. The survey also indicated that 30% supported reducing the number of council members by reducing the number of districts, and 38% for rotating district representation on councils.</p>	2,6

Detailed Suggestions and Commentary



Councils & Committees Suggestions (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #25:</u> Reduce the size of committees and task forces/work groups.</p> <p><u>Commentary:</u> Comments were made in a number of interviews about the size of committees and task forces and that they do not need as many volunteers as have been involved</p> <p>Data from benchmark associations indicate:</p> <ul style="list-style-type: none"> • The median Finance Committee has 7 members, whereas ADA has 8. • The median Audit Committee has 5 members, whereas ADA has 8. • The median Governance Committee has 9 members, whereas ADA as 10. • The median for other committees is 10 members, whereas ADA typically has more than that. • The median for task forces/work groups is 8 members, whereas ADA typically has more than that. 	2,6
<p><u>Suggestion #26:</u> Create an executive committee structure for each council, as an alternative to reducing the number of members. This group would be empowered to meet face-to-face and make decisions between full council meetings. Each executive committee could be composed of half the district representatives (e.g., odd numbered district representatives for two years and even numbered district representatives for the other two years). Each council member would serve two years on the executive committee and two years on the full committee.</p> <p><u>Commentary:</u> This structure would allow face-to-face meetings to be only for the executive committee, substantially reducing costs. Each council would hold one or two executive committee meetings per year (face-to-face) and one or two full council meetings (electronically). Additionally, the council's executive committee could meet via phone when fast response is needed to an issue.</p>	2,6
<p><u>Suggestion #27:</u> Establish a requirement that the structure of councils and committees be reviewed for effectiveness, sun setting, consolidation, etc. every three years.</p> <p><u>Commentary:</u> The median number of councils for benchmark associations is 6 versus 11 for the ADA. There was strong support in the leadership survey for this suggestion, with 95% either fully supporting or may support. This could include a self-assessment/ evaluation every three years – utilizing ADA's Decision Now process or a survey tool offered by an external organization like Board Source. Or, in order to keep this from being staff and volunteer intensive, it could be a simple self-assessment process to include a review of each entity's charges, where it fits in the strategic plan and its effectiveness in implementing those areas, and the extent to which it is in line with the budget.</p>	1,2,3,5

Detailed Suggestions and Commentary



Councils & Committees Suggestions (continued)

Suggestion/Commentary	Code (1)
<p>Suggestion #28: Focus on using small short-term, skill-based task forces with narrow foci to address key issues – as opposed to relying on continuing councils or committees.</p> <p>Commentary There was widespread support for skill-based expertise on committees, task forces and virtually all leadership positions. Structuring the committees, task forces and work groups in this manner will open the door for increased involvement of members at the constituent level. Since many will be short-term projects, it will allow a larger number of volunteers to be utilized and will be based on their skill sets. Then they can stay focused on meeting their goal and celebrate the achievement when it is complete. Additionally, younger generations have shown a preference for shorter-term commitments, and task forces will provide that alternative. This will help ensure involvement of a key segment of the membership, which are the future leaders of ADA.</p>	1,2,3,5,6
<p>Suggestion #29: Sunset the Communications Council.</p> <p>Commentary: The Cost of Governance analysis undertaken by W&A indicates over \$340,000 of expense is associated with this council. Council functions are mainly staff oriented and do not merit the need or expense of council involvement. The council could be eliminated and a smaller BOT communications committee could be established for oversight of communications initiatives undertaken by staff. Council members should be appreciated for what they have accomplished and be allowed to sunset their operation. The new committee could meet largely electronically to review and discuss branding and marketing initiatives. Interviewees and leadership survey narrative responses ranked the Communications Council as one that should be eliminated.</p>	1,2,5,6
<p>Suggestion #30: Sunset the Council on Members Insurance & Retirement Programs.</p> <p>Commentary: The Cost of Governance analysis undertaken by W&A indicates over \$175,000 of expense is associated with this council. The function of this council is mainly staff oriented and does not merit the need or expense of being a council. This council received very low ratings in the leadership survey; less than 50% ranked it effective, and it received the most suggestions for elimination of any council.</p>	1,2,5,6

Detailed Suggestions and Commentary



Councils & Committees Suggestions (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #31:</u> Sunset the Membership Council.</p> <p><u>Commentary:</u> The Cost of Governance analysis undertaken by W&A indicates over \$487,000 of expense is associated with this council. The function of this council is mainly staff oriented and does not merit the need or expense of being a council. The leadership survey narrative responses ranked the Membership Council as one that should most likely be eliminated. If situations develop that require input or analysis, a task force or ad hoc committee could be utilized and could include constituent society executive directors and officers who are on the front lines of the membership.</p>	2,4,5,6
<p><u>Suggestion #32:</u> Sunset the Information Technology Committee.</p> <p><u>Commentary</u> The Cost of Governance analysis undertaken by W&A indicates over \$14,000 of expense is associated with this committee. Interview comments noted the committee is staff focused and should not be a standing committee. The work of this committee is a board management oversight responsibility and can best be undertaken by staff, specific councils or task forces that might need to address technology issues. It is unusual to have a technology committee as a standing committee.</p>	2,4,5,6
<p><u>Suggestion #33:</u> Sunset the Diversity Committee and instead rely on a short-term (i.e., six months to one year) Diversity Task Force to include members with specific expertise. The Task Force would be charged with:</p> <ul style="list-style-type: none"> • Reviewing data concerning the growth of diversification – women, minorities, new dentists, etc. – in ADA governance and how it can be improved. • Recommending what relationship ADA should have with the Hispanic Dental Association, National Dental Association, and Society of American Indian Dentists. • Evaluating the Diversity Institute (i.e., leadership development training) and its role in enhancing diversity development. • Developing “best practices” recruiting strategies to recommend to states. <p><u>Commentary</u> The Cost of Governance analysis undertaken by W&A indicates over \$155,000 of expense is associated with this committee. While interviewees expressed a strong desire to address diversity issues, the Diversity Committee in its present form is not perceived as efficient or effective. Interviewees and leadership survey narrative comments suggested diversity efforts should include term limits for the HOD, involvement of women in the volunteer structure, recruitment of targeted minorities, and encouragement for states to appoint minorities in delegate and leadership positions, and targeting younger dentists and students. A task force composed of a broad range of volunteers – to include women, minorities and new dentists – could effectively address these issues in a short timeframe. Future needs for such a task force would be on an as needed basis.</p>	2,5,8

Detailed Suggestions and Commentary



Councils & Committees Suggestions (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #34:</u> Explore developing a super council on Professional Affairs by combining the Council on Dental Practice and the Council on Dental Education and Licensure.</p> <p><u>Commentary:</u> A number of narrative comments in the leadership survey suggested combining councils such as the Council on Dental Practice, the Council on Dental Education and Licensure, and possibly the Council on Dental Benefits.</p>	1,2,4,6
<p><u>Suggestion #35:</u> Create an Inter-Governance Committee that includes all council chairs, vice chairs, and a BOT representative to share information across all governance entities.</p> <p><u>Commentary</u> There was considerable support for this concept in interviews. Lack of communications between councils and committees was frequently mentioned, and the creation of such a group was well received. Such a committee would facilitate such communication through periodic conference calls, sharing of information during the annual or other ADA meetings, a list serve for council chairs and vice chairs, etc. In the leadership survey, when asked how to eliminate duplication in councils, the number one response was “increase communications between councils.” This committee could help to accomplish that purpose.</p>	1,2,3,4
<p><u>Suggestion #36:</u> Assure each council receives a briefing between October and February regarding the upcoming year’s goals and plans for their council by the executive director and/or a board representative. Consideration could be given to combining this meeting with the board’s planning meeting.</p> <p><u>Commentary:</u> The leadership survey clearly documented that volunteers desire more orientation to make them more effective in their roles. Interviewees pointed out that new council members may not have the knowledge and background of the council, its activities and especially how it fits in the coming year’s strategic plan, the budget for the respective year, etc. An electronic webinar or teleconference to brief all council members would be effective. Alternatively, written documents could be produced to address these areas.</p>	1,2,3,4

Detailed Suggestions and Commentary



Councils & Committees Suggestions (continued)

Suggestion/Commentary	Code ⁽¹⁾
<p><u>Suggestion #37:</u> Establish a process to examine the agendas associated with all or selected council and committee meetings – identifying possible opportunities for minimizing on-site meeting time. This could be completed by a short-term task force or may be more effectively addressed by staff. This could be coordinated electronically.</p> <p><u>Commentary</u> Several interviewees indicated that significant time is spent during meetings on informational items (e.g., staff updates) that could instead be addressed before or in-between meetings via electronic reports. The council agenda items should focus more on group idea generation, strategizing, and decision-making, rather than reviewing reports. Such an initiative may result in many councils and committees decreasing the total days spent meeting on-site, along with associated expenses.</p>	1,2,4,5
<p><u>Suggestion #38:</u> Evaluate the feasibility of certain meetings being held on weekend days versus week days.</p> <p><u>Commentary</u> Survey results indicate a majority of volunteers would prefer to meet over the weekend. However, it could be costly when staff overtime and commitments are factored into conducting these meetings, and may lead to undesirable staff turnover. This should be reviewed and discussed internally.</p>	2,5

Detailed Suggestions and Commentary



Board of Trustees - Officers

Suggestion/Commentary	Code (1)
<p><u>Suggestion #39:</u> Evaluate the entire officer structure, including an analysis of responsibilities, skill requirements, and compensation. Focus leadership positions on more strategic roles and less on operations.</p> <p><u>Commentary:</u> There were many comments in interviews that the leadership – from officers to the BOT to councils – should be more focused on strategic issues and less on operations. Interviewees and leadership survey respondents correspondingly indicated considerable support for changing the officer structure. This could be taken on a step-by-step basis by utilizing the suggestions in this report or as a specific project of a short term task force charged with reviewing and proposing resolutions to implement the changes impacting officers.</p> <p>There are specific suggestions in this review that would make the officer structure much more effective and allow leadership to focus on strategic issues. This includes the positions of president-elect, vice presidents and treasurer.</p> <p>ADA member leaders spend considerably more time in their roles than do their peers in other associations. For example, it was estimated that the ADA:</p> <ul style="list-style-type: none"> • President works full-time in the role, whereas the median benchmark association President works only half-time in the role. • President-Elect works full-time in the role, whereas the median benchmark association President-Elect spends only 260 hours in the role. • Treasurer works nearly half-time in the role, whereas the median benchmark association Treasurer spends only 260 hours in the role. 	1,2,5,6
<p><u>Suggestion #40:</u> Provide more formal training to the President prior to assuming his/her duties on meeting agenda development, facilitation, conflict resolutions skills, etc.</p> <p><u>Commentary:</u> This is a best practice that would benefit the ADA and the president. Several excellent training programs are offered by the American Society of Association Executives and Board Source. Individual coaching could also be considered. ASAE conducts an effective Chief Elected Officer Symposium that is very valuable for the upcoming President and the Executive Director.</p>	1,2,5

Detailed Suggestions and Commentary



Board of Trustees – Officers (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #41:</u> Eliminate the Presidents Campaign parties.</p> <p><u>Commentary:</u> This should result in a significant cost reduction. Many of the interviewees indicated the Presidents parties are excessively expensive, and that they did little to sway votes from one candidate to another. As an alternative, consider replacing the parties with a candidate’s forum, with HOD delegates given the opportunity to hear all candidates speak and address questions side-by-side.</p>	6
<p><u>Suggestion #42:</u> Require that all candidates for President-Elect be off the BOT for at least a year.</p> <p><u>Commentary:</u> Numerous interviewees indicated that when current BOT members run for this office it creates a conflict of interest situation and may inappropriately influence their votes on key issues. The leadership survey responses were split on this suggestion, as 45% either fully supported or may support the requirement and 35% were either leaning against or strongly against, with 17% undecided.</p>	5
<p><u>Suggestion #43:</u> Convert the President-Elect’s position to part-time and reduce the compensation accordingly.</p> <p><u>Commentary:</u> Interviewees indicated a lack of understanding for the need of a full time president-elect. It does not appear that the current responsibilities merit this requirement. Compensation for this position significantly exceeds the benchmark average and could be reduced to be more in line with the time required by the position.</p>	2,4,5
<p><u>Suggestion #44:</u> Eliminate the two Vice President positions.</p> <p><u>Commentary:</u> The original purpose has been served, and communications/relations between the HOD and BOT are much better. The position responsibilities are minimal and do not add to the skill base of the BOT.</p> <p>There was strong support for this based on interview and leadership survey feedback, as well as benchmarking data. 56% of leadership survey respondents either fully support or may support eliminating one or both vice presidents, while 27% were leaning against or strongly against.</p>	2,5,6

Detailed Suggestions and Commentary



Board of Trustees – Officers (continued)

Suggestion/Commentary	Code ⁽¹⁾
<p><u>Suggestion #45:</u> As an alternative to eliminating both Vice President positions, eliminate one and convert the other to the Second in Line for President (i.e., the position ascends to President Elect and then President as a succession plan).</p> <p><u>Commentary:</u> This would give the newly elected officer a three-year commitment to serve in the officer structure. This additional year on the BOT would be important if the ADA implements a policy that existing BOT members cannot run for the President-Elect position, as it would give the individual two years as an active BOT member before becoming President.</p>	1,2,5,6
<p><u>Suggestion #46:</u> Delineate the time and activities involved in Treasurer responsibilities and assign them to one of the existing officers in the organization (e.g., President-Elect or one of the Vice Presidents).</p> <p><u>Commentary:</u> Fiscal responsibilities should be defined as maintaining a thorough knowledge of the ADA budget process and finances, responsibility for communicating those areas to all governance entities and the membership, and working closely with the ADA CFO and the Budget and Finance Committee to oversee finances of the organization.</p> <p>It appears that many of the Treasurer’s current financial responsibilities are coordinated by staff, and given there are separate chairs of the Budget and Audit Committee and Finance Committee this position has minimal fiduciary responsibility. The compensation paid to this position is very high compared to other benchmark associations.</p>	2,4,5,6
<p><u>Suggestion #47:</u> Eliminate the Speaker’s participation on the BOT.</p> <p><u>Commentary:</u> As noted previously, the size of the ADA BOT is large, based on best practices in association governance. There were numerous comments in interviews that the ADA BOT is too large. W&A perceives it is unusual for associations to have their HOD Speaker serve on the BOT, unless the incumbent also serves in another board capacity. For example, in many associations the President serves in the dual role of HOD Speaker.</p>	2,3,6
<p><u>Suggestion #48:</u> Create a new role for the Immediate Past President on the ADA BOT.</p> <p><u>Commentary:</u> The continuity provided by having the immediate past president serve on the BOT for one additional year is very valuable. This includes an important role in mentoring new BOT members, strategic planning, international relations etc. Nearly 75% of benchmark associations have a defined role for this position. Over 80% of those with such a position have defined a job description, with a median stipend of \$3,350. On average, Immediate Past Presidents spent 275 hours annually in the role.</p>	1,5

Detailed Suggestions and Commentary



Board of Trustees - Other

Suggestion/Commentary	Code (1)
<p><u>Suggestion #49</u>: Delegate more fiduciary responsibilities to the BOT, such as approving the budget.</p> <p><u>Commentary</u>: W&A strongly believes that this represents “best practice” in association governance. The HOD meets infrequently, is large/cumbersome, and members simply do not have the requisite time, knowledge, and expertise to undertake the budgeting role effectively – especially for an organization as large and complex as ADA.</p> <p>Most associations have come to realize that the HOD is not in the best position to undertake key fiduciary responsibilities. Of benchmark associations, the BOT has been delegated authority to approve the association’s budget by more than 80% of respondents.</p> <p>In the leadership survey, 54% either fully supported or may support transferring budget authority to the Board.</p>	1,2,3,5 ,6
<p><u>Suggestion #50</u>: To reduce the number of Trustees, decrease the number of districts to no more than seven and thereby the number of trustees. This could also impact the number of positions on councils and committees.</p> <p><u>Commentary</u>: Although a number of associations utilize districts for the assignment of governance positions, it is rare to have so many districts identified (i.e., 17). The current configuration is viewed by many as inequitable given the variance of ADA members per district. A lesser number of districts would make it easier to construct districts of similar size and to rebalance districts as necessary. Although nearly half of leadership survey respondents opposed reducing the number of districts, more than 50% were either supportive or would consider such a change based on more information. For those supporting a reduction in the number of districts, the majority suggested a range of 5-10 districts.</p>	2,6,7

Based on interview and leadership survey data, W&A realizes there may not be enough support to implement the above suggestion. In that event, we recommend consideration of Suggestion 51.

Detailed Suggestions and Commentary



Board of Trustees – Other (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #51:</u> Establish an Executive Committee with a defined role and scope – composed of the:</p> <ul style="list-style-type: none"> • President • President-Elect • Vice President (assuming this position remains) • Chairs of the Audit, Budget and Finance, and Governance committees • Treasurer (assuming this position remains) • Executive Director <p><u>Commentary:</u> Over 75% of benchmark associations currently utilize an Executive Committee. Such committees typically have four to seven members, meet in-person between two and six times annually, and participate in an additional three to 12 teleconferences annually.</p> <p>Utilization of an Executive Committee should result in a need for fewer BOT meetings and/or fewer meeting days at each meeting. Currently the ADA BOT meets for approximately 216 hours annually, whereas the median benchmark association board met only 80 hours annually.</p>	1,2,3,6
<p><u>Suggestion #52:</u> Decrease the number of BOT meetings, assuming establishment of an Executive Committee.</p> <p><u>Commentary:</u> The full BOT would only need to meet three times per year (minimum required by current bylaws) and the Executive Committee would meet at other times as required. This would substantially reduce BOT expenses and time commitments and thus would require less financial reimbursement for time.</p>	2,4,6

Detailed Suggestions and Commentary



Board of Trustees – Other (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #53:</u> Clarify the BOT’s role and responsibilities with emphasis on the need to focus more on strategic issues and less on day-to-day management. This would include adopting the following guidelines for the BOT:</p> <ul style="list-style-type: none"> • Responsible for governing the association by setting broad policies and objectives, ensuring that the association has adequate resources and guiding the association in the best interests of the association. • Assumes major responsibility for organizational planning by developing, implementing and measuring progress on the strategic plan, including determining the organization’s mission and purpose. • Assures that other governance entities align with the mission and goals of the organization. • Approves, monitors, and enhances programs and services. • Ensures legal and ethical integrity and maintains accountability. • Does not inject itself into administrative decisions and management operations. • Allows the Executive Director and staff to be responsible for running the association in a way that meets the objectives established by the BOT. <p><u>Commentary:</u> Concern was expressed during the interview process that the BOT spends too much time and effort on day-to-operations and redoing work undertaken by other governance entities. Organizations operate most effectively when the BOT focuses on strategic direction and less on administrative details. The BOT should monitor its focus on strategic issues through its planning process and by establishing measurements of the success of the plan as part of the development process. These measurements should be reviewed and discussed at every BOT meeting.</p> <p>Interviewees also indicated strong support for all governance entities increasing their knowledge of the strategic plan and incorporating it into their responsibilities. The BOT should take the lead in implementing and measuring the plan by working with these entities. If they have not already done so, the BOT may find it valuable to read “<i>Race for Relevance.</i>”</p>	1,2,5
<p><u>Suggestion #54:</u> Implement a policy and guideline assuring that financial reports are certified by the Executive Director and Chief Financial Officer</p> <p><u>Commentary:</u> This is a requirement under Sarbanes Oxley, and even though not mandated of associations, it represents a best practice. 80% of benchmark associations have such a policy.</p>	5
<p><u>Suggestion #55:</u> Articulate criteria for removal of BOT members from office.</p> <p><u>Commentary:</u> Although hopefully such criteria will not be needed, having them in place is a prudent practice. Over 60% of benchmark associations have such criteria defined.</p>	5

Detailed Suggestions and Commentary



Strategic Planning

Suggestion/Commentary	Code (1)
<p><u>Suggestion #56:</u> Enhance education provided to all members of governance entities regarding the strategic plan (i.e., the mission, vision) through orientation sessions.</p> <p><u>Commentary:</u> The strategic plan should serve as the primary guide for all ADA governance entities. Many interviewees and leadership survey respondents perceive the plan needs to be better communicated and referenced to a greater extent in ongoing governance operations. This could include speaking about the plan at caucuses, state meetings, etc. to drive an understanding of what the ADA is trying to accomplish with the strategic plan.</p>	1,2,5
<p><u>Suggestion #57:</u> Facilitate increased education efforts to increase awareness of the strategic plan through opportunities such as a webinar education session with delegates, through ADA Connect or during orientation opportunities.</p> <p><u>Commentary:</u> Interviewees indicated strong support and interest in the ADA strategic plan, but very limited knowledge of what it says and how it is used. This would be a first step to increasing awareness of the plan.</p>	1,2,5
<p><u>Suggestion #58:</u> Require that all HOD resolutions provide an explanation of how the purpose fits with a specific section of ADA's strategic plan and its mission.</p> <p><u>Commentary:</u> Interviewees strongly supported having HOD resolutions clarify how the action would fit into and help to implement the strategic plan. ADA should require such a provision in every resolution.</p>	1,,2

Detailed Suggestions and Commentary



Strategic Planning (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #59:</u> Assure each council utilizes the ADA strategic plan to develop an annual work plan (i.e., objectives and anticipated milestones) at the start of term – focusing on how the council can address areas of the strategic plan that pertain to its charges.</p> <p><u>Commentary:</u> 40% of benchmark associations have such a requirement. It was reported that some councils develop plans which are at odds/cross purposes with ADA’s strategic plan. It is important that the entire organization focus its efforts on implementing the ADA strategic plan versus each governance entity developing its own separate goals and objectives. The Decision Lens program may be applicable for this process. A standardized work plan template should be developed and used for all councils.</p>	1,2,3,4
<p><u>Suggestion #60:</u> Continue to enhance ties between the ADA’s strategic plan and budget.</p> <p><u>Commentary:</u> It is important for the strategic plan and mission to guide the activities of the organization. The strategic plan should be developed in a timeframe that allows ADA to utilize it as the guide to develop the proposed budget for the organization. ADA has made strides in this area and should continue to make sure that every new initiative fits in the mission and is tied to a plan strategy and objective.</p>	1,2,

Detailed Suggestions and Commentary



Financial Management

Suggestion/Commentary	Code (1)
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In a previous section, W&A recommended transferring authority for budget approval from the HOD to the BOT. If budget authority is not moved as suggested, as an alternative we urge consideration of some or all of the following suggestions:

<p><u>Suggestion #61:</u> Require that the HOD passes a balanced budget each year.</p> <p><u>Commentary:</u> Concern was expressed in many interviews about the HOD approving resolutions that resulted in a deficit budget. The leadership survey showed that 81% either fully supported or may support a requirement that the HOD approve a balanced budget. Only 9% were leaning against or strongly against it.</p>	1
<p><u>Suggestion #62:</u> Educate the constituents and delegates of the requirement to identify a funding mechanism for all HOD resolutions involving an expenditure of funds.</p> <p><u>Commentary:</u> There was considerable frustration expressed in interviews about the HOD approving resolutions with funding requirements that were not analyzed as part of or using the same criteria as the budget process. This points to a need for additional education and greater enforcement of this requirement.</p>	1
<p><u>Suggestion #63:</u> Require that all HOD resolutions involving an expenditure of funds be held over for one year, unless a super majority (at least 2/3rds) seeks an immediate vote.</p> <p><u>Commentary:</u> This would minimize the amount of adjustments made by the HOD to the budget – limiting them to items that have a broad level of support. It would facilitate appropriate consideration of other resolutions during the subsequent year's budgeting process. Nearly 50% of leadership survey respondents indicated either fully support or may support such a requirement.</p>	1,2

Detailed Suggestions and Commentary



Financial Management (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #64</u>: Establish a goal that ADA's financial reserves grow by at least 2% annually until it reaches 50% of the operating budget.</p> <p><u>Commentary</u>: There is no clear definition of a best practice for reserve levels in associations. However, the majority of associations strive for a level that is 50% of its annual operating budget; many pursue a higher level. It is in ADA's best interest to strive to meet this level by committing to use income every year to build the reserve level.</p>	1
<p><u>Suggestion #65</u>: Change the ADA bylaws to enable a 30-day notice to members of a dues increase.</p> <p><u>Commentary</u>: The current requirement is to provide a 90-day notice prior to the HOD meeting. This means a notice must go out before the BOT has agreed on the budget that will be presented to the HOD. As a result, the dues adjustment requested may not be in line with revenue needs ultimately identified through the budget process. Given the speed of communications enabled by technology, such a lengthy notice period is not as necessary as it was previously. Reducing the time would allow the BOT to have a final budget proposed before needing to propose a dues increase.</p>	1,5

Detailed Suggestions and Commentary



Diversity

Suggestion/Commentary	Code (1)
<p><u>Suggestion #66:</u> Encourage districts and states to cultivate diversity in volunteers, promote opportunities for women to become involved in organized dentistry, recruit targeted minorities, and target younger dentists and dental schools</p> <p><u>Commentary:</u> The leadership survey indicated only 46% believe the ADA is effective at incorporating diversity. Interviewees expressed concern regarding a lack of diversity -- younger dentists, females, minorities, etc. -- in the governance of ADA. Some of the problems noted are that minorities are attracted to their ethnically based specialty associations, young dentists find it difficult to become involved in a volunteer role and women are not actively recruited. Responses also made it clear they do not favor a “mandated” appointment or “slot” in order to increase diversity. They indicated the most important role of the ADA is to educate all segments about the importance of a diverse volunteer population.</p>	1,2,8
<p><u>Suggestion #67:</u> Increase liaison relationships with the Hispanic Dental Association, National Dental Association, and the Society for American Indian Dentists. This could include designating a non-voting delegate position to be selected by these three organizations in the HOD and/or a rotating non-voting seat on the BOT.</p> <p><u>Commentary:</u> This provides an opportunity to add a diversity voice to both the HOD and BOT. This practice was encouraged and noted in a number of interviews. The groups referenced above were specifically mentioned in interviews as being opportunities for collaboration on diversity. They have reportedly worked together to create an organized structure for the three associations.</p>	1,2,8
<p><u>Suggestion #68:</u> Develop a tool kit that constituents can utilize to implement diversity training programs.</p> <p><u>Commentary:</u> Interviewees stressed the importance of ADA working with constituent societies to increase the awareness and effectiveness of involving a diverse population of volunteers. ADA could develop a tool kit that serves as a model for constituent and component societies to use in addressing the issue of diversity.</p>	1,2,8

Detailed Suggestions and Commentary



Diversity (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #69:</u> Feature a diversity program at the President-Elect's conference.</p> <p><u>Commentary:</u> Interviewees praised the President-Elect's conference and its effectiveness in preparing them for their leadership role. It was also suggested that diversity should be a topic discussed at this conference annually, as a way of educating and sensitizing constituent leaders to the issue and providing successful approaches used by others.</p>	1,2,8
<p><u>Suggestion #70:</u> Establish student and new dentist slots, either voting or non-voting, on all or selected councils and committees, accompanied by transitioning the New Dentist Committee to a community of interest – consisting of each new dentist representative on the councils.</p> <p><u>Commentary:</u> This would provide more concrete opportunities for these demographic groups to become involved in ADA governance, while saving expenses associated with the New Dentist Committee. As noted previously, many ADA leaders do not support mandated or slotted appointments such as this. However, based on W&A experience, this is frequently the only effective way to integrate younger dentists into the leadership structure. Perhaps this approach should be considered four or five years down the road if diversity doesn't increase measurably based on implementation of other suggestions.</p>	1,2,8

Detailed Suggestions and Commentary



Technology

Suggestion/Commentary	Code (1)
<p><u>Suggestion #71:</u> Utilize telephonic and/or web-based meetings to a greater extent for all governance entities, with a goal of reducing the number of face-to-face meetings at least 25% by fiscal year 2014 and 50% by fiscal year 2016.</p> <p><u>Commentary:</u> Use of this technology would increase convenience and result in better time management for members. It could also significantly reduce expenses associated with on-site meetings, especially given the large numbers of participants in a typical meeting. For example, the average out-of-pocket expense of a BOT onsite meeting is approximately \$71,000, and it is not unusual for a council meeting to result in \$35,000 in out-of-pocket expenses. The leadership survey indicated 79% fully support or may support reducing the number of in-person meetings and replacing them with video, webinar or telephonic meetings.</p> <p>Compared to benchmark associations, the ADA tends to have more in-person meetings. The ADA typically has:</p> <ul style="list-style-type: none"> • Seven in-person BOT meetings, compared to the median of five meetings for benchmark associations. • Five in-person Finance Committee meetings, compared to the median of two meetings for benchmark associations • Four in-person Audit Committee meetings, compared to the median of two meetings for benchmark associations. • Five in-person Governance Committee meetings, compared to the median of three meetings for benchmark association. 	1,2,5,6
<p><u>Suggestion #72:</u> Appoint a short term task force with specific expertise and representation from each segment of the governance structure (i.e., HOD, BOT, councils, committees, and constituents) to review and recommend how ADA Connect can be utilized to a great extent to streamline governance activities, reduce governance expense, and increase communication, information sharing, and user-friendliness.</p> <p><u>Commentary:</u> There has only been limited use of ADA Connect in the governance operations of the ADA. While interviewees who have used it as delegates found it helpful, some find it difficult to use. It was clear a strong majority believe it offers tremendous potential for all governance entities. While the ADA has been expanding ADA Connect to most governance entities, the rollout process has been slow. This task force could advise staff on what key elements would be attractive to leaders and volunteers, and help determine the appropriate training topics and marketing of the system.</p>	1,2,5,6

Detailed Suggestions and Commentary



Technology (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #73:</u> Develop a better search mechanism for use by governance volunteers on ADA Connect.</p> <p><u>Commentary:</u> Many interviewees indicated it is difficult to find what they need in the software. To encourage and ensure ongoing use, an improved search mechanism is suggested.</p>	1,2,5,6
<p><u>Suggestion #74:</u> Enhance the training program on use of ADA Connect (e.g., written and video formats or an e-learning course).</p> <p><u>Commentary:</u> There has only been limited use of ADA Connect in the governance operations of the ADA. While interviewees who have used it as delegates found it helpful, some find it difficult to use. It was clear a strong majority believe it offers tremendous potential for all governance entities. A coordinated training program should be continued and expanded upon.</p>	1,2,5,6
<p><u>Suggestion #75:</u> Set up networking sections for each governance entity on ADA Connect.</p> <p><u>Commentary:</u> Interest in the use of ADA Connect for a broad range of purposes included the opportunity to have social networking for “communities” of ADA. This could include individual councils, constituents, component societies, specially societies, committees, government relations discussions, etc.</p>	1,2,4,5,6

Detailed Suggestions and Commentary



Technology (continued)

Suggestion/Commentary	Code (1)
<p><u>Suggestion #76:</u> Assure that all governance operations are largely paperless by the end of 2013.</p> <p><u>Commentary:</u> Interview and leadership survey data indicate widespread support for this. Over 50% of benchmark associations indicated they have already or will be converting all governance entities to paperless operations. 89% of the leadership survey respondents indicated they fully support or may support the move to a paperless governance operation over the next two years.</p>	1,2,5,6
<p><u>Suggestion #77:</u> Assure that Help Desk staff are available during all meetings of governance entities where ADA Connect is utilized.</p> <p><u>Commentary:</u> There were reported instances where technical support was needed, but unavailable, especially at the HOD meeting.</p>	1,2,5

Detailed Suggestions and Commentary



Staff Support

Suggestion/Commentary	Code (1)
<p><u>Suggestion #78:</u> Create a Governance Coordinator position in the staff organization reporting to the Chief of Governance and Strategy Management. Specific responsibilities would include:</p> <ul style="list-style-type: none"> • Assuring all governance entities are involved in and aware of strategic plan development and implementation. • Maintaining a database of all governance entities and coordinating efforts to assure ongoing communications, self-evaluations, updating of operations manuals and job description for governance entity positions, establishing and monitoring charges, etc. • Preparing and updating operations manuals for key governance entities, including job descriptions and committee charges. • Coordinating activity on ADA Connect for governance entities. <p><u>Commentary:</u> This mid-level position would help ensure the effectiveness and efficiency of the ADA governance structure as a whole. ADA governance is so diverse that there is rarely one point person who can provide the details related to specific governance entities. For example, no list of committees for the governance structure existed prior to undertaking our project work. The above bullet points and other areas of coordination would be the responsibility of this position and would provide enhanced knowledge and continuity in all areas of governance.</p>	<p>1,2,3,4 ,5</p>
<p><u>Suggestion #79:</u> Periodically survey council leaders regarding their satisfaction with staff support.</p> <p><u>Commentary:</u> Results from such surveys could be used to enhance staffing patterns and assignments, improve processes and procedures, etc. to better support the councils.</p>	<p>1,2,5</p>

Detailed Suggestions and Commentary



Other

Suggestion/Commentary	Code (1)
<p><u>Suggestion #80:</u> Continue to undertake a compensation review for all governance positions receiving stipends and make adjustments according to prevailing market conditions and commensurate to the work involved.</p> <p><u>Commentary:</u> It is our understanding that a review hasn't been undertaken in more than a decade. Such a review should be undertaken at least tri-annually.</p> <p>Perhaps due to lack of a recent review, compensation received by the BOT officers and trustees is on the far end of compensation as compared to other associations included in the benchmarking analysis: ADA pays the:</p> <ul style="list-style-type: none"> • Speaker a \$43,177 stipend, whereas the benchmark median is \$35,000. • President a \$263,505 stipend, whereas the benchmark median is \$76,937. • President-Elect a \$204,857 stipend, whereas the benchmark median is \$50,750. • Treasurer a \$84,470 stipend, whereas the benchmark median is \$6,700. • Trustees a \$56,145 stipend each, whereas the benchmark median is \$0. <p>Although on the one hand, these seemingly excessive compensation levels are a concern (i.e., ADA's tax exempt status may be in jeopardy), it is also apparent from benchmarking that ADA officers and trustees spend considerably more time on their duties and responsibilities than do their counterparts in other associations. The issue of compensation is the subject of a separate report and is not addressed in this report other than to note it as an issue.</p> <p>While W&A believes compensation is an important issue, we believe it more important to focus on the time commitments associated with ADA governance, which is indicative of role confusion. As indicated in a prior recommendation, officers and trustees should be operating at the oversight level and not the management level. A higher functioning BOT would not require as many meetings or time commitment as the ADA BOT currently does.</p>	6

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Next Steps



Subsequent to submitting this report, the W&A team will undertake the final project work step:

Step 10 – Facilitate Report Dissemination and Feedback: We will undertake the following activities upon receiving the go-ahead from designated ADA representatives:

- Prepare a Power Point presentation or whitepaper to convey project findings and recommendations to key audiences.
- Conduct a webinar training program targeted at volunteer leaders to aid them in sharing these recommendations with their constituencies.
- Potentially attend the ADA 2012 HOD meeting – serving as a resource during consideration of various resolutions pertaining to this report.

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Westman & Associates has appreciated this opportunity to be of service to the ADA. Subsequent to completing our work, we look forward to monitoring your progress and stand ready to be of assistance in asked in the implementation of various suggestions. We wish you well!

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APPENDIX: Interview Results



Overview

Interviews provided the most comprehensive and valuable input in developing W&A's compilation of key findings and recommendations. Virtually every issue touched upon in Section 3 of this report was discussed to some extent during one or more of these dialogues. The other data gathering methodologies employed by W&A primarily served to fine tune and provide more detail to our findings and recommendations.

Westman & Associates interviewed 72 ADA leaders on a one-to-one basis. These included:

- All Board of Trustees members
- All Council and Commission Chairs
- Co-Chairs of the American Dental Political Action Committee
- New Dentist Committee Officers
- American Student Dental Association Officers
- A sample of State Executive Directors
- A sample of HOD delegates

Additionally, approximately 30 staff leaders were interviewed in small groups.

Several hundred pages of notes were recorded and subsequently analyzed. We used the following criteria to determine what should be included in this summary:

- A large number of interviewees expressed the point, and/or
- The point made was deemed to be constructive in addressing one or more specific issues/concerns.

APPENDIX: Interview Results



Overview (continued)

Interview data have been categorized into 9 sections:

1. Overall Governance Effectiveness
2. House of Delegates
3. Councils/Committees
4. Board of Trustees
5. Diversity Opportunities
6. Staff Support
7. Strategic Planning
8. Technology
9. Other

Most sections have sub-points due to the scope and complexity of feedback.

APPENDIX: Interview Results



1. Overall Governance Effectiveness

Strengths of the ADA's Operations and Governance Structure

- ADA sets standards and is critical for maintaining what dentistry is about; we are the authority.
- Endorsement programs are good.
- Scientific studies are important.
- The tri-partite system is a strength.
- Membership involvement at all levels is appreciated, especially the wide variety of volunteers having an active involvement in policy and operations of ADA – building a sense of ownership. It's a melting pot, representing a broad profession.
- Interviewees generally believe most governance entities have some value and provide a reasonable return on investment (ROI) to ADA.
- Most interviewees like the participation that the HOD offers.
- ADA has a high quality staff and an excellent Executive Director.

APPENDIX: Interview Results



1. Overall Governance Effectiveness (continued)

Concerns Expressed

- ADA's financial situation will likely get worse in future years. Approximately 37% of members are 55+ in age. When they reach 65 years age their dues go to half-price – a big financial hit to the organization.
- Many interviewees believe that, taken as a whole, the governance structure is ineffective in enabling ADA to be nimble/responsive to situations as they arise. Quotes included:
 - “Is it reasonable for the HOD to be held accountable for the governance of the association when it meets three days per year?”
 - “Our system doesn't allow us to react quickly to situations. By the time all the entities can get coordinated, meet, refer decisions back-and-forth, etc., the issue at hand has passed us by.”

“If ADA doesn't make decisions on governance now, the organization will be irrelevant in the future. It is time to change!”

Suggestions Made

- Assure governing bodies undertake periodic self-assessments of their effectiveness.
- Establish an Executive Committee of the HOD that can respond during the year to issues as they arise.
- When the HOD passes a resolution, rather than having the President delegate work to a council, empower the President to establish a single-purpose work group/task force to address the issue – immediately sunseting it after the charges have been completed.

APPENDIX: Interview Results



2. House of Delegates

Size of House

Positive Comment

- The current size allows for significant member input.

Concerns Expressed

- Most leaders believe there are too many delegates and alternates, for one or more of the following reasons:
 - It is difficult to make decisions with so many delegates.
 - States are burdened with the expense of sending so many people to the HOD meeting.
 - The number of delegates and alternates limits ADA's ability to meet in most cities.

Suggestions Made

- Phase in a downsizing of the HOD over 3-4 years - taking down the number each year.
- Cut the number of delegates by 25% to 50%.
- Cut the number of delegates, but potentially increase member input (electronically) to Reference Committees.
- If not a cut, cap the number of delegates at the current level.
- Cut the number of alternate delegates by one-half or more.
- If a state has five or less delegates, allocate it the same number of alternates as delegates.

APPENDIX: Interview Results



2. House of Delegates (continued)

Delegate and Alternate Allocation/Selection

Concerns Expressed

- Given the current configuration of districts, there are examples of states with similar numbers of ADA members receiving different numbers of delegates.
- States appoint delegates based on reasons other than competence.

Suggestions Made

- Potential allocation formulas suggested by one or more interviewees:
 - At least 2 delegates per state, with proportional representation from each state for the remainder.
 - At least 2 delegates per state, with proportional representation from each state for the remainder up to a cap.
 - At least 1 delegate per state, with one additional delegate per 750 full-paying-dues members as of a certain credentialing date. This would result in approximately 225 delegates representing 157,000 total members as opposed to 535 Members of Congress representing 350 million citizens.
 - Combine the districts so there are 6-7 districts (e.g., Northeast, Southeast, Midwest, Mid-South, California, and Far West), with the delegate allocation methodology changing accordingly.
 - Make Michigan, Wisconsin, Ohio and Indiana one District. Also unite Florida with another district since it has lost so many dentists. That would reduce the number of districts by two.
- Better educate states about the importance of competencies in the selection of delegates.
- Provide delegate job descriptions (e.g., competencies and qualities needed) and be clear about the amount of work involved – extensive reading materials and HOD meeting time.

Note: there were also concerns and suggestions pertaining to diversity, which we incorporate in a later section of this report.

APPENDIX: Interview Results



2. House of Delegates (continued)

Delegate Diversity

Concerns Expressed

- Residencies now are 50/50 male/female and 30% minorities. The HOD and other governing entities do not reflect those numbers.
- It takes too long for new dentists to work their way up to become a delegate, as well as attain other leadership positions. This creates a risk of them leaving the ADA.

Suggestions Made

- Implement delegate term limits to provide more opportunities for increasing diversity.
- Incentivize states to include diversity in their delegate rosters.
- Invite leaders of related ethnic-focused associations to the HOD and give them speaking/non-voting privileges at HOD meetings – a way to add diversity but not increase the number of delegates or expense to ADA.
- Recommend to states that for every “X” number of delegates they have, one should be a new dentist, a woman, or minority.
- Recommend to the states that they have at least one alternate delegate who is a new dentist.

APPENDIX: Interview Results



2. House of Delegates (continued)

Delegate Term Limits

Concern Expressed

- Some delegates serve for too long, which prevents new blood, fresh perspectives, and diversity. This is especially a problem for small states with limited delegate slots.

Suggestions Made

- Cap the number of years members can serve as delegates; 6 to 10 years was the most typical suggestion.
- Set delegate terms at 2 or 3 years, with a limit of 2 to 3 terms served consecutively.

Role Clarification

Concerns Expressed

- There is ambiguous wording in the ADA constitution and bylaws defining roles between the HOD and Board of Trustees (BOT).
- The HOD has too much involvement in managing the association vis-à-vis policy making.
- The HOD needs to be a policy body, with the BOT managing the organization and staff.
- There is a level of misunderstanding of roles and resulting lack of trust between the HOD and councils.

APPENDIX: Interview Results



2. House of Delegates (continued)

Effectiveness of HOD

Positive Comment

- Allows participation by rank and file members.

Concerns Expressed

- The HOD is too large to act nimbly.
- The HOD is not good at reaching consensus on issues, so it tends to just vote things down; it is easier to reject a resolution than to accept it.
- Many delegates don't read the materials, so they make decisions based on emotions or politics – not on the information provided.
- Too much is brought up and considered at the last minute.
- The reference committee process is viewed by some as ineffective, because the HOD has too much power to override decisions and suggestions made by the committees.
- Delegates tend to be micromanagers and don't understand association management.
- Too many delegates are there to serve their own vested interest or that of their state versus the needs of the organization and dentistry in general.
- Too many delegates speak to hear themselves speak.

APPENDIX: Interview Results



2. House of Delegates (continued)

Financial Management Role

Positive Comment

- It has been helpful to post a running total of program expenses during budget deliberations.

Concerns Expressed

- The HOD typically adds millions of dollars each year to the budget after the staff and BOT have done their fiduciary best to develop a budget – frequently putting the organization in a deficit budget position.
- Some districts circumvent resolution policy by submitting high expense items late.
- Many delegates don't understand the financial impact of their decisions on the association.

Suggestions Made

- Require that the HOD pass balanced budgets.
- Assure ADA's financial reserve grows by at least 2% each year until it reaches 50% of the operating budget.
- Assure HOD resolutions meet the same universal criteria and Decision Lens analysis as is used during the budget process.
- Assure that all new programs or services added by the HOD to the budget include identified ties to the strategic plan.
- Require a 2/3rds to 80% majority for all new programs or services added by the HOD to the budget.
- Allow HOD resolutions with budgetary impact only if they are submitted at least "x" months before the HOD meeting – giving the staff and BOT appropriate time to vet, apply Decision Lens, and check strategic fit in undertaking budgeting.
- Only allow HOD resolutions involving expenditures if tied to a revenue source (e.g., dues increase or a specific cut in expenses).

APPENDIX: Interview Results



2. House of Delegates (continued)

Speaker of the House

Concern Expressed

- The Speaker can be in office for far too long.

Suggestions Made

- Institute a term for the position of 2- 4 years, with a maximum of 8-10 consecutive years' service in the role.
- Appoint a Vice-Speaker for the last year of the Speaker's term.
- Consider using an outside Parliamentarian to assist the Speaker in managing the HOD.

Format & Length of HOD Meeting

Concerns Expressed

- Given the HOD only meets once per year, it stalls decision making.
- HOD meetings, and more specifically Reference Committee meetings, last too long.

Suggestions Made

- Have a shorter virtual meeting midyear to address selected topics. This could involve putting issues on ADA Connect with discussions taking place there – followed by an electronic vote.
- Set a limit of two days for HOD meetings.
- Hold the HOD meeting at a different time from educational sessions to enable delegates to attend both.

APPENDIX: Interview Results



2. House of Delegates (continued)

Meeting Effectiveness

Concerns Expressed

- Too much time is spent on the “fluff” as opposed to the most important business.
- Many resolutions are presented just before or at the HOD meeting -- not giving enough time for delegates to consider the implications and fit with the ADA’s strategic plan, priorities, and budget.
- Many resolutions do not appear to be in line with ADA’s strategic plan and priorities.

Suggestions Made

- Install officers and present awards at a separate ceremony outside of the HOD meeting.
- Redefine the Late Resolutions Rule so that it can only be used in true emergencies.
- Have the Chair of each reference committee make a short video of each resolution that is posted on the website in advance to the meeting. Since many people prefer video to reading, this would result in a more informed set of delegates.
- Help districts apply the Decision Lens program to potential resolutions -- allowing many people to have input earlier and have resolutions better thought out and prioritized. It could also lead to shorter, more efficient HOD meetings.
- Set time limits for discussions, and have a protocol/rule that once a point is made, other delegates cannot make the same point.

APPENDIX: Interview Results



2. House of Delegates (continued)

Working relationship between HOD & BOT

Positive Comment

- Many say it has improved over the last couple of years.

Concern Expressed

- Many say that the working relationship needs to improve more.

Suggestion Made

- Continue to build communications between the BOT and HOD.

Technology Issues

Positive Comment

- There appears to be support for the ADA's decision to go paperless and meet the 2013 deadline for a paperless HOD.

Suggestions Made

- Consider a mid-year virtual HOD that addresses selected issues.
- Use social media to encourage discussion on resolutions in advance.

APPENDIX: Interview Results



2. House of Delegates (continued)

Other HOD Issues

Suggestions Made

- Beef up the new delegate orientation program to get them up to speed on the issues and HOD practices (reference BOT training).
- Provide HOD delegates with more information on a regular basis throughout the year, using ADA Connect.
- Incorporate the cost of staff support for the HOD and council meetings when considering the cost of governance. Then ask the key ROI question, “Is it worth \$30,000 for each of the resolutions that gets passed by the HOD?”

APPENDIX: Interview Results



3. Councils/Commissions

Role Assignment and Clarification

Concerns Expressed

- There is a fundamental issue/concern of councils being governed by the HOD, but managed by the BOT. This results in an overall lack of oversight and accountability.
- There is duplication of effort between councils, sub-committees, task forces, staff, etc.

Suggestions Made

- Have councils report to and be accountable to the BOT instead of the HOD.
- When the HOD passes a resolution, rather than having the President delegate work to a council, empower the President to establish a single-purpose work group with a definitive timeframe to address the issue – immediately sunsetting it after the charges have been completed.
- Clarify and communicate what each council does. This could involve development of a grid that clearly delineates the roles of each council and identifies areas of overlap. It would help make appropriate decisions regarding the future council structure.
- Revisit and potentially refine the charter of each council.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Financial Management Role

Concern Expressed

- Councils have little sense of the budgetary implications associated with their work and the initiatives they take on.

Suggestions Made

- Give the BOT authority to approve council budgets and their operating plans.

Clarify with councils what their role is in budget development and management.

Council Effectiveness

Concerns Expressed

- The use of councils and the reporting relationship of councils to the HOD inhibit ADA's "nimbleness". The decision-making process can take years.
- Some councils are too focused on tactics, which should be delegated to staff.
- Councils on occasion spend a great deal of time on hot button issues/initiatives that subsequently are overwhelmingly rejected by the HOD – a waste of time and money.

APPENDIX: Interview Results



3. Councils/Commissions

Council Effectiveness (continued)

Suggestions Made

- Use Decision Lens to establish each council's plan for the year – assuring each council's goals and objectives are very specific and in are in alignment with the strategic plan.
- Create a mechanism for councils to vet potential recommendations and initiatives with the HOD and/or BOT during the course of the year as opposed to waiting until the next HOD meeting – perhaps using electronic surveys.
- Implement a more robust council performance management process. This could include establishing specific objectives at the beginning of each year with formal assessment of attainment at the end of the year. Such assessments could influence decisions regarding the future role and perhaps even continuing existence of a given council (i.e., Return on Objective).

Council Structure

Concerns Expressed

- There are too many councils, sub-committees, task forces, etc.
- Several of the councils are focused on issues that normally are undertaken by staff in other associations.
- Task forces and committees are set up without appropriate consideration. They have no metrics or measurement. Many are “passion” projects of members that don't need to be pursued.

APPENDIX: Interview Results



3. Councils/Commissions

Council Structure (continued)

Suggestions Made

- Cut back on the number of councils and instead rely on short-lived/narrowly focused task forces to accomplish the work of the organization. This could result in the involvement of more people (diversity) while reducing the fixed costs of councils (e.g., the California experience).
- Have a sunset provision for every entity. Assess committees and subcommittees every year and councils every three years. Require that they go through the Decision Lens priority process and then sunset those areas and programs that rank low. Have a specific timetable for sunsetting task forces.
- The following specific entities were mentioned for sunsetting based on perceptions that the work can be undertaken by staff:
 - Information Technology Committee
 - Council on Communications
- Other entities that may be considered for sunsetting include:
 - Council on Members Insurance and Retirement Programs
 - Council on Ethics, Bylaws and Judicial Affairs
 - Many of the council committees (e.g. the Council on Access, Prevention & Interpersonal Relations has 11 sub and advisory committees). These essentially have become sub-councils and should be evaluated for sunsetting.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Council Structure

Suggestions Made

- The following entities were mentioned as needing further review relative to structure or operations:
 - Council on Access, Prevention and Interprofessional Relations: some believe it should become part of the Council on Government Affairs. They both undertake advocacy, and there already is a division in the Council of Governmental Affairs that advocates for what ADA does with the public.
 - New Dentists Committee: some believe it should be a council, others believe it should be a subset of the Council on Membership and others still believe it should remain a committee of the BOT.
 - Council on Dental Practice: some believe it to be off track from its original purpose.

Council Size

Concern Expressed

- There are too many members on each council.

Suggestions Made

- Cut the number of members per council in half or by one-third. Assuming the number of districts remains the same, there would no longer be automatic seats; districts would need to “compete” for slots. Or, alternatively, give districts seats on each council every other 4-year term.
- Institute “super councils” with some current councils converted into committees under these new entities.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Council Member Selection

Positive Comment

- Virtually all interviewees are pleased with the terms of office for councils.

Concern Expressed

- Trustees at times choose council members based on personalities and politics, or as rewards for long service at the state level. Even though competency/skill matrices have been developed and communicated, they are frequently ignored.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Council Size

Suggestions Made

- Reference the *Race for Relevance* in selecting council members (i.e., the need for skill set and expertise).
- Enhance and communicate competency/skill matrices specific to each council.
- Assure there is a job description for every council position.
- Reduce the number of council slots – thereby creating competition for the slots and motivating trustees to nominate high caliber individuals.
- Develop a database of members who have an interest in serving ADA, along with an inventory of their competencies/skills. The database can be used as a resource to select council members.
- Utilize a more formal, structured process to select council members, including completion of an application form by those interested in serving.
- Allocate half of council slots for selection based on competency match and the other half to districts on a rotational basis.
- Reserve some council slots for non-members with competencies and skills specific to the needs of a given council.
- Use the Council on Scientific Affairs Council and Council on Dental Education Licensure as models for selecting all council members.
- Use a Volunteer Placement Committee to select council members. Individuals interested in serving on a council would be vetted based on their competencies/skills, prior service, and willingness to commit time.
- Limit members to serving on one council during their tenure with ADA.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Meeting Effectiveness

Positive Comment

- The blend of in-person and telephonic meetings is appreciated by most interviewees.

Concerns Expressed

- It is very costly to have in-person meetings given the number of people involved.
- Too much time is spent during in-person meetings listening to reports.

Suggestions Made

- Limit council in-person meetings to one or two per year, with the rest by held by video or teleconference.
- Decrease the number of days for in-person council meetings.
- Focus in-person meetings more on strategizing and brainstorming, leaving other topics for video or teleconference meetings.
- Disseminate staff reports in writing prior to meetings – no oral delivery during meetings. Use meeting time to discuss questions or concerns based on the written reports.
- Conduct all committee meetings by video or teleconference.
- Hold more council meetings, in-person and remote, on weekends as opposed to week days.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Council Collaboration and Communication

Suggestions Made

- Convene an annual conference of council chairs and chair elects at the start of their terms to communicate roles, define working relationships, identify opportunities for collaboration, etc. A recent teleconference involving chairs of all councils was viewed as a good step in promoting understanding and communications between councils.
- Utilize an inter-council committee of council chairs and vice chairs to periodically communicate (electronically) throughout the year.
- Create mechanisms to share meeting agendas between councils.
- Set up a separate site on ADA Connect for each council, which can be viewed by other councils.
- Use the “Review of Major Activities” to share what each council is doing.
- Facilitate communication between council chairs prior to each HOD meeting to share their resolutions and minimize any overlap.

Technology Issues

Suggestions Made

- Assure that ADA Connect is used as a major communications vehicle and resource for all governance entities:
 - All council and committee activities should be input.
 - A search mechanism should be available for easily finding items.
- Make all meeting agendas electronic, with links to any additional information and presentations.

APPENDIX: Interview Results



3. Councils/Commissions (continued)

Council Training

Suggestions Made

- Assure that members of councils receive a briefing between October and February regarding the upcoming year's goals and plans for their council.
- Train council members on the need to support decisions once they return to their districts. Too often members champion their own opposing opinions once decisions have been made.
- Train council members on decision-making skills. Too often councils end up focusing on making everyone happy as opposed to tackling tough decisions.
- Provide more training on the use of ADA Connect.

APPENDIX: Interview Results



4. Board of Trustees

Role Assignment and Clarification

Concerns Expressed

- The BOT's effectiveness is constrained by powers vested in the HOD.
- The BOT engages too much in committee work during its meetings – either doing the work or duplicating what was done at the committee level.

Suggestions Made

- Drive more accountability and decision-making authority to the BOT – enabling it to act as the decision-maker in-between HOD meetings.
- Delegate budgeting authority to the BOT.
- Increase the BOT's focus on strategic plan development and subsequent oversight in plan attainment (i.e., guiding all governance entities in abiding with the plan). This could include speaking about the plan at caucuses, state meetings, etc. to drive an understanding of what the ADA is trying to accomplish with the strategic plan.
- Clarify and delegate more authority to committees.
- Utilize an Executive Committee to further enable “nimbleness” in decision-making between BOT meetings.

APPENDIX: Interview Results



4. Board of Trustees (continued)

Size of Board

Concern Expressed

- There are too many districts and BOT members.

Suggestions Made

- Cut from 17 to a lesser number of districts, which would also impact the number of council appointments. Suggestions included:
 - Have only 5 districts with 2-3 Trustees each.
 - Rotate representation on the BOT by district – cutting the number of Trustees in half.
- Consider adding one or more public members to the BOT.

Selection of Trustees

Concern Expressed

- Geographical selection of Trustees doesn't always result in the "best" leaders for ADA.

Suggestion Made

- Use the HOD to select Trustees – based not on geographic representation but "at large" and instead on credentials.

APPENDIX: Interview Results



4. Board of Trustees (continued)

BOT Position: President

Suggestions Made

- Develop better protocols and expectations for the position, including a greater focus on visibility (i.e., interacting and listening to members).
- Provide more formal training to the President, prior to assuming his/her duties, on meeting agenda development and facilitation, conflict resolution skills, etc.

BOT Position: President-Elect

Concerns Expressed

- Trustees interested in this position are in campaign mode from the moment they take office. It is bad for decision making given these individuals are primarily interested in playing it politically safe.
- Only the largest states can afford to support a candidate for the position, given the \$160,000-\$180,000 cost of a typical campaign.

Suggestions Made

- Have either the BOT or all members select the President-Elect.
- Don't let sitting BOT members run for President-Elect. Make them wait at least a year after they complete their service as a Trustee.
- Make the progression to President two years (i.e., Vice President, President-Elect, President) in order to reacquaint the individual with the BOT prior to assuming the President position.
- Eliminate expensive Presidents' parties and instead utilize a Candidates Forum at the HOD.

APPENDIX: Interview Results



4. Board of Trustees (continued)

BOT Position: Vice President

Concern Expressed

- The position has outlived its usefulness. It was designed to be the “eyes and ears” of the HOD – mainly communicating BOT activity to the HOD. Now there are numerous other communication channels and perhaps too many newsletters and information overload.

Suggestions Made

- Eliminate one or both VP positions.
- Change the VP position to become the first step in the ascension chain to BOT President.

BOT Position: Speaker

Concern Expressed

- There is no need for the Speaker to serve on the BOT.

Suggestion Made

- Have an Attorney serve as Parliamentarian at BOT meetings rather than the Speaker.

APPENDIX: Interview Results



4. Board of Trustees (continued)

BOT: Treasurer

Concern Expressed

- The Treasurer position is redundant given there is a CFO and separate Chairs of the Budget & Finance and Audit Committees.

Suggestions Made

- Eliminate the Treasurer position.
- Combine the Treasurer position with the Secretary position (i.e., Secretary/Treasurer) – taking away Secretary duties from the Executive Director.

BOT Position: Director

Suggestion Made

- Implement a mentoring program, with Senior Trustees assigned to Freshman Trustees.

BOT Position: Past President

Suggestion Made

- Create opportunities for Past Presidents and other former leaders to lend their experience and expertise to ADA (e.g., international involvement).

APPENDIX: Interview Results



4. Board of Trustees (continued)

BOT Meetings

Positive Comment

- Most BOT members are satisfied with the number of meetings and the format used.

Concern Expressed

- Information needed to make BOT decisions is not always available or received in a timely manner.

Suggestions Made

- Choose topics for in-person meetings that are truly strategic; handle the rest electronically.
- Hold BOT meetings Friday through Sunday to minimize lost office time for Trustees.

Other BOT issues:

Suggestions Made

- Include in BOT training:
 - The differences between running a dental practice and running the ADA (e.g., a business comparison chart).
 - The strategic versus tactical role of the BOT.
- Consolidate the Compensation Committee with the Budget and Finance Committee
- Consolidate the Diversity Committee with the Council on Membership.

APPENDIX: Interview Results



5. Diversity Opportunities

Ethnic and Gender Diversity

Concern Expressed

- Residencies now are 50/50 male/female and 30% minorities. The composition of ADA's governance entities does not reflect these numbers.
- The Diversity Institute is too narrowly focused.

Suggestions Made

- Increase ADA's involvement with minority dental associations.
- Recruit minorities for positions on governance entities.
- Encourage states to select minorities for leadership positions.
- Establish a joint ADA/state initiative to provide leadership training to minorities.
- Develop a tool kit for constituents to help them recruit and utilize minorities.
- Conduct an evaluation of the Diversity Institute and its effectiveness in getting those who participate involved in constituent and ADA activities.
- Expand the Diversity Institute to the districts and/or states.
- Feature a diversity program at the President-Elects' conference.

APPENDIX: Interview Results



5. Diversity Opportunities (continued)

Students and New Dentists

Concern Expressed

- There is a lack of dental student and new dentist representation at all levels within the ADA governance structure.

Suggestions Made

- Increase marketing initiatives geared towards dental students and new dentists.
- Set term limits for HOD delegates to open up more opportunities for new dentists.
- Encourage states to include more new dentists on their delegate teams.
- Include more students and new dentists on councils, committees, task forces etc.
- Use social media and electronic meetings to a greater extent to better engage students and new dentists.

APPENDIX: Interview Results



6. Staff Support

General

Positive Comments

- The caliber of staff has improved significantly.
- Considerable appreciation was expressed for Kathy. She runs ADA with a “soft, iron glove.”

Concerns Expressed

- Some leaders believe the ADA is becoming too staff driven.
- Staff are generally viewed as good supporters of their assigned governance entities, but are not necessarily very proactive.
- A few leaders believe ADA staff are not as responsive as they should be.

Suggestions Made

- Decrease BOT oversight (some say micromanagement) of the staff organization.
- Periodically survey council leaders regarding satisfaction with staff support.
- Assure staff communicates better with each other to identify and minimize duplication of work between governance entities.
- Assure staff participates in 360 degree performance reviews.

APPENDIX: Interview Results



6. Staff Support (continued)

Specific Relationships

Board/Staff

- Most BOT members believe they are receiving good support from the staff and that staff support is much better than it used to be.

Councils/Staff

- Mixed feedback in terms of whether there should be more shared services between councils. Some believe more services can be shared, whereas other leaders appreciate councils having their own cadre of staff – a minimum of one dedicated staff person per council.

APPENDIX: Interview Results



7. Strategic Planning

Concerns Expressed

- The current strategic planning process does not result in operating plans, milestones, and metrics that support plan attainment.
- The budget process is not sufficiently tied to the strategic planning process.

Suggestions Made

- Make the BOT accountable for strategic plan development, with input from all other governance entities.
- Use a new Inter-Council Committee to provide guidance and input in strategic plan development.
- Assign councils and committees accountability for developing operating plans, milestones, and metrics that are tied to the strategic plan and subsequently approved by the BOT.
- Disseminate to councils and committees a standardized template for them to use in developing operating plans.
- Increase linkages between budget development and the strategic plan.
- Increase education to leaders and members regarding components of the strategic plan and how it is/should be utilized by various governance entities.

APPENDIX: Interview Results



8. Technology

Positive Comments

- ADA Connect is much better than the old “Loop.”
- ADA Connect has a good help desk.

Concern Expressed

- ADA Connect is still not as user friendly as it should be. For example, during a recent President Elects meeting on ADA Connect it was difficult to log in to the software.
- There isn't always an ADA Connect help desk available during meetings.
- ADA Connect needs a better search mechanism.

Suggestions Made

- Offer more training on how to effectively use ADA Connect.
- Add list serves and ongoing dialogue to ADA Connect.
- Set up social networking sections for each council, commission, district, state, etc.
- Assure the help desk is available during all governance meetings that utilize ADA Connect.
- Utilize Go to Meetings or teleconferences for all committee and task force meetings.
- Use an electronic voting mechanism to streamline decision-making during virtual meetings.

APPENDIX: Interview Results



9. Other:

Positive Comment

- Appreciation was expressed for the state President-Elect conference at the annual meeting. It was good to include President-Elects of related ethnic-focused associations.

Concerns Expressed

- Spousal travel expenses should be cut.
- Use of the ADA travel service results in higher costs than if leaders booked their own travel.
- The Government and Public Affairs initiatives can work at cross purposes with what the states are trying to accomplish.

Suggestions Made

- Establish an organizational unit or entity to improve coordination and minimize duplication between the 150+ ADA governance entities. This unit could also facilitate periodic reviews of entities for possible sunseting or refocusing.
- Give leaders a travel budget to live within for each meeting (amount adjusted to geographic differences) – allowing states/leaders to keep the difference if they spend less and motivating more cost-effective travel.

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APPENDIX: Resource Analysis Results



Overview

W&A's Resource Analysis was undertaken to calculate the "cost of governance" for ADA. In addition to traditional expenses associated with such a calculation (i.e., member leader stipends, meeting travel expenses, and allocated office expenses), W&A calculated expenses that most associations fail to consider – the cost of staff time supporting various governance entities.

This calculation was developed based on administration of a comprehensive survey to 185 staff who were perceived to spend at least 5% of their time supporting ADA governance. Survey respondents were asked to allocate 100% of their time across nearly 200 specific governance activities, as well as a "catch-all" activity addressing non-governance related time. The amount of time assigned to each activity was multiplied by the respondent's total compensation (i.e., base salary plus benefits allocation) to arrive at a total expense for the activity. For example, a respondent with \$100,000 total compensation who indicated performing an activity 10% of her time had \$10,000 assigned to that activity. Data from all 185 respondents were accumulated to arrive at total expense for each activity.

The results of our analysis are incorporated in the three following analyses. A fourth analysis, detailing specific staff and the time they spend performing each activity, was provided separately to ADA executives.

- **Governance Entity Analysis:** This analysis summarizes total FTEs and employee expense associated with each ADA governance entity, as well as the traditional expense categories listed previously – resulting in a total governance expense for each entity.
- **High to Low Analysis:** This includes the same information as the Governance Entity Analysis, but sorted from highest total expense entity to lowest total expense entity.
- **Activity Detail Analysis:** This includes, for each governance entity, staff FTEs and expenses for the specific activities undertaken in support of the entity, along with the traditional expense categories provided in the prior two analyses.

The analyses indicate that nearly \$10 million is associated with staff time supporting governance entities, and total governance expense was calculated to be nearly \$16.5 million.

APPENDIX: Resource Analysis Results



Analysis 1: By Governance Entity

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
HOUSE OF DELEGATES (Speaker, Delegates & Meetings)	3.88	\$576,065	\$43,177	\$69,845	\$20,037	\$709,124
Constitution and Bylaws Committee	0.11	\$46,134	N/A	\$2,280	\$839	\$49,253
Credentials, Rules and Order Committee	0.19	\$28,085	N/A	\$4,750	\$1,049	\$33,884
Election Commission	0.21	\$46,473	N/A	\$5,000	\$1,105	\$52,578
Reference Committee – Budget, Business, and Administrative Matters	0.16	\$44,421	N/A	\$4,750	\$1,049	\$50,220
Reference Committee – Dental Benefits, Practice and Health	0.36	\$70,792	N/A	\$10,500	\$2,320	\$83,612
Reference Committee – Dental Education, Science and Related Matters	0.37	\$70,526	N/A	\$36,850	\$8,141	\$115,517
Reference Committee – Legal, Legislative, and Public Affairs Matters	0.11	\$32,531	N/A	\$3,100	\$685	\$36,316
Reference Committee – Membership and Planning	0.24	\$44,724	N/A	\$6,625	\$1,464	\$52,813

APPENDIX: Resource Analysis Results



Analysis 1: By Governance Entity (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
<u>COUNCILS/COMMISSIONS</u>						
Council on Access Prevention and Interprofessional Relations (CAPIR)	3.18	\$487,844	N/A	\$83,675	\$29,244	\$600,763
Council on Annual Session (CAS)	2.91	\$356,731	N/A	\$267,730	\$27,107	\$651,568
Council on Communications (CC)	1.68	\$259,389	N/A	\$70,422	\$11,096	\$340,907
Council on Dental Benefit Programs (CDBP)	1.76	\$244,259	N/A	\$64,623	\$53,628	\$362,510
Council on Dental Education and Licensure (CDEL)	4.22	\$542,840	N/A	\$107,817	\$33,579	\$684,236
Council on Dental Practice (CDP)	2.59	\$328,429	N/A	\$80,145	\$29,835	\$438,409
Council on Ethics, Bylaws and Judicial Affairs (CEBJA)	0.47	\$117,140	N/A	\$68,675	\$3,789	\$189,604
Council on Government Affairs (CGA)	0.71	\$149,811	N/A	\$63,538	\$7,346	\$220,695
Council on Members Insurance and Retirement Programs (CMIRP)	0.57	\$118,490	N/A	\$52,496	\$4,656	\$175,642
Council on Membership (CM)	2.95	\$407,129	N/A	\$48,235	\$32,403	\$487,767
Council on Scientific Affairs (CSA)	2.89	\$457,163	N/A	\$124,436	\$64,668	\$646,267

APPENDIX: Resource Analysis Results



Analysis 1: By Governance Entity (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
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COUNCILS/COMMISSIONS (continued)

American Dental Political Action Committee (ADPAC)	2.82	\$355,034	N/A	\$255,849	\$18,557	\$629,440
Commission on Dental Accreditation (CODA)	7.51	\$780,397	N/A	\$1,127,926	\$50,756	\$1,959,079
Joint Commission on National Dental Examinations (JCNDE)	7.86	\$881,329	N/A	\$376,958	\$89,819	\$1,348,106
New Dentist Committee (NDC)	1.49	\$201,755	N/A	\$51,300	\$11,333	\$264,388

BOARD OF TRUSTEES (Officers & Meetings)	6.10	\$1,152,665	\$1,550,474	\$824,997	\$32,088	\$3,560,224
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BOARD COMMITTEES

Audit Committee	0.11	\$32,023	N/A	\$5,875	\$1,298	\$39,196
Budget and Finance Committee	0.36	\$96,181	N/A	\$16,075	\$3,551	\$115,807
Compensation Committee	0.07	\$23,741	N/A	\$2,050	\$453	\$26,244
Diversity Committee	1.21	\$114,664	N/A	\$33,475	\$7,395	\$155,534

APPENDIX: Resource Analysis Results



Analysis 1: By Governance Entity (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
BOARD COMMITTEES (continued)						
Governance Committee	0.35	\$86,301	N/A	\$12,650	\$2,795	\$101,746
Information Technology Committee	0.03	\$11,162	N/A	\$3,000	\$663	\$14,825
International Programs and Development Committee	1.68	\$171,143	N/A	\$78,514	\$17,452	\$267,109
Pension Committee	0.13	\$46,273	N/A	\$6,300	\$1,392	\$53,965
Strategic Planning Committee	0.31	\$65,886	N/A	\$10,725	\$2,369	\$78,980
Issue Specific Work Groups/Task Forces	1.55	\$244,955	N/A	\$85,325	\$18,850	\$349,130
Other Governance Support (unrelated to previous activities)	10.72	\$1,199,610	N/A	\$263,275	\$58,162	\$1,521,047
Total Governance Expense	71.85	\$9,892,095	\$1,593,651	\$4,329,786	\$650,973	\$16,466,505

APPENDIX: Resource Analysis Results



Analysis 2: Highest to Lowest Cost Governance Entities

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
BOARD OF TRUSTEES (Officers & Meetings)	6.10	\$1,152,665	\$1,550,474	\$824,997	\$32,088	\$3,560,224
Commission on Dental Accreditation (CODA)	7.51	\$780,397	N/A	\$1,127,926	\$50,756	\$1,959,079
Other Governance Support (unrelated to previous activities)	10.72	\$1,199,610	N/A	\$263,275	\$58,162	\$1,521,047
Joint Commission on National Dental Examinations (JCNDE)	7.86	\$881,329	N/A	\$376,958	\$89,819	\$1,348,106
HOUSE OF DELEGATES (Speaker, Delegates & Meetings)	3.88	\$576,065	\$43,177	\$69,845	\$20,037	\$709,124
Council on Dental Education and Licensure (CDEL)	4.22	\$542,840	N/A	\$107,817	\$33,579	\$684,236
Council on Annual Session (CAS)	2.91	\$356,731	N/A	\$267,730	\$27,107	\$651,568
Council on Scientific Affairs (CSA)	2.89	\$457,163	N/A	\$124,436	\$64,668	\$646,267
American Dental Political Action Committee (ADPAC)	2.82	\$355,034	N/A	\$255,849	\$18,557	\$629,440
Council on Access Prevention and Interprofessional Relations (CAPIR)	3.18	\$487,844	N/A	\$83,675	\$29,244	\$600,763
Council on Membership (CM)	2.95	\$407,129	N/A	\$48,235	\$32,403	\$487,767
Council on Dental Practice (CDP)	2.59	\$328,429	N/A	\$80,145	\$29,835	\$438,409
Council on Dental Benefit Programs (CDBP)	1.76	\$244,259	N/A	\$64,623	\$53,628	\$362,510

APPENDIX: Resource Analysis Results



Analysis 2: Highest to Lowest Cost Governance Entities (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
Issue Specific Work Groups/Task Forces	1.55	\$244,955	N/A	\$85,325	\$18,850	\$349,130
Council on Communications (CC)	1.68	\$259,389	N/A	\$70,422	\$11,096	\$340,907
International Programs and Development Committee	1.68	\$171,143	N/A	\$78,514	\$17,452	\$267,109
New Dentist Committee (NDC)	1.49	\$201,755	N/A	\$51,300	\$11,333	\$264,388
Council on Government Affairs (CGA)	0.71	\$149,811	N/A	\$63,538	\$7,346	\$220,695
Council on Ethics, Bylaws and Judicial Affairs (CEBJA)	0.47	\$117,140	N/A	\$68,675	\$3,789	\$189,604
Council on Members Insurance and Retirement Programs (CMIRP)	0.57	\$118,490	N/A	\$52,496	\$4,656	\$175,642
Diversity Committee	1.21	\$114,664	N/A	\$33,475	\$7,395	\$155,534
Budget and Finance Committee	0.36	\$96,181	N/A	\$16,075	\$3,551	\$115,807
Reference Committee - Dental Education, Science and Related Matters	0.37	\$70,526	N/A	\$36,850	\$8,141	\$115,517
Governance Committee	0.35	\$86,301	N/A	\$12,650	\$2,795	\$101,746
Reference Committee - Dental Benefits, Practice and Health	0.36	\$70,792	N/A	\$10,500	\$2,320	\$83,612
Strategic Planning Committee	0.31	\$65,886	N/A	\$10,725	\$2,369	\$78,980

APPENDIX: Resource Analysis Results



Analysis 2: Highest to Lowest Cost Governance Entities (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
Pension Committee	0.13	\$46,273	N/A	\$6,300	\$1,392	\$53,965
Reference Committee - Membership and Planning	0.24	\$44,724	N/A	\$6,625	\$1,464	\$52,813
Election Commission	0.21	\$46,473	N/A	\$5,000	\$1,105	\$52,578
Reference Committee - Budget, Business, and Administrative Matters	0.16	\$44,421	N/A	\$4,750	\$1,049	\$50,220
Constitution and Bylaws Committee	0.11	\$46,134	N/A	\$2,280	\$839	\$49,253
Audit Committee	0.11	\$32,023	N/A	\$5,875	\$1,298	\$39,196
Reference Committee - Legal, Legislative, and Public Affairs Matters	0.11	\$32,531	N/A	\$3,100	\$685	\$36,316
Credentials, Rules and Order Committee	0.19	\$28,085	N/A	\$4,750	\$1,049	\$33,884
Compensation Committee	0.07	\$23,741	N/A	\$2,050	\$453	\$26,244
Information Technology Committee	0.03	\$11,162	N/A	\$3,000	\$663	\$14,825
Total Governance Expense	71.85	\$9,892,095	\$1,593,651	\$4,329,786	\$650,973	\$16,466,505

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
HOUSE OF DELEGATES (Speaker, Delegates & Meetings)	3.88	\$576,065	\$43,177	\$69,845	\$20,037	\$709,124
Speaker Support: Interact with and support the Speaker in the performance of his/her leadership role	0.20	\$31,015	\$43,177			
Delegate Support: Interact with and support delegates in the performance of their role, including delegate registration activities	0.68	\$74,638				
Meeting Planning/Logistics: Includes developing the schedule, assigning rooms, selecting menus, facilitating audio visual needs, etc. for the HOD meeting	0.87	\$109,403				
Meeting Support: Prepare meeting materials (e.g., reference committee instructions and historical publications) and attend/participate/summarize/disseminate results of HOD meetings - excluding HOD Committee meetings	1.50	\$228,466				
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders relative to HOD business	0.63	\$132,543				

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Constitution and Bylaws Committee	0.16	\$74,576
(Governance Related)	0.11	\$46,134
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.01	\$5,097
Committee Member Support: Interact with and support committee members in the performance of their role	0.01	\$3,380
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.04	\$11,718
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	0.05	\$28,442
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.04	\$25,939

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$2,280	\$839	\$77,695

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Credentials, Rules and Order Committee	0.19	\$30,679
(Governance Related)	0.19	\$28,085
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.01	\$5,539
Committee Member Support: Interact with and support committee members in the performance of their role	0.02	\$4,676
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.02	\$4,964
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	0.00	\$2,594
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.12	\$12,906

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$4,750	\$1,049	\$36,478

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Election Commission	0.24	\$53,983
(Governance Related)	0.21	\$46,473
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.04	\$9,235
Committee Member Support: Interact with and support committee members in the performance of their role	0.04	\$8,296
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Commission meetings.	0.03	\$6,468
Candidate Support: Communicate and interact with candidates before, during, and after the campaign season regarding various election issues.	0.06	\$13,239
Decision/Initiative Support: Work as directed by the Commission leader to enact decisions and support attainment of initiatives undertaken by the Commission	0.03	\$7,510
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Commission business	0.04	\$9,235

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$5,000	\$1,105	\$60,088

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Reference Committee - Budget, Business, and Administrative Matters	0.19	\$55,978
(Governance Related)	0.16	\$44,421
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.03	\$11,805
Committee Member Support: Interact with and support committee members in the performance of their role	0.04	\$8,688
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.06	\$16,791
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	0.03	\$11,557
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.03	\$7,137

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$4,750	\$1,049	\$61,777

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Reference Committee - Dental Benefits, Practice and Health	0.42	\$88,630
(Governance Related)	0.36	\$70,792
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.03	\$7,580
Committee Member Support: Interact with and support committee members in the performance of their role	0.04	\$9,136
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.24	\$46,352
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	0.06	\$17,838
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.03	\$7,724

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$10,500	\$2,320	\$101,450

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Reference Committee - Dental Education, Science and Related Matters	1.47	\$253,483
(Governance Related)	0.37	\$70,526
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.04	\$11,795
Committee Member Support: Interact with and support committee members in the performance of their role	0.04	\$10,024
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.22	\$39,123
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	1.11	\$182,957
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.05	\$9,584

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$36,850	\$8,141	\$298,474

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Reference Committee - Legal, Legislative, and Public Affairs Matters	0.12	\$40,222
(Governance Related)	0.11	\$32,531
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.01	\$5,224
Committee Member Support: Interact with and support committee members in the performance of their role	0.03	\$9,597
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.04	\$13,935
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	0.02	\$7,691
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.01	\$3,775

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$3,100	\$685	\$44,007

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Reference Committee - Membership and Planning	0.27	\$53,552
(Governance Related)	0.24	\$44,724
Chair Support: Interact with and support the Committee Chair in his/her leadership role	0.02	\$5,545
Committee Member Support: Interact with and support committee members in the performance of their role	0.04	\$7,348
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.13	\$23,158
Decision/Initiative Support: Work as directed by the Committee leader to enact decisions and support attainment of initiatives undertaken by the Committee	0.03	\$8,828
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.05	\$8,673

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$6,625	\$1,464	\$61,641

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
<u>COUNCILS/COMMISSIONS</u>		
Council on Access Prevention and Interprofessional Relations (CAPIR)	5.30	\$835,554
(Governance Related)	3.18	\$487,844
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.54	\$82,324
Council Member Support: Interact with and support Council members in the performance of their role	0.65	\$114,109
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.70	\$85,193
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.75	\$113,616
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	2.12	\$347,710
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.53	\$92,602

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$83,675	\$29,244	\$948,473

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Annual Session (CAS)	4.91	\$595,567
(Governance Related)	2.91	\$356,731
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.41	\$62,788
Council Member Support: Interact with and support Council members in the performance of their role	0.40	\$45,820
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.87	\$100,075
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.74	\$89,998
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	1.99	\$238,836
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.50	\$58,050

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$267,730	\$27,107	\$890,404

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Dental Benefit Programs (CDBP)	9.71	\$1,262,397
(Governance Related)	1.76	\$244,259
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.09	\$16,919
Council Member Support: Interact with and support Council members in the performance of their role	0.18	\$23,960
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.62	\$75,914
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.53	\$82,368
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	7.95	\$1,018,138
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.33	\$45,098

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$64,623	\$53,628	\$1,380,648

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Communications (CC)	2.01	\$324,688
(Governance Related)	1.68	\$259,389
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.24	\$46,320
Council Member Support: Interact with and support Council members in the performance of their role	0.30	\$44,056
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.56	\$67,592
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.35	\$58,124
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	0.33	\$65,299
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.22	\$43,297

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$70,422	\$11,096	\$406,206

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Dental Education and Licensure (CDEL)	6.08	\$782,414
(Governance Related)	4.22	\$542,840
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.43	\$63,431
Council Member Support: Interact with and support Council members in the performance of their role	0.42	\$45,160
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	1.27	\$155,633
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	1.48	\$192,182
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	1.86	\$239,574
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.61	\$86,434

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$107,817	\$33,579	\$923,810

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Dental Practice (CDP)	5.40	\$694,795
(Governance Related)	2.59	\$328,429
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.11	\$23,527
Council Member Support: Interact with and support Council members in the performance of their role	0.18	\$27,394
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.76	\$88,708
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	1.01	\$128,325
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	2.81	\$366,366
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.53	\$60,475

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$80,145	\$29,835	\$804,775

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Ethics, Bylaws and Judicial Affairs (CEBJA)	0.69	\$171,598
(Governance Related)	0.47	\$117,140
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.08	\$19,696
Council Member Support: Interact with and support Council members in the performance of their role	0.08	\$16,770
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.11	\$29,689
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.12	\$32,411
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	0.21	\$54,458
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.07	\$18,574

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$68,675	\$3,789	\$244,062

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Government Affairs (CGA)	1.33	\$283,543
(Governance Related)	0.71	\$149,811
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.11	\$31,445
Council Member Support: Interact with and support Council members in the performance of their role	0.13	\$31,522
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.17	\$27,501
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.07	\$11,795
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	0.62	\$133,732
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.22	\$47,548

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$63,538	\$7,346	\$354,427

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Members Insurance and Retirement Programs (CMIRP)	0.84	\$193,291
(Governance Related)	0.57	\$118,490
Chair Support: Interact with and support the Council Chair in the performance of his/her leadership role	0.08	\$18,257
Council Member Support: Interact with and support Council members in the performance of their role	0.15	\$22,522
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.28	\$64,958
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	0.28	\$74,801
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.05	\$12,753

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$52,496	\$4,656	\$250,443

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Membership (CM)	5.87	\$854,828
(Governance Related)	2.95	\$407,129
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.40	\$56,072
Council Member Support: Interact with and support Council members in the performance of their role	0.57	\$70,304
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.85	\$124,645
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.74	\$97,519
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	2.92	\$447,699
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.38	\$58,589

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$48,235	\$32,403	\$935,466

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Council on Scientific Affairs (CSA)	11.71	\$1,823,814
(Governance Related)	2.89	\$457,163
Chair Support: Interact with and support the Council Chair and Chairs of subordinate entities in the performance of their leadership roles	0.18	\$32,388
Council Member Support: Interact with and support Council members in the performance of their role	0.41	\$64,159
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	1.39	\$213,693
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.46	\$71,602
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Council leaders to enact decisions and support attainment of initiatives associated with the Council and subordinate entities	8.82	\$1,366,651
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Council business	0.45	\$75,321

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$124,436	\$64,668	\$2,012,918

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
American Dental Political Action Committee (ADPAC)	3.36	\$426,898
(Governance Related)	2.82	\$355,034
Chair Support: Interact with and support the Committee Chair and Chairs of subordinate entities in the performance of their leadership roles	0.60	\$86,573
Committee Member Support: Interact with and support Committee members in the performance of their role	0.78	\$95,693
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.46	\$53,269
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.47	\$48,561
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee and subordinate entities	0.54	\$71,864
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.51	\$70,938

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$255,849	\$18,557	\$701,304

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Commission on Dental Accreditation (CODA)	9.19	\$958,494
(Governance Related)	7.51	\$780,397
Chair Support: Interact with and support the Commission Chair and Chairs of subordinate entities in the performance of their leadership roles	0.84	\$125,765
Council Member Support: Interact with and support Commission members in the performance of their role	0.59	\$55,575
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	1.78	\$194,231
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	1.51	\$144,274
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Commission leaders to enact decisions and support attainment of initiatives associated with the Commission and subordinate entities	1.68	\$178,097
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Commission business	2.79	\$260,552

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$1,127,926	\$50,756	\$2,137,176

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Joint Commission on National Dental Examinations (JCNDE)	16.26	\$1,764,162
(Governance Related)	7.86	\$881,329
Chair Support: Interact with and support the Commission Chair and Chairs of subordinate entities in the performance of their leadership roles	1.25	\$144,053
Council Member Support: Interact with and support Commission members in the performance of their role	1.14	\$106,383
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	1.54	\$168,305
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	2.53	\$311,552
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Commission leaders to enact decisions and support attainment of initiatives associated with the Commission and subordinate entities	8.40	\$882,833
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Commission business	1.40	\$151,036

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$376,958	\$89,819	\$2,230,939

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
New Dentist Committee (NDC)	2.05	\$329,127
(Governance Related)	1.49	\$201,755
Chair Support: Interact with and support the Committee Chair and Chairs of subordinate entities in the performance of their leadership roles	0.15	\$19,324
Committee Member Support: Interact with and support Committee members in the performance of their role	0.24	\$28,466
Meeting Support: Prepare for, participate in, summarize, and disseminate results of meetings.	0.55	\$82,228
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of subordinate entity meetings (e.g., subcommittees, advisory committees, task forces, and work groups)	0.30	\$41,263
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee and subordinate entities	0.56	\$127,372
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.25	\$30,474

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$51,300	\$11,333	\$391,760

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
BOARD OF TRUSTEES (Officers & Meetings)	6.10	\$1,152,665	\$1,550,474	\$824,997	\$32,088	\$3,560,224
President Support: Interact with and support the President in the performance of his/her leadership role	0.88	\$150,259	\$263,505			
President-Elect Support: Interact with and support the President-Elect in the performance of his/her leadership role	0.88	\$148,837	\$204,857			
Treasurer Support: Interact with and support the Treasurer in the performance of his/her leadership role	0.12	\$40,702	\$84,470			
Other Board Member Support: Interact with and support other Board members in the performance of their leadership role	1.02	\$224,311	\$954,465			
Vice Presidents: Interact with and support VPs in the performance of their leadership role	Not Asked	Not Asked	\$43,177			
Meeting Planning/Logistics: Includes developing schedules, assigning rooms, selecting menus, facilitating audio visual needs, etc. for board meetings	0.74	\$96,956				
Meeting Support: Prepare agendas and related meeting materials, and attend/participate/summarize/ disseminate results of board meetings	1.78	\$353,737				

APPENDIX: Resource Analysis Results



Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders relative to BOT business	0.68	\$137,863
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Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
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Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
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BOARD COMMITTEES

Audit Committee	0.24	\$62,053
(Governance Related)	0.11	\$32,023

N/A	\$5,875	\$1,298	\$69,226
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Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.02	\$6,879
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Committee Member Support: Interact with and support Committee members in the performance of their role	0.03	\$6,456
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Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.05	\$14,312
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Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.12	\$30,030
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Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.01	\$4,376
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APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Budget and Finance Committee	0.64	\$158,254
(Governance Related)	0.36	\$96,181
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.02	\$12,157
Committee Member Support: Interact with and support Committee members in the performance of their role	0.03	\$9,050
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.23	\$54,178
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.29	\$62,073
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.07	\$20,796

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$16,075	\$3,551	\$177,880

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Compensation Committee	0.08	\$27,404
(Governance Related)	0.07	\$23,741
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.004	\$2,594
Committee Member Support: Interact with and support Committee members in the performance of their role	0.03	\$8,337
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.01	\$3,663
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.01	\$3,663
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.02	\$9,147

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$2,050	\$453	\$29,907

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Diversity Committee	1.34	\$133,879
(Governance Related)	1.21	\$114,664
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.13	\$13,451
Committee Member Support: Interact with and support Committee members in the performance of their role	0.16	\$18,233
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.24	\$35,129
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.13	\$19,215
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.68	\$47,851

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$33,475	\$7,395	\$174,749

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Governance Committee	0.51	\$129,777
(Governance Related)	0.35	\$86,301
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.06	\$18,503
Committee Member Support: Interact with and support Committee members in the performance of their role	0.08	\$20,471
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.11	\$25,731
Subordinate Entity Meetings: Prepare for, participate in, summarize, and disseminate results of Board Rules Work Group meetings	0.04	\$13,096
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee and the Work Group	0.15	\$43,476
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.05	\$8,500

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$12,650	\$2,795	\$145,222

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Information Technology Committee	0.12	\$25,661
(Governance Related)	0.03	\$11,162
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.004	\$2,594
Committee Member Support: Interact with and support Committee members in the performance of their role	0.01	\$3,380
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.00	\$2,594
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.09	\$14,499
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.00	\$2,594

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$3,000	\$663	\$29,324

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
International Programs and Development Committee	3.16	\$372,578
(Governance Related)	1.68	\$171,143
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.25	\$36,724
Committee Member Support: Interact with and support Committee members in the performance of their role	0.22	\$27,368
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.47	\$45,192
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	1.48	\$201,435
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.72	\$61,859

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$78,514	\$17,452	\$468,544

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Pension Committee	0.25	\$87,493
(Governance Related)	0.13	\$46,273
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.03	\$10,929
Committee Member Support: Interact with and support Committee members in the performance of their role	0.04	\$12,713
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.04	\$14,592
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.12	\$41,220
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.02	\$8,039

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$6,300	\$1,392	\$95,185

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Strategic Planning Committee	0.43	\$96,172
(Governance Related)	0.31	\$65,886
Chair Support: Interact with and support the Committee Chair in the performance of his/her leadership role	0.04	\$9,083
Committee Member Support: Interact with and support Committee members in the performance of their role	0.08	\$14,432
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Committee meetings.	0.07	\$17,451
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Committee leaders to enact decisions and support attainment of initiatives associated with the Committee	0.12	\$30,286
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Committee business	0.11	\$24,920

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$10,725	\$2,369	\$109,266

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entity	Ttl. FTEs	Ttl. Comp & Benefits
Issue Specific Work Groups/Task Forces	3.43	\$520,403
(Governance Related)	1.55	\$244,955
Chair Support: Interact with and support the Work Group/Task Force Chair in the performance of his/her leadership role	0.20	\$39,083
Work Group/Task Force Member Support: Interact with and support Work Group/Task Force members in the performance of their role	0.37	\$52,714
Meeting Support: Prepare for, participate in, summarize, and disseminate results of Work Group/Task Force meetings.	0.73	\$109,853
Decision/Initiative Support: Undertake substantive work (i.e., unrelated to governance support) as directed by Work Group/Task Force leaders to enact decisions and support attainment of initiatives associated with the Work Groups/Task Forces	1.89	\$275,448
Other Communications: Exchange written, electronic, and/or verbal correspondence with volunteer leaders in-between meetings relative to Work Group/Task Force business	0.24	\$43,305

Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
N/A	\$85,325	\$18,850	\$624,578

APPENDIX: Resource Analysis Results



Analysis 3: Activity Detail (continued)

Entities	Ttl. FTEs	Ttl. Comp & Benefits	Leader Stipends	Meeting Travel Expenses	Allocated Office Expense	Total
<u>OTHER ACTIVITIES</u>						
Governance support unrelated to what is previously described in this survey	10.72	\$1,199,610	N/A	\$263,275	\$58,162	\$1,521,047
Other activities and responsibilities unrelated to ADA governance	66.33	\$10,469,675	N/A			\$10,469,675
<u>TOTALS</u>						
	184.99	\$26,963,962	\$1,593,651	\$4,329,786	\$650,973	\$33,538,372
<u>GOVERNANCE RELATED</u>						
(No Decision/Initiative Support and Other Activities and Responsibilities Unrelated to ADA Governance)	71.85	\$9,892,095	\$1,593,651	\$4,329,786	\$650,973	\$16,466,505

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APPENDIX: Leadership Survey Results



Overview

Westman & Associates (W&A), on behalf of the American Dental Association (ADA), is undertaking a governance review designed to enhance the association's effectiveness and clarify the roles and responsibilities of the various governing bodies. A key initiative associated with the review was administration of a survey to more than 1,400 volunteer leaders. Target participants included members of the House of Delegates, Board of Trustees, councils, committees, state constituencies and staff that support governance entities.

The survey included 56 questions in the following categories:

- Demographics
- Governance effectiveness
- Recommendations: House of Delegates
- Recommendations: Board of Trustees
- Recommendations: Councils/Commissions
- Recommendations: Committees/Work Groups/Task Forces
- Recommendations: Applicable to all governance entities
- Other suggestions and response to survey instrument

APPENDIX: Leadership Survey Results



Overview (continued)

A total of 701 ADA leaders responded to the survey. The W&A consulting team was very pleased with the 50% response rate – a higher response rate than we typically find when administering similar comprehensive surveys. We have thoroughly reviewed the survey results, including thousands of comments made by individuals in response to various open-ended questions. Survey results, taken as a whole, will be very helpful in identifying recommendations to improve ADA governance and will help us ascertain the extent to which recommendations may be supported or resisted by key stakeholder groups (e.g., the House of Delegates).

Survey results are presented in two sections. We start with a summary of what we perceive to be key findings – presented in the order shown on the survey instrument. This is followed by a detailed presentation of results associated with all quantitative survey questions. Note that not all respondents answered every question. Responses to specific questions do not always total 100% due to the rounding of percentages and/or the ability to select more than one response to the question.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings

1. Which ADA entities are you a member of?

The top five responses were:

- | | |
|-----------------------|-------|
| 1. House of delegates | 48.2% |
| 2. Alternate delegate | 30.2% |
| 3. Council member | 19.0% |
| 4. ADA Staff | 9.8% |
| 5. State President | 5.4% |

2. What ADA district are you associated with?

Responses by districts ranged from 13 to 75, depending on the size of the district. It appears to be a good geographic cross section of the membership.

3. How many years have you been a member of the ADA?

67.5% have been a member for over 25 years and 2.9% for under seven years. Ideally, the participant base wouldn't be so skewed towards long-term members, but perhaps it does reflect the age of a typical ADA leader.

4. How long did it take you to secure a leadership position with ADA?

The range was from 1 to 30 years, with the average estimated at seven years.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

- 5. How effective is ADA at incorporating diversity (i.e., students, new dentists, gender, ethnicity, culture, etc.) in the selection of members to governance entities (e.g., House of Delegates, Board, Council, and Committee members, etc.)?**

47% said effective, with 22% indicating ineffective and 30% neutral.

- 6. What steps should ADA take to increase diversity?**

The most frequent responses were:

1. Term limits for the House of Delegates
2. Promote women
3. Recruit targeted minorities
4. Encourage states to appoint minorities
5. Target younger dentists
6. Target dental schools

- 7. How effective was the ADA in orienting you to your leadership position?**

70% said effective, with 8% indicating ineffective and 22% neutral.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

8. What additional information would have made you more effective in your leadership role?

The most frequent responses were:

1. Mentoring
2. Orientation packet (structure, functions, roles, protocols, how the House works, etc.)
3. Additional leadership training at the state or district level

Other comments included a variety of ideas such as better use of ADA Connect and better background information on specific entities. The president-elect's conference and speaker's orientation were perceived as great.

9. How effective do you believe the following entities are in referencing ADA's strategic plan (i.e., mission, vision, and goals) in undertaking their roles and making decisions?

The Board was seen as the most effective governance entity in utilizing the strategic plan, with 80% ranking the board as effectively using the plan. Other effective rankings included councils/commission 74%, committees 68% and the House 58%. The House had a 22% ineffective rate, compared to less than 9% for all others. Following are responses by entity:

<u>Entity</u>	<u>Effective</u>	<u>Ineffective</u>	<u>Neutral</u>
Board of Trustees	80%	7%	13%
Councils/Commissions	74%	8%	18%
Committees	68%	7%	25%
House of Delegates	58%	22%	20%

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

10. How “EFFECTIVE” do you perceive the following councils and commissions are in serving ADA?

Note the results below combine “very effective” and “effective” under the “effective” column, and “ineffective” and “very ineffective” under the “ineffective” column. It does not include the responses for “unsure.” The “unsure” responses were not included in percentage calculations so the figures represent the impression of those who were knowledgeable about the entity.

<u>Entity</u>	<u>Effective</u>	<u>Ineffective</u>	<u>Neutral</u>
ADA Sessions	87%	3%	10%
Government Affairs	87%	5%	8%
Scientific Affairs	80%	4%	16%
Ethics, Bylaws, Judicial Affairs	75%	5%	20%
New Dentist Committee	72%	7%	21%
Dental Practice	67%	7%	26%
Communications	67%	8%	25%
Access, Prevention & Interprofessional Relations	66%	9%	25%
Dental Education & Licensure	61%	12%	27%
Membership	58%	13%	29%
Dental Benefit Programs	54%	7%	39%
Members Insurance & Retirement Programs	49%	12%	39%
Commission on Dental Accreditation	48%	22%	30%
Joint Commission on National Dental Exams	48%	18%	34%

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

11. How “EFFICIENT” do you perceive the following councils and commissions are in serving ADA?

Note the results below combine “very efficient” and “efficient” under the “efficient” column, and “inefficient” and “very inefficient” under the “inefficient” column. It does not include the responses for “unsure.” The “unsure” responses were not included in percentage calculations so the figures represent the impression of those who were knowledgeable about the entity.

<u>Entity</u>	<u>Efficient</u>	<u>Inefficient</u>	<u>Neutral</u>
ADA Sessions	75%	7%	18%
Government Affairs	72%	14%	14%
Scientific Affairs	64%	8%	28%
Ethics, Bylaws & Judicial Affairs	62%	7%	31%
New Dentist	61%	11%	28%
Communications	59%	12%	29%
Dental Benefit Programs	58%	11%	31%
Dental Practice	56%	10%	34%
Dental Education & Licensure	54%	12%	34%
Membership	53%	17%	30%
Access, Prevention & Interprofessional Relations	51%	15%	34%
Membership Insurance & Retirement Programs	50%	15%	35%
Jt. Commission on National Dental Exams	44%	19%	37%
Commission on Dental Accreditation	43%	21%	36%

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

12. Where do you perceive there to be significant duplication/overlap of work performed between governance entities?

Councils are perceived to have the highest duplication/overlap according to 27% of the respondents, followed by overlap between the House and Board with 21% and between the Board and Council/Committees with 18%.

13. How can ADA eliminate duplication?

The most frequent responses were:

1. Increase communications between the councils
2. Reduce the number of councils
3. Delineate and clarify roles of the councils
4. Eliminate or reduce the size of the House
5. Have the board trust the work of councils and not redo it.

Duplication/overlap was perceived as good by some respondents, and they did not see the need to avoid duplication.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

14. How appropriate is the amount of communications/information you receive regarding activities, decisions made, etc. associated with various governance entities?

Communications from the House are perceived as very good, with 77% indicating that “just the right amount of information” is provided, and only 17% indicating there was “too little information” and only 6% believing there was “too much.” The Board and councils each had 49% saying they provide the right amount, while 49% indicated the board provides too little information and 2% indicated both the board and councils provide too much. 48% of respondents indicated the councils provide too little information while 46% say committees provide the right amount and 53% say they provide too little. Only 1% said committees provide too much information.

15. How important do you perceive it is to reduce the cost structure of governance entities?

Respondents clearly believe it is important to reduce the governance cost structure. Following was the ranking and percentage that believed it was “important” or “very important” for the respective entity to reduce costs:

- | | |
|---------------------------|--|
| 1. Committees/work groups | 83% (indicated they should reduce costs) |
| 2. House of Delegates | 82% |
| 3. Councils/commissions | 81% |
| 4. Staff | 76% |
| 5. Board of trustees | 75% |

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

16. To what extent do you support reducing the number of delegates in the House?

Reducing the size of the House is supported by 65% of respondents, with 43% fully supporting and 22% may support, while 16% are uncertain, 9% lean against and 11% are strongly against.

17. How many delegates should there be in the House?

The most frequent response was to cut the size in half. The suggested number ranged from 0 to 476. Most responses were in the 250-300 range.

18. What should be the minimum number of delegates for each state or jurisdiction?

The most frequent response was 2 delegates, with the second choice 1 delegate and 3 being the third choice.

19. To what extent do you support reducing the number of alternate delegates?

Reducing the number of alternates is supported by over 75% of respondents, with 51% fully supporting and 25% may support, while 12% are uncertain, 7% lean against and 6% are strongly against.

20. How many alternate delegates do you believe there should be for each state or jurisdiction?

There is no clear consensus on the number of alternates, with 27% saying there should only be 10-20% of the number of full delegates, 18% suggesting between 21-30%, 31% indicating between 31-50%, 10% saying between 51-75% and 13% wanting a maximum of 10 alternates per state or jurisdiction.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

21. To what extent do you support establishing a term limit for the speaker?

71% of respondents support a term limit, with 47% fully supporting and 24% may support. 13% are uncertain or need more information, 11% lean against and 5% are strongly against.

22. How many years should a speaker be allowed to serve?

The most frequent responses were 4-6 years, with 6 being the most frequent.

23. To what extent do you support establishing term limits for delegates?

Respondents tend to favor term limits for delegates, with 36% fully supporting and 28% may support. 15% are uncertain or need more information, 12% lean against it and 9% are strongly against.

24. What's the maximum number of years a delegate should serve?

The responses varied considerably, but the majority ranged from 6 – 10 years. The average suggested term limit was about 7.5 years.

25. To what extent do you support establishing term limits for alternate delegates?

Responses indicate that 54% will or may support term limits, while 24% either lean against or are strongly against them. About 19% are undecided or need more information.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

26. What is the maximum number of years an alternate delegate should be allowed to serve?

The responses varied considerably, but the majority suggested term limits of 5 or 6 years. Comments included the importance of allowing more members to serve by having term limits. Some believe after serving a set number of years the alternate should be off for one or two years and then have an opportunity repeat a term.

The comment that seemed to summarize many of the responses said that they should serve no more than five years, and after that they should become a delegate or “ride off into the sunset.”

27. To what extent do you support establishing a requirement that the House must approve a balanced budget?

There was good support for a balanced budget requirement as 81% either fully supported or may support it. Only 8% were against, with 6% leaning against and 2% strongly against. 11% needed more information or were uncertain.

28. To what extent do you support establishing a requirement that all House resolutions involving an expenditure of funds be held over for one year, unless a super majority seeks an immediate vote – to facilitate appropriate consideration during the budgeting process by the Board and delegates?

The responses were divided on holding over resolutions, with 49% supporting (21% fully support and 28% may support) and 32% against (19% leaning against and 13% strongly against). 19% were uncertain or need more information.

29. To what extent do you support establishing a requirement that all House resolutions involving expenditure of funds specifically identify a funding mechanism (e.g., a dues increase, specific program expenditure cuts, use of reserves, etc.)?

There was strong support for this provision with 80% supporting (45% fully support and 35% may support) and only 12% against (7% leaning against and 5% strongly against). 8% were uncertain or need more information.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

30. To what extent do you support retaining the House's authority to establish membership dues, while transferring remaining budget authority to the Board of Trustees?

Respondents lean slightly towards approving this provision, but not by a strong majority. 54% either fully support or may support, while 20% are uncertain, 15% lean against and 11% are strongly against.

31. To what extent do you support eliminating late filing of resolutions after a certain date prior to the meeting of the House – in order to provide the House time to evaluate resolutions fully?

There was considerable support for this with 81% supporting and 11% opposing. Specifically, 48% fully support, 32% may support, 7% lean against, 4% are strongly against, and 8% are uncertain or need more information.

32. To what extent do you support convening a mid-year House of Delegates meeting (electronic format) to consider a segment of resolutions and conduct other to-be-determined business?

The concept has viewed positively by most, with 58% either fully support or may support – 18% and 40% respectively. 24% are either leaning against or strongly against – 16% and 8% respectively. 18% are uncertain or need more information.

33. To what extent do you support reducing the number of districts (currently 17) – thereby reducing the number of total board members?

Respondents generally resist reducing the number of districts. 25% lean against and 23% are strongly against this, while only 35% either fully support or may support such a change. Those who are uncertain and need more information (16%) could make this go either way.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

34. How many districts should there be?

While there was a wide variety of comments and suggestions for the number of districts, most feel the number of districts should not be reduced. The majority of those with a suggestion for the number of districts recommended from 5-10.

35. To what extent do you support having the president-elect selected by the Board?

There was essentially no support for this concept. 52% were strongly against and 25% leaning against this. Only 14% either fully support or may support such a change. 9% were uncertain or needed more information.

36. To what extent do you support ensuring all president-elect candidates have been off the board for at least one year prior to running?

Respondents were split, with 21% fully supporting and 24 % may support (45% total), while 38% were either leaning against or strongly against such a change. 17% were uncertain or needed more information.

37. To what extent do you support eliminating one or both of the vice president positions?

There was support for eliminating these positions, with 20% fully supporting and 36% may support. 27% were leaning against or strongly against, and 17% were uncertain or needed more information.

38. To what extent do you support establishing an executive committee of the board to act within the Board's authority and thereby decrease the number and length of board meetings?

Interest was expressed in this type of a committee, with 55% of respondents either fully supporting or may support. There was a large number indicating that they were uncertain or needed more information. 25% were either leaning against or strongly against.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

39. To what extent do you support reducing the number of councils and/or commissions (currently 11 councils and 2 commissions)?

The majority was interested in reducing the number, while 24% were uncertain or need more information. 58% of respondents either fully support or may support reducing the number of councils/commissions, while 18% are either leaning against or strongly against.

40. What councils or commissions would you eliminate?

There was a wide range of comments and recommendations. Those that were most frequently mentioned for elimination included (in order of preference):

- Council on Membership Insurance and Retirement Programs
- Council on Communications
- Council on Membership
- Council on Access, Prevention and Interprofessional Relations
- Council on Scientific Affairs
- New Member Committee
- Council on Ethics, Bylaws and Judicial Affairs

APPENDIX: Leadership Survey Results



Section 1: Summary Findings

40. What councils or commissions would you eliminate (continued)?

The most frequent suggestions for combining councils included:

- Membership Council and New Member Committee
- Membership and Communications
- Membership and Council on Membership Insurance and Retirement Programs
- Dental Practice, Council on Dental Education and Licensure and Council on Membership Insurance and Retirement Programs
- Council on Ethics, Bylaws and Judicial Affairs with the Council on Dental Practice
- Commission on Education and Licensure with Commission on Dental Exams
- Council on Dental Practice and Dental Benefit Programs
- Scientific Affairs, CMIRP and CAPIR
- Government Relations and ADAPAC
- CAPIR and CGA
- Incorporate New Dentist Committee into each entity
- Make Communications council a committee of the Board

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

41. To what extent do you support reducing the number of members assigned to each council (typically 17)?

There is support for reducing the number of council members, with 55% of respondents either fully supporting or may support. 30% indicated either leaning against or strongly against, and 15% are uncertain or need more information.

42. How many members do you believe should be assigned to the councils?

The responses varied considerably. Most suggested from 10 to 12, with 12 being the most frequent number. There were comments that if the number of districts is reduced then councils should be set accordingly, as well as the suggestion that half the districts rotate seats on a periodic basis.

43. What approach should be used to achieve a reduced number of members per council?

There was no clear consensus, but many do support various recommendations. This included 30% supporting a reduction in the number of districts, 38% for rotating district representation on councils, 24% for creating competition for council slots with each district nominating a candidate, and 8% who would prefer “other” suggestions. Other suggestions included a combination of reducing the districts and rotating district representation, and suggestions to base the appointment on expertise of the nominee rather than a political decision based on “whose turn it is.”

44. To what extent do you support establishing a requirement that the structure of councils and commissions be periodically reviewed for effectiveness, possible sun setting, merger, etc.?

There is near unanimous support for reviewing the effectiveness of the councils on a periodic basis. 95% either fully support or may support, while less than 2% lean against or are strongly against. 3% are uncertain or need more information.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

45. How often should the Council structure be reviewed?

There was a wide range of recommendations but most recommended the councils be reviewed for effectiveness every 3-5 years, with five years being most frequently mentioned.

46. To what extent do you support reducing the number of committees, sub-committees, work groups and/or task forces?

There is a great deal of interest and support, with 74% either fully supporting or may support, while only 7% are leaning against or strongly against. 18% of respondents are uncertain or need more information.

47. To what extent do you support establishing a requirement that the structure of committees, work group and task forces be periodically reviewed for effectiveness, possible sunseting, merger, etc.?

Near unanimous support exists for reviewing the committees, with 96% either fully supporting or may support. Less than 1% lean against or are strongly against, and only 3% are uncertain or need more information.

48. How often should the committee structure be reviewed?

Responses varied considerably, but the majority favored every 3-5 years.

49. To what extent do you support enforcing procedures to assure members of all governance entities possess competencies and skills designated as crucial for their specific entity?

There is strong support to have volunteers selected who have the competencies and skills required for the position. 85% responded favorably, with 57% fully supporting and 28% may support. 12% are uncertain or need more information, and 3% either lean against or are strongly against.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

50. To what extent do you support reducing the number of in-person meetings and replace one or more of them for each entity with video, webinar or telephonic meetings?

Considerable interest exists, with 79% responding favorably. 42% fully support, 37% may support, 8% lean against, 4% are strongly against and 9% are uncertain or need more information.

51. To what extent do you support moving to a paperless governance operation over the next two years (i.e., eliminating paper being sent in advance for House, Board, Council, and other governance entity meetings)?

There is strong support for becoming paperless, with 89% indicating support, including 63% who fully support and 26% may support. 6% either lean against or are strongly against, and 5% are uncertain or need more information.

52. To what extent do you support convening governance meetings over weekends as opposed to during the week?

Respondents seem to favor weekend meetings, with 74% supporting versus 12% leaning or strongly against.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

53. What additional input and specific recommendations do you have?

Repeated responses included:

1. Governance is too big and unwieldy – streamline governance and reduce the size.
2. Decision making must focus on members...we must be a member driven organization. Some are concerned that the organization is currently too staff driven.
3. Increase the use of e-technology, including having the House, councils and committees using e-conference.
4. Increase transparency to the membership, including open minutes of governance entities to all members.
5. Other comments with multiple mentions:
 - Reduce officer campaign expenses and eliminate receptions.
 - Take this study seriously and make radical changes.
 - Reduce the House meetings by one day.
 - Designate a task force to review the governance study and make recommendations.
 - Trust staff and use them effectively.
 - Align governance to the mission of the organization.
 - Board members who run for office have their votes influenced by their candidacy.
 - Smaller districts don't have adequate representation.

54. To what extent do you agree or disagree that this survey instrument provided you an appropriate opportunity to convey your opinions about the ADA's governance structure and operations?

Over 80% agree that the survey provided an appropriate opportunity to convey their opinions about ADA's governance structure and operations, with 28% strongly agreeing and 52% agreeing. Only 4% disagreed, and 15% were neutral.

APPENDIX: Leadership Survey Results



Section 1: Summary Findings (continued)

55. Describe specific concerns about this survey?

Only a limited number of respondents made comments, and they included:

1. Some participants were not aware of the breadth of the study and suggested that interviews, benchmarking and fiscal analysis be conducted (which are all included in the governance study).
2. Some members may not be knowledgeable to answer the questions asked.
3. Questions were asked in a way that could give those interpreting the results the wrong message.
4. Too vague. Needs more specific information.

56. Additional comments?

Virtually all the comments made in this section had been made in previous responses.

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions

1. Which ADA entities are you a member of? (Select all that apply)		
Answer Options	Response Percent	Response Count
Delegate to the House	48.2%	338
Alternate Delegate to the House	30.2%	212
Board of Trustee member	1.1%	8
Council member	19.0%	133
Committee member	8.1%	57
Commission member	1.3%	9
Task Force member	1.3%	9
State Executive Director	2.7%	19
State President	5.4%	38
ASDA Board member	0.4%	3
ADA staff	9.8%	69
<i>answered question</i>		701

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

2. Which ADA district are you associated with? (Select one of the following)			
Answer Options	Staff Response Count	Leader Response Count	Total Responses
District 1	1	38	39
District 2	0	45	45
District 3	0	32	32
District 4	1	41	42
District 5	0	31	31
District 6	0	34	34
District 7	0	36	36
District 8	3	25	28
District 9	0	33	33
District 10	0	20	20
District 11	0	21	21
District 12	0	13	13
District 13	0	56	56
District 14	0	75	75
District 15	0	33	33
District 16	0	35	35
District 17	0	38	38
None of the above/Uncertain	62	13	75
<i>answered question</i>	<i>67</i>	<i>619</i>	<i>686</i>

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

3. How many years have you been a member of the ADA?		
Answer Options	Response Percent	Response Count
0-3	1.8%	11
4-6	1.1%	7
7-10	3.2%	20
11-15	4.8%	30
16-25	21.5%	133
Over 25	67.5%	418
<i>answered question</i>		619

5. How effective is the ADA at incorporating diversity (i.e., students, new dentists, gender, ethnicity, culture etc.) in the selection of members to governance entities (e.g., House of Delegates, Board, Council, and Committee members, etc.)?	
Answer Options	Response Count
Very Effective	75
Effective	248
Neutral	200
Ineffective	124
Very Ineffective	30
<i>answered question</i>	677

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

7. How effective was the ADA in orienting you to your most recent leadership position? (Leadership Only)	
Answer Options	Response Count
Very Effective	150
Effective	253
Neutral	128
Ineffective	33
Very Ineffective	9
<i>answered question</i>	573

9. How effective do you believe the following entities are in referencing ADA's strategic plan (i.e., mission, vision, and goals) in undertaking their roles and making decisions?							
Answer Options	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Unsure	Response Count
House of Delegates	73	289	127	98	36	21	644
Board of Trustees	166	324	82	30	10	32	644
Councils/Commissions	116	331	109	36	9	42	643
Committees/Sub-committees/Task Forces/Work Groups	91	300	145	36	5	63	640

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

10. How EFFECTIVE do you perceive the following councils and commissions are in serving ADA?							
Councils and Commissions	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Unsure	Response Count
Council on Access, Prevention and Interprofessional Relations	90	269	131	38	12	98	638
Council on ADA Sessions	220	300	62	14	2	43	641
Council on Communications	94	287	143	37	8	63	632
Council on Dental Benefit Programs	111	279	130	34	6	78	638
Council on Dental Education and Licensure	77	272	152	55	14	67	637
Council on Dental Practice	93	286	138	33	8	77	635
Council on Ethics, Bylaws and Judicial Affairs	130	288	127	25	3	65	638
Council on Government Affairs	216	281	68	24	6	44	639
Council on Membership	74	265	169	68	10	49	635
Council on Members Insurance and Retirement Programs	63	224	169	49	20	108	633
Council on Scientific Affairs	117	303	127	16	5	64	632
Commission on Dental Accreditation	67	204	170	84	40	68	633
Joint Commission on National Dental Examinations	43	209	180	72	26	104	634
New Dentist Committee	126	282	120	22	15	66	631

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

11. How EFFICIENT do you perceive the following councils and commissions are in serving ADA?							
Councils and Commissions	Very Effective	Effective	Neutral	Ineffective	Very Ineffective	Unsure	Response Count
Access, Prevention and Interprofessional Relations	70	177	166	57	14	146	630
ADA Sessions	158	249	93	33	7	94	634
Communications	72	229	152	48	12	119	632
Dental Benefit Programs	80	206	150	44	10	143	633
Dental Education and Licensure	57	215	170	48	18	128	636
Dental Practice	69	214	166	40	12	134	635
Ethics, Bylaws and Judicial Affairs	86	227	155	29	5	128	630
Government Affairs	129	248	112	27	10	109	635
Membership	55	221	157	71	15	113	632
Members Insurance and Retirement Programs	48	187	166	51	18	158	628
Scientific Affairs	79	244	144	32	9	123	631
Dental Accreditation	48	165	183	68	35	131	630
Joint Commission on National Dental Examinations	39	174	177	62	31	147	630
New Dentist Committee	87	224	140	37	19	117	624

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

12. Where do you perceive there to be significant duplication/overlap of work performed between governance entities? (Select all that apply)	
Answer Options	Response Count
Between the House of Delegates and Board of Trustees	168
Between the Board of Trustees and Councils/Committees	147
Between Councils	220
No Opinion or None of the Above	272
<i>answered question</i>	807

14. For each of the following governance entities, how appropriate is the amount of communication/ information you receive regarding their activities, decisions made, etc.?				
Answer Options	Too Much Information	Just the Right Amount of Information	Too Little Information	Response Count
House of Delegates	33	442	96	571
Board of Trustees	11	277	274	562
Councils and Commissions	12	280	274	566
Committees	8	255	296	559

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

15. The ADA has operated under a deficit budget for the last three years, and current operating reserves (29% of budgeted expenses) are much lower than what is generally considered prudent for associations (i.e., 50% of budgeted expenses). With this in mind, how important do you perceive it is to reduce the cost structure of the following entities?					
Answer Options	Very Important	Important	Unimportant	Very Unimportant	Response Count
House of Delegates	254	271	82	30	637
Board of Trustees	163	314	132	30	639
Councils/Commissions	179	333	95	25	632
Committees/Work Groups/Task Forces	194	329	93	21	637
Staff	165	318	109	44	636

16. To what extent do you support reducing the number of delegates in the House (currently 473)?		
Answer Options	Response Percent	Response Count
Fully Support	43.1%	276
May Support	22.2%	142
Uncertain/Need More Information	15.6%	100
Leaning Against	8.6%	55
Strongly Against	10.5%	67
<i>answered question</i>		640

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

19. To what extent to you support reducing the number of alternate delegates (currently 473)?		
Answer Options	Response Percent	Response Count
Fully Support	50.6%	324
May Support	24.8%	159
Uncertain/Need More Information	11.9%	76
Leaning Against	6.6%	42
Strongly Against	6.1%	39
<i>answered question</i>		640

20. How many alternate delegates do you believe there should be for each state or jurisdiction? (Select one of the following)		
Answer Options	Response Percent	Response Count
10-20% of Delegates	27.0%	129
21-30% of Delegates	18.4%	88
31-50% of Delegates	31.4%	150
51-75% of Delegates	10.1%	48
A maximum of 10 alternates	13.0%	62
<i>answered question</i>		477

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

21. To what extent do you support establishing a term limit for the Speaker position?		
Answer Options	Response Percent	Response Count
Fully Support	47.0%	301
May Support	24.2%	155
Uncertain/Need More Information	12.7%	81
Leaning Against	10.9%	70
Strongly Against	5.2%	33
<i>answered question</i>		640

23. To what extent do you support establishing term limits for delegates?		
Answer Options	Response Percent	Response Count
Fully Support	35.8%	228
May Support	28.0%	178
Uncertain/Need More Information	14.8%	94
Leaning Against	11.9%	76
Strongly Against	9.4%	60
<i>answered question</i>		636

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

25. To what extent do you support establishing term limits for alternate delegates?		
Answer Options	Response Percent	Response Count
Fully Support	33.0%	210
May Support	24.1%	153
Uncertain/Need More Information	18.6%	118
Leaning Against	14.6%	93
Strongly Against	9.7%	62
<i>answered question</i>		636

27. To what extent do you support establishing a requirement that the House must approve a balanced budget each year?		
Answer Options	Response Percent	Response Count
Fully Support	54.8%	347
May Support	26.2%	166
Uncertain/Need More Information	11.1%	70
Leaning Against	5.8%	37
Strongly Against	2.1%	13
<i>answered question</i>		633

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

28. To what extent do you support establishing a requirement that all House resolutions involving the expenditure of funds be held over for one year, unless a super majority seeks an immediate vote - to facilitate appropriate consideration during the budgeting process by the Board and delegates?		
Answer Options	Response Percent	Response Count
Fully Support	21.2%	134
May Support	27.5%	174
Uncertain/Need More Information	19.1%	121
Leaning Against	19.1%	121
Strongly Against	13.1%	83
<i>answered question</i>		633

29. To what extent do you support establishing a requirement that all House resolutions involving the expenditure of funds must specifically identify a funding mechanism (e.g., a dues increase, specific program expenditure cuts, use of reserves, etc.)?		
Answer Options	Response Percent	Response Count
Fully Support	44.5%	282
May Support	35.5%	225
Uncertain/Need More Information	8.5%	54
Leaning Against	6.8%	43
Strongly Against	4.7%	30
<i>answered question</i>		634

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

30. To what extent do you support retaining the House's authority to establish membership dues, while transferring remaining budget authority to the Board of Trustees?		
Answer Options	Response Percent	Response Count
Fully Support	24.1%	152
May Support	29.6%	187
Uncertain/Need More Information	20.1%	127
Leaning Against	14.9%	94
Strongly Against	11.4%	72
<i>answered question</i>		632

31. To what extent do you support eliminating late filing of resolutions after a certain date prior to the meeting of the House - in order to provide the House time to evaluate resolutions fully?		
Answer Options	Response Percent	Response Count
Fully Support	48.2%	306
May Support	32.4%	206
Uncertain/Need More Information	8.3%	53
Leaning Against	7.4%	47
Strongly Against	3.6%	23
<i>answered question</i>		635

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

32. To what extent do you support convening a mid-year House of Delegates meeting (electronic format) to consider a segment of resolutions and conduct other to-be-determined business?		
Answer Options	Response Percent	Response Count
Fully Support	18.6%	118
May Support	39.8%	252
Uncertain/Need More Information	17.9%	113
Leaning Against	15.5%	98
Strongly Against	8.2%	52
<i>answered question</i>		633

33. To what extent do you support reducing the number of districts (currently 17) - thereby reducing the number of total board members?		
Answer Options	Response Percent	Response Count
Fully Support	12.8%	81
May Support	22.3%	141
Uncertain/Need More Information	16.4%	104
Leaning Against	25.3%	160
Strongly Against	23.2%	147
<i>answered question</i>		633

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

35. To extent to you support having the President-Elect selected by the Board instead of the House of Delegates?		
Answer Options	Response Percent	Response Count
Fully Support	4.9%	31
May Support	8.7%	55
Uncertain/Need More Information	9.0%	57
Leaning Against	25.2%	159
Strongly Against	52.1%	329
<i>answered question</i>		631

36. To what extent do you support ensuring all President-Elect candidates have been off the Board for at least one year prior to running?		
Answer Options	Response Percent	Response Count
Fully Support	20.8%	131
May Support	24.2%	153
Uncertain/Need More Information	17.3%	109
Leaning Against	24.2%	153
Strongly Against	13.5%	85
<i>answered question</i>		631

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

37. To what extent do you support eliminating one or both of the Vice President positions?		
Answer Options	Response Percent	Response Count
Fully Support	19.9%	126
May Support	36.3%	230
Uncertain/Need More Information	16.9%	107
Leaning Against	16.0%	101
Strongly Against	10.9%	69
<i>answered question</i>		633

38. To what extent do you support establishing an Executive Committee of the Board to act within the Board's authority and thereby decrease the number and length of Board meetings?		
Answer Options	Response Percent	Response Count
Fully Support	18.6%	117
May Support	35.9%	226
Uncertain/Need More Information	20.2%	127
Leaning Against	15.4%	97
Strongly Against	10.0%	63
<i>answered question</i>		630

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

39. To what extent do you support reducing the number of councils and/or commissions (currently 11 councils and 2 commissions)?		
Answer Options	Response Percent	Response Count
Fully Support	21.5%	136
May Support	36.2%	229
Uncertain/Need More Information	24.1%	152
Leaning Against	11.4%	72
Strongly Against	6.8%	43
<i>answered question</i>		632

41. To what extent do you support reducing the number of members assigned to each council (typically 17)?		
Answer Options	Response Percent	Response Count
Fully Support	20.8%	131
May Support	33.7%	212
Uncertain/Need More Information	15.6%	98
Leaning Against	17.1%	108
Strongly Against	12.9%	81
<i>answered question</i>		630

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

43. Which approach should be used to achieve a reduced number of members per council? (Select one of the following)		
Answer Options	Response Percent	Response Count
Reduce the number of districts, thereby reducing the number of council appointments.	30.2%	102
Rotate district representation on most/all councils; at any point in time a given district would only have appointees on half to two-thirds of the councils.	38.2%	129
Create competition for council slots, with each district given the opportunity to nominate a member for each council, but only half to two-thirds of the nominees selected; presumably the selection process would be viewed as "fair" and based on skill/competency profiles.	24.0%	81
Other	7.7%	26
Please Specify		39
<i>answered question</i>		338

44. To what extent do you support establishing a requirement that the structure of councils and commissions be periodically reviewed for effectiveness, possible sunseting, merger, etc.?		
Answer Options	Response Percent	Response Count
Fully Support	63.3%	398
May Support	31.6%	199
Uncertain/Need More Information	3.5%	22
Leaning Against	1.1%	7
Strongly Against	0.5%	3
<i>answered question</i>		629

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

46. To what extent do you support reducing the number of committees, sub-committees, work groups, and/or task forces?		
Answer Options	Response Percent	Response Count
Fully Support	33.2%	208
May Support	40.8%	256
Uncertain/Need More Information	18.3%	115
Leaning Against	5.4%	34
Strongly Against	2.2%	14
<i>answered question</i>		627

47. To what extent do you support establishing a requirement that the structure of committees, work groups, and task forces be periodically reviewed for effectiveness, possible sunseting, merger, etc.?		
Answer Options	Response Percent	Response Count
Fully Support	69.0%	432
May Support	26.7%	167
Uncertain/Need More Information	3.5%	22
Leaning Against	0.6%	4
Strongly Against	0.2%	1
<i>answered question</i>		626

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

49. To what extent do you support enforcing policies/procedures to assure members of all governance entities possess competencies and skills designated as crucial for their specific entity?		
Answer Options	Response Percent	Response Count
Fully Support	56.7%	352
May Support	28.3%	176
Uncertain/Need More Information	12.2%	76
Leaning Against	2.1%	13
Strongly Against	0.6%	4
<i>answered question</i>		621

50. To what extent do you support reducing the number of in-person meetings - replacing one or more of them for each entity with video, webinar, or telephonic meetings?		
Answer Options	Response Percent	Response Count
Fully Support	42.0%	262
May Support	37.7%	235
Uncertain/Need More Information	9.1%	57
Leaning Against	7.5%	47
Strongly Against	3.7%	23
<i>answered question</i>		624

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

51. To what extent do you support moving to a paperless governance operation over the next two years (i.e. eliminating paper being sent in advance for House, Board, Council and other governance entity meetings)?		
Answer Options	Response Percent	Response Count
Fully Support	62.8%	391
May Support	25.8%	161
Uncertain/Need More Information	5.5%	34
Leaning Against	4.0%	25
Strongly Against	1.9%	12
<i>answered question</i>		623

52. To what extent do you support convening more governance meetings over weekends as opposed to during the week?		
Answer Options	Response Percent	Response Count
Fully Support	42.9%	268
May Support	30.6%	191
Uncertain/Need More Information	14.3%	89
Leaning Against	6.9%	43
Strongly Against	5.3%	33
<i>answered question</i>		624

APPENDIX: Leadership Survey Results



Section 2: Detailed Responses to Quantitative Questions (continued)

53. To what extent do you agree or disagree that this survey instrument provided you an appropriate opportunity to convey your opinions about the ADA's governance structure and operations?		
Answer Options	Response Percent	Response Count
Strongly Agree	28.3%	177
Agree	52.8%	330
Neutral	14.7%	92
Disagree	3.4%	21
Strongly Disagree	0.8%	5
<i>answered question</i>		625

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APPENDIX: Benchmarking Survey Results



Overview

A total of 21 associations, including the ADA, completed either a short (high priority questions) or long version survey instrument eliciting input regarding their governance structure and operations. Participants included the following, with those completing the long version highlighted in yellow:

Association	Contact	Contact Title	Telephone	E-Mail
Academy of Nutrition and Dietetics	Harold J. Holler	Vice President, Governance & Practice	800-877-1600	hholler@eatright.org
American Academy of Pediatrics	John J. Miller	Director, Department of Finance	847-434-7925	jmiller@aap.org
American Association of Nurse Anesthetists	Mary Scheuermann	Director of Governance and Board Affairs		mscheuermann@aana.com
American Association of Orthodontists	Chris Vranas			cvranas@aaortho.org
American Bar Association	Jack L. Rives	Chief Operating Officer	312-532-8350	jack.rives@americanbar.org
American College of Healthcare Executives	Thom D. Freyer	Vice President, Regional Services	312-424-9320	tfreyer@ache.org
American Dental Association	Jerry Bowman	Chief of Governance and Strategy Mgmt.	312-440-2877	bowmanj@ada.org
American Health Information Management Association	Sheryl Reyes	Director, Profession Governance	312-233-1582	sheryl.reyes@ahima.org
American Institute of Certified Public Accountants	Jay L. Rothberg		212-596-6005	jrothberg@aicpa.org
American Medical Association	Robin Menes	Vice President		robin.menes@ama-assn.org
American Osteopathic Association	Romaine Nowakowski	Assistant to the Executive Director	800-621-1773	rnowokowski@osteopathic.org

APPENDIX: Benchmarking Survey Results



Overview (continued)

Association	Contact	Contact Title	Telephone	E-Mail
American Physical Therapy Association	Cheryl Robinson	Director, National Governance and Leadership	800-999-2782	cherylrobinson@apta.org
American Psychological Association	Nancy Gordon Moore	Executive Director, Governance Affairs	202-336-6088	nmoore@apa.org
American Society of Anesthesiologists	John A. Thorner	Executive Vice President	847-268-9165	j.thorner@asahq.org
American Speech-Language-Hearing Association	Andrea M. Falzarano	Director, Association Governance Operations	301-296-5710	afalzarano@asha.org
American Veterinary Medicine Association	Dr. Ron DeHaven	Chief Executive Officer		RDeHaven@avma.org
College of American Pathologists	Liz Cramer	Manager, CAP Policy and Records, Governance Services	847-832-7440	lcramer@cap.org
Health Information Management Systems Society	H. Stephen Lieber	President & CEO		Slieber@himss.org
Heart Rhythm Society	Chris Busky	Chief Operating Officer	202-464-3410	cbusky@hrsonline.org
Radiological Society of North America	Mary Cerceo	Administrative Assistant; Board Affairs	630-571-7866	mcerceo@rsna.org
Society of Actuaries	Cathy Powers	Executive Assistant	847-706-3568	cpowers@soa.org

APPENDIX: Benchmarking Survey Results



Overview (continued)

On the following pages we first present quantitative survey results. This includes side-by-side comparisons of:

- ADA's responses
- Responses of all 21 associations
- Responses of the 14 responding associations that have at least \$30 million annual revenues. This excludes responses from:
 - Academy of Nutrition and Dietetics
 - American College of Healthcare Executives
 - American Association of Nurse Anesthetists
 - American Association of Orthodontists
 - American Osteopathic Association
 - Heart Rhythm Society
 - Health Information Management Systems Society

A case could be made for using either the group of 21 or group of 14 respondents in comparing governance practices with the ADA. For purposes of this report (i.e., commentary pertaining to various suggestions), W&A utilized the group of 21.

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results

Questions	ADA	NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS						
		Min.	25th %	50th %	75th %	Max.	Min.	25th %	50th %	75th %	Max.		
During what year did you complete your more recent review of your association's governance structure? (Numeric response)	2002	2000	2004	2011	2012	2012	2002	2003	2006	2011	2012		
What was your association's total revenue during the most recently completed fiscal year? (Numeric response)	\$110,000,000	\$6,200,000	\$25,000,000	\$39,500,000	\$110,000,000	\$285,000,000	\$30,569,361	\$41,000,000	\$92,082,769	\$154,200,000	\$285,000,000		
How many total professional (non-corporate) members did your association have during the most recently completed fiscal year? (Numeric response)	156,000	5,300	37,000	55,000	150,079	391,364	18,061	50,175	73,343	155,500	391,364		
Does your association have formal affiliations with:													
Regional (multi-state) or state associations serving the same profession? (Yes or No)	Yes	Yes:	5	50%	No:	5	50%	Yes:	2	33%	No:	4	67%
Associations serving cities, counties, or other geographic areas within states? (Yes or No)	No	Yes:	2	20%	No:	8	80%	Yes:	0	0%	No:	6	100%
Associations representing sub-specialties of your profession? (Yes or No)	No	Yes:	3	30%	No:	7	70%	Yes:	2	33%	No:	4	67%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS						
		Min.	25th %	50th %	75th %	Max.	Min.	25th %	50th %	75th %	Max.		
Do you periodically calculate the cost of governance for your association? (Yes or No). If yes:		Yes:	15	71%	No:	6	29%	Yes:	8	57%	No:	6	43%
Please indicate which of the following are included in the cost calculation:													
Leader selection (e.g., Nominating Committee expenses, balloting, candidate travel and related entertainment expenses)? (Yes or No)	N/A	Yes:	14	93%	No:	1	7%	Yes:	7	88%	No:	1	13%
Stipends and general expenses (e.g., volunteers' office expenses and employer reimbursement) paid to the leaders and members of governance entities? (Yes or No)	N/A	Yes:	14	93%	No:	1	7%	Yes:	8	100%	No:	0	0%
Meeting travel expenses for volunteers (e.g., air fare, ground travel, hotel, meals, daily stipends)? (Yes or No)	N/A	Yes:	15	100%	No:	0	0%	Yes:	8	100%	No:	0	0%
Meeting travel expenses for volunteers' spouses (e.g., air fare, ground travel, hotel, meals)? (Yes or No)	N/A	Yes:	8	53%	No:	7	47%	Yes:	5	63%	No:	3	38%
Meeting travel expenses for staff (e.g., air fare, ground travel, hotel, meals, daily stipends)? (Yes or No)	N/A	Yes:	13	87%	No:	2	13%	Yes:	8	100%	No:	0	0%
Meeting travel expenses for staff's spouses (e.g., air fare, ground travel, hotel, meals)? (Yes or No)	N/A	Yes:	6	40%	No:	9	60%	Yes:	4	50%	No:	4	50%
Other meeting expenses to third parties (e.g., facility rental, supplies, technology, etc.)? (Yes or No)	N/A	Yes:	14	93%	No:	1	7%	Yes:	8	100%	No:	0	0%
Office supplies directly attributable to governance (e.g., business cards, stationary, postage) (Yes or No)	N/A	Yes:	11	73%	No:	4	27%	Yes:	6	75%	No:	2	25%
Value of facility space allocated to governance entity leaders and for conducting governance meetings? (Yes or No)	N/A	Yes:	8	53%	No:	7	47%	Yes:	5	63%	No:	3	38%
Cost of staff time to directly support various governance entities and their leaders, prepare for and participate in governance entity meetings, etc.? (Yes or No)	N/A	Yes:	8	53%	No:	7	47%	Yes:	4	50%	No:	4	50%
Allocated cost of support departments (e.g., IT, HR, Finance) -- based on percent of staff supporting governance entities, floor space, or other allocation methods? (Yes or No)	N/A	Yes:	4	27%	No:	11	73%	Yes:	2	25%	No:	6	75%
What was your association's calculated cost of governance for the most recently completed fiscal year? (Numeric response)	N/A	\$0	\$527,427	\$1,709,090	\$2,900,000	\$13,370,000		\$60,000	\$609,142	\$2,200,000	\$3,586,000	\$13,370,000	
Are you, or will you be, converting all governance entities to paperless operations? (Yes or No)	Yes	Yes:	5	56%	No:	4	44%	Yes:	2	40%	No:	3	60%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA	NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS				
		Min.	25th %	50th %	75th %	Max.	Min.	25th %	50th %	75th %	Max.
HOUSE OF DELEGATES											
Leadership											
Speaker											
What is the term of office for the Speaker? (Numeric response)	1	1	1	2	3		1	1	2	3	
Is there a limit on how many terms the Speaker can serve? (Yes or No)	No	Yes: 9	64%	No: 5	36%		Yes: 7	70%	No: 3	30%	
If so, what is the limit? (Numeric response)	N/A	1	1	3	6		1	1	3	6	
What is the annual stipend paid to the Speaker? (Input dollar amount)	\$43,177	\$0	\$12,000	\$35,000	\$37,200	\$43,177	\$0	\$18,600	\$37,200	\$40,189	\$43,177
Delegates											
Is there a position description for delegates? (Yes or No)	No	Yes: 3	60%	No: 2	40%		Yes: 1	33%	No: 2	67%	
How many delegates are allowed under your bylaws? (Numeric response)	473	5	74	215	418	504	5	141	313	418	504
According to the bylaws, is there a minimum percentage of delegates that must be:											
Within certain specified age ranges? (Yes or No)	No	Yes: 2	14%	No: 12	86%		Yes: 1	10%	No: 9	90%	
Of a specific gender? (Yes or No)	No	Yes: 0	0%	No: 14	100%		Yes: 0	0%	No: 10	100%	
Of specified racial minority groups? (Yes or No)	No	Yes: 0	0%	No: 14	100%		Yes: 0	0%	No: 10	100%	
Of specified tenure as an association members? (Yes or No)	No	Yes: 1	7%	No: 13	93%		Yes: 0	0%	No: 10	100%	
From specific geographic regions? (Yes or No)	Yes	Yes: 5	38%	No: 8	62%		Yes: 3	33%	No: 6	67%	
What is the term of office for delegates in years? (Numeric response)	1	1	1	2	3	3	1	1	2	3	3
Is there a limit on how many terms delegates can serve? (Yes or No) If yes:	No	Yes: 2	20%	No: 8	80%		Yes: 2	29%	No: 5	71%	
What is the limit in years? (Numeric response)	N/A	2	5	7	8	9	2	5	7	8	9
What is the annual stipend paid to delegates by the national organization? (Input dollar amount)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Alternative Delegates											
Is there a position description for alternate delegates? (Yes or No)	No	Yes: 3	60%	No: 2	40%		Yes: 1	33%	No: 2	67%	
How many alternate delegates are allowed under your bylaws? (Numeric response)	473	64	141	417	477	504	68	287	417	481	504
What is the term of office for alternate delegates in years? (Numeric response)	1	1	1	2	3		1	1	2	2	3

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA	NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS						
		Min.	25th %	50th %	75th %	Max.	Min.	25th %	50th %	75th %	Max.		
Authority													
Does the HOD have ultimate authority to revise the association's bylaws? (Yes or No)	Yes	Yes:	10	71%	No:	4	29%	Yes:	7	70%	No:	3	30%
Does the HOD consider and vote upon resolutions addressing future direction of the profession (e.g., new programs and/or position statements to develop)? (Yes or No) If yes:	No	Yes:	4	80%	No:	1	20%	Yes:	2	67%	No:	1	33%
Are the resolutions binding? (Yes or No)	N/A	Yes:	3	75%	No:	1	25%	Yes:	1	50%	No:	1	50%
Does the HOD have ultimate authority to approve the association's strategic plan? (Yes or No)	No	Yes:	3	21%	No:	11	79%	Yes:	2	20%	No:	8	80%
What budget authority does the HOD have? (Respond to each choice)													
Authority to approve the budget without modifications? (Yes or No)	Yes	Yes:	5	36%	No:	9	64%	Yes:	4	40%	No:	6	60%
Authority to add expenses to the budget? (Yes or No)	Yes	Yes:	4	29%	No:	10	71%	Yes:	4	40%	No:	6	60%
Authority to reduce or eliminate expenses to the budget? (Yes or No)	Yes	Yes:	5	36%	No:	9	64%	Yes:	5	50%	No:	5	50%
Does the HOD have ultimate authority to approve membership dues increases? (Yes or No)	Yes	Yes:	12	86%	No:	2	14%	Yes:	9	90%	No:	1	10%
Operations													
How many in-person HOD meetings take place each year? (Numeric response)	1	1	1	2	2	3	1	1	2	2	3		
How many web/telephonic HOD meetings take place each year? (Numeric response)	0	0	0	0	1	12	0	0	0	0	12		
How many total hours of HOD meeting time are budgeted to take place each year, including reference committee meetings? (Numeric response)	21	4	19	25	40	53	10	20	32	40	53		
Does your association offer a formal orientation program for delegates? (Yes or No) If so:	Yes	Yes:	13	93%	No:	1	7%	Yes:	10	100%	No:	0	0%
What format(s) is the orientation offered in? (Respond to each choice):													
In person? (Yes or No)	Yes	Yes:	10	77%	No:	3	23%	Yes:	7	70%	No:	3	30%
Electronic? (Yes or No)	Yes	Yes:	10	77%	No:	3	23%	Yes:	7	70%	No:	3	30%
Hard copy? (Yes or No)	No	Yes:	9	69%	No:	4	31%	Yes:	6	60%	No:	4	40%
Is participation in HOD orientation mandatory for some or all delegates? (Yes or No) If yes:	No	Yes:	3	23%	No:	10	77%	Yes:	1	10%	No:	9	90%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA	NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS						
		Min.	25th %	50th %	75th %	Max.	Min.	25th %	50th %	75th %	Max.		
How are HOD preparatory materials provided? (Respond to each choice)													
Both electronic and hard copy? (Yes or No)	Yes	Yes:	5	100%	No:	0	0%	Yes:	3	100%	No:	0	0%
Electronic only? (Yes or No)	No	Yes:	1	20%	No:	4	80%	Yes:	0	0%	No:	3	100%
Hard copy only? (Yes or No)	No	Yes:	1	20%	No:	4	80%	Yes:	0	0%	No:	3	100%
How is voting on HOD decisions conducted? (Respond to each choice)													
Exclusively electronic voting? (Yes or No)	No	Yes:	2	40%	No:	3	60%	Yes:	1	33%	No:	2	67%
Exclusively paper ballots? (Yes or No)	No	Yes:	0	0%	No:	5	100%	Yes:	0	0%	No:	3	100%
Depends on the situation/type of vote? (Yes or No)	Yes	Yes:	4	80%	No:	1	20%	Yes:	2	67%	No:	1	33%
Is a professional Parliamentarian present during all HOD deliberations to assist the Speaker in addressing parliamentary issues? (Yes or No)	No	Yes:	7	50%	No:	7	50%	Yes:	4	40%	No:	6	60%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA
Board		
Position Specific	President	
Do you have this position designated as an officer? (Yes or No)	Yes	
Is there a job description for this position? (Yes or No)	Yes	
Are competency/skill profiles used to select the position? (Yes or No)	No	
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)	Yes	
Are candidates for the position subjected to reference and/or background checks? (Yes or No)	Yes	
What is the term of office in years? (Numeric response)	1	
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)	1	
Is ascension up the President chain automatic at the end of the term? (Yes or No)	N/A	
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)	2,080	
What is the annual stipend paid to the position incumbent? (Numeric response)	\$263,505	
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)	\$98,800	

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS

	Min.	25th %	50th %	75th %	Max.
President					
Yes:	21	100%	No:	0	0%
Yes:	8	80%	No:	2	20%
Yes:	7	35%	No:	13	65%
Yes:	3	33%	No:	6	67%
Yes:	1	11%	No:	8	89%
1	1	1	1	3	
1	1	1	1	8	
N/A					
42	750	1040	2000	2756	
\$0	\$16,525	\$76,937	\$165,375	\$263,505	
\$1,200	\$21,417	\$37,191	\$112,737	\$279,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS

	Min.	25th %	50th %	75th %	Max.
President					
Yes:	14	100%	No:	0	0%
Yes:	5	83%	No:	1	17%
Yes:	4	31%	No:	9	69%
Yes:	2	40%	No:	3	60%
Yes:	1	20%	No:	4	80%
1	1	1	1	3	
1	1	1	1	8	
N/A					
42	1040	1425	2020	2756	
\$0	\$40,543	\$83,187	\$167,625	\$263,505	
\$5,000	\$30,000	\$55,000	\$134,000	\$279,000	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA
Position Specific		President Elect
Do you have this position designated as an officer? (Yes or No)		Yes
Is there a job description for this position? (Yes or No)		Yes
Are competency/skill profiles used to select the position? (Yes or No)		No
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)		Yes
Are candidates for the position subjected to reference and/or background checks? (Yes or No)		Yes
What is the term of office in years? (Numeric response)		1
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)		N/A
Is ascension up the President chain automatic at the end of the term? (Yes or No)		Yes
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)		See Note Below
What is the annual stipend paid to the position incumbent? (Numeric response)		\$204,857
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)		\$75,900

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
President Elect					
Yes:	20	95%	No:	1	5%
Yes:	8	80%	No:	2	20%
Yes:	9	45%	No:	11	55%
Yes:	8	80%	No:	2	20%
Yes:	3	30%	No:	7	70%
1	1	1	1	2	
1	1	1	1	9	
Yes:	16	89%	No:	2	11%
0	450	832	1120	2340	
\$0	\$1,675	\$50,750	\$125,100	\$204,857	
\$1,200	\$8,321	\$36,250	\$70,000	\$274,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
President Elect					
Yes:	13	93%	No:	1	7%
Yes:	5	83%	No:	1	17%
Yes:	6	46%	No:	7	54%
Yes:	6	100%	No:	0	0%
Yes:	2	33%	No:	4	67%
1	1	1	1	2	
1	1	1	1	9	
Yes:	11	85%	No:	2	15%
34	580	1000	1300	2340	
\$0	\$9,150	\$57,000	\$125,100	\$204,857	
\$8,000	\$17,710	\$47,045	\$81,871	\$274,000	

Note: Data pertaining to time commitments are being compiled by the Board's Compensation Committee and will be reported separately.

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA
Position Specific	2nd In Line for President	
Do you have this position designated as an officer? (Yes or No)	Yes	
Is there a job description for this position? (Yes or No)	Yes	
Are competency/skill profiles used to select the position? (Yes or No)	No	
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)	Yes	
Are candidates for the position subjected to reference and/or background checks? (Yes or No)	Yes	
What is the term of office in years? (Numeric response)	1	
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)	N/A	
Is ascension up the President chain automatic at the end of the term? (Yes or No)	No	
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)	See Note Below	
What is the annual stipend paid to the position incumbent? (Numeric response)	\$43,177	
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)	\$30,000	

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
2nd In Line for President					
Yes:	5	24%	No:	16	76%
Yes:	2	100%	No:	0	0%
Yes:	1	20%	No:	4	80%
Yes:	1	50%	No:	1	50%
Yes:	1	50%	No:	1	50%
1	1	1	1	1	
1	1	1	1	2	
Yes:	0	0%	No:	5	100%
35	150	250	500	650	
\$0	\$10,794	\$21,589	\$32,383	\$43,177	
\$5,000	\$6,688	\$16,125	\$26,250	\$30,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
2nd In Line for President					
Yes:	3	21%	No:	11	79%
Yes:	1	100%	No:	0	0%
Yes:	0	0%	No:	3	100%
Yes:	1	100%	No:	0	0%
Yes:	1	100%	No:	0	0%
1	1	1	1	1	
1	1	2	2	2	
Yes:	0	0%	No:	3	100%
35	268	500	575	650	
\$43,177	\$43,177	\$43,177	\$43,177	\$43,177	
\$25,000	\$26,250	\$27,500	\$28,750	\$30,000	

Note: Data pertaining to time commitments are being compiled by the Board's Compensation Committee and will be reported separately.

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA
Position Specific		Secretary
Do you have this position designated as an officer? (Yes or No)		No
Is there a job description for this position? (Yes or No)		N/A
Are competency/skill profiles used to select the position? (Yes or No)		N/A
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)		N/A
Are candidates for the position subjected to reference and/or background checks? (Yes or No)		N/A
What is the term of office in years? (Numeric response)		N/A
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)		N/A
Is ascension up the President chain automatic at the end of the term? (Yes or No)		N/A
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)		N/A
What is the annual stipend paid to the position incumbent? (Numeric response)		N/A
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)		N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS

Min.	25th %	50th %	75th %	Max.	
Secretary					
Yes:	7	35%	No:	13	65%
Yes:	2	100%	No:	0	0%
Yes:	3	43%	No:	4	57%
Yes:	1	50%	No:	1	50%
Yes:	0	0%	No:	2	100%
1	1	2	3	3	
1	3	4	5	6	
Yes:	0	0%	No:	7	100%
3	70	164	245	1820	
\$0	\$4,250	\$8,500	\$12,750	\$17,000	
\$0	\$500	\$2,500	\$39,375	\$55,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS

Min.	25th %	50th %	75th %	Max.	
Secretary					
Yes:	6	46%	No:	7	54%
Yes:	1	100%	No:	0	0%
Yes:	2	33%	No:	4	67%
Yes:	1	100%	No:	0	0%
Yes:	0	0%	No:	1	100%
1	1	2	3	3	
1	2	3	5	6	
Yes:	0	0%	No:	6	100%
3	100	228	250	1820	
\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	
\$0	\$0	\$2,000	\$51,500	\$55,000	

□

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA
Position Specific	Treasurer	
Do you have this position designated as an officer? (Yes or No)	Yes	Yes
Is there a job description for this position? (Yes or No)	Yes	Yes
Are competency/skill profiles used to select the position? (Yes or No)	No	No
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)	Yes	Yes
Are candidates for the position subjected to reference and/or background checks? (Yes or No)	Yes	Yes
What is the term of office in years? (Numeric response)	3	3
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)	6	6
Is ascension up the President chain automatic at the end of the term? (Yes or No)	No	No
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)	See Note Below	
What is the annual stipend paid to the position incumbent? (Numeric response)	\$84,470	
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)	\$21,100	

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS

Min.	25th %	50th %	75th %	Max.
------	--------	--------	--------	------

Treasurer						
Yes:	11	52%	No:	10	48%	
Yes:	5	100%	No:	0	0%	
Yes:	4	33%	No:	8	67%	
Yes:	3	60%	No:	2	40%	
Yes:	1	20%	No:	4	80%	
1	1	3	3	3		
1	2	3	6	6		
Yes:	0	0%	No:	12	100%	
39	128	260	490	950		
\$0	\$0	\$6,700	\$21,200	\$84,470		
\$0	\$2,000	\$5,000	\$10,916	\$55,000		

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS

Min.	25th %	50th %	75th %	Max.
------	--------	--------	--------	------

Treasurer					
Yes:	7	50%	No:	7	50%
Yes:	3	100%	No:	0	0%
Yes:	2	25%	No:	6	75%
Yes:	3	100%	No:	0	0%
Yes:	1	33%	No:	2	67%
1	1	3	3	3	
1	3	5	6	6	
Yes:	0	0%	No:	8	100%
39	175	260	616	950	
\$6,700	\$13,950	\$21,200	\$52,835	\$84,470	
\$0	\$500	\$5,000	\$15,466	\$55,000	

Note: Data pertaining to time commitments are being compiled by the Board's Compensation Committee and will be reported separately.

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA
Position Specific		Secretary/ Treasurer
Do you have this position designated as an officer? (Yes or No)		No
Is there a job description for this position? (Yes or No)		N/A
Are competency/skill profiles used to select the position? (Yes or No)		N/A
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)		N/A
Are candidates for the position subjected to reference and/or background checks? (Yes or No)		N/A
What is the term of office in years? (Numeric response)		N/A
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)		N/A
Is ascension up the President chain automatic at the end of the term? (Yes or No)		N/A
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)		N/A
What is the annual stipend paid to the position incumbent? (Numeric response)		N/A
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)		N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS

Min.	25th %	50th %	75th %	Max.
------	--------	--------	--------	------

Secretary/Treasurer					
Yes:	3	14%	No:	18	86%
Yes:	2	67%	No:	1	33%
Yes:	2	67%	No:	1	33%
Yes:	1	33%	No:	2	67%
Yes:	0	0%	No:	3	100%
1	1	1	2	3	
1	2	2	4	6	
Yes:	0	0%	No:	3	100%
400	500	600	660	720	
\$0	\$33,750	\$67,500	\$73,750	\$80,000	
\$5,000	\$25,000	\$45,000	\$65,000	\$85,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS

Min.	25th %	50th %	75th %	Max.
------	--------	--------	--------	------

Secretary/Treasurer					
Yes:	2	14%	No:	12	86%
Yes:	2	100%	No:	0	0%
Yes:	2	100%	No:	0	0%
Yes:	1	50%	No:	1	50%
Yes:	0	0%	No:	2	100%
1	2	2	3	3	
2	3	4	5	6	
Yes:	0	0%	No:	2	100%
600	630	660	690	720	
\$0	\$16,875	\$33,750	\$50,625	\$67,500	
\$5,000	\$25,000	\$45,000	\$65,000	\$85,000	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA
Position Specific	Immediate Past President
Do you have this position designated as an officer? (Yes or No)	No
Is there a job description for this position? (Yes or No)	N/A
Are competency/skill profiles used to select the position? (Yes or No)	N/A
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)	N/A
Are candidates for the position subjected to reference and/or background checks? (Yes or No)	N/A
What is the term of office in years? (Numeric response)	N/A
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)	N/A
Is ascension up the President chain automatic at the end of the term? (Yes or No)	N/A
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)	N/A
What is the annual stipend paid to the position incumbent? (Numeric response)	N/A
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Immediate Past President					
Yes:	14	74%	No:	5	26%
Yes:	6	86%	No:	1	14%
N/A					
Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	7	100%
1	1	1	1	1	
1	1	1	1	7	
N/A					
0	75	275	550	2236	
\$0	\$0	\$3,350	\$12,114	\$82,000	
\$0	\$2,626	\$7,000	\$18,899	\$274,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Immediate Past President					
Yes:	10	77%	No:	3	23%
Yes:	4	100%	No:	0	0%
N/A					
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
1	1	1	1	1	
1	1	1	1	7	
N/A					
11	245	300	766	2236	
\$0	\$0	\$6,700	\$10,485	\$17,000	
\$0	\$3,252	\$13,849	\$34,000	\$274,000	

□

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions		ADA	NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS				
			Min.	25th %	50th %	75th %	Max.	Min.	25th %	50th %	75th %	Max.
Position Specific	Remaining Board Members		Remaining Board Members					Remaining Board Members				
Do you have this position designated as an officer? (Yes or No)	No		Yes: 7	39%	No: 11	61%	Yes: 5	42%	No: 7	58%		
Is there a job description for this position? (Yes or No)	No		Yes: 7	78%	No: 2	22%	Yes: 5	83%	No: 1	17%		
Are competency/skill profiles used to select the position? (Yes or No)	No		Yes: 9	47%	No: 10	53%	Yes: 6	46%	No: 7	54%		
Is there a choice of candidates offered for the position (i.e., not a single slate)? (Yes or No)	No		Yes: 6	75%	No: 2	25%	Yes: 5	83%	No: 1	17%		
Are candidates for the position subjected to reference and/or background checks? (Yes or No)	Yes		Yes: 2	22%	No: 7	78%	Yes: 1	17%	No: 5	83%		
What is the term of office in years? (Numeric response)	4		2	3	3	3	6	2	3	3	4	6
What is the most consecutive years an incumbent can serve assuming term limits? (Numeric response -- if no term limits input N/A)	4		2	3	3	6	12	2	3	4	6	8
Is ascension up the President chain automatic at the end of the term? (Yes or No)	No		Yes: 0	0%	No: 16	100%	Yes: 0	0%	No: 10	100%		
How many hours/year do you estimate the incumbent(s) spends performing his/her duties? (Numeric response)	See Note Below		10	71	234	445	884	10	120	239	738	884
What is the annual stipend paid to the position incumbent? (Numeric response)	\$56,145		\$0	\$0	\$0	\$13,300	\$56,145	\$0	\$1,675	\$10,000	\$40,773	\$56,145
What was the dollar amount of expenses reimbursed for the position incumbent during the most recent fiscal year -- average reimbursement in the case of Board members? (Numeric response including spousal travel, employer reimbursement, etc.)	\$32,000		\$0	\$3,000	\$10,688	\$28,500	\$55,000	\$0	\$5,000	\$16,750	\$40,028	\$55,000

Note: Data pertaining to time commitments are being compiled by the Board's Compensation Committee and will be reported separately.

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA
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Other Board Related Questions

Is there a minimum percentage of directors that must be: **(Respond to each choice)**

Within certain specified age ranges? (Yes or No)	No
Of a specific gender? (Yes or No)	No
Of specified racial minority groups? (Yes or No)	No
Of specific tenure as an association member? (Yes or No)	No
From specific geographic regions? (Yes or No)	Yes

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	

Yes:	1	5%	No:	20	95%
Yes:	1	5%	No:	20	95%
Yes:	1	5%	No:	20	95%
Yes:	3	15%	No:	17	85%
Yes:	8	38%	No:	13	62%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	

Yes:	1	7%	No:	13	93%
Yes:	1	7%	No:	13	93%
Yes:	1	7%	No:	13	93%
Yes:	2	15%	No:	11	85%
Yes:	6	43%	No:	8	57%

Does the Board have ultimate authority to approve:

The association's strategic plan? (Yes or No)	Yes
The association's annual budget? (Yes or No)	No
Selection of the association's external auditing firm? (Yes or No)	No
Membership dues increases? (Yes or No)	No
Selection of the association's investment management firm? (Yes or No)	No
Selection of the association's legal counsel? (Yes or No)	No

Yes:	16	76%	No:	5	24%
Yes:	15	71%	No:	6	29%
Yes:	18	86%	No:	3	14%
Yes:	9	43%	No:	12	57%
Yes:	16	80%	No:	4	20%
Yes:	7	33%	No:	14	67%

Yes:	11	79%	No:	3	21%
Yes:	10	71%	No:	4	29%
Yes:	11	79%	No:	3	21%
Yes:	6	43%	No:	8	57%
Yes:	10	77%	No:	3	23%
Yes:	5	36%	No:	9	64%

Operations

Does the Board operate under a documented Code of Ethics? (Yes or No)	Yes
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Yes:	8	80%	No:	2	20%
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Yes:	5	83%	No:	1	17%
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With regard to Board meetings:

How many in-person Board meetings take place each year? (Numeric response)	7
How many web/telephonic Board meetings take place each year? (Numeric response)	3
Approximately how many total hours of Board meeting time are budgeted to take place each year? (Numeric response)	216

3	4	5	6	7
0	2	5	8	15
15	40	80	114	216

3	4	5	6	7
0	4	5	7	15
30	51	93	118	216

Do any of the following participate in all or selected Board meetings? **(Respond to each choice)**

An attorney? (Yes or No)	Yes
A CPA/accountant? (Yes or No)	Yes
A general business consultant? (Yes or No)	No
Does your association offer a formal orientation program for Board directors? (Yes or No) If so:	Yes

Yes:	7	70%	No:	3	30%
Yes:	5	50%	No:	5	50%
Yes:	1	10%	No:	9	90%
Yes:	10	100%	No:	0	0%

Yes:	5	83%	No:	1	17%
Yes:	4	67%	No:	2	33%
Yes:	0	0%	No:	6	100%
Yes:	6	100%	No:	0	0%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA
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NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	

What format(s) is the orientation offered in? (Respond to each choice)

In person? (Yes or No)	Yes
Electronic? (Yes or No)	Yes
Hard copy? (Yes or No)	No
Is participation in Board orientation mandatory for some or all delegates? (Yes or No)	Yes
Does the Board participate in a retreat or other meeting at least annually where the primary focus is developing and/or assessing performance to the strategic plan? (Yes or No)	Yes

Yes:	10	100%	No:	0	0%
Yes:	6	60%	No:	4	40%
Yes:	6	60%	No:	4	40%
Yes:	9	90%	No:	1	10%
Yes:	16	76%	No:	5	24%

Yes:	6	100%	No:	0	0%
Yes:	3	50%	No:	3	50%
Yes:	3	50%	No:	3	50%
Yes:	5	83%	No:	1	17%
Yes:	10	71%	No:	4	29%

Are written governance guidelines in place that address: (Respond to each choice)

Certification of financial reports by the chief staff officer and/or other employees? (Yes or No)	No
Periodic (at least annual) reporting to the Board regarding internal controls? (Yes or No)	Yes
Allowable and prohibited Board director transactions? (Yes or No)	Yes
Treatment of material adjustments proposed by the association's external auditing firms? (Yes or No)	Yes
The Board's relationship with the association's external auditing firm? (Yes or No)	Yes
The Board's relationship with the association's investment management firm? (Yes or No)	Yes
The Board's relationship with the association's law firm? (Yes or No)	No
Processes for whistleblowers in communicating concerns? (Yes or No)	Yes
Do Board members participate in assessing the Board's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes or No)	Yes
Do Board members receive feedback on a regular basis (at least annually) regarding their individual performance? (Yes or No)	No
Do you have specific criteria for when and why a Board member can be removed from office? (Yes or No)	No

Yes:	8	80%	No:	2	20%
Yes:	7	78%	No:	2	22%
Yes:	10	100%	No:	0	0%
Yes:	8	80%	No:	2	20%
Yes:	8	80%	No:	2	20%
Yes:	8	80%	No:	2	20%
Yes:	1	10%	No:	9	90%
Yes:	8	80%	No:	2	20%
Yes:	14	67%	No:	7	33%
Yes:	1	5%	No:	20	95%
Yes:	13	62%	No:	8	38%

Yes:	4	67%	No:	2	33%
Yes:	5	83%	No:	1	17%
Yes:	6	100%	No:	0	0%
Yes:	4	67%	No:	2	33%
Yes:	4	67%	No:	2	33%
Yes:	5	83%	No:	1	17%
Yes:	0	0%	No:	6	100%
Yes:	5	83%	No:	1	17%
Yes:	9	64%	No:	5	36%
Yes:	1	7%	No:	13	93%
Yes:	6	43%	No:	8	57%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Councils
Do you have this entity? (Yes or No) If no, there is no need to complete remaining questions in that specific column.	Yes
How many of each entity do you currently have? (Numeric response)	11
What is the average number of members for each entity? (Numeric response)	17

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	Yes
A Board officer (e.g., President Elect)? (Yes or No)	No
Full Board? (Yes or No)	Yes
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	No
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	Yes
What is the typical term of office for the chair of each entity? (Numeric response)	1
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	No
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	250
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	\$0

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Councils					
Yes:	10	53%	No:	9	47%
2	5	6	9	19	
10	10	11	17	30	

Yes:	1	33%	No:	2	67%
Yes:	2	40%	No:	3	60%
Yes:	2	40%	No:	3	60%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	1	20%	No:	4	80%
Yes:	3	60%	No:	2	40%
1	1	1	2	4	
Yes:	7	70%	No:	3	30%
1	2	2	3	4	
60	105	185	250	250	
\$0	\$0	\$0	\$0	\$12,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Councils					
Yes:	8	62%	No:	5	38%
2	5	6	10	19	
10	11	16	19	30	

Yes:	1	50%	No:	1	50%
Yes:	1	25%	No:	3	75%
Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	1	25%	No:	3	75%
Yes:	3	75%	No:	1	25%
1	1	1	2	4	
Yes:	6	75%	No:	2	25%
1	1	2	3	4	
60	155	250	250	250	
\$0	\$0	\$0	\$0	\$0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Councils
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	Yes
A Board officer (e.g., President Elect)? (Yes or No)	No
Full Board? (Yes or No)	Yes
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	No
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	4
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	No
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	Yes
What is the limit in years? (Numeric response)	
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	100

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	No
Within certain specified age ranges? (Yes or No)	No
Of a specific gender? (Yes or No)	No
Of specified racial minority groups? (Yes or No)	No
Of specified tenure as an association member? (Yes or No)	No
From specific geographic regions? (Yes or No)	Yes
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	No

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Councils					

Yes:	1	33%	No:	2	67%
Yes:	2	40%	No:	3	60%
Yes:	3	60%	No:	2	40%
Yes:	0	0%	No:	5	100%
Yes:	2	40%	No:	3	60%
Yes:	0	0%	No:	5	100%
1	2	3	3	6	
Yes:	2	20%	No:	8	80%
Yes:	10	100%	No:	0	0%
2	3	4	5	6	
40	43	100	120	220	

Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	1	20%	No:	4	80%
Yes:	1	20%	No:	4	80%
Yes:	0	0%	No:	5	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Councils					

Yes:	1	50%	No:	1	50%
Yes:	1	25%	No:	3	75%
Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
1	2	3	3	6	
Yes:	0	0%	No:	8	100%
Yes:	8	100%	No:	0	0%
2	3	3	4	4	
40	42	72	130	220	

Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Councils
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	2
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	25
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	31
Does your association offer a formal orientation program for members of each entity? (Yes or No)	Yes

Are the entities in each category required to: **(Respond to each of the following)**

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	No
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	Yes
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	No
Meet a certain number of times annually to be considered active? (Yes or No)	Yes
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	\$0
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes or No)	No
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes or No)	No
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	Yes

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Councils					
0	1	2	3	6	
0	2	2	10	25	
10	15	26	40	50	
Yes:	4	80%	No:	1	20%

Yes:	4	40%	No:	6	60%
Yes:	7	70%	No:	3	30%
Yes:	2	20%	No:	8	80%
Yes:	3	60%	No:	2	40%
\$0	\$0	\$0	\$0	\$0	
Yes:	5	50%	No:	5	50%
Yes:	0	0%	No:	10	100%
Yes:	7	70%	No:	3	30%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Councils					
0	1	2	2	3	
0	2	2	11	25	
10	17	26	41	50	
Yes:	4	100%	No:	0	0%

Yes:	2	25%	No:	6	75%
Yes:	5	63%	No:	3	38%
Yes:	0	0%	No:	8	100%
Yes:	2	50%	No:	2	50%
\$0	\$0	\$0	\$0	\$0	
Yes:	3	38%	No:	5	63%
Yes:	0	0%	No:	8	100%
Yes:	5	63%	No:	3	38%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Executive Committee
Do you have this entity? (Yes of No) If no, there is no need to complete remaining questions in that specific column.	No
How many of each entity do you currently have? (Numeric response)	N/A
What is the average number of members for each entity? (Numeric response)	N/A

House of Delegates? (Yes or No)	N/A
A Board officer (e.g., President Elect)? (Yes or No)	N/A
Full Board? (Yes or No)	N/A
Committee of the HOD or Board? (Yes or No)	N/A
Full membership? (Yes or No)	N/A
Other? (Yes or No)	N/A
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	N/A
What is the typical term of office for the chair of each entity? (Numeric response)	N/A
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	N/A
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	N/A
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Executive Committee					
Yes:	16	76%	No:	5	24%
1	1	1	1	1	
3	4	6	7	13	

Yes:	0	0%	No:	3	100%
Yes:	1	13%	No:	7	88%
Yes:	2	25%	No:	6	75%
Yes:	0	0%	No:	8	100%
Yes:	3	38%	No:	5	63%
Yes:	2	25%	No:	6	75%
Yes:	4	57%	No:	3	43%
1	1	1	1	3	
Yes:	13	93%	No:	1	7%
1	1	1	1	2	
10	52	140	945	2700	
\$0	\$0	\$0	\$72,825	\$186,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Executive Committee					
Yes:	11	79%	No:	3	21%
1	1	1	1	1	
3	4	6	8	13	

Yes:	0	0%	No:	2	100%
Yes:	0	0%	No:	5	100%
Yes:	1	20%	No:	4	80%
Yes:	0	0%	No:	5	100%
Yes:	3	60%	No:	2	40%
Yes:	1	20%	No:	4	80%
Yes:	2	50%	No:	2	50%
1	1	1	2	3	
Yes:	8	89%	No:	1	11%
1	1	1	1	2	
75	656	945	1455	2700	
\$0	\$0	\$0	\$36,100	\$186,000	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Executive Committee
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	N/A
A Board officer (e.g., President Elect)? (Yes or No)	N/A
Full Board? (Yes or No)	N/A
Committee of the HOD or Board? (Yes or No)	N/A
Full membership? (Yes or No)	N/A
Other? (Yes or No)	N/A
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	N/A
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	N/A
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	N/A
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	N/A

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	N/A
Within certain specified age ranges? (Yes or No)	N/A
Of a specific gender? (Yes or No)	N/A
Of specified racial minority groups? (Yes or No)	N/A
Of specified tenure as an association member? (Yes or No)	N/A
From specific geographic regions? (Yes or No)	N/A
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Executive Committee					

Yes:	1	33%	No:	2	67%
Yes:	3	38%	No:	5	63%
Yes:	2	29%	No:	5	71%
Yes:	0	0%	No:	7	100%
Yes:	2	25%	No:	6	75%
Yes:	1	13%	No:	7	88%
1	1	1	3	3	
Yes:	4	25%	No:	12	75%
Yes:	13	81%	No:	3	19%
1	2	3	3	12	
5	48	140	350	830	

Yes:	2	25%	No:	6	75%
Yes:	0	0%	No:	8	100%
Yes:	0	0%	No:	8	100%
Yes:	0	0%	No:	8	100%
Yes:	1	13%	No:	7	88%
Yes:	0	0%	No:	8	100%
Yes:	0	0%	No:	8	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Executive Committee					

Yes:	1	50%	No:	1	50%
Yes:	1	20%	No:	4	80%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	2	40%	No:	3	60%
Yes:	1	20%	No:	4	80%
1	1	2	3	3	
Yes:	2	18%	No:	9	82%
Yes:	9	82%	No:	2	18%
1	3	3	3	6	
75	244	350	508	830	

Yes:	1	20%	No:	4	80%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Executive Committee
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	N/A
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	N/A
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	N/A
Does your association offer a formal orientation program for members of each entity? (Yes or No)	N/A

Are the entities in each category required to: (Respond to each of the following)

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	N/A
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	N/A
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	N/A
Meet a certain number of times annually to be considered active? (Yes or No)	N/A
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	N/A
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes of No)	N/A
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes of No)	N/A
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Executive Committee					
0	2	3	6	8	
1	3	6	12	50	
0	7	20	69	140	
Yes:	5	63%	No:	3	38%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Executive Committee					
1	3	4	6	8	
1	4	11	26	50	
4	10	50	75	118	
Yes:	4	80%	No:	1	20%

Yes:	2	13%	No:	14	88%
Yes:	6	38%	No:	10	63%
Yes:	5	31%	No:	11	69%
Yes:	5	63%	No:	3	38%
\$0	\$0	\$0	\$25,000	\$500,000	
Yes:	5	31%	No:	11	69%
Yes:	1	6%	No:	15	94%
Yes:	8	50%	No:	8	50%

Yes:	0	0%	No:	11	100%
Yes:	3	27%	No:	8	73%
Yes:	3	27%	No:	8	73%
Yes:	2	40%	No:	3	60%
\$0	\$0	\$0	\$0	\$0	
Yes:	2	18%	No:	9	82%
Yes:	1	9%	No:	10	91%
Yes:	5	45%	No:	6	55%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Finance Committee
Do you have this entity? (Yes of No) If no, there is no need to complete remaining questions in that specific column.	Yes
How many of each entity do you currently have? (Numeric response)	1
What is the average number of members for each entity? (Numeric response)	8

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	No
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	Yes
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	No
What is the typical term of office for the chair of each entity? (Numeric response)	1
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	Yes
What is the limit in years? (Numeric response)	1
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	120
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	\$0

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Finance Committee					
Yes:	19	95%	No:	1	5%
1	1	1	1	1	
5	5	7	8	11	

Yes:	1	25%	No:	3	75%
Yes:	6	67%	No:	3	33%
Yes:	1	11%	No:	8	89%
Yes:	1	11%	No:	8	89%
Yes:	0	0%	No:	9	100%
Yes:	1	11%	No:	8	89%
Yes:	4	50%	No:	4	50%
1	1	1	2	3	
Yes:	13	72%	No:	5	28%
1	1	1	1	6	
6	50	93	125	150	
\$0	\$0	\$0	\$0	\$82,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Finance Committee					
Yes:	13	100%	No:	0	0%
1	1	1	1	1	
5	5	6	7	11	

Yes:	1	33%	No:	2	67%
Yes:	3	50%	No:	3	50%
Yes:	1	17%	No:	5	83%
Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	6	100%
Yes:	1	17%	No:	5	83%
Yes:	2	40%	No:	3	60%
1	1	1	2	3	
Yes:	9	75%	No:	3	25%
1	1	1	1	6	
60	75	110	120	150	
\$0	\$0	\$0	\$0	\$0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA
	Finance Committee

Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	Yes
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	No
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	1
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	No
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	Yes
What is the limit in years? (Numeric response)	4
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	72

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	No
Within certain specified age ranges? (Yes or No)	No
Of a specific gender? (Yes or No)	No
Of specified racial minority groups? (Yes or No)	No
Of specified tenure as an association member? (Yes or No)	No
From specific geographic regions? (Yes or No)	No
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	No

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Finance Committee					

Yes:	1	25%	No:	3	75%
Yes:	7	78%	No:	2	22%
Yes:	1	11%	No:	8	89%
Yes:	1	11%	No:	8	89%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	8	100%
1	1	2	3	4	
Yes:	4	21%	No:	15	79%
Yes:	13	72%	No:	5	28%
1	2	3	5	12	
10	34	86	118	150	

Yes:	3	33%	No:	6	67%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	1	11%	No:	8	89%
Yes:	0	0%	No:	9	100%
Yes:	1	11%	No:	8	89%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Finance Committee					

Yes:	1	33%	No:	2	67%
Yes:	4	67%	No:	2	33%
Yes:	1	17%	No:	5	83%
Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	5	100%
1	1	3	3	4	
Yes:	0	0%	No:	13	100%
Yes:	10	77%	No:	3	23%
1	2	3	4	6	
40	72	100	110	150	

Yes:	2	33%	No:	4	67%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Finance Committee
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	5
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	2
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	17
Does your association offer a formal orientation program for members of each entity? (Yes or No)	No

Are the entities in each category required to: (Respond to each of the following)

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	No
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	Yes
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	Yes
Meet a certain number of times annually to be considered active? (Yes or No)	Yes
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes of No)	No
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes of No)	No
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	Yes

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Finance Committee					
0	1	2	3	5	
0	2	3	5	12	
4	9	15	33	140	
Yes:	5	56%	No:	4	44%

Yes:	4	21%	No:	15	79%
Yes:	14	74%	No:	5	26%
Yes:	11	58%	No:	8	42%
Yes:	6	67%	No:	3	33%
\$0	\$0	\$0	\$0	\$500,000	
Yes:	2	11%	No:	16	89%
Yes:	0	0%	No:	18	100%
Yes:	9	47%	No:	10	53%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Finance Committee					
1	1	2	3	5	
0	2	2	3	6	
5	9	15	33	50	
Yes:	3	50%	No:	3	50%

Yes:	1	8%	No:	12	92%
Yes:	8	62%	No:	5	38%
Yes:	6	46%	No:	7	54%
Yes:	3	50%	No:	3	50%
\$0	\$0	\$0	\$0	\$0	
Yes:	1	8%	No:	11	92%
Yes:	0	0%	No:	12	100%
Yes:	7	54%	No:	6	46%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Audit Committee
Do you have this entity? (Yes of No) If no, there is no need to complete remaining questions in that specific column.	Yes
How many of each entity do you currently have? (Numeric response)	1
What is the average number of members for each entity? (Numeric response)	8

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	No
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	Yes
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	No
What is the typical term of office for the chair of each entity? (Numeric response)	1
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	No
What is the limit in years? (Numeric response)	3
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	120
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	\$0

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Audit Committee					
Yes:	17	89%	No:	2	11%
1	1	1	1	1	
3	4	5	6	9	

Yes:	1	25%	No:	3	75%
Yes:	6	67%	No:	3	33%
Yes:	1	11%	No:	8	89%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	2	22%	No:	7	78%
Yes:	3	33%	No:	6	67%
1	1	1	1	2	
Yes:	10	63%	No:	6	38%
1	1	1	2	4	
4	6	40	64	120	
\$0	\$0	\$0	\$0	\$12,000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Audit Committee					
Yes:	11	85%	No:	2	15%
1	1	1	1	1	
3	5	5	6	8	

Yes:	1	33%	No:	2	67%
Yes:	3	50%	No:	3	50%
Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	2	33%	No:	4	67%
Yes:	1	17%	No:	5	83%
1	1	1	2	2	
Yes:	6	60%	No:	4	40%
1	1	1	2	3	
6	40	60	75	120	
\$0	\$0	\$0	\$0	\$0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Audit Committee
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	Yes
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	No
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	1
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	No
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	Yes
What is the limit in years? (Numeric response)	4
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	72

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	No
Within certain specified age ranges? (Yes or No)	No
Of a specific gender? (Yes or No)	No
Of specified racial minority groups? (Yes or No)	No
Of specified tenure as an association member? (Yes or No)	No
From specific geographic regions? (Yes or No)	No
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	No

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Audit Committee					

Yes:	1	25%	No:	3	75%
Yes:	7	78%	No:	2	22%
Yes:	2	22%	No:	7	78%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	1	11%	No:	8	89%
1	1	2	2	3	
Yes:	4	24%	No:	13	76%
Yes:	11	69%	No:	5	31%
1	2	3	4	12	
3	9	40	48	100	

Yes:	4	44%	No:	5	56%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	1	11%	No:	8	89%
Yes:	0	0%	No:	9	100%
Yes:	2	22%	No:	7	78%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Audit Committee					

Yes:	1	33%	No:	2	67%
Yes:	4	67%	No:	2	33%
Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	1	17%	No:	5	83%
1	1	2	3	3	
Yes:	0	0%	No:	11	100%
Yes:	8	73%	No:	3	27%
1	2	3	3	6	
6	40	40	72	100	

Yes:	3	50%	No:	3	50%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	1	17%	No:	5	83%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Audit Committee
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	4
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	2
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	19
Does your association offer a formal orientation program for members of each entity? (Yes or No)	No

Are the entities in each category required to: (Respond to each of the following)

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	No
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	Yes
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	Yes
Meet a certain number of times annually to be considered active? (Yes or No)	Yes
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes or No)	No
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes or No)	No
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	Yes

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Audit Committee					
0	0	2	3	4	
0	2	2	3	10	
2	4	5	13	27	
Yes:	4	44%	No:	5	56%

Yes:	4	24%	No:	13	76%
Yes:	13	76%	No:	4	24%
Yes:	11	65%	No:	6	35%
Yes:	5	56%	No:	4	44%
\$0	\$0	\$0	\$0	\$0	
Yes:	2	12%	No:	15	88%
Yes:	0	0%	No:	17	100%
Yes:	6	35%	No:	11	65%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Audit Committee					
0	1	2	3	4	
0	0	2	3	6	
2	4	6	8	19	
Yes:	2	33%	No:	4	67%

Yes:	1	9%	No:	10	91%
Yes:	7	64%	No:	4	36%
Yes:	6	55%	No:	5	45%
Yes:	2	33%	No:	4	67%
\$0	\$0	\$0	\$0	\$0	
Yes:	1	9%	No:	10	91%
Yes:	0	0%	No:	11	100%
Yes:	4	36%	No:	7	64%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Governance Committee
Do you have this entity? (Yes of No) If no, there is no need to complete remaining questions in that specific column.	Yes
How many of each entity do you currently have? (Numeric response)	1
What is the average number of members for each entity? (Numeric response)	10

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	No
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	Yes
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	No
What is the typical term of office for the chair of each entity? (Numeric response)	1
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	Yes
What is the limit in years? (Numeric response)	1
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	55
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	\$0

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Governance Committee					
Yes:	6	32%	No:	13	68%
1	1	1	1	1	
5	7	9	9	10	

Yes:	0	0%	No:	2	100%
Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
1	1	1	1	3	
Yes:	4	80%	No:	1	20%
1	1	1	1	2	
8	24	40	48	55	
0	0	0	3000	12000	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Governance Committee					
Yes:	3	23%	No:	10	77%
1	1	1	1	1	
5	6	8	9	10	

Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	1	100%	No:	0	0%
Yes:	0	0%	No:	1	100%
1	1	1	1	1	
Yes:	3	100%	No:	0	0%
1	1	1	1	1	
55	55	55	55	55	
0	0	0	0	0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Governance Committee
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	Yes
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	No
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	4
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	No
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	Yes
What is the limit in years? (Numeric response)	4
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	55

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	No
Within certain specified age ranges? (Yes or No)	No
Of a specific gender? (Yes or No)	No
Of specified racial minority groups? (Yes or No)	No
Of specified tenure as an association member? (Yes or No)	No
From specific geographic regions? (Yes or No)	No
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	No

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Governance Committee					

Yes:	0	0%	No:	2	100%
Yes:	4	100%	No:	0	0%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
1	2	3	3	4	
Yes:	1	17%	No:	5	83%
Yes:	5	100%	No:	0	0%
2	3	4	4	12	
6	9	25	44	55	

Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Governance Committee					

Yes:	0	0%	No:	1	100%
Yes:	1	100%	No:	0	0%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
2	3	3	4	4	
Yes:	1	33%	No:	2	67%
Yes:	3	100%	No:	0	0%
2	3	3	4	4	
55	55	55	55	55	

Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%
Yes:	0	0%	No:	1	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Governance Committee
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	5
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	7
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	15
Does your association offer a formal orientation program for members of each entity? (Yes or No)	No

Are the entities in each category required to: (Respond to each of the following)

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	No
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	Yes
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	Yes
Meet a certain number of times annually to be considered active? (Yes or No)	Yes
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes of No)	No
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes of No)	No
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	Yes

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Governance Committee					
1	2	3	5	5	
2	3	3	5	7	
4	8	8	15	140	
Yes:	0	0%	No:	4	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Governance Committee					
3	3	3	4	5	
3	4	5	6	7	
8	10	12	13	15	
Yes:	0	0%	No:	1	100%

Yes:	2	33%	No:	4	67%
Yes:	5	83%	No:	1	17%
Yes:	4	67%	No:	2	33%
Yes:	4	100%	No:	0	0%
\$0	\$0	\$0	\$0	\$0	
Yes:	0	0%	No:	6	100%
Yes:	1	17%	No:	5	83%
Yes:	4	67%	No:	2	33%

Yes:	1	33%	No:	2	67%
Yes:	2	67%	No:	1	33%
Yes:	2	67%	No:	1	33%
Yes:	1	100%	No:	0	0%
\$0	#NUM!	#NUM!	#NUM!	\$0	
Yes:	0	0%	No:	3	100%
Yes:	1	33%	No:	2	67%
Yes:	3	100%	No:	0	0%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Nominating Committee
Do you have this entity? (Yes of No) If no, there is no need to complete remaining questions in that specific column.	No
How many of each entity do you currently have? (Numeric response)	N/A
What is the average number of members for each entity? (Numeric response)	N/A

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	N/A
A Board officer (e.g., President Elect)? (Yes or No)	N/A
Full Board? (Yes or No)	N/A
Committee of the HOD or Board? (Yes or No)	N/A
Full membership? (Yes or No)	N/A
Other? (Yes or No)	N/A
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	N/A
What is the typical term of office for the chair of each entity? (Numeric response)	N/A
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	N/A
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	N/A
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Nominating Committee					
Yes:	14	70%	No:	6	30%
1	1	1	1	1	
3	6	8	9	10	

Yes:	0	0%	No:	1	100%
Yes:	1	20%	No:	4	80%
Yes:	1	20%	No:	4	80%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	4	80%	No:	1	20%
Yes:	2	40%	No:	3	60%
1	1	1	1	2	
Yes:	11	79%	No:	3	21%
1	1	1	2	2	
10	10	25	60	63	
\$0	\$0	\$0	\$0	\$0	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Nominating Committee					
Yes:	9	69%	No:	4	31%
1	1	1	1	1	
3	6	7	9	10	

Yes:	0	0%	No:	1	100%
Yes:	1	25%	No:	3	75%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	3	75%	No:	1	25%
Yes:	1	25%	No:	3	75%
1	1	1	1	2	
Yes:	7	78%	No:	2	22%
1	1	1	1	2	
25	43	60	62	63	
\$0	\$0	\$0	\$0	\$0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Nominating Committee
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	N/A
A Board officer (e.g., President Elect)? (Yes or No)	N/A
Full Board? (Yes or No)	N/A
Committee of the HOD or Board? (Yes or No)	N/A
Full membership? (Yes or No)	N/A
Other? (Yes or No)	N/A
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	N/A
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	N/A
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	N/A
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	N/A

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	N/A
Within certain specified age ranges? (Yes or No)	N/A
Of a specific gender? (Yes or No)	N/A
Of specified racial minority groups? (Yes or No)	N/A
Of specified tenure as an association member? (Yes or No)	N/A
From specific geographic regions? (Yes or No)	N/A
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Nominating Committee					

Yes:	0	0%	No:	1	100%
Yes:	3	50%	No:	3	50%
Yes:	1	17%	No:	5	83%
Yes:	1	17%	No:	5	83%
Yes:	2	33%	No:	4	67%
Yes:	1	17%	No:	5	83%
1	1	2	3	3	
Yes:	3	21%	No:	11	79%
Yes:	9	64%	No:	5	36%
2	3	3	3	4	
7	10	20	40	63	

Yes:	2	33%	No:	4	67%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	6	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Nominating Committee					

Yes:	0	0%	No:	1	100%
Yes:	2	50%	No:	2	50%
Yes:	1	25%	No:	3	75%
Yes:	1	25%	No:	3	75%
Yes:	1	25%	No:	3	75%
Yes:	1	25%	No:	3	75%
1	2	3	3	3	
Yes:	1	11%	No:	8	89%
Yes:	6	67%	No:	3	33%
2	3	3	3	3	
20	30	40	52	63	

Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Nominating Committee
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	N/A
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	N/A
Approximately how many hours of meeting time are budgeted to take place annually for each entity? Numeric response)	N/A
Does your association offer a formal orientation program for members of each entity? (Yes or No)	N/A

Are the entities in each category required to: **(Respond to each of the following)**

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	N/A
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	N/A
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	N/A
Meet a certain number of times annually to be considered active? (Yes or No)	N/A
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	N/A
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes of No)	N/A
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes of No)	N/A
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Nominating Committee					
0	1	2	3	5	
0	2	3	6	12	
2	9	12	22	100	
Yes:	4	67%	No:	2	33%

Yes:	4	31%	No:	9	69%
Yes:	10	77%	No:	3	23%
Yes:	6	46%	No:	7	54%
Yes:	3	50%	No:	3	50%
\$0	\$0	\$0	\$0	\$0	
Yes:	3	23%	No:	10	77%
Yes:	0	0%	No:	13	100%
Yes:	4	31%	No:	9	69%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Nominating Committee					
0	1	1	3	5	
1	2	3	9	12	
2	11	14	22	100	
Yes:	4	100%	No:	0	0%

Yes:	2	22%	No:	7	78%
Yes:	6	67%	No:	3	33%
Yes:	4	44%	No:	5	56%
Yes:	1	25%	No:	3	75%
\$0	\$0	\$0	\$0	\$0	
Yes:	2	22%	No:	7	78%
Yes:	0	0%	No:	9	100%
Yes:	3	33%	No:	6	67%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Other Committees
Do you have this entity? (Yes of No) If no, there is no need to complete remaining questions in that specific column.	Yes
How many of each entity do you currently have? (Numeric response)	130
What is the average number of members for each entity? (Numeric response)	Varies

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	Varies
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	No
Full membership? (Yes or No)	No
Other? (Yes or No)	Varies
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	Varies
What is the typical term of office for the chair of each entity? (Numeric response)	1
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) if so:	Varies
What is the limit in years? (Numeric response)	Varies
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	Varies
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	\$0

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Other Committees					
Yes:	20	100%	No:	0	0%
5	16	27	45	130	
6	8	10	12	38	

Yes:	0	0%	No:	4	100%
Yes:	4	50%	No:	4	50%
Yes:	1	11%	No:	8	89%
Yes:	2	22%	No:	7	78%
Yes:	0	0%	No:	9	100%
Yes:	3	38%	No:	5	63%
Yes:	3	38%	No:	5	63%
1	1	1	2	4	
Yes:	14	78%	No:	4	22%
1	1	2	4	9	
10	28	40	55	85	
\$0	\$0	\$0	\$0	\$2,500	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Other Committees					
Yes:	14	100%	No:	0	0%
5	21	30	65	130	
6	9	10	12	38	

Yes:	0	0%	No:	3	100%
Yes:	1	20%	No:	4	80%
Yes:	1	17%	No:	5	83%
Yes:	2	33%	No:	4	67%
Yes:	0	0%	No:	6	100%
Yes:	3	60%	No:	2	40%
Yes:	2	40%	No:	3	60%
1	1	1	2	4	
Yes:	9	75%	No:	3	25%
1	1	3	3	4	
40	50	60	73	85	
\$0	\$0	\$0	\$0	\$0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Other Committees
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	No
A Board officer (e.g., President Elect)? (Yes or No)	Sometimes
Full Board? (Yes or No)	No
Committee of the HOD or Board? (Yes or No)	Sometimes
Full membership? (Yes or No)	No
Other? (Yes or No)	Sometimes
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	Varies
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	No
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	Varies
What is the limit in years? (Numeric response)	Varies
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	Varies

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	No
Within certain specified age ranges? (Yes or No)	No
Of a specific gender? (Yes or No)	No
Of specified racial minority groups? (Yes or No)	No
Of specified tenure as an association member? (Yes or No)	No
From specific geographic regions? (Yes or No)	No
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	No

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Other Committees					

Yes:	1	25%	No:	3	75%
Yes:	4	50%	No:	4	50%
Yes:	2	22%	No:	7	78%
Yes:	2	25%	No:	6	75%
Yes:	0	0%	No:	9	100%
Yes:	1	13%	No:	7	88%
1	2	3	3	3	
Yes:	1	5%	No:	18	95%
Yes:	11	65%	No:	6	35%
1	3	3	6	12	
10	22	40	40	80	

Yes:	2	25%	No:	6	75%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	0	0%	No:	9	100%
Yes:	1	13%	No:	7	88%
Yes:	0	0%	No:	7	100%
Yes:	0	0%	No:	8	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Other Committees					

Yes:	1	33%	No:	2	67%
Yes:	1	20%	No:	4	80%
Yes:	1	17%	No:	5	83%
Yes:	2	40%	No:	3	60%
Yes:	0	0%	No:	6	100%
Yes:	1	20%	No:	4	80%
1	2	3	3	3	
Yes:	0	0%	No:	13	100%
Yes:	8	67%	No:	4	33%
1	3	3	6	6	
40	40	40	60	80	

Yes:	1	17%	No:	5	83%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	6	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%
Yes:	0	0%	No:	5	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Other Committees
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	Varies
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	Unknown
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	Unknown
Does your association offer a formal orientation program for members of each entity? (Yes or No)	Unknown

Are the entities in each category required to: (Respond to each of the following)

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	No
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	Yes
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	Yes
Meet a certain number of times annually to be considered active? (Yes or No)	Yes
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	0
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes of No)	No
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes of No)	No
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	Yes

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Other Committees					
0	2	2	3	5	
0	1	3	4	9	
2	10	15	40	50	
Yes:	3	60%	No:	2	40%

Yes:	5	28%	No:	13	72%
Yes:	13	68%	No:	6	32%
Yes:	5	29%	No:	12	71%
Yes:	5	56%	No:	4	44%
\$0	\$0	\$0	\$0	\$0	
Yes:	4	21%	No:	15	79%
Yes:	0	0%	No:	19	100%
Yes:	8	42%	No:	11	58%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Other Committees					
0	2	2	3	5	
0	1	2	3	8	
8	13	28	43	50	
Yes:	3	100%	No:	0	0%

Yes:	3	23%	No:	10	77%
Yes:	9	69%	No:	4	31%
Yes:	4	31%	No:	9	69%
Yes:	2	33%	No:	4	67%
\$0	\$0	\$0	\$0	\$0	
Yes:	3	23%	No:	10	77%
Yes:	0	0%	No:	13	100%
Yes:	6	46%	No:	7	54%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Work Groups
Do you have this entity? (Yes or No) If no, there is no need to complete remaining questions in that specific column.	Included with Committees
How many of each entity do you currently have? (Numeric response)	N/A
What is the average number of members for each entity? (Numeric response)	N/A

Are chairs of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	N/A
A Board officer (e.g., President Elect)? (Yes or No)	N/A
Full Board? (Yes or No)	N/A
Committee of the HOD or Board? (Yes or No)	N/A
Full membership? (Yes or No)	N/A
Other? (Yes or No)	N/A
Is prior service on the entity or a lower level entity required to be selected as the chair? (Yes or No)	N/A
What is the typical term of office for the chair of each entity? (Numeric response)	N/A
Is there a limit on how many terms the chair of each entity can serve? (Yes or No) If so:	N/A
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the chair of each entity spends performing his/her responsibilities? (Numeric response)	N/A
What is the typical annual stipend paid to the chair of each entity? (Numeric response)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Work Groups					
Yes:	15	83%	No:	3	17%
1	6	10	49	100	
5	7	8	10	10	

Yes:	0	0%	No:	3	100%
Yes:	4	57%	No:	3	43%
Yes:	0	0%	No:	7	100%
Yes:	1	14%	No:	6	86%
Yes:	0	0%	No:	7	100%
Yes:	2	29%	No:	5	71%
Yes:	0	0%	No:	7	100%
1	1	1	2	2	
Yes:	5	42%	No:	7	58%
1	2	2	3	4	
10	20	40	40	50	
\$0	\$0	\$0	\$0	\$2,500	

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Work Groups					
Yes:	9	75%	No:	3	25%
5	6	8	49	100	
7	7	8	10	10	

Yes:	0	0%	No:	2	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
1	1	1	2	2	
Yes:	2	33%	No:	4	67%
2	2	2	2	2	
40	43	45	48	50	
\$0	\$0	\$0	\$0	\$0	

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Work Groups
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Are remaining members of this entity typically selected by: (Respond to each of the following)

House of Delegates? (Yes or No)	N/A
A Board officer (e.g., President Elect)? (Yes or No)	N/A
Full Board? (Yes or No)	N/A
Committee of the HOD or Board? (Yes or No)	N/A
Full membership? (Yes or No)	N/A
Other? (Yes or No)	N/A
What is the typical term of office for the remaining members (non-leaders) of each entity? (Numeric response)	N/A
Is prior service on a lower level entity required to be selected as a member? (Yes or No)	N/A
Is there a limit on how many terms the remaining members of each entity can serve? (Yes or No) If so:	N/A
What is the limit in years? (Numeric response)	N/A
How many hours annually do you estimate the remaining members of each entity spends performing his/her responsibilities? (Numeric response)	N/A

Is there a minimum percentage of entity members that must be: (Respond to each)

Able to demonstrate specific skills/competencies relevant to the entity? (Yes or No)	N/A
Within certain specified age ranges? (Yes or No)	N/A
Of a specific gender? (Yes or No)	N/A
Of specified racial minority groups? (Yes or No)	N/A
Of specified tenure as an association member? (Yes or No)	N/A
From specific geographic regions? (Yes or No)	N/A
Non-members of the association with a specialized certification or profession (e.g., CPA or attorney)? (Yes or No)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Work Groups					

Yes:	0	0%	No:	3	100%
Yes:	4	57%	No:	3	43%
Yes:	0	0%	No:	7	100%
Yes:	1	14%	No:	6	86%
Yes:	0	0%	No:	7	100%
Yes:	2	33%	No:	4	67%
1	1	1	1	3	
Yes:	2	15%	No:	11	85%
Yes:	5	42%	No:	7	58%
3	3	4	6	12	
3	10	40	40	50	

Yes:	3	43%	No:	4	57%
Yes:	0	0%	No:	7	100%
Yes:	0	0%	No:	7	100%
Yes:	0	0%	No:	7	100%
Yes:	1	14%	No:	6	86%
Yes:	0	0%	No:	7	100%
Yes:	0	0%	No:	7	100%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Work Groups					

Yes:	0	0%	No:	2	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	1	25%	No:	3	75%
Yes:	0	0%	No:	4	100%
Yes:	2	67%	No:	1	33%
1	1	1	1	3	
Yes:	0	0%	No:	7	100%
Yes:	3	43%	No:	4	57%
3	3	3	3	3	
40	43	45	48	50	

Yes:	2	50%	No:	2	50%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%
Yes:	0	0%	No:	4	100%

APPENDIX: Benchmarking Survey Results



Quantitative Survey Results (continued)

Questions	ADA Work Groups
What is the average number of annual in-person meetings associated with each entity? (Numeric response)	N/A
What is the average number of annual web/telephonic meetings associated with each entity? (Numeric response)	N/A
Approximately how many hours of meeting time are budgeted to take place annually for each entity? (Numeric response)	N/A
Does your association offer a formal orientation program for members of each entity? (Yes or No)	N/A

Are the entities in each category required to: **(Respond to each of the following)**

Submit documented performance plans to a higher level governance entity at the start of their term? (Yes or No)	N/A
Submit written progress reports to a higher level governance entity at least annually? (Yes or No)	N/A
Make oral progress reports and/or presentations to a higher level governance entity at least annually? (Yes or No)	N/A
Meet a certain number of times annually to be considered active? (Yes or No)	N/A
What is the maximum monetary expenditure that can be authorized by the entity without prior consent of a higher level governance entity? (Numeric response)	N/A
Do members of the entity participate in assessing the entity's overall performance on a regular basis (e.g., completing a survey or interview process)? (Yes of No)	N/A
Do members of the entity receive feedback on a regular basis (at least annually) regarding their individual performance)? (Yes of No)	N/A
Do you have specific criteria for when and why a member would be removed from the entity? (Yes or No)	N/A

NUMERICAL RESPONSE QUESTIONS - ALL BENCHMARKING PARTNERS					
Min.	25th %	50th %	75th %	Max.	
Work Groups					
0	1	2	3	4	
1	2	3	4	12	
8	11	15	40	50	
Yes:	0	0%	No:	6	100%

Yes:	5	36%	No:	9	64%
Yes:	8	62%	No:	5	38%
Yes:	2	17%	No:	10	83%
Yes:	4	67%	No:	2	33%
\$0	\$0	\$0	\$0	\$0	
Yes:	2	15%	No:	11	85%
Yes:	0	0%	No:	13	100%
Yes:	8	57%	No:	6	43%

NUMERICAL RESPONSE QUESTIONS - \$30 MILLION PLUS REVENUE BENCHMARKS					
Min.	25th %	50th %	75th %	Max.	
Work Groups					
1	2	2	2	3	
1	2	2	4	12	
12	33	40	43	50	
Yes:	0	0%	No:	3	100%

Yes:	2	25%	No:	6	75%
Yes:	3	43%	No:	4	57%
Yes:	0	0%	No:	7	100%
Yes:	1	33%	No:	2	67%
\$0	\$0	\$0	\$0	\$0	
Yes:	2	29%	No:	5	71%
Yes:	0	0%	No:	7	100%
Yes:	5	63%	No:	3	38%

APPENDIX: Benchmarking Survey Results



Narrative Response: What other factors are included in your cost of governance calculation?

Academy of Nutrition and Dietetics	
American Academy of Pediatrics	
American Association of Nurse Anesthetists	We do not compute an <u>overall</u> "cost of governance" for our association.
American Association of Orthodontists	
American Bar Association	The above fairly includes all significant factors.
American College of Healthcare Executives	
American Dental Association	Have not periodically calculated governance cost
American Health Information Management Association	N/A
American Institute of Certified Public Accountants	Speaker fees, also outside audio visual vendor
American Medical Association	Any and all costs directly attributable to those functions.
American Osteopathic Association	Costs of Board related bureaus, councils, committees, commissions, task forces and work groups.
American Physical Therapy Association	Cost of consultants for various Board-related activities, other professional charges
American Psychological Association	None
American Society of Anesthesiologists	
American Speech-Language-Hearing Association	Board Retreat expenses, Board Orientation expenses, Volunteer Cultivation - Luncheon, Committee gifts, certificates

APPENDIX: Benchmarking Survey Results



Narrative Response: What other factors are included in your cost of governance calculation? (continued)

American Veterinary Medicine Association	N/A
College of American Pathologists	Governance staff (5), Records and Information Center including the Archives, The Officers, Board members, all Board and Executive Committee meetings, Nominating Committee, Election Oversight Committee, all election expenses, Constitution and Bylaws Committee, and the Conflicts of Interest Review Committee. Does not include CEO's office and staff or all the other committees of the organization.
Healthcare Information Management Systems Society	Consultant: sometimes bring in an outside presenter/consultant to a board meeting, e.g. strategic planning
Heart Rhythm Society	N/A
Radiological Society of North America	n/a
Society of Actuaries	We haven't calculated these costs. The costs provided below are accurate, but are provided simply because they're easily identifiable from our system.

APPENDIX: Benchmarking Survey Results



Narrative Response: What steps are being taken by your association to bring younger generations into governance structures and operations?

American Academy of Pediatrics	
American Association of Orthodontists	New/Younger member committee; continuous demographic studies; using social networks to form communities within the association; new/younger member specific programs at annual meeting; annual leadership conference
American Dental Association	Yes, there is a New Dentist Committee which is a standing committee of the Board; representation in the House from the Student Dental Organization; an annual New Dentist Conference; ex officio representation on ADA Councils of New Dentist Committee members; incremental percentage of dues payments for recent graduates; Board Liaison to the Student Association; only a few of the programs/activities geared to new or recent dental graduates.
American Osteopathic Association	Specific seat on BOT, HOD and bureaus, councils and committees for students, residents and young physicians in practice.
American Psychological Association	Have an association of graduate students with a voting seat on the Board, have Committee on Early Career Psychologists (ECPs), graduated dues ramp up for new members, some boards have dedicated seats for ECPs
American Speech-Language-Hearing Association	Offering Leadership Development Program and Minority Student Leadership Program. Considering these graduates for committee appt when appropriate. Also, developing a volunteer cultivation program and promoting entry level volunteer opportunities.
College of American Pathologists	We operate a Residents Forum (similar to our House of Delegates) and have a reserved position for a Junior Member on our Board of Governors, in our House of Delegates, and on each of our committees (with a few exceptions).
Healthcare Information Management Systems Society	Nominating Committee works from a policy regarding board candidates. There is no specific objective regarding age.
Heart Rhythm Society	We lessened the workload of Directors by removing them as official committee members to open slots for younger members. We instituted communities of interest - self organizing virtual member groups - to allow for more member engagement. We instituted a voluntary Advisory Panel to engage members in monthly surveys. We will eventually pull-in future volunteers from this population.
Society of Actuaries	We recruit younger members to serve on Section Council and Education Committees where they gain valuable experience and contacts that allow them to move into the governance structure.

APPENDIX: Benchmarking Survey Results



Narrative Response: What steps are being taken by your association to bring diversity into governance structures and operations?

American Academy of Pediatrics	
American Association of Orthodontists	none
American Dental Association	Board Standing Committee on Diversity; sponsorship of a Diversity Institute
American Osteopathic Association	Strive to be all inclusive in the nomination and appointment process for all governance entities.
American Psychological Association	Have a diversity implementation plan that includes specific activities to enhance and increase diversity participation in governance; fully fund travel costs for ethnic minority council representatives; some boards and committees have diversity slates
American Speech-Language-Hearing Association	It is voluntary for members to provide us with demographic information. The BOD uses this information when considering committee appointments. The Committee on Nominations and Elections also uses this information when developing a slate for the Board of Directors and Advisory Councils
College of American Pathologists	In addition to our policy statement espousing diversity, each year we perform a gap analysis of our current Board characteristics compared to our identified "ideals" (including characteristics of age, gender, race, skill sets, practice setting, etc.) and publish this information for our Nominating Committee and with our call for nominations.
Healthcare Information Management Systems Society	Gender and race are considerations in the board policy for the Nominating Committee
Heart Rhythm Society	We consistently look for the most qualified and skilled volunteers from around the world.
Society of Actuaries	The Nominating Committee looks at the makeup of the board and tries to recruit members that are diverse.

APPENDIX: Benchmarking Survey Results



Narrative Response: How is the House of Delegates Speaker selected?

American Academy of Pediatrics	
American Association of Orthodontists	By one of the (8) constituent organizations; rotates
American Dental Association	The Speaker is elected annually by the ADA House of Delegates in accordance with Chapter VIII, Elective Officers of the ADA Bylaws.
American Osteopathic Association	Speaker is elected annually
American Psychological Association	Do not have a speaker position. The President presides over the Council of Representatives. Nominated and elected by the membership
American Speech-Language-Hearing Association	We have a 17 member BOD and do not have a Legislative Council (House of Delegates) as of 2008. The Legislative Council had 150 members made up of members elected from both professions. The Legislative Council approved this Governance Change in March 2007 because they realized the need to become more flexible and streamline decision making. be more responsive to member needs, external opportunities or threats and more strategic in its future planning for the professions.
College of American Pathologists	see CAP Appendix A
Healthcare Information Management Systems Society	Do not have a House of Delegates
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What expenses are reimbursed for the House of Delegates Speaker?

American Academy of Pediatrics	
American Association of Orthodontists	all travel related to the House of Delegates, computer, etc. Same as board of trustees
American Dental Association	Travel (air, ground, luggage, parking; \$75 per day stipend for out-of-pocket gratuities and meals; lodging (room and tax only); spouse travel to 4 meetings of the Board and the annual session meeting of the House of Delegates
American Osteopathic Association	Honorarium per work day, hotel expenses, meal allowance, travel and ground transportation.
American Psychological Association	Airfare, travel, hotel, meals, incidentals.
American Speech-Language-Hearing Association	
College of American Pathologists	Travel for House meetings
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What other House of Delegates leadership positions are defined in your bylaws?

American Academy of Pediatrics	
American Association of Orthodontists	none
American Dental Association	The officers of the House are the Speaker and Secretary who is the Executive Director of the Association. The elective officers of the Association are the President, President-elect, First Vice President, Second Vice President, Treasurer and Speaker of the House.
American Osteopathic Association	Vice Speaker
American Psychological Association	NA
American Speech-Language-Hearing Association	
College of American Pathologists	Vice Speaker, Secretary, 2 Sergeants-at-Arms, 2 Members-at-large (elected to the governing Steering Committee), Delegation Chair, Action Group Chair.
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the delegate allocation formula associated with your House of Delegates?

Academy of Nutrition and Dietetics	The 104 delegates (66 affiliate delegates, 28 DPG delegate, 6 At-large Delegates and 6 HOD Leadership Team members are based on a formula that is in the HOD Policy/Procedure Manual and not dictated by the Bylaws. The formula for determining the number of affiliate delegates: each affiliate will have one delegate for 1200 or less voting members; larger affiliates will have more than one additional delegate for each additional 1200 voting members. The calculation for each affiliate should be reviewed every three years. The formula for the number of DPG delegates is: 1 delegate per DPG.
American Academy of Pediatrics	
American Association of Nurse Anesthetists	
American Association of Orthodontists	prorated based on constituent membership population with a minimum of 2
American Bar Association	Based on the number of lawyers in each district and the number of members of the ABA Sections.
American College of Healthcare Executives	I have attached provisions of the bylaws. The basic/simple answer is that the Board of Governors decides how many Regents there are and the jurisdictions they represent - with some restrictions embedded in the Bylaws.
American Dental Association	See ADA Bylaws, Chapter V. House of Delegates, Section 10 C. Representational Requirements and Goals
American Health Information Management Association	1-100 members = 1 delegate; 101-200 members = 2 delegates; 201-300 members = 3 delegates; 301-400 members = 4 delegates; 401 or more members = 5 delegates
American Institute of Certified Public Accountants	75 % based on number of AICPA members in each state; 25 % includes At-Large Members, Board of Directors, and Past Chairs of the Board
American Medical Association	The number of delegates can change annually. Every society in the House of Delegates is entitled to at least 1 delegate. Additional delegates are apportioned on the basis of 1 per 1000 AMA members or fraction thereof. Delegates for specialty societies are apportioned on a 1 per 1000 (or fraction) designations submitted by members. Bylaws 2.111 and 2.121.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the delegate allocation formula associated with your House of Delegates? (continued)

<p>American Osteopathic Association</p>	<p>Each divisional society is entitled to 1 delegate and one additional delegates for each 100 regular members of the AOA located in the state represented; if there are 75 or more unrepresented regular members of the AOA, they are entitled to one additional delegates and one additional delegate as a student council representative of each college of osteopathic medicine accredited by the AOA and located on the state represented. Specialty college affiliates are entitled to 1 delegate.</p>
<p>American Physical Therapy Association</p>	<p>Bylaws of the American Physical Therapy Association, Article VIII. House of Delegates of the American Physical Therapy Association, B. Number of Voting Delegates: The number of chapter delegates shall be based on, but not limited to, 400, which shall be apportioned among the chapters on the basis of the number of Physical Therapist, Retired Physical Therapist, Life Physical Therapist, Physical Therapist Assistant, Retired Physical Therapist Assistant, and Life Physical Therapist Assistant members in each chapter according to membership records in the Association headquarters and as described in the standing rules. No chapter shall have fewer than 2 delegates.</p> <p>Standing Rules of the American Physical Therapy Association, 17. Formula for Determining the Size of the House of Delegates: (1) Add the number of Physical Therapist, Retired Physical Therapist, and Life Physical Therapist members and one-half of the number of Physical Therapist Assistant, Retired Physical Therapist Assistant, and Life Physical Therapist Assistant members of the Association who are assigned to chapters as of June 30 of the year preceding the House of Delegates in which they will serve. (2) Divide the total found in Step 1 by 400. This shall be the apportionment number. (3) Divide the total number of Physical Therapist, Retired Physical Therapist, and Life Physical Therapist members and one-half of the number of Physical Therapist Assistant, Retired Physical Therapist Assistant, and Life Physical Therapist Assistant members for each chapter by the apportionment number. (4) Chapters shall be allowed one delegate for each whole number and one additional delegate for any remainder equaling or exceeding 50 percent of the apportionment number. (5) Any chapter that would be entitled to fewer than 2 delegates according to the above shall be allowed 2 delegates.</p>

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the delegate allocation formula associated with your House of Delegates? (continued)

American Psychological Association	Each member has 10 votes to allocate to any state or division or combination. Total votes given to states vs. divisions determines the number of seats in each pool. The pool is then allocated to each segment based on total votes.
American Society of Anesthesiologists	Delegates are apportioned to each state based on the number of ASA members in that state. One delegate per 100 ASA members
American Speech-Language-Hearing Association	
American Veterinary Medicine Association	One delegate from each of the 68 member organizations
College of American Pathologists	1 delegate for every 50 CAP Fellows in a state, district, territory, or province., and 1 for each federal service.
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Radiological Society of North America	n/a
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select delegates in your House of Delegates?

Academy of Nutrition and Dietetics	The affiliate delegates are elected by each affiliate organization (53 total number of affiliates); DPG delegates are elected by each DPG; 6 At-large Delegates-ACEND: 1 delegate appointed; CDR: 1 delegate appointed; Students: 1 delegate elected by students; Under 30 Years of Age: 1 delegate elected nationally; Retired; 1 delegate elected nationally; and, DTR: 1 delegate elected nationally. HOD Leadership Team: 6 directors elected nationally and includes the Speaker, Speaker-elect and Past Speaker.
American Academy of Pediatrics	
American Association of Nurse Anesthetists	
American Association of Orthodontists	each constituent has its own process; no mandate
American Bar Association	Election
American College of Healthcare Executives	self-nomination, local election for 70, board appointment for 6
American Dental Association	See ADA Bylaws, Chapter V. House of Delegates, Section 20. Election of Delegates and Alt Delegates
American Health Information Management Association	CSAs appoint their delegates
American Institute of Certified Public Accountants	Council members are approved by the Nominations Committee and later elected by the AICPA Governing Council
American Medical Association	Each society selects its own delegates. AMA requires only that the delegates be AMA members and that each delegate should serve for a 2 year term. Some societies appoint delegate(s), and others elect their delegate(s). Some societies limit the number of terms a delegate may serve.
American Osteopathic Association	Varies; delegates are selected by the divisional or specialty affiliates to serve in the delegate or alternate delegate role.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select delegates in your House of Delegates? (continued)

American Physical Therapy Association	APTA chapters, sections, assemblies, and the PTA Caucus select their own delegates via processes that vary from component to component. Each must report that information to national office by January 1 on an annual basis, whether or not their delegates serve multiple-year terms. Delegates (chapter, section, PTA Caucus) must be members in good standing for no fewer than 2 yrs. immediately preceding the start of the House session; student delegates must have 4 months membership to serve.
American Psychological Association	Each state or division submits a slate of two people. Their members who are also members of APA then vote.
American Society of Anesthesiologists	Selected by the individual states. Each state has their own process
American Speech-Language-Hearing Association	
American Veterinary Medicine Association	It is up to each member organization to identify its respective delegate and alternate delegate.
College of American Pathologists	See CAP Appendix B
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Radiological Society of North America	n/a
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What expenses are reimbursed for HOD delegates by the national organization?

American Academy of Pediatrics	
American Association of Orthodontists	none by the national organization; covered by each individual constituent and it is not consistent
American Dental Association	None
American Osteopathic Association	For state/divisional affiliates with fewer than 300 members, the national organization will reimburse no more than \$500 toward travel expenses for the delegate.
American Psychological Association	Airfare, hotel, meals, local transportation for Winter meeting. @ nights hotel only for meeting at summer Convention
American Speech-Language-Hearing Association	
College of American Pathologists	meeting travel up to \$100 for one meeting; up to \$200 if both meetings in the year are attended.
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What expenses are typically reimbursed for HOD delegates by states or other organizations?

American Academy of Pediatrics	
American Association of Orthodontists	all over the map
American Dental Association	Unknown
American Osteopathic Association	Varies by affiliate - the majority of affiliates pay 100% of their delegates expenses.
American Psychological Association	Varies
American Speech-Language-Hearing Association	
College of American Pathologists	don't know
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the role of alternate delegates in your HOD?

Academy of Nutrition and Dietetics	Participates in a meeting (face-to-face or virtually); participates in virtual dialogues on a specific topic; voting on motions (when appropriate). May assist a delegate in an affiliate to visit districts, but this varies.
American Academy of Pediatrics	
American Association of Nurse Anesthetists	
American Association of Orthodontists	serves in the stead of a delegate's absence or for specific issues
American Bar Association	Same as the delegate
American College of Healthcare Executives	none
American Dental Association	Role not defined in Bylaws or House Manual. In practice, alternates substitute for a delegate, as needed. For example, the alternate may be a subject matter expert on specific issues before the House. The alternate may replace a delegate who cannot be in attendance at a meeting or meetings of the House.
American Health Information Management Association	If a delegate cannot attend a meeting or participate in an electronic vote, an alternate can be appointed in coordination with the CSA leadership. The delegate is to contact the lead delegate of the state. After an alternate is appointed, the lead delegate informs the AHIMA staff of the alternate and shares materials with the alternate delegate.
American Institute of Certified Public Accountants	No alternates
American Medical Association	Alternate delegates may substitute for a delegate, on the floor of the House of Delegates, at the request of the delegate. Bylaw 2.185.
American Osteopathic Association	Alternate delegate will serve in the delegates capacity when called upon
American Physical Therapy Association	The role of the alternate delegate is to prepare as any delegate would in order to be ready to step into the role of delegate should it be necessary. Alternates do not sit with their delegations in the House proper unless they are promoted to delegate status.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the role of alternate delegates in your HOD? (continued)

American Psychological Association	Only to serve in case of the representatives absence. Same rights and privileges as other reps.
American Society of Anesthesiologists	They are considered non-voting members of the House. They can vote only when sitting in for a delegate. As members of the House, however, they can testify at Review Committee hearings.
American Speech-Language-Hearing Association	
American Veterinary Medicine Association	Attend meetings; Vote in absence of the delegate
College of American Pathologists	When a Delegate is unable to attend a specified session, an Alternate from the Delegation will substitute for that Delegate.
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Radiological Society of North America	n/a
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the alternate delegate allocation formula associated with your House of Delegates?

Academy of Nutrition and Dietetics	N/A
American Academy of Pediatrics	
American Association of Nurse Anesthetists	
American Association of Orthodontists	one for one
American Bar Association	There is not
American College of Healthcare Executives	
American Dental Association	See ADA Bylaws, Chapter V. House of Delegates, Section 10, Subsection E. Alternate Delegates
American Health Information Management Association	No formula.
American Institute of Certified Public Accountants	N/A
American Medical Association	Each organization may select an alternate delegate for each of its delegate(s).
American Osteopathic Association	Same as for delegate.
American Physical Therapy Association	If a component has: 1-14 Delegates = 1 alternate Delegate may register 15-24 Delegates = 2 alternate Delegates may register 25-34 Delegates = 3 alternate Delegates may register 35 and above = 4 alternate Delegates may register
American Psychological Association	NA
American Society of Anesthesiologists	one for each delegate

APPENDIX: Benchmarking Survey Results



***Narrative Response: What is the alternate delegate allocation formula associated with your House of Delegates?
(continued)***

American Speech-Language-Hearing Association	
American Veterinary Medicine Association	One alternate delegate from each of the 68 member organizations
College of American Pathologists	1 Alternate for every 50 CAP Fellows in a state, territory, district or province, and one for each federal service.
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Radiological Society of North America	n/a
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select HOD alternate delegates?

American Academy of Pediatrics	
American Association of Orthodontists	up to each constituent
American Dental Association	See ADA Bylaws, Chapter V. House of Delegates, Section 20. Election of Delegates and Alt Delegates.
American Osteopathic Association	varies; affiliates use their own methodology
American Psychological Association	
American Speech-Language-Hearing Association	
College of American Pathologists	See CAP Appendix B
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What expenses are reimbursed for HOD alternate delegates by the national organization?

American Academy of Pediatrics	
American Association of Orthodontists	none
American Dental Association	None
American Osteopathic Association	None
American Psychological Association	
American Speech-Language-Hearing Association	
College of American Pathologists	meeting travel up to \$100 for one meeting; up to \$200 if both meetings in the year are attended.
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What expenses are typically reimbursed for HOD alternate delegates by states or other organizations?

American Academy of Pediatrics	
American Association of Orthodontists	all over the place
American Dental Association	Unknown
American Osteopathic Association	Same as for delegate.
American Psychological Association	
American Speech-Language-Hearing Association	
College of American Pathologists	don't know
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the HOD have?

Academy of Nutrition and Dietetics	The House of Delegates, as the voice of members, governs the profession and develops policy on major professional issues via dialogue sessions (face-to-face or virtually). Monitors and evaluates trends affecting the profession, monitors member issues and mega issues, and the resulting actions, approves standards of education and standards of practice, reviews, debates, and approves professional standards, establishes the size and structure of the House, adopts and revises with the Commission on Dietetic Registration (CDR) a code of ethics for dietetics practitioners, disciplinary procedures for unethical conduct, and reinstatement conditions, makes recommendations on standards, qualifications, and other issues related to credentialing to the Commission on Dietetic Registration, makes recommendations on accreditation, approval and related issues to the Accreditation Council for Education in Nutrition and Dietetics (ACEND), provides direction for quality management in dietetics practice, identifies and develops position statements, provides oversight to Academy Bylaws and, assists with recruitment and retention efforts related to Academy membership, plus leadership development.
American Academy of Pediatrics	
American Association of Nurse Anesthetists	
American Association of Orthodontists	policy making body of the organization
American Bar Association	Adopt Association policies and elect officers
American College of Healthcare Executives	advisory to the Board of Governors (Directors)
American Dental Association	See ADA Bylaws, Chapter V. House of Delegates, Section 40. Powers; Section 50. Duties
American Health Information Management Association	(a) The standards governing the health information management profession; (b) Election of six (6) members of the AHIMA Nominating Committee in accordance with the process set forth in the AHIMA Policy and Procedure Manual; (c) Any other matters put before the House of Delegates by the AHIMA Board of Directors for final consideration and action.

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the HOD have? (continued)

American Institute of Certified Public Accountants	Designates Senior Technical Committees, Establishes composition of Board of Directors, Authorizes member ballots and proposed bylaw changes, can call special meetings of Council and the membership, Sets educational requirements (CPE) for membership, Establishes conditions for acceptance of member resignation, automatic disciplinary provisions and non-application of termination provisions, ability to elect Board Chair, Vice Chair, At-Large Council members, Joint Trial Board members, and Peer Review Board members
American Medical Association	Article IV of the AMA Constitution: "The House of Delegates is the legislative and policy-making body of the Association....[It] transacts all business of the Association not otherwise specifically provided for in this Constitution and Bylaws and elects the officers except as otherwise provided in the Bylaws."
American Osteopathic Association	Serves as the legislative body of the Association. Sets the policy of the Association.
American Physical Therapy Association	Bylaws of the American Physical Therapy Association, ARTICLE VIII. House of Delegates of the American Physical Therapy Association, Section 1: General Powers The House of Delegates of the American Physical Therapy Association has all legislative and elective powers and authority to determine policies of the Association, including the power to: A. Amend and repeal these bylaws; B. Amend, suspend, or rescind the standing rules; C. Adopt ethical principles and standards to govern the conduct of members of the Association in their roles as physical therapists or physical therapist assistants; and D. Modify or reverse a decision of the Board of Directors.
American Psychological Association	Full fiduciary responsibility for the association
American Society of Anesthesiologists	Final authority on all policy decisions of the society....
American Speech-Language-Hearing Association	

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the HOD have? (continued)

American Veterinary Medicine Association	The House of Delegates shall be the principal body within the Association responsible for establishing policy and providing direction for matters relating to veterinary medicine and shall be the representative body of the Principal and Constituent Allied Veterinary Organizations of the Association. In addition to its other duties specified in the Bylaws, the House of Delegates has the authority to elect the President-Elect, Vice President, and when necessary, President of the AVMA; elect members to serve on the House Advisory Committee; elect members to serve on AVMA councils; determine the initial and annual dues for all members of the AVMA; amend the AVMA Articles of Incorporation and Bylaws; and vote on all matters properly brought before it.
College of American Pathologists	none
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Radiological Society of North America	n/a
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: Who is it HOD orientation mandatory for?

American Academy of Pediatrics	
American Association of Orthodontists	none
American Dental Association	NA
American Osteopathic Association	All new Delegates and Alternate Delegates. It is recommended that all delegates and alternate delegates attend.
American Psychological Association	
American Speech-Language-Hearing Association	
College of American Pathologists	
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: Which parliamentary procedure rules does the HOD operate under (e.g., Roberts, SCPP, etc.)?

American Academy of Pediatrics	
American Association of Orthodontists	Sturgis
American Dental Association	The Standard Code of Parliamentary Procedures (formerly "Sturgis")
American Osteopathic Association	Roberts Rule of Order Newly Revised (most recent edition)
American Psychological Association	Keeseey
American Speech-Language-Hearing Association	
College of American Pathologists	SCPP
Healthcare Information Management Systems Society	
Heart Rhythm Society	
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the President?

Academy of Nutrition and Dietetics	Nomination process which includes an interview by the Nominating Committee before selected to be placed on the ballot for a national election.
American Academy of Pediatrics	Succeeds President-elect
American Association of Nurse Anesthetists	President is an accession from President Elect Position so there is no specific election for "President".
American Association of Orthodontists	constituents elected trustees; after 4 (2) year terms, automatic up the officer track. Each trustee has an 11 year commitment
American Bar Association	Nominated by nominating committee and selected by the House of Delegates
American College of Healthcare Executives	automatic succession upon completion of chairman-elect term
American Dental Association	President-elect succeeds to the Office of President
American Health Information Management Association	Membership election
American Institute of Certified Public Accountants	Nominations Committee selection; elected by Council
American Medical Association	See President-Elect
American Osteopathic Society	Prior Year's President-elect
American Physical Therapy Association	Elected by the Chapter voting delegates of the House; officers elected by majority of votes cast
American Psychological Association	Membership popular nomination and vote
American Society of Anesthesiologists	Elected by House of Delegates.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the President? (continued)

American Speech-Language-Hearing Association	It is a three year successive position - President-elect, President, Past President
American Veterinary Medicine Association	Automatic ascension
College of American Pathologists	n/a
Healthcare Information Management Systems Society	Automatic succession of Chair-elect to Chair
Heart Rhythm Society	The President shall not be elected. The President-Elect shall succeed to the office of President upon the election of the new President-Elect.
Radiological Society of North America	President - Elect succeeds to office:
Society of Actuaries	President-Elect automatically becomes President

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the President-Elect?

Academy of Nutrition and Dietetics	As noted above. President-elect becomes president after 1 year.
American Academy of Pediatrics	2 candidates selected by nationally elected Nominating Committee to run for election. President-elect is elected via ballot of all voting members.
American Association of Nurse Anesthetists	President-elect is nominated by states and placed on the ballot by Nominating Committee. Must have served on AANA Board within the past 7 years.
American Association of Orthodontists	constituents elected trustees; after 4 (2) year terms, automatic up the officer track. Each trustee has an 11 year commitment
American Bar Association	Nominated by nominating committee and selected by the House of Delegates
American College of Healthcare Executives	nominated by nominating committee, elected by Council of Regents (HOD)
American Dental Association	See ADA Bylaws, Chapter V, Section 150 and Chapter VIII, Section 30; see also Campaign Guidelines
American Health Information Management Association	Membership election
American Institute of Certified Public Accountants	Nominations Committee selection; elected by Council
American Medical Association	President-Elect is elected by the House each year, for what amounts to be a 3-year term (one year as President-Elect, one year as President, one year as Immediate Past President).
American Osteopathic Association	Elected by the House of Delegates
American Physical Therapy Association	
American Psychological Association	Same. Rotates into Presidency
American Society of Anesthesiologists	Elected by House of Delegates.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the President-Elect? (continued)

American Speech-Language-Hearing Association	There is a Call for Nominations broadcast to the entire membership. The Nomination period is open for approximately 6 weeks in the 4th quarter of the year. Nominees prepare an application and answer a series of questions on their qualifications, strengths and demonstrated leadership. The Committee on Nominations and Elections reviews these applications as well as demographic information and determines a slate
American Veterinary Medicine Association	Elected by House of Delegates
College of American Pathologists	See CAP Appendix C
Healthcare Information Management Systems Society	Elected by the Board
Heart Rhythm Society	Elected by membership. See attached job description and nominating committee documentation.
Radiological Society of North America	Elected by members at Annual Meeting; nomination submitted by Nominating Committee
Society of Actuaries	Nominating Committee selects, Board approves ballot, membership votes for President. Competitive (i.e., multiple candidates) election.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the Secretary?

Academy of Nutrition and Dietetics	N/A
American Academy of Pediatrics	N/A
American Association of Nurse Anesthetists	No position
American Association of Orthodontists	N/A
American Bar Association	Nominated by nominating committee and selected by the House of Delegates
American College of Healthcare Executives	
American Dental Association	ADA Executive Director (employee)
American Health Information Management Association	Elected by the Board
American Institute of Certified Public Accountants	Staff position
American Medical Association	Secretary is elected by the Board each year, for a one year term.
American Osteopathic Association	Not a Board position - Executive Director serves as Secretary
American Physical Therapy Association	Elected by the Chapter voting delegates of the House; officers elected by majority of votes cast
American Psychological Association	Nominated by Board and voted on by Council
American Society of Anesthesiologists	Elected by House of Delegates.
American Speech-Language-Hearing Association	The ASHA BOD does not have this position.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the Secretary? (continued)

American Veterinary Medicine Association	N/A
College of American Pathologists	n/a
Healthcare Information Management Systems Society	No position
Heart Rhythm Society	Elected by membership. See attached job description and nominating committee documentation.
Radiological Society of North America	President - Elect serves as Secretary - Treasurer
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the Treasurer?

Academy of Nutrition and Dietetics	Nomination process which includes an interview by the Nominating Committee before selected to be placed on the ballot for a national election.
American Academy of Pediatrics	N/A
American Association of Nurse Anesthetists	Treasurer is nominated by states and placed on the ballot by Nominating Committee. Must have served on AANA Board within the past 7 years.
American Association of Orthodontists	N/A
American Bar Association	Nominated by nominating committee and selected by the House of Delegates
American College of Healthcare Executives	
American Dental Association	See ADA Bylaws, Chapter V, Section 150 and Chapter VIII, Section 30; see also Campaign Guidelines
American Health Information Management Association	Elected by the Board
American Institute of Certified Public Accountants	Staff position
American Medical Association	NA
American Osteopathic Society	Prior Year's Immediate Past President
American Physical Therapy Association	Elected by the Chapter voting delegates of the House; officers elected by majority of votes cast
American Psychological Association	Nominated by Board and voted on by Council
American Society of Anesthesiologists	Elected by House of Delegates.

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the Treasurer? (continued)

American Speech-Language-Hearing Association	The Call for Nomination is open to all members in the 4th quarter and all members are eligible for nomination. The Committee on Nominations and Elections will select a slate for the VP of Finance based on portfolio and their completed application.
American Veterinary Medicine Association	Elected by Executive Board
College of American Pathologists	n/a
Healthcare Information Management Systems Society	No position
Heart Rhythm Society	Elected by membership. See attached job description and nominating committee documentation.
Radiological Society of North America	President - Elect serves as Secretary - Treasurer
Society of Actuaries	N/A

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the Secretary/Treasurer?

Academy of Nutrition and Dietetics	N/A
American Academy of Pediatrics	Executive Director/CEO serves in this capacity.
American Association of Nurse Anesthetists	No position
American Association of Orthodontists	constituents elected trustees; after 4 (2) year terms, automatic up the officer track. Each trustee has an 11 year commitment
American Bar Association	N/A
American College of Healthcare Executives	
American Dental Association	N/A
American Health Information Management Association	N/A
American Institute of Certified Public Accountants	Nominations Committee selection; elected by Council
American Medical Association	NA
American Osteopathic Association	NA
American Physical Therapy Association	
American Psychological Association	
American Society of Anesthesiologists	n/a
American Speech-Language-Hearing Association	The ASHA BOD does not have this position

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select the Secretary/Treasurer? (continued)

American Veterinary Medicine Association	N/A
College of American Pathologists	See CAP Appendix C
Healthcare Information Management Systems Society	No position
Heart Rhythm Society	N/A
Radiological Society of North America	President - Elect serves as Secretary - Treasurer
Society of Actuaries	Leadership Team (i.e., Executive Committee of the board) selects Secretary/Treasurer from among the Vice Presidents

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select remaining board members?

Academy of Nutrition and Dietetics	Nomination process before selected to be placed on the ballot for a national election.
American Academy of Pediatrics	10 Board members are each chairs of their geographic districts. Each district's nominating committee selects 1 or 2 candidates to be on ballot. Election is by all voting members of the respective district.
American Association of Nurse Anesthetists	Seven Regional Directors serve for 2 year terms with 3 being elected in one year and 4 the next year. To service they must have served one term as an officer at their state association and must have been active in state and/or national association affairs.
American Association of Orthodontists	constituents elected trustees; after 4 (2) year terms, automatic up the officer track. Each trustee has an 11 year commitment
American Bar Association	Nominated by nominating committee and selected by the House of Delegates
American College of Healthcare Executives	nominated by nominating committee, elected by Council of Regents (HOD)
American Dental Association	See ADA Bylaws, Chapter VII, Sections 40 and 50
American Health Information Management Association	Membership election
American Institute of Certified Public Accountants	
American Medical Association	Medical student member elected by the Medical Student Section; all other trustees elected by the House
American Osteopathic Association	Elected by the House of Delegates
American Physical Therapy Association	Elected by the Chapter voting delegates of the House; directors are elected by a plurality of votes cast
American Psychological Association	Nomination and election by Council

APPENDIX: Benchmarking Survey Results



Narrative Response: What is the process used to select remaining board members? (continued)

American Society of Anesthesiologists	House of Delegates also elects Assistant Treasurer, Assistant Secretary, a Vice President of Professional Affairs, a Vice President of Scientific Affairs, a Speaker of the House and an Assistant Speaker of the House.
American Speech-Language-Hearing Association	The Call for Nomination is open to all members. However, BOD positions other than the presidential team are based upon portfolio and in some cases profession specific. The Committee on Nominations and Elections will select a slate for all other BOD positions based on portfolio and their completed application.
American Veterinary Medicine Association	Elected by the voting members within their respective districts
College of American Pathologists	See CAP Appendix C
Healthcare Information Management Systems Society	Competitive election by the membership--bylaws require the number of candidates to be at least 2 times the number of open seats (4 seats annually therefore at least 8 candidates)
Heart Rhythm Society	Elected by membership. See attached job description and nominating committee documentation.
Radiological Society of North America	Elected by members at Annual Meeting; nomination submitted by Nominating Committee
Society of Actuaries	Nominating Committee selects, Board approves ballot, membership votes for six Elected Board Members annually. Competitive (i.e., multiple candidates) election.

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional leadership positions do you have on your Board?

Academy of Nutrition and Dietetics	Treasurer-elect (1 year of training before serving as treasurer for 2 years); Speaker, House of Delegates, Speaker-elect, House of Delegates; Past Speaker, House of Delegates; HOD Directors (3); Board Directors (3)--all these positions are elected nationally. Two public members appointed by the Board of Directors based on criteria for the positions. And, the chair of the Foundation.
American Academy of Pediatrics	Executive Director/CEO serves as an ex-officio, non-voting member.
American Association of Nurse Anesthetists	Vice President is nominated by states and placed on the ballot by Nominating Committee. Must have served on AANA Board within the past 7 years.
American Association of Orthodontists	editor of the journal and the speaker of the HOD
American Bar Association	Made the Chair of the House of Delegates second-in-line
American College of Healthcare Executives	none
American Dental Association	The President, the Treasurer and the Executive Director of the Association, are ex officio members of the Board without the right to vote. The Speaker of the House of Delegates serves as parliamentarian during sessions of the Board of Trustees.
American Health Information Management Association	Committee chairs
American Institute of Certified Public Accountants	Designates Senior Technical Committees, Establishes composition of Board of Directors, Authorizes member ballots and proposed bylaw changes, can call special meetings of Council and the membership, Sets educational requirements (CPE) for membership, Establishes conditions for acceptance of member resignation, automatic disciplinary provisions and non-application of termination provisions, ability to elect Board Chair, Vice Chair, At-Large Council members, Joint Trial Board members, and Peer Review Board members
American Medical Association	Board Chair, Chair-Elect and Immediate Past Chair. The Chair is elected by the Board for what amounts to be a 3-year term (one year as Chair-Elect, one year as Chair, one year as Immediate Past Chair).
American Osteopathic Association	Executive Committee - prior two presidents and 7 members of the Board selected as Chairs of specific departments (e.g., Education, Business, Professional, etc.)

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional leadership positions do you have on your Board? (continued)

American Physical Therapy Association	The Board consists of the President, Vice President, Secretary, Treasurer, Speaker, Vice Speaker, and 9 Directors
American Psychological Association	CEO serves as ex-officio
American Society of Anesthesiologists	see above
American Speech-Language-Hearing Association	<ol style="list-style-type: none"> 1. President, who shall serve as Chair of the BOD 2. President Elect 3. Past President 4. Vice President for Academic Affairs in Audiology 5. Vice President for Academic Affairs in Speech-Language Pathology 6. Vice President for Audiology Practice 7. Vice President for Speech-Language Pathology Practice 8. Vice President for Finance 9. Vice President for Government Relations and Public Policy 10. Vice President for Planning 11. Vice President for Standards and Ethics in Audiology 12. Vice President for Standards and Ethics in Speech-Language Pathology 13. Vice President for Science and Research 14. Chair of the Audiology Advisory Council 15. Chair of the Speech-Language Pathology Advisory Council 16. National Student Speech-Language-Hearing Association Advisor 17. Executive Director of the Association (EX OFFICIO)
American Veterinary Medicine Association	Vice President (2-year term; elected by the House of Delegates)
College of American Pathologists	Ex-Officio members: Speaker and Vice-Speaker of the House of Delegates, Chair of the Resident's Forum, and President of the CAP Foundation.
Healthcare Information Management Systems Society	CEO

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional leadership positions do you have on your Board? (continued)

Heart Rhythm Society	Second Vice President and Second Past President.
Radiological Society of North America	Chairman of the Board
Society of Actuaries	Vice President, Chair of Issues Advisory Council (Strategic Management System), chairs of strategic action teams, chair of the Leadership Development Committee, Board partner to research functional area, Board partner to education functional area, chair of Audit Committee, chair of Risk Committee, chair of International Committee.

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the Board have?

Academy of Nutrition and Dietetics	Provides leadership for professional initiatives, selects, supports and assesses the chief executive officer and conducts an annual performance appraisal, appoints persons to represent the Academy, establishes guidelines and policies for appeals, publications, awards and honors, administers and enforces the professional Code of Ethics in conjunction with CDR and HOD, and exercises such powers and performs all lawful acts permitted or required under the Illinois Not for Profit Corporation Act.
American Academy of Pediatrics	
American Association of Nurse Anesthetists	The AANA Board serves as the Ethics committee when a member is charged with an ethics violation.
American Association of Orthodontists	approve programs from reserves, hire executive director, choose lobbyist and other high level vendors
American Bar Association	
American College of Healthcare Executives	selection of and determine levels of corporate performance objectives
American Dental Association	The powers and duties of the Board of Trustees are outlined in the ADA Bylaws, Chapter VII. Board of Trustees, Section 90. Powers and Section 100 Duties.

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the Board have? (continued)

<p>American Health Information Management Association</p>	<p>(a) To establish the mission, purposes, goals, and program priorities to be implemented by AHIMA's Chief Executive Officer and staff, through a strategic planning process; (b) To ensure that appropriate governance and operational policies have been developed, adopted, and implemented by AHIMA to carry out its mission; (c) To determine and set overall policy; (d) To advocate the mission, values, accomplishments, and goals of AHIMA to the members and to the public at large; (e) To determine, monitor, and strengthen programs that are responsive to the needs of the members and are central to AHIMA's mission; (f) To establish fiscal policy, including budget authorization and oversight; (g) To develop adequate resources to ensure financial stability for AHIMA's activities; (h) To establish, develop, and maintain an effective and responsive corporate structure for AHIMA and its related entities, including but not limited to the creation of new affiliates and integrated commissions; (i) To select, retain, support, evaluate the performance of, and discharge the Chief Executive Officer of AHIMA; (j) To orient and evaluate the Directors and Officers of the Board of Directors; and (k) To render a year-to-date report on the financial status and activities of AHIMA to the House of Delegates at the national convention of AHIMA and a full report to the members.</p>
<p>American Institute of Certified Public Accountants</p>	
<p>American Medical Association</p>	<p>See AMA Bylaw 5.30 and related subsections</p>
<p>American Osteopathic Association</p>	<p>Serves as the policy making and governing authority between meetings of the House of Delegates</p>

APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the Board have? (continued)

American Physical Therapy Association	<p>Bylaws of the American Physical Therapy Association, Article IX, Board of Directors of the American Physical Therapy Association, Section 5: Duties The Board of Directors shall, in addition to the duties otherwise imposed by these bylaws and the standing rules:</p> <ul style="list-style-type: none">A. Carry out the mandates and policies of the Association as determined by the House of Delegates. Between sessions of the House of Delegates, the Board of Directors may make and enforce such policy on behalf of the Association as is not inconsistent with the mandates and policies determined by the House of Delegates.B. Direct all business and financial affairs for and on behalf of the Association, be responsible for all of its property and funds, and provide for an annual audit by a certified public accountant.C. Foster the growth and development of the Association.D. Provide for the maintenance of a headquarters of the Association and assume responsibility for personnel policies.E. Appoint and employ a chief executive officer who shall be the administrator of the headquarters and who shall be responsible to the Board of Directors.F. Provide for bonding of all persons handling money or other property of the Association.G. Prescribe and publish with these bylaws the qualifications for each category of individual membership and provide for appropriate action on all applications for membership.H. Be responsible for filling vacancies on the Board of Directors and on committees, except as otherwise provided in these bylaws and in the standing rules.I. Be responsible for creation, appointment, purposes, and activities of such committees as it deems necessary.J. Be responsible for the creation of and facilitation of activities of such councils as it deems necessary.K. Be responsible for the program, time, and place of the annual conference of the Association.L. Be responsible for publication of the official journal of the Association.M. Provide for development and maintenance of procedural documents related to these bylaws.N. Approve the procedure by which reported violations of the ethical principles and standards of the Association are to be processed.O. Review and revise existing Association policies, except in these bylaws, for consistency of intent and language with such new policies as may be adopted from time to time by the House of Delegates.
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APPENDIX: Benchmarking Survey Results



Narrative Response: What additional authority does the Board have? (continued)

American Psychological Association	Review and set compensation for CEO, Deputy CEO and CFO
American Society of Anesthesiologists	Chooses CEO. Additionally, the Board is supposed to have final authority on all business matters of the society, but this contradicts with a provision that says the House has final budget authority.
American Speech-Language-Hearing Association	Approve position statements, guidelines and other policy documents affecting the professions. Create and dissolve standing committees, councils, boards, ad hoc committees and other entities necessary to conduct the Association's business. Create and dissolve Special Interest Groups.
American Veterinary Medicine Society	The affairs of the Association shall be managed by the Executive Board, which shall have supervision, control, and direction of the Association, shall determine its policies or changes therein within the limits of the Bylaws, shall actively promote its purposes, and shall have discretion in the disbursement of its funds. The Executive Board shall act for and on behalf of the House of Delegates between sessions of the House of Delegates. The Executive Board may adopt such rules and regulations for the conduct of its business as shall be deemed advisable and may, in the execution of the powers granted, appoint such agents as it may consider necessary.
College of American Pathologists	See CAP Appendix D
Healthcare Information Management Systems Society	Hiring of the CEO
Heart Rhythm Society	
Radiological Society of North America	
Society of Actuaries	The Board has broad authority over all aspects of association activities, but the primary additional responsibility of the Board is to hire and, if necessary, dismiss the chief staff executive. The chief staff executive reports to the Board of Directors.

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APPENDIX: Key Stakeholders Meeting Results



Overview

Subsequent to W&A submitting a preliminary report to the ADA, we facilitated a Key Stakeholders meeting on Monday, June 18, 2012 at the ADA headquarters in Chicago. The purpose of the meeting was to gain feedback from a group of 35 ADA delegates, council members, state leaders and executives on key suggestions included in this report for enhancing ADA governance. No decisions were made at the meeting.

Five topic areas were selected for discussion at this meeting. Attendees were divided into five groups and participated in World Café format breakout sessions where each group discussed the topics at a table and then rotated until they had an opportunity to discuss every suggestion presented at the session. Attendees were asked to consider the following three questions when discussing each suggestion:

- What are the benefits of the suggestions?
- What concerns might ADA members have about the suggestions?
- What needs to be considered or done to assure smooth implementation of the suggestions?

ADA Governance Committee members were named as facilitators for the five topics. They included Dr. Jeffrey Dow, Dr. Dennis Engel, Dr. Don Seago, Dr. Kenneth Versman and Dr. Charles Weber.

Following is a summary of the reports provided on each of the discussion topics, as well as an overview of comments presented at the Open Forum after the meeting. The suggestion and consultant commentary is included under each topic, along with a summary of the report by the table facilitator:

APPENDIX: Key Stakeholders Meeting Results



Topic 1: House of Delegates allocation process and size

A. Options to reduce the size of the house

Undertake one of the following actions – descending order of consultant suggestions:

- Reduce the size of the HOD by 50%, with that number capped similar to the number of the United States Congress.
- Reduce the size by 25% by 2014 and another 25% by 2016.
- Reduce the size by 25% by 2014, with that number capped.

Westman & Associates Commentary: A smaller delegate contingent would significantly reduce expenses at the state society level, enable individual delegates to be more engaged in decision-making, and theoretically will make the HOD more nimble. The current size of the HOD also disenfranchises delegates because debates go on too long and questions are called before many get a chance to speak.

Leadership survey responses indicated that 43% fully support and 22% may support reducing the number of delegates, while only 20% leaned against or were strongly against. Written responses to “how many delegates should there be in the House” resulted in the most frequent suggestion being to cut the size in half, and numerical responses recommended 250-300 delegates. Benchmarking data also confirm that the ADA’s HOD is larger than most similar associations; the median benchmark association had 215 delegates.

Discussion: Although there was some vocal opposition, the general consensus was to reduce the size of the House of Delegates. Supporters commented that their delegation is so large they don’t even know all the delegates from their state. Those opposing indicated concern that a reduction would result in less annual meeting attendees and would not address the reality that certain delegates tend to dominate HOD discussions.

Even those opposing a reduction in size tend to support a cap on the number of delegates. There was no consensus on how large of a reduction should be pursued. How the reduction is determined will be very important.

APPENDIX: Key Stakeholders Meeting Results



Topic 1: House of Delegates allocation process and size (continued)

B. Reduce the number of alternate delegates

Reduce the number by having a minimum of two alternates and a maximum of one-third the delegation for those constituents with over six delegates.

Westman & Associates Commentary: There appears to be significant support for reducing the number of alternate delegates from both interviews and the leadership survey. Over 75% of respondents – 51% fully supporting and 25% may support – recommended reducing the number of alternate delegates. 18% suggested reducing the number to 21-30% and 31% said 31-50%.

Discussion: The consensus was this is a state issue. Some states have large delegations to involve various segments of the profession – new members, academic, etc. There was some interest in ADA making a suggestion on what guideline states could use for determining the number of alternates.

APPENDIX: Key Stakeholders Meeting Results



Topic 1: House of Delegates allocation process and size (continued)

C. Regardless of HOD size, discontinue the practice of assigning delegates first to districts and secondarily to states.

Instead allocate them to constituent state societies without consideration of district configuration:

- Minimum of two delegates per state
- Minimum of one delegate for the Air Force Dental Corps, the Public Service Health Services, the Department of Veteran Affairs, and the Virgin Islands Dental Association
- Remaining delegates allocated bi-annually to constituent organizations based on their membership level on a defined date (e.g., six months before the HOD meeting) as a percent of total ADA members. For example, if a state has 10% of total ADA members and there are 150 remaining delegate slots available, the state will receive 15 delegates in addition to the initial allocation of two delegates.

Westman & Associates Commentary: Given the current structure of districts, states with roughly equivalent numbers of ADA members are allocated different numbers of delegates. The suggested approach results in a more equitable distribution of delegates across state organizations. Based on W&A first-hand experience with another HOD, the suggested approach also serves to motivate state organizations to recruit members in order to keep or increase the number of delegate slots available to them – especially during the months preceding the cutoff date for determining delegate levels.

Discussion: Under the current allocation method, delegates are allocated to districts and then the formula dictates how many each state receives. This results in a disproportionate allocation, such as Rhode Island with 550 members and three seats, compared to Montana with 637 members and two seats. When this was explained to participants, they unanimously agreed that the formula should allocate to states versus districts.

APPENDIX: Key Stakeholders Meeting Results



Topic 2: New procedures to improve the efficiency and cost effectiveness of key governance operations

A. Reduce the number of districts.

Decrease the number of districts to no more than seven and thereby the number of trustees. This could also impact the number of positions on councils and committees.

Westman & Associates Commentary: Although a number of associations utilize districts for the assignment of governance positions, it is rare to have so many districts identified (i.e., 17). The current configuration is viewed by many as inequitable given the variance of ADA members per district. A lesser number of districts would make it easier to construct districts of similar size and to rebalance districts as necessary. Although nearly half of leadership survey respondents opposed reducing the number of districts, more than 50% were either supportive or would consider such a change based on more information. For those supporting a reduction in the number of districts, the majority suggested a range of 5-10 districts.

Discussion: The only benefit that was mentioned was a cost savings to ADA. There was some discussion as to whether or not it would make the ADA more nimble. While theoretically some felt the ADA should pursue this, the consensus was it is politically impossible. Concerns expressed included:

- Difficult for trustees to make visits in all states.
- The large geographical area could make elections difficult.
- Regional problems could result due to political differences in various states.
- Communications would be more difficult.
- District meetings would be more difficult for grassroots members to attend.
- It could disenfranchise small states.
- The increased geographic area would overburden each trustee.

APPENDIX: Key Stakeholders Meeting Results



Topic 2: New procedures to improve the efficiency and cost effectiveness of key governance operations (continued)

B. Establish delegate term limits.

Establish term limits for delegates of three years, with the ability to serve two consecutive terms. The delegate could become eligible to serve again after sitting out at least one year for up to a maximum of 12 years' service as a delegate.

Westman & Associates Commentary: This will enable greater numbers of members to serve as leaders of the organization. Additionally, it will allow more opportunities for diversity in delegates, rather than having one delegate serve 20 or more years.

There was great support for term limits in the leadership survey and interviews. 64% of survey respondents supported term limits – 36% fully supported and 28% may support. The average number of years suggested ranges from 6-10, with the average being 7.5 years. Interviewees suggested that after a term limit has been met, delegates should sit out a year and then be eligible for an additional two years. Several benchmark associations have term limits for delegates.

Discussion: There was not a clear consensus on establishing term limits. Some felt it was a good idea and others saw it as a bad idea:

Benefits cited included:

- A good way to increase member movement through the system.
- Promotes diversity by providing more opportunities to involve younger, gender and ethnic dentists.

Concerns cited included:

- Might lose some mentors, as some might not attend the meeting.
- Might eliminate the best people from participating.
- It would require a bylaws change.

The consensus was this is a state issue, but consideration could be given to the ADA providing states with suggested guidelines. The question was raised of when states' rights supersede the wellness of the whole.

APPENDIX: Key Stakeholders Meeting Results



Topic 2: New procedures to improve the efficiency and cost effectiveness of key governance operations (continued)

C. Focus on using small, short-term, skill-based task forces with narrow foci to address key issues – as opposed to relying on continuing councils or committees.

Westman & Association Commentary There was widespread support for skill-based expertise on committees, task forces and virtually all leadership positions. Structuring the committees, task forces and work groups in this manner will open the door for increased involvement of members at the constituent level. Since many will be short-term projects, it will allow a larger number of volunteers to be utilized and will be based on their skill sets. Then they can stay focused on meeting their goal and celebrate the achievement when it is complete. Additionally, younger generations have shown a preference for shorter-term commitments, and task forces will provide that alternative. This will help ensure involvement of a key segment of the membership, which are the future leaders of ADA.

Discussion: The consensus was this is a “fantastic” idea. Skill based is important and is the key. There are no major downsides. The use of task forces will allow more people to get involved, as it can be a training ground and transition members to greater involvement.

Some participants were concerned that smaller groups would not provide a leadership development structure. There was discussion on how to identify the skill based members, with the suggestion that a system could be developed on ADA Connect to identify dentists’ skills and record their interests(i.e. an ADA Facebook) in order to show what a diverse group ADA includes.

APPENDIX: Key Stakeholders Meeting Results



Topic 3: Council structure and activities

A. Reduce the size of the councils by rotating the allocation of appointments among districts {assumes number of districts is not reduced}

This would reduce the number of council members by establishing a system whereby appointments are rotated among the 17 districts, with staggered terms to assure continuity from year-to-year. Note: it may be prudent to keep a representative from each district on selected entities that benefit from geographic representation.

Westman & Associates Commentary: The median number of council members for benchmark associations is 11. Most ADA councils are currently structured with 17 members appointed by districts. There was support for reducing the number of council members in both interviews and the leadership survey. Survey respondents indicated that 21% fully support and 34% may support reducing the number of council members, while 17% lean against and 13% are strongly against it. The survey also indicated that 30% supported reducing the number of council members by reducing the number of districts, and 38% for rotating district representation on councils.

Discussion: Many felt the council structure is very “heavy” and reducing the number of members by rotating appointments among districts is a reasonable way to reduce council size. It would be important to phase in this system.

Benefits cited included:

- Efficient and focused.
- Cost savings.
- Move to a skill based appointment process.

Concerns cited included:

- Impedes leadership development.
- Less involvement of members.

The consensus was this suggestion should be considered. Each council is unique and requires skill based representation.

APPENDIX: Key Stakeholders Meeting Results



Topic 3: Council structure and activities (continued)

B. Sunset the Communications Council

Westman & Associates Commentary: The Cost of Governance analysis undertaken by W&A indicates over \$340,000¹ of expense is associated with this council. Council functions are mainly staff oriented and do not merit the need or expense of council involvement. The council could be eliminated and a smaller BOT communications committee or ad hoc groups to be used as needed could be established for oversight of communications initiatives undertaken by staff. Council members should be appreciated for what they have accomplished and be allowed to sunset their operation. The new committee or ad hoc groups could meet largely electronically to review and discuss branding and marketing initiatives. Interviewees and leadership survey narrative responses ranked the Communications Council as one that should be eliminated.

Discussion: There was no consensus on this suggestion, with the group indicating a need for more information. Those advocating for this suggestion believe it would facilitate skill based appointments with fewer members (less cost) if it transitions to a BOT committee. Those expressing concern believe the suggestion would serve to diminish accountability and take away safeguards for membership activities. The question was raised whether or not volunteers would need to be replaced with staff increases.

¹ W&A recognizes that some of the work represented by this figure would still need to be accomplished, so savings may not equal this amount.

APPENDIX: Key Stakeholders Meeting Results



Topic 3: Council structure and activities (continued)

C. Sunset the Council on Members Insurance & Retirement Programs

Westman & Associates Commentary: The Cost of Governance analysis undertaken by W&A indicates over \$175,000² of expense is associated with this council. The function of this council is mainly staff oriented and does not merit the need or expense of being a council. This council received very low ratings in the leadership survey; less than 50% ranked it effective, and it received the most suggestions for elimination of any council.

Discussion: There was strong consensus to implement this suggestion.

D. Sunset the Membership Council

Westman & Associates Commentary: The Cost of Governance analysis undertaken by W&A indicates over \$487,000³ of expense is associated with this council. The function of this council is mainly staff oriented and does not merit the need or expense of being a council. The leadership survey narrative responses ranked the Membership Council as one that should most likely be eliminated. If situations develop that require input or analysis, a task force or ad hoc committee could be utilized and could include constituent society executive directors and officers who are on the front lines of the membership.

Discussion: The consensus was to keep the Membership Council. However, the number of appointments should be reduced by appointing members on a rotation basis. There were a number of comments that state executive directors need to be involved in the council and membership promotion activities. Some felt it is important to have district representation from all parts of the country on the council.

² W&A recognizes that some of the work represented by this figure would still need to be accomplished, so savings may not equal this amount.

³ W&A recognizes that some of the work represented by this figure would still need to be accomplished, so savings may not equal this amount.

APPENDIX: Key Stakeholders Meeting Results



Topic 4: Board accountability, size and authority

A. Delegate more fiduciary responsibilities to the BOT

This would include approving the budget.

Westman & Associates Commentary: W&A strongly believes that this represents “best practice” in association governance. The HOD meets infrequently, is large/cumbersome, and members simply do not have the requisite time, knowledge, and expertise to undertake the budgeting role effectively – especially for an organization as large and complex as ADA.

Most associations have come to realize that the HOD is not in the best position to undertake key fiduciary responsibilities. Of benchmark associations, the BOT has been delegated authority to approve:

- The association’s strategic plan by 76% of respondents.
- The association’s budget by more than 80% of respondents.
- Selection of the association’s external auditing firm by 86% of respondents.
- Selection of the association’s investment management firm by 80% of respondents.
- Membership dues increase by 43% of respondents.

In the leadership survey, 54% either fully supported or may support transferring budget authority to the Board.

APPENDIX: Key Stakeholders Meeting Results



Topic 4: Board accountability, size and authority

A. Delegate more fiduciary responsibilities to the BOT (continued)

Discussion: The consensus was that more fiduciary responsibility should be assigned to the BOT, including approval of the budget, with the HOD maintaining authority for member dues increases. This will need to be voted on by the HOD. There was a suggestion that the budget should have an amount built into it for resolutions passed by the HOD. Trustees should also be educated on their fiduciary responsibilities. The board should involve HOD members in the budget process so the HOD is comfortable in giving this authority to the BOT.

Benefits cited included:

- Many HOD members are not educated on the budget and yet they are asked to approve it.
- The current process is inefficient.
- BOT members are much more involved compared to HOD members.

Concerns cited included:

- HOD distrust of the BOT could increase.
- There is a need for HOD checks and balances.
- Does the BOT have the necessary skill set?
- The BOT has to be answerable to the HOD

APPENDIX: Key Stakeholders Meeting Results



Topic 4: Board accountability, size and authority (continued)

B. Establish an Executive Committee with a defined role and scope

The Committee would be composed of the:

- President
- President-Elect
- Vice President (assuming this position remains)
- Chairs of the Audit, Budget and Finance, and Governance committees
- Treasurer (assuming this position remains)
- Executive Director

{Assumes the size of the board is not reduced as a result in reduction in number of districts.}

Westman & Associates Commentary: Over 75% of benchmark associations currently utilize an Executive Committee. Such committees typically have four to seven members, meet in-person between two and six times annually, and participate in an additional three to 12 teleconferences annually. Utilization of an Executive Committee should result in a need for fewer BOT meetings and/or fewer meeting days at each meeting. Currently the ADA BOT meets for approximately 216 hours annually, whereas the median benchmark association board met only 80 hours annually.

APPENDIX: Key Stakeholders Meeting Results



Topic 4: Board accountability, size and authority

B. Establish an Executive Committee with a defined role and scope (continued)

Discussion: Many states find that executive committees (EC) work very effectively. If there is an EC, the BOT can spend more time on strategic versus management issues. It could also reduce the number of BOT meetings. It was agreed it can be very efficient, but there must be checks and balances.

Concern was expressed over future continuity on an EC. It was noted if the Vice President's position is changed to ascend to the President-Elect, it would provide three year continuity. Some were concerned it would create another layer of governance. Some noted that the Trustees are elected with equal responsibility and the BOT as a whole should be responsible for decision making.

In terms of EC composition, the President should not be given authority to appointment members. Some suggested trustees should be on the EC as well as officers, but concern was expressed this could give them an unfair advantage if they run for office. Chairs should not be on the EC – only Trustees and officers. The Executive Director should be a member without voting privileges. It was noted geographic concerns would not be represented on the EC.

Implementation of the EC concept will require education for the HOD and membership, and must be voted upon. If implemented, there should be a clear, defined role, scope and responsibilities. Most of their BOTs have final oversight over the EC.

APPENDIX: Key Stakeholders Meeting Results



Topic 4: Board accountability, size and authority (continued)

C. Clarify the BOT's role and responsibilities with emphasis on the need to focus more on strategic issues and less on day-to-day management.

This would include adopting the following guidelines for the BOT:

- Responsible for governing the association by setting broad policies and objectives, ensuring that the association has adequate resources and guiding the association in the best interests of the association.
 - Assumes major responsibility for organizational planning by developing, implementing and measuring progress on the strategic plan, including determining the organization's mission and purpose.
 - Assures that other governance entities align with the mission and goals of the organization.
 - Approves, monitors, and enhances programs and services.
 - Ensures legal and ethical integrity and maintains accountability.
 - Does not inject itself into administrative decisions and management operations.
- Allows the Executive Director and staff to be responsible for running the association in a way that meets the objectives established by the BOT.

Westman & Associates Commentary: Concern was expressed during the interview process that the BOT spends too much time and effort on day-to-operations and redoing work undertaken by other governance entities. Organizations operate most effectively when the BOT focuses on strategic direction and less on administrative details. The BOT should monitor its focus on strategic issues through its planning process and by establishing measurements of the success of the plan as part of the development process. These measurements should be reviewed and discussed at every BOT meeting.

APPENDIX: Key Stakeholders Meeting Results



Topic 4: Board accountability, size and authority

C. Clarify the BOT's role and responsibilities with emphasis on the need to focus more on strategic issues and less on day-to-day management (continued)

Discussion: This suggestion is the way the board should be operating, and the consensus was support to move forward in this direction. There is a need for trust between all entities – BOT, HOD, councils, administration, staff, etc. Transparency is critical. Bylaw amendments may be required to implement this. Steps to implement should be slow and include education of the membership, including presentation at districts

APPENDIX: Key Stakeholders Meeting Results



Topic 5: Evaluate officer structure and positions

A. Eliminate the two Vice President positions.

Westman & Associates Commentary: The original purpose has been served, and communications/relations between the HOD and BOT are much better. The position responsibilities are minimal and do not add to the skill base of the BOT. There was strong support for this based on interview and leadership survey feedback, as well as benchmarking data. 56% of leadership survey respondents either fully support or may support eliminating one or both vice presidents, while 27% were leaning against or strongly against.

Discussion: There was consensus to eliminate the Vice President positions. The role of Vice President is no longer important and can be changed. There was some support for making the Vice President position the predecessor to President-Elect to result in a three-year succession line, but the group was not totally sold on this.

B. Convert the President-Elect's position to part-time and reduce the compensation accordingly.

Westman & Association Commentary: Interviewees indicated a lack of understanding for the need of a full time president-elect. It does not appear that the current responsibilities merit this requirement. Compensation for this position significantly exceeds the benchmark average and could be reduced to be more in line with the time required by the position.

Discussion: The consensus was to leave the President-Elect position as it is.

APPENDIX: Key Stakeholders Meeting Results



Topic 5: Evaluate officer structure and positions (continued)

C. Reassign Treasurer responsibilities.

Delineate the time and activities involved in Treasurer responsibilities and assign them to one of the existing officers in the organization (e.g., President-Elect or one of the Vice Presidents).

Westman & Associates Commentary: Fiscal responsibilities should be defined as maintaining a thorough knowledge of the ADA budget process and finances, responsibility for communicating those areas to all governance entities and the membership, and working closely with the ADA CFO and the Budget and Finance Committee to oversee finances of the organization. It appears that many of the Treasurer's current financial responsibilities are coordinated by staff, and given there are separate chairs of the Budget and Audit Committee and Finance Committee this position has minimal fiduciary responsibility. The compensation paid to this position is very high compared to other benchmark associations.

Discussion: Many felt the position responsibilities need to be reevaluated, with a belief that the role and/or responsibilities of the position should be changed. Reassigning duties would enhance checks and balances. The Treasurer position could be important if an Executive Committee is formed. The compensation should be reduced and the position should not be an employee of ADA, as this creates a conflict-of-interest related to the pension plan.

APPENDIX: Key Stakeholders Meeting Results



Open Forum Comments by Stakeholder Meeting Attendees:

Following the World Café Breakout Session, attendees were given the opportunity to make additional comments. These included the following:

- A facilitated session should be held for the HOD to consider the governance review suggestions.
- The membership will support changes if they are informed of how helpful the fiduciary changes can be in making ADA more effective.
- Term limits for delegates would help to get new members as HOD delegates versus those who have been around for 20 or more years.
- If the HOD is reduced in size the same minimum number of delegates should apply for all entities (i.e., either one or two delegates).
- Numerous comments supported placing a cap on the number of delegates.
- It would be helpful to see more benchmarking data on what other associations have done. (Note this is included in the benchmarking section of this report.)
- Concern was expressed regarding a cut in HOD delegates and losing advocacy support by those delegates.
- Numerous comments were made in support of decreasing the size of the HOD. One suggested a 150 delegate maximum, noting that when entities get large there is no relationship building. Delegates need to be more accountable to the organization. Younger members come and are disenchanted to see how the HOD functions. One participant stressed the need to reduce the HOD because they have so many delegates they don't even know them. Reducing the number of delegates will save states money that they can then use to support young dentists to attend the annual meeting. While ADA needs to reduce the size of the HOD, states need to take responsibility for sending the "right" delegates.

APPENDIX: Key Stakeholders Meeting Results



Open Forum Comments by Stakeholder Meeting Attendees (continued):

- Several comments were made in support of not reducing the size of the HOD. When you reduce the number of delegates, you reduce parity. A 50% reduction may be too much, but 25% might be doable. Reducing the size of the HOD will not impact diversity efforts.
- Forming an executive committee could cause more distrust because of an additional entity involved in decision making.
- One state tweaked councils and committees and empowered them to take action within the budget and strategic plan, which substantially reduced the number of resolutions.
- ADA governance is too large and members are disenchanted with how long it takes for action. To become more nimble we need to reduce the size, including the number of delegates.
- We should consider holding the HOD meetings at a different time and perhaps place from the annual meeting.
- Numerous participants complained about late resolutions being introduced and that this process needs to be changed. It's about the process – how we deal with resolutions – not the size of the HOD.
- Numerous participants indicated that it is extremely important to take steps to adopt appropriate resolutions for governance change. ADA can't keep rehearsing and repeating this cycle of studying governance and not taking action. This is the time "for courage." We must adopt key suggestions...look at the low hanging fruit and make sure it is implemented immediately to show the HOD what progress can be made.
- Several participants support making the HOD more action oriented in order to gain support from young dentists that attend.
- Many of the delegates who have served for 20 years are very valuable to the HOD and should have the opportunity to continue serving in that role.
- ADA needs to understand that the ones who will need to support these actions are the ones currently sitting in the HOD and they may not be supportive.
- Increase the amount of electronic meetings of ADA governance entities.

APPENDIX: Key Stakeholders Meeting Results



Open Forum Comments by Stakeholder Meeting Attendees (continued):

- It was helpful to learn what is going on in various states...the process was great.
- There should be a special reference committee for action on the governance recommendations.
- Council members should be selected based on merit and skills.
- The Membership and Communications councils are important and need to have representation from different regions.
- One state is reviewing governance at this time and stressed the importance of educating members and leaders of the reasons for change.
- This is the most engaging ADA meeting one participant has ever attended. It is important that we embrace the changes that are needed.
- Young member involvement is a state issue and states need to be encouraged to be all inclusive.
- An executive committee with a succession plan and board monitoring to make sure it stays within the strategic plan would be valuable.
- Appropriate education and phase in of proposed changes are essential. This is a huge undertaking, and there is fear the HOD will become frustrated and delay action.
- Finances are driving the governance concerns to some degree. If reductions in councils and other entities are made, then staffing should also be evaluated.
- It is important for the grass roots to know what ADA is doing. State Presidents should be encouraged to promote the efforts of ADA to improve governance in their speeches.
- It is important to have a phased in approach to these changes. This should go hand in hand with educating the membership about the proposed changes.

Resolution No. 90 New
 Report: Board Report 3 Date Submitted: July 2012
 Submitted By: Board of Trustees
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Members (Required)

1 **TERM LIMITS FOR DELEGATES**

2 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
 3 to oversee a comprehensive study of the Association’s governance. After careful deliberation, the Committee
 4 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
 5 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
 6 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
 7 suggestions received from the Consultants was the following:

8 Westman Suggestion #14. Establish term limits for delegates of three years, with the ability to serve two
 9 consecutive terms. The delegate could become eligible to serve again after sitting out at least one year
 10 for up to a maximum of 12 years’ service as a delegate.

11 The Board agrees that the use of term limits will allow the Association to expose more members to a
 12 leadership role and increase opportunities to enhance the diversity of leadership. The Board believes,
 13 however, the issue of term limits be best left to the discretion of the individual constituent society. As a result,
 14 the Board is simply urging constituent societies to consider the benefits of term limits based on their unique
 15 circumstances. Therefore, the Board proposes the following resolution:

16 **Resolution**

17 **90. Resolved,** that all constituencies be urged to implement term limits for ADA delegates.

18 **BOARD RECOMMENDATION: Vote Yes.**

19 **Board Vote: Resolution 90**

BLANTON	Yes	GOUNARDES	Yes	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	Yes	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	No	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 91 New
 Report: Board Report 3 Date Submitted: July 2012
 Submitted By: Board of Trustees
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Members (Required)

1 **TERM LIMITS FOR ALTERNATE DELEGATES**

2 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
 3 to oversee a comprehensive study of the Association's governance. After careful deliberation, the Committee
 4 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
 5 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
 6 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
 7 suggestions received from the Consultants was the following:

8 Westman Suggestion #17. Establish a three-year term limit for alternate delegates. The delegate could
 9 become eligible to serve a second three-year term after sitting out at least one year for up to a maximum
 10 of 6 years' service as an alternate delegate.

11 The Board agrees that the use of term limits will allow the Association to expose more members to a
 12 leadership role and increase opportunities to enhance the diversity of leadership. The Board believes,
 13 however, the issue of term limits be best left to the discretion of the individual constituent society. As a result,
 14 the Board is simply urging constituent societies to consider the benefits of term limits based on their unique
 15 circumstances. Therefore, the Board proposes the following resolution:

16 **Resolution**

17 **91. Resolved,** that all constituencies be urged to implement term limits for ADA alternate delegates.

18 **BOARD RECOMMENDATION: Vote Yes.**

19 **BOARD VOTE: UNANIMOUS.**

20 File 05 Resolution 91

Resolution No. 92 New
 Report: Board Report 3 Date Submitted: July 2012
 Submitted By: Board of Trustees
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Members (Required)

1 **AMENDMENT OF THE ADA BYLAWS REGARDING THE TERM OF OFFICE OF THE SPEAKER OF THE**
 2 **HOUSE OF DELEGATES**

3 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
 4 to oversee a comprehensive study of the Association’s governance. After careful deliberation, the Committee
 5 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
 6 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
 7 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
 8 suggestions received from the Consultants was the following:

9 Westman Suggestion #18. Set a limit of eight consecutive years for an individual to serve as the House of
 10 Delegates Speaker.

11 The Board agrees with this suggestion and believes that some level of change at all levels of leadership is
 12 important. However, the Board concludes that eight years may be too many and believes that six years is an
 13 appropriate level of leadership change. Accordingly, the Board proposes the following:

14 **Resolution**

15 **92. Resolved**, that the CHAPTER VIII. ELECTED OFFICERS, *Section 50. TERM OF OFFICE* of the ADA
 16 *Bylaws* be amended as shown below (additions underscored):

17 *Section 50. TERM OF OFFICE:* The President, President-elect, First Vice President, Second Vice
 18 President and Speaker of the House of Delegates shall serve for a term of one (1) year, except as
 19 otherwise provided in this chapter of the *Bylaws*, or until their successors are elected and installed.
 20 The Speaker of the House of Delegates shall be limited to six (6) terms in total, consecutive or
 21 otherwise. The term of office of the Treasurer shall be three (3) years, or until a successor is elected
 22 and installed. The Treasurer shall be limited to two (2) consecutive terms of three (3) years each,
 23 excepting the case of a former Treasurer who has been elected Treasurer *pro tem* as provided in
 24 Chapter VIII, Section 30 of these *Bylaws*, who may serve one (1) additional year.

25 **BOARD RECOMMENDATION: Vote Yes.**

26 **BOARD VOTE: UNANIMOUS.**

Resolution No. 93 New

Report: Board Report 3 Date Submitted: July 2012

Submitted By: Board of Trustees

Reference Committee: Governance

Total Net Financial Implication: * 0 Net Dues Impact: _____

Amount One-time _____ Amount On-going Uncertain FTE 0

ADA Strategic Plan Goal: Members (Required)

1 **AMENDMENT OF THE ADA BYLAWS REGARDING THE COUNCIL ON MEMBERS INSURANCE AND**
2 **RETIREMENT PROGRAMS**

3 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
4 to oversee a comprehensive study of the Association's governance. After careful deliberation, the Committee
5 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
6 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
7 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
8 suggestions received from the Consultants was the following:

9 Westman Suggestion #30: Sunset the Council on Members Insurance and Retirement Programs.

10 The Board appreciates the fine work of the Council on Members Insurance and Retirement Programs and
11 applauds the dedication of every volunteer who has served on it. After carefully considering the Consultant's
12 suggestion, the Board concludes the suggestion should be adopted. Because the council no longer acts as
13 fiduciary of the retirement plans, its role has been diminished. Oversight of insurance and retirement plans
14 can be shifted to the Council on Dental Practice, thereby streamlining our governance. Accordingly, the
15 Board proposes the following resolution:

16 **Resolution**

17 **93. Resolved**, that the Council on Members Insurance and Retirement Programs be sunset at the close
18 of the 2013 House of Delegates, and be it further

19 **Resolved**, that effective at the close of the 2013 House of Delegates, CHAPTER X. COUNCILS, *Section*
20 *10. NAME*, of the ADA *Bylaws* be amended as follows (deletions ~~stricken through~~):

21 *Section 10. NAME:* The councils of this Association shall be:

22 Council on Access, Prevention and Interprofessional Relations

23 Council on ADA Sessions

24 Council on Communications

25 Council on Dental Benefit Programs

26 Council on Dental Education and Licensure

27 Council on Dental Practice

28 * The financial impact was incorrectly stated and has been revised. The 2013 savings will be \$0 because the resolution proposes a
29 Constitutional amendment and must be held over one year. Ongoing savings is uncertain because of potential changes to contracts and
30 structure of future volunteer oversight of program.

31

- 1 Council on Ethics, Bylaws and Judicial Affairs
- 2 Council on Government Affairs
- 3 ~~Council on Members Insurance and Retirement Programs~~
- 4 Council on Membership
- 5 Council on Scientific Affairs

6 and be it further

7 **Resolved**, that effective at the close of the 2013 House of Delegates, the tenth paragraph of
8 CHAPTER X. COUNCILS, *Section 20*. MEMBERS, SELECTIONS, NOMINATIONS AND
9 ELECTIONS, Subsection A. of the ADA *Bylaws* be deleted in its entirety of shown below (deletions
10 ~~stricken through~~):

11 ~~Council on Members Insurance and Retirement Programs shall be composed of seventeen (17)~~
12 ~~members, one (1) member from each trustee district whose terms of office shall be staggered in~~
13 ~~such a manner that four (4) members will complete their terms each year except every fourth~~
14 ~~year when five (5) members shall complete their terms.~~

15 and be it further

16 **Resolved**, that effective at the close of the 2013 House of Delegates, CHAPTER X. COUNCILS,
17 *Section 120*. DUTIES, Subsection I. COUNCIL ON MEMBERS INSURANCE AND RETIREMENT
18 PROGRAMS of the ADA *Bylaws* be deleted in its entirety, as shown below (deletions ~~stricken~~
19 ~~through~~):

20 ~~I. COUNCIL ON MEMBERS INSURANCE AND RETIREMENT PROGRAMS. The duties of the~~
21 ~~Council shall be to:~~

- 22 ~~a. Evaluate on a continuing basis all Association sponsored insurance programs.~~
- 23 ~~b. Examine and evaluate other insurance programs that might be of benefit to the~~
24 ~~membership.~~
- 25 ~~c. Advise and recommend courses of action on insurance programs.~~
- 26 ~~d. Assist constituent societies in matters related to insurance programs.~~
- 27 ~~e. Advise and recommend courses of action on retirement programs.~~
- 28 ~~f. Aid dentists in the management of their personal and professional risks through educational~~
29 ~~activities, informational programs and services.~~

30 and be it further

31 **Resolved**, that effective at the close of the 2013 House of Delegates, the remaining Subsections of
32 *Section 120*. of CHAPTER X. of the ADA *Bylaws* be re-lettered accordingly, and be it further

33 **Resolved**, that effective at the close of the 2013 House of Delegates, CHAPTER X. COUNCILS,
34 *Section 120*. DUTIES, Subsection F. COUNCIL ON DENTAL PRACTICE of the ADA *Bylaws* be
35 amended by adding the following duties (additions underscored):

36 F. COUNCIL ON DENTAL PRACTICE. The duties of the Council shall be to:

- 1
- 2 a. Formulate and recommend policies relating to dental practice.
- 3 b. Study, evaluate and disseminate information concerning various forms of business
- 4 organization of a dental practice, economic factors related to dental practice, practice
- 5 management techniques, auxiliary utilization and dental laboratory services to the end that
- 6 dentists may continue to improve services to the public.
- 7 c. Develop educational and other programs to assist dentists in improved practice management,
- 8 including practice marketing materials and continuing education seminars, and to assist
- 9 constituent and component societies and other dental organizations in the development of such
- 10 programs so that dentists may continue to improve the delivery of their services to the public.
- 11 d. Encourage and develop satisfactory relations with the various organizations representing the
- 12 dental laboratory industry and craft.
- 13 e. Formulate programs for establishing and maintaining the greatest efficiency, quality and
- 14 service of the dental laboratory industry and craft in their relation to the dental profession.
- 15 f. Encourage and develop satisfactory relations with the various organizations representing dental
- 16 auxiliaries.
- 17 g. Gather, formulate and disseminate information related to auxiliary utilization, management and
- 18 employment practices.
- 19 h. Serve in a consultative capacity to those educational and promotional activities directed to the
- 20 public and the profession and to assess their impact on dental practice.
- 21 i. Provide assistance, education and information on issues related to dentists' well being.
- 22 j. Encourage and coordinate the development and improvement of national and international
- 23 standardization programs for dental informatics.
- 24 k. Oversee and evaluate on a continuing basis, advise and recommend courses of action on all
- 25 Association sponsored insurance and retirement programs.

26 **BOARD RECOMMENDATION: Vote Yes.**

27 **Board Vote: Resolution 93**

BLANTON	Yes	GOUNARDES	No	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	Yes	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 93B Substitute

Report: Board Report 3 Date Submitted: September 2012

Submitted By: Board of Trustees

Reference Committee: Governance

Total Net Financial Implication: 0 Net Dues Impact: _____

Amount One-time _____ Amount On-going _____ FTE 0

ADA Strategic Plan Goal: Members (Required)

1 **RESOLUTION 93B**

2 The following substitute for Resolution 93 (Worksheet:7025) was submitted by the Board of Trustees.

3 **Background:** The Board appreciates the fine work of the Council on Members Insurance and Retirement
4 Programs and applauds the dedication of every volunteer who has served on it. After carefully considering
5 the Consultant’s suggestion, the Board concludes the suggestion should be adopted. Because the Council no
6 longer acts as fiduciary of the retirement plans, its role has been diminished.

7 The Board has heard from many a concern about shifting CMIRP’s responsibilities to the Council on Dental
8 Practice, as proposed in the original Resolution 93, and the Board agrees with these concerns. While the
9 Council on Dental Practice has outstanding members, it is not a council with financial expertise. Through its
10 committees, including representatives of the House, the Board does have this skill set. Moreover, by placing
11 this responsibility with the Board, the Board can assess any governance changes enacted by the House and
12 decide later on the ideal placement of these responsibilities. Accordingly, the Board proposes the following
13 substitute resolution, which eliminates the changes to the *Bylaws* responsibilities of the Council on Dental
14 Practice. By doing so, the CMIRP responsibilities will fall on the Board:

15 **Resolution**

16 **93B. Resolved**, that the Council on Members Insurance and Retirement Programs be sunset at the close
17 of the 2013 House of Delegates, and be it further

18 **Resolved**, that effective at the close of the 2013 House of Delegates, CHAPTER X. COUNCILS, *Section*
19 *10. NAME*, of the ADA *Bylaws* be amended as follows (deletions ~~stricken through~~):

20 *Section 10. NAME:* The councils of this Association shall be:

21 Council on Access, Prevention and Interprofessional Relations

22 Council on ADA Sessions

23 Council on Communications

24 Council on Dental Benefit Programs

25 Council on Dental Education and Licensure

26 Council on Dental Practice

27 Council on Ethics, Bylaws and Judicial Affairs

1 Council on Government Affairs

2 ~~Council on Members Insurance and Retirement Programs~~

3 Council on Membership

4 Council on Scientific Affairs

5 and be it further

6 **Resolved**, that effective at the close of the 2013 House of Delegates, the tenth paragraph of
7 CHAPTER X. COUNCILS, *Section 20*. MEMBERS, SELECTIONS, NOMINATIONS AND
8 ELECTIONS, Subsection A. of the ADA *Bylaws* be deleted in its entirety as shown below (deletions
9 ~~stricken through~~):

10 ~~Council on Members Insurance and Retirement Programs shall be composed of seventeen (17)~~
11 ~~members, one (1) member from each trustee district whose terms of office shall be staggered in~~
12 ~~such a manner that four (4) members will complete their terms each year except every fourth~~
13 ~~year when five (5) members shall complete their terms.~~

14 and be it further

15 **Resolved**, that effective at the close of the 2013 House of Delegates, CHAPTER X. COUNCILS,
16 *Section 120*. DUTIES, Subsection I. COUNCIL ON MEMBERS INSURANCE AND RETIREMENT
17 PROGRAMS of the ADA *Bylaws* be deleted in its entirety, as shown below (deletions ~~stricken~~
18 ~~through~~):

19 ~~I. COUNCIL ON MEMBERS INSURANCE AND RETIREMENT PROGRAMS. The duties of the~~
20 ~~Council shall be to:~~

21 ~~a. Evaluate on a continuing basis all Association sponsored insurance programs.~~

22 ~~b. Examine and evaluate other insurance programs that might be of benefit to the~~
23 ~~membership.~~

24 ~~c. Advise and recommend courses of action on insurance programs.~~

25 ~~d. Assist constituent societies in matters related to insurance programs.~~

26 ~~e. Advise and recommend courses of action on retirement programs.~~

27 ~~f. Aid dentists in the management of their personal and professional risks through educational~~
28 ~~activities, informational programs and services.~~

29 and be it further

30 **Resolved**, that effective at the close of the 2013 House of Delegates, the remaining Subsections of
31 *Section 120*. of CHAPTER X. of the ADA *Bylaws* be re-lettered accordingly.

32 **BOARD RECOMMENDATION: Vote Yes on the Substitute.**

33

34

35 **Board Vote: Resolution 93B**

1

BLANTON	Yes	GOUNARDES	No	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	No	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 94 New

Report: Board Report 3 Date Submitted: July 2012

Submitted By: Board of Trustees

Reference Committee: Governance

Total Net Financial Implication: \$22,000 Net Dues Impact: _____

Amount One-time \$22,000 Amount On-going _____ FTE .5

ADA Strategic Plan Goal: Members (Required)

1 **STUDY OF GOVERNANCE RECOMMENDATIONS RELATING TO COUNCILS**

2 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
 3 to oversee a comprehensive study of the Association’s governance. After careful deliberation, the Committee
 4 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
 5 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
 6 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
 7 suggestions received from the Consultants was the following:

8 Westman Suggestion #31. Sunset the Membership Council.

9 The Board appreciates the fine work of the Council on Membership and applauds the dedication of every
 10 volunteer who has served on it. After carefully considering the Consultant’s suggestion, the Board concludes
 11 the suggestion requires further study to assure a proper focus on member value. Accordingly, following the
 12 close of the 2012 House, the President will ask the *ad hoc* task force on council issues proposed below to
 13 further investigate this issue.

14 In particular, that task force will be asked to review the bylaws responsibilities of the Council on Membership
 15 to better clarify the appropriate role of the council. For example, how should the council address retention
 16 and recruitment issues when those are primarily state and local issues? Should and can constituent society
 17 executive directors, being on the front lines of retention and recruitment, play a more direct role for the
 18 Association on these matters? How should the council address potentially conflicting priorities such as market
 19 share enhancement and total dues revenue which are implicated by some reduced dues member categories?
 20 How should the council fulfill its responsibilities for member benefit programs when many such programs are
 21 the responsibility of other Association agencies?

22 In order to allow fuller study of issues affecting councils raised in the Governance Report and because there
 23 is some financial implication to the operation of the task force, the Board is proposing establishment of a
 24 Board *ad hoc* task force, to include House members, to review these issues and to report back to the Board in
 25 sufficient time to allow the Board to submit a report to the 2013 House. Accordingly, the Board proposes the
 26 following resolution:

27 **Resolution**

28 **94. Resolved,** that the President is urged to create an *ad hoc* task force of no more than seven members
 29 of the Board and House to investigate issues effecting councils raised in Report 3 of the Board of
 30 Trustees on the Governance Study of 2012 and to report back to the Board in time to allow the Board to
 31 report to the 2013 House, and be it further

1 **Resolved**, that the task force be charged with investigating issues raised in the Governance Report
2 affecting councils and, in particular, the following:

- 3 a. Whether (and how) to assign accountability for council performance management to the Board of
4 Trustees, including explicit authority to approve council budgets and their operating plans
5 (Westman Suggestion #21).
- 6 b. Whether the current size of councils is best for the Association and, if not, what size would be
7 appropriate and how would that be accomplished (Westman Suggestion #24).
- 8 c. To review existing policies on periodic review of council structure and operations and recommend
9 changes to them as needed to better assure a thorough and objective review of existing council
10 structure (Westman Suggestion #27).
- 11 d. To review the bylaws responsibilities of the Council on Membership to better clarify the
12 appropriate role of the council. For example, how should the council address retention and
13 recruitment issues when those are primarily state and local issues? Should and can constituent
14 society executive directors, being on the front lines of retention and recruitment, play a more
15 direct role for the Association on these matters? How should the council address potentially
16 conflicting priorities such as market share enhancement and total dues revenue which are
17 implicated by some reduced dues member categories? How should the council fulfill its
18 responsibilities for member benefit programs when many such programs are the responsibility of
19 other Association agencies? (Westman Suggestion #31.)

20 **BOARD RECOMMENDATION: Vote Yes.**

21 **Board Vote: Resolution 94**

BLANTON	Yes	GOUNARDES	Yes	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	No	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 94S-1 Substitute

Report: N/A Date Submitted: October 2012

Submitted By: Eighth Trustee District

Reference Committee: Governance

Total Net Financial Implication: \$210,000 Net Dues Impact: \$1.98

Amount One-time \$210,000 Amount On-going _____ FTE 1.5

ADA Strategic Plan Goal: Members (Required)

1 **SUBSTITUTE FOR RESOLUTION 94: STUDY OF GOVERNANCE RECOMMENDATIONS**
 2 **RELATED TO COUNCILS**

3 The following substitute for Resolution 94 (Worksheet:7028) was adopted by the Eighth Trustee District and
 4 transmitted on October 3, 2012 by Mr. Greg A. Johnson, executive director, Illinois State Dental Society and
 5 Eighth District Secretary.

6 **Background:** Resolution 94 as submitted only assigns the task force the responsibility to consider issues
 7 related to Councils. During the governance review that has occurred over the last year, it has been repeatedly
 8 stated that the ADA has over 150 Councils, ad hoc committees, commissions and work groups. Westman
 9 Suggestion #22 recommends taking a fresh look at the council committee structure and ask questions like "Is
 10 this what the members need now?" Councils, however, are only a small part of the overall ADA governance
 11 organizational structure. If a task force is developed, they should broaden their scope of study to include all
 12 aspects of ADA governance i.e., councils, ad hoc committees, commissions, and work groups.

13 **Resolution**

14 **94S-1. Resolved**, that the President is urged to create an ad hoc task force of no more than seven
 15 members of the Board and House to investigate issues effecting councils, ad hoc committees,
 16 commissions and work groups raised in Report 3 of the Board of Trustees on the Governance Study of
 17 2012 and to report back to the Board in time to allow the Board to report to the 2013 House, and be it
 18 further

19 **Resolved**, that the task force be charged with investigating issues raised in the Governance Report
 20 affecting councils and, in particular, the following:

- 21 a. Whether (and how) to assign accountability for council performance management to the Board of
 22 Trustees, including explicit authority to approve council budgets and their operating plans
 23 (Westman Suggestion #21).
 24 b. Whether the current size of councils is best for the Association and, if not, what size would be
 25 appropriate and how would that be accomplished (Westman Suggestion #24).
 26 c. To review existing policies on periodic review of council structure and operations and recommend
 27 changes to them as needed to better assure a thorough and objective review of existing council
 28 structure (Westman Suggestion #27).
 29 d. To review the bylaws responsibilities of the Council on Membership to better clarify the
 30 appropriate role of the council. For example, how should the council address retention and
 31 recruitment issues when those are primarily state and local issues? Should and can constituent
 32 society executive directors, being on the front lines of retention and recruitment, play a more
 33 direct role for the Association on these matters? How should the council address potentially
 34 conflicting priorities such as market share enhancement and total dues revenue which are

- 1 implicated by some reduced dues member categories? How should the council fulfill its
2 responsibilities for member benefit programs when many such programs are the responsibility of
3 other Association agencies? (Westman Suggestion #31.)
- 4 e. Take a fresh look at the council committee structure – evaluating the type of committees, short-
5 term task forces or work groups required to meet council charters and goals. Ask questions like
6 ”Is this what the members need now?” “Is this what the dental profession needs now and three
7 years from now?” “Is there a better way to accomplish this same goal?”
- 8 This could result in:
- 9 1. Sun setting certain entities.
 - 10 2. Converting selected councils or committees into short-term, specific purpose work groups
11 with a definite timeline.
 - 12 3. Determining the expertise and skill base required of each committee.
13 (Westman Suggestions # 22.)

14 **BOARD RECOMMENDATION: Received after this section had been reproduced for House**
15 **distribution.**

16

17

Resolution No. 95 New
 Report: Board Report 3 Date Submitted: July 2012
 Submitted By: Board of Trustees
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going Savings \$126,056 FTE 0
 ADA Strategic Plan Goal: Members (Required)

1 **AMENDMENT OF THE ADA CONSTITUTION AND BYLAWS REGARDING THE OFFICES OF FIRST AND**
 2 **SECOND VICE PRESIDENT**

3 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
 4 to oversee a comprehensive study of the Association's governance. After careful deliberation, the Committee
 5 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
 6 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
 7 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
 8 suggestions received from the Consultants was the following:

9 Westman Suggestion #44. Eliminate the two Vice President positions.

10 Unlike the position in many state societies, the position of ADA vice president does not automatically succeed
 11 to the office of President-elect and then President. Moreover, the stated purpose of these positions, to
 12 represent the House, is in fact served by the President and President-elect, as well as the entire Board. The
 13 Board has been well served by many very able and dedicated Vice Presidents and thanks each of them for
 14 their service. Nevertheless, the Board concludes that the positions add complexity to our governance (by
 15 increasing the size of the Board and adding additional elections). The Board is recommending that this
 16 change take place at the close of the 2013 House (both to allow a smooth transition and because of the need
 17 for an amendment to the ADA Constitution).

18 Accordingly, the Board proposes the following resolutions, with the suggestion that the *Bylaws* amendments
 19 be referred back to the Board to be offered again in 2013, after the Constitutional changes are addressed by
 20 the 2013 House.

21 **Resolution**

22 **95. Resolved**, that ARTICLE V. OFFICERS, *Section 10. ELECTIVE OFFICERS* of the *ADA Constitution*
 23 be amended to delete references to the First and Second Vice Presidents, as shown below (deletions are
 24 ~~stricken~~):

25 ARTICLE V. OFFICERS

26 *Section 10. ELECTIVE OFFICERS:* The elective officers of this Association shall be a President, a
 27 President-elect, ~~a First Vice President, a Second Vice President,~~ a Treasurer and a Speaker of the
 28 House of Delegates, each of whom shall be elected by the House of Delegates.

29 and be it further

30 **Resolved**, that CHAPTER VI. CONFLICT OF INTEREST of the *ADA Bylaws* be amended as follows
 31 (deletions ~~stricken~~):

1 CHAPTER VI. CONFLICT OF INTEREST

2 It is the policy of this Association that individuals who serve in elective, appointive or employed offices
3 or positions do so in a representative or fiduciary capacity that requires loyalty to the Association. At
4 all times while serving in such offices or positions, these individuals shall further the interests of the
5 Association as a whole. In addition, they shall avoid:

- 6 a. placing themselves in a position where personal or professional interests may conflict with their
7 duty to this Association.
- 8 b. using information learned through such office or position for personal gain or advantage.
- 9 c. obtaining by a third party an improper gain or advantage.

10 As a condition for selection, each nominee, candidate and applicant shall complete a conflict of
11 interest statement as prescribed by the Board of Trustees, disclosing any situation which might be
12 construed as placing the individual in a position of having an interest that may conflict with his or her
13 duty to the Association. Candidates for offices of President-elect, ~~Second Vice President~~, Treasurer,
14 Speaker of the House, nominees for office of trustee, and nominees to councils and commissions
15 shall file such statements with the Secretary of the House of Delegates to be made available to the
16 delegates prior to election. As a condition of appointment, consultants, advisers and staff of Councils,
17 Commissions and Special Committees, and each person nominated or seeking such positions, shall
18 file conflict of interest statements with the executive director of this Association.

19 While serving in any elective, appointive or employed office or position, the individual shall comply
20 with the conflict of interest policy applicable to his or her office or position, shall complete and file a
21 conflict of interest statement for each year of service, and shall promptly report any situation in which
22 a potential conflict of interest may arise.

23 The Board of Trustees shall approve any additional compliance activities that will implement the
24 requirements of this chapter. The Board of Trustees shall render a final judgment on what constitutes
25 a conflict of interest.

26 and be it further

27 **Resolved**, that CHAPTER VII. BOARD OF TRUSTEES, *Section 10. COMPOSITION* of the ADA *Bylaws*
28 be amended as shown below (additions underscored, deletions ~~stricken~~):

29 *Section 10. COMPOSITION*: The Board of Trustees shall consist of one (1) trustee from each of the
30 seventeen (17) trustee districts. Such seventeen (17) trustees, and the President-elect ~~and the two~~
31 ~~Vice Presidents~~ shall constitute the voting membership of the Board of Trustees. In addition, the
32 President, the Treasurer and the Executive Director of the Association, except as otherwise provided
33 in the *Bylaws* shall be *ex officio* members of the Board without the right to vote.

34 and be it further

35 **Resolved**, that CHAPTER VII. BOARD OF TRUSTEES, *Section 130. OFFICERS*, Subsection A. CHAIR
36 AND SECRETARY of the ADA *Bylaws* be amended as follows (deletions ~~stricken~~):

37 *Section 130. OFFICERS*:

38 A. CHAIR AND SECRETARY. The officers of the Board of Trustees shall be the President of the
39 Association who shall be the Chair, and the Executive Director of the Association who shall be the
40 Secretary.

1 In the absence of the President, the office of Chair shall be filled by the President-elect and, in his or
2 her absence, by the ~~First or Second Vice President in that order and, in their absence,~~ a voting
3 member of the Board shall be elected Chair *pro tem*.

4 In the absence of the Secretary, the Chair shall appoint a Secretary *pro tem*.

5 and be it further

6 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 10*. TITLE of the ADA *Bylaws* be
7 amended as follows (deletions ~~stricken~~):

8 *Section 10*. TITLE: The elective officers of this Association shall be President, President-elect, ~~First~~
9 ~~Vice President, Second Vice President,~~ Treasurer and Speaker of the House of Delegates, as
10 provided in Article V of the *Constitution*.

11 and be it further

12 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 30*. NOMINATIONS, Subsection A. of the
13 ADA *Bylaws*, be amended as follows (deletions ~~stricken~~):

14 *Section 30*. NOMINATIONS:

15 A. Nominations for the offices of President-elect and ~~Second Vice President~~ shall be made in
16 accordance with the order of business. Candidates ~~for these elective offices~~ shall be nominated from
17 the floor of the House of Delegates by a simple declaratory statement, which may be followed by an
18 acceptance speech not to exceed four (4) minutes by the candidate from the podium, according to
19 the protocol established by the Speaker of the House of Delegates. Seconding a nomination is not
20 permitted.

21 and be it further

22 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 50*. TERM OF OFFICE of the ADA
23 *Bylaws* be amended as follows (deletions ~~stricken~~):

24 *Section 50*. TERM OF OFFICE: The President, President-elect, ~~First Vice President, Second Vice~~
25 ~~President~~ and Speaker of the House of Delegates shall serve for a term of one (1) year, except as
26 otherwise provided in this chapter of the *Bylaws*, or until their successors are elected and installed.
27 The term of office of the Treasurer shall be three (3) years, or until a successor is elected and
28 installed. The Treasurer shall be limited to two (2) consecutive terms of three (3) years each,
29 excepting the case of a former Treasurer who has been elected Treasurer *pro tem* as provided in
30 Chapter VIII, Section 30 of these *Bylaws*, who may serve one (1) additional year.

31 and be it further

32 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 60*. INSTALLATION of the ADA *Bylaws*
33 be amended as follows (deletions ~~stricken~~):

34 *Section 60*. INSTALLATION: The elective officers shall be installed at the last meeting of the annual
35 session of the House of Delegates. The President-elect shall be installed as President at the next
36 annual session of the House following election. ~~The Second Vice President shall be installed as First~~
37 ~~Vice President at the next annual session of the House following election.~~

38 and be it further

39 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 80*. VACANCIES, Subsection A.
40 VACANCY OF ELECTIVE OFFICE of the ADA *Bylaws* be amended as follows (deletions ~~stricken~~):

1 Section 80. VACANCIES:

2 A. VACANCY OF ELECTIVE OFFICE: In the event the office of President becomes vacant, the
3 President-elect shall become President for the unexpired portion of the term. In the event the office
4 of President becomes vacant for the second time in the same term or at a time when the office of
5 President-elect is also vacant, the ~~First Vice President~~ Board shall select by majority vote a sitting
6 ~~trustee to become President for the unexpired portion of the term. In the event the office of First Vice~~
7 ~~President becomes vacant, the Second Vice President shall become the First Vice President for the~~
8 ~~unexpired portion of the term. A vacancy in the office of the Second Vice President shall be filled by~~
9 ~~a majority vote of the Board of Trustees.~~ In the event of a vacancy in the office of Speaker of the
10 House of Delegates, the President, with approval of the Board of Trustees, shall appoint a Speaker
11 *pro tem*. In the event the office of President-elect becomes vacant by reason other than the
12 President-elect succeeding to the office of the President earlier than the next annual session, the
13 office of President for the ensuing year shall be filled at the next annual session of the House of
14 Delegates in the same manner as that provided for the nomination and election of elective officers,
15 except that the ballot shall read "President for the Ensuing Year." A vacancy in the office of
16 Treasurer shall be filled by a majority vote of the Board of Trustees until the process of inviting
17 applications, screening and nominating candidates and electing a new Treasurer has been
18 completed by the Board of Trustees and the House of Delegates. The Treasurer *pro tem* shall be
19 eligible for election to a new consecutive three (3) year term. The newly elected Treasurer shall be
20 limited to two (2) consecutive terms of three (3) years each, excepting the case of a former
21 Treasurer who has been elected Treasurer *pro tem* as provided in Chapter VIII, Section 30 of these
22 *Bylaws*, who may serve one (1) additional year.

23 and be it further

24 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 90. DUTIES*, Subsection C. FIRST VICE
25 PRESIDENT of the ADA *Bylaws* be deleted in its entirety as follows (deletions ~~stricken~~):

26 C. FIRST VICE PRESIDENT. It shall be the duty of the First Vice President to:

- 27 a. ~~Assist the President as requested.~~
- 28 b. ~~Serve as an *ex officio* member of the House of Delegates without the right to vote.~~
- 29 c. ~~Serve as an *ex officio* member of the Board of Trustees.~~
- 30 d. ~~Succeed to the office of President, as provided in this chapter of the *Bylaws*.~~

31 and be it further

32 **Resolved**, that CHAPTER VIII. ELECTIVE OFFICERS, *Section 90. DUTIES*, Subsection D. SECOND
33 VICE PRESIDENT of the ADA *Bylaws* be deleted in its entirety as follows (deletions ~~stricken~~):

34 D. SECOND VICE PRESIDENT. It shall be the duty of the Second Vice President to:

- 35 a. ~~Assist the President as requested.~~
- 36 b. ~~Serve as an *ex officio* member of the House of Delegates without the right to vote.~~
- 37 c. ~~Serve as an *ex officio* member of the Board of Trustees.~~
- 38 d. ~~Succeed to the office of First Vice President at the next annual session of the House of~~
39 ~~Delegates following election as Second Vice President.~~
- 40 e. ~~Succeed immediately to the office of First Vice President in the event of vacancy not only for the~~
41 ~~unexpired term but also for the succeeding term.~~

42 and be it further

43 **Resolved**, that the remaining Subsections of *Section 90.* of CHAPTER VIII. of the ADA *Bylaws* be re-

1 lettered accordingly.

2 **BOARD RECOMMENDATION: Vote Yes.**

3 **Board Vote: Resolution 95**

BLANTON	No	GOUNARDES	No	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	No	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	No
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

4

File 09 Resolution 95

Resolution No. 96 New
 Report: Board Report 3 Date Submitted: July 2012
 Submitted By: Board of Trustees
 Reference Committee: Governance
 Total Net Financial Implication: \$68,650 Net Dues Impact: _____
 Amount One-time _____ Amount On-going \$68,650 FTE 0
 ADA Strategic Plan Goal: Members (Required)

ROLE FOR ADA IMMEDIATE PAST PRESIDENT

Background: In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee to oversee a comprehensive study of the Association’s governance. After careful deliberation, the Committee selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the suggestions received from the Consultants was the following:

Westman Suggestion #48. Create a new role for the Immediate Past President on the ADA Board of Trustees.

The Board agrees that the Association does not adequately utilize the acquired expertise and experience of our immediate past presidents. Increasingly, relationships with outside organizations play a key role in the success of our Association. Allowing the immediate past president a formal role with the Association will allow the expansion of those relationships by having the immediate past president act as an ambassador for the Association. The Board anticipates that the immediate past president will need to attend several Board meetings per year to report to the Board and can be retained by the Association as a consultant, with the title of Immediate Past President, and with compensation equal to 50% of a trustee’s stipend. Because the Board has the authority to retain consultants, no *Bylaws* changes are necessary, but the Board is seeking the input of the House on this question by presenting the following resolution:

Resolution

96. Resolved, that the House supports the retention by the Board of Trustees of the immediate past president to act as an ambassador of the Association.

BOARD RECOMMENDATION: Vote Yes.

Board Vote: Resolution 96

BLANTON	Yes	GOUNARDES	Yes	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	No	RICH	Yes	VIGNA	Yes
ENGEL	No	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Absent	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 97 NewReport: Board Report 3 Date Submitted: July 2012Submitted By: Board of TrusteesReference Committee: GovernanceTotal Net Financial Implication: None Net Dues Impact: _____Amount One-time _____ Amount On-going _____ FTE 0ADA Strategic Plan Goal: Members (Required)

1 **AMENDMENT OF THE ADA BYLAWS REGARDING FINANCIAL RESPONSIBILITY OF THE BOARD OF**
2 **TRUSTEES AND HOUSE OF DELEGATES**

3 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
4 to oversee a comprehensive study of the Association's governance. After careful deliberation, the Committee
5 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
6 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
7 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
8 suggestions received from the Consultants was the following:

9 Westman Suggestion #49. Delegate more fiduciary responsibilities to the Board of Trustees, such as
10 approving the budget.

11 The Board agrees with this suggestion, as it is in line with current best practices among non-profit entities.
12 Our Consultant "strongly believes that this represents 'best practices' in Association governance" and notes
13 that among benchmark associations the board has authority to approve the budget in more than 80% of the
14 organization (Westman Report, appendix 1, page 35).

15 Development and approval of a budget is a management function best performed by a smaller body than the
16 House of Delegates. While the Board applauds the efforts of delegates to take on the task of budget
17 approval, the size of the House and the lack of involvement by the full House in the early stages of budget
18 development make it impossible for all delegates to have a full understanding of the budget for an
19 organization the size of the Association. This creates risk for the Association, by not placing those with the
20 most complete knowledge—the Board—in a position to approve a final budget.

21 The Board's recommendation would allow the entire budget process to be shifted closer to the end of the
22 preceding year, instead of commencing in March of the preceding year. By doing so, another risk to the
23 Association will be better controlled by reducing the lag time in the current budget process. Moving the
24 process until later in the year minimizes the risks of projection errors in the budget.

25 The Board is aware that the House may be reluctant to step away from this authority, but the Board believes
26 that it is in the best interest of the Association as a whole. Moreover, under the Board's proposal, the House
27 would retain the right to set the level of dues. Therefore, while the Board would establish a budget going into
28 the House meeting, final approval of a budget by the Board of Trustees would await the close of the House
29 and a decision on dues. If the House chose to set the dues at a level below that recommended by the Board,
30 the Board would then revise its budget by managing to meet the revenue level associated with the dues as
31 approved by the House of Delegates. In addition, if the House proposes a program with a financial
32 consequence, the Board would consider such a request after the close of the House but before final approval
33 of the budget. This too mitigates a risk by allowing the Board to fully consider new programs against existing
34 programs and revenue and to make any adjustments that may be necessary in the budget. Of course, the

1 Board would report to the House on all action taken by it in response to proposals from the House. In the
2 Board's view, this reflects the appropriate roles of the House and the Board. Accordingly, the Board proposes
3 the following resolutions:

4 **Resolution**

5 **97. Resolved**, that CHAPTER V. HOUSE OF DELEGATES, *Section 50. DUTIES* of the ADA *Bylaws* be
6 amended as follows (additions underscored, deletions ~~stricken through~~):

7 *Section 50. DUTIES*: It shall be the duty of the House of Delegates to:

8 A. Elect the elective officers.

9 B. Elect the members of the Board of Trustees.

10 C. Elect the members of the councils and commissions except as otherwise provided by these
11 *Bylaws*.

12 D. Receive and act upon reports of the committees of the House of Delegates.

13 E. ~~Adopt an annual budget and~~ Establish the dues of active members for the following year.

14 F. Serve as the court of appeal from decisions of the Council on Ethics, Bylaws and Judicial Affairs
15 involving disputes arising between constituent societies or between constituent and component
16 societies, and as provided in Chapter XIII of these *Bylaws*.

17 and be it further

18 **Resolved**, that CHAPTER V. HOUSE OF DELEGATES, *Section 130. RULES OF ORDER*, Subsection A.
19 *STANDING RULES AND REPORTS*, paragraph c. *APPROVAL OF THE ANNUAL BUDGET* of the ADA
20 *Bylaws* be deleted in its entirety as follows (deletions ~~stricken through~~):

21 A. *STANDING RULES AND REPORTS*.

22 a. *REPORTS*. All reports of elective officers, councils and committees, except supplemental
23 reports, shall be sent to each delegate and alternate delegate at least fourteen (14) days in
24 advance of the opening of the annual session. All supplemental reports shall be distributed to
25 each delegate before such report is considered by the House of Delegates.

26 b. *APPROPRIATION OF FUNDS*. Any resolution proposing an appropriation of funds, shall be
27 referred to the Board of Trustees for a report at the same session on the availability of funds for
28 the purpose specified.

29 ~~c. *APPROVAL OF ANNUAL BUDGET*. The proposed annual budget shall be submitted by the~~
30 ~~Board of Trustees to the members of the House of Delegates at least thirty (30) days prior to the~~
31 ~~opening meeting of the annual session, shall be referred to a special reference committee on~~
32 ~~budget for hearings at the annual session and then shall be considered for approval as a special~~
33 ~~order of business at the second meeting of the House of Delegates. In the event the budget as~~
34 ~~submitted is not approved, all recommendations for changes shall be referred to the Board of~~
35 ~~Trustees to prepare and present a revised budget. This procedure shall be repeated until a~~
36 ~~budget for the ensuing fiscal year shall be adopted.~~

37 and be it further

38 **Resolved**, that the remaining paragraphs d. through f. of CHAPTER V. HOUSE OF DELEGATES,
39 *Section 130. RULES OF ORDER*, Subsection A. *STANDING RULES AND REPORTS*, be re-lettered as
40 paragraphs c. through e., respectively.

41 and be it further

1 **Resolved**, that CHAPTER VII. BOARD OF TRUSTEES, *Section 100. DUTIES*, Subsection F. of the ADA
2 *Bylaws* be amended as shown below (additions underscored, deletions ~~stricken through~~):

3 F. Develop, prepare and adopt a budget for carrying on the activities of the Association for each
4 ensuing fiscal year, and present for action by each House of Delegates a resolution setting forth the
5 proposed dues of active members for the following year. Notice of such a resolution shall be sent
6 by a certifiable method of delivery to each constituent society not less than ninety (90) days before
7 such session to permit prompt, adequate notice by each constituent society to its delegates and
8 alternate delegates to the House of Delegates of this Association, and shall be announced to the
9 general membership in an official publication of the Association at least sixty (60) days in advance
10 of the annual session.

11 and be it further

12 **Resolved**, that the section entitled "Consideration of Budget" contained in the *Rules of the House of*
13 *Delegates* be deleted in its entirety.

14 **~~Consideration of Budget~~**

15 ~~The proposed annual budget shall be submitted to the members of the House of Delegates at least~~
16 ~~30 days prior to the opening meeting of the annual session. In the event the proposed budget as~~
17 ~~submitted is not approved, all recommendations for changes adopted by the House of Delegates~~
18 ~~shall be referred to the Board of Trustees to prepare and present a revised, proposed budget.~~

19 ~~Recommendations for changes shall be made in the form of fully debatable motions which shall be~~
20 ~~individually considered and acted upon by the House of Delegates. To be in order, the proper wording~~
21 ~~for such a motion must be:~~

22
23 "I move that the proposed budget be returned to the Board of Trustees for revision with the
24 recommendation that..."

25 ~~If any recommendations for changes in the proposed budget receive House approval, they shall be~~
26 ~~identified as House Budget Recommendation 1, House Budget Recommendation 2, etc.~~

27
28 ~~House approval of any recommendations for changes automatically returns the proposed budget to~~
29 ~~the Board of Trustees for revision and subsequent resubmission to the House of Delegates for~~
30 ~~approval or further recommendations for modification. This procedure will be repeated until a~~
31 ~~preliminary budget for the ensuing fiscal year is adopted.~~

32
33 ~~This preliminary budget includes all items that the Board of Trustees and House of Delegates have~~
34 ~~approved, but it remains a preliminary budget since it does not incorporate any programs that may~~
35 ~~subsequently be adopted by the House at this session which require additional funding. The final~~
36 ~~budget is established and adopted by the House of Delegates through its approval of the preliminary~~
37 ~~budget plus the changes made as a result of actions by the House of Delegates. The Board of~~
38 ~~Trustees will present this final budget, which will include the preliminary budget plus any additions~~
39 ~~made as a result of action by the House of Delegates, to the House at the last meeting of the annual~~
40 ~~session.~~

41

42

43

44

1 **BOARD RECOMMENDATION: Vote Yes to Transmit.**

2 **Board Vote: Resolution 97**

BLANTON	Yes	GOUNARDES	Yes	NORMAN	No	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	No	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	No	WEBER	No
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	No	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

3

File 11 Resolution 97

Resolution No. 97S-1 Substitute

Report: N/A Date Submitted: October 2012

Submitted By: Sixteenth Trustee District

Reference Committee: Governance

Total Net Financial Implication: \$18,000 Net Dues Impact: \$0.17

Amount One-time _____ Amount On-going _____ FTE .25

ADA Strategic Plan Goal: Members (Required)

1 **SUBSTITUTE FOR RESOLUTION 97: AMENDMENT OF THE ADA BYLAWS REGARDING FINANCIAL**
2 **RESPONSIBILITY OF THE BOARD OF TRUSTEES AND HOUSE OF DELEGATES**

3 The following substitute for Resolution 97 (Worksheet:7037) was adopted by the Sixteenth Trustee District
4 and transmitted on October 1, 2012, by Mr. Phil Lathem, executive director, South Carolina Dental
5 Association.

6 **Background:** Due to our complex governance structure as well as the preservation of the HOD constitutional
7 role as the supreme authoritative body it would be prudent to create an ad hoc committee to study Resolution
8 97 as well as any other options that may come forward. Simply put; the debating and voting on the ADA
9 budget is THE one way the House has unequivocal authority to control the direction of the Association. Once
10 given up, this authority would be very difficult to return. Regardless of the House's final decision relating to
11 Resolution 97, this profound and fundamental change warrants further study.

12 The House recognizes the Board's Resolution 97, supported by the well-studied recommendation of
13 Westman and Associates, as a thoughtful, well based suggestion to stimulate a healthy conversation with the
14 House. Indeed, a proposal that attempts to reduce the risks of the Association by shifting the budget process
15 closer to the end of the preceding year, creates a smaller group to approve the budget, and places those who
16 have the most complete knowledge in a position to approve the budget is to be applauded.

17 Therefore the Board's Resolution 97 requires the House to examine the Association's need for a well-
18 managed budget process overlaying a complex governance structure, new potential changes in governance
19 the House may enact, appropriate checks and balances in constitutional authority, and the most effective way
20 the House acts as the supreme authoritative body. The budgetary implication includes two face to face
21 meetings, conference calls and staff support.

22 Accordingly, the following substitute resolution is put forward:

23 **Resolution**

24 **97S-1. Resolved**, that an ad hoc committee of the House of Delegates be established to study the
25 approval authority for the ADA budget, and be it further

26 **Resolved**, that the ad hoc committee be comprised of the Treasurer, an ADA Trustee, and five members
27 of the House of Delegates, with demonstrated skills in ADA strategic planning and/or budget process,
28 who shall be appointed by the ADA President, and be it further

29 **Resolved**, that the committee be charged with the following:
30

- 1 a. Thorough review of the work of Westman and Associates and the Board of Trustees
- 2 relating to the ADA budget approval process,
- 3 b. Identification and determination of alternatives (including the committee's own) in the
- 4 context of the responsibility of the respective governing bodies' constitutional rights and
- 5 the role of each relating to the ADA budget approval process and ADA Strategic Plan,
- 6 c. Development of recommendations addressing the ADA budget approval authority and
- 7 strategic planning for report to the 2013 House of Delegates.

8 **BOARD RECOMMENDATION: Received after this section had been reproduced for House**
9 **distribution.**

10

Resolution No. 98 New

Report: Board Report 3 Date Submitted: July 2012

Submitted By: Board of Trustees

Reference Committee: Governance

Total Net Financial Implication: None Net Dues Impact: _____

Amount One-time _____ Amount On-going _____ FTE 0

ADA Strategic Plan Goal: Members (Required)

1 **AMENDMENT OF THE ADA BYLAWS REGARDING APPROVAL OF ANNUAL BUDGET**

2 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
 3 to oversee a comprehensive study of the Association’s governance. After careful deliberation, the Committee
 4 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
 5 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
 6 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
 7 suggestions received from the Consultants was the following:

8 Westman Suggestion #61. Require that the House of Delegates passes a balanced budget each year.

9 The Board is proposing that authority to develop and approve the budget be moved to the Board and, if that
 10 proposal is adopted, this suggestion is moot. The Board does note that if budget authority is not placed with
 11 the Board, the Board would support this suggestion as comports with the House’s fiduciary duty to the
 12 Association.

13 As a contingency, the Board is proposing the following resolution. If the House approves the move of budget
 14 authority to the Board, the Board believes that the following resolution would be moot:

15 **Resolution**

16 **98. Resolved,** that CHAPTER V. HOUSE OF DELEGATES, *Section 50. DUTIES* be amended as follows
 17 (additions underscored, deletions ~~stricken through~~):

18 *Section 50. DUTIES:* It shall be the duty of the House of Delegates to:

19 A. Elect the elective officers.

20 B. Elect the members of the Board of Trustees.

21 C. Elect the members of the councils and commissions except as otherwise provided by these
 22 *Bylaws*.

23 D. Receive and act upon reports of the committees of the House of Delegates.

24 E. Adopt an annual balanced or surplus budget and establish the dues of active members for the
 25 following year.

26 F. Serve as the court of appeal from decisions of the Council on Ethics, Bylaws and Judicial Affairs
 27 involving disputes arising between constituent societies or between constituent and component
 28 societies, and as provided in Chapter XIII of these *Bylaws*.

29 and be it further

1 **Resolved**, that CHAPTER V. HOUSE OF DELEGATES, *Section 130*. RULES OF ORDER, Subsection A.
 2 STANDING RULES AND REPORTS Subsection c. APPROVAL OF ANNUAL BUDGET, shall be
 3 amended as follows (additions underlined, deletions ~~stricken through~~):

4 c. APPROVAL OF ANNUAL BUDGET. ~~The A~~ proposed balanced or surplus annual budget shall be
 5 submitted by the Board of Trustees to the members of the House of Delegates at least thirty (30)
 6 days prior to the opening meeting of the annual session, shall be referred to a special reference
 7 committee on budget for hearings at the annual session and then shall be considered for approval as
 8 a special order of business at the second meeting of the House of Delegates. In the event the
 9 balanced or surplus budget as submitted is not approved, all recommendations for changes shall be
 10 referred to the Board of Trustees to prepare and present a revised balanced or surplus budget. This
 11 procedure shall be repeated until a balanced or surplus budget for the ensuing fiscal year shall be
 12 adopted.

13 **BOARD RECOMMENDATION: Vote Yes.**

14 **Board Vote: Resolution 98**

BLANTON	Yes	GOUNARDES	No	NORMAN	No	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	Yes	RICH	Yes	VIGNA	No
ENGEL	Yes	ISRAELSON	No	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	No	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	No

Resolution No. 98S-1 Substitute

Report: Board Report 3 Date Submitted: September 2012

Submitted By: Fourteenth Trustee District

Reference Committee: Governance

Total Net Financial Implication: None Net Dues Impact: _____

Amount One-time _____ Amount On-going _____ FTE 0

ADA Strategic Plan Goal: Members (Required)

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RESOLUTION 98S-1

The following substitute for Resolution 98 (Worksheet: 7040) was adopted by the Fourteenth Trustee District and transmitted on September 14, 2013 by Dr. Thomas Schripsema, Chair, Resolutions Committee.

Background: Resolution 98 as submitted does not define what a balanced budget is. Clearly the intent of this resolution is to give the House of Delegates the responsibility to make sure that revenues, including dues, must exceed expenditures. This substitute presents a definition of a balanced budget that establishes that understanding and includes the concept of a surplus in the definition. It also makes clear that actions by the House that have a financial impact, including the establishment of dues levels, must be taken into account when determining that a balanced budget has been achieved.

Resolution

98S-1. Resolved, that CHAPTER V. HOUSE OF DELEGATES, *Section 50. DUTIES of the ADA Bylaws* be amended as follows (additions underscored, deletions ~~stricken through~~):

Section 50. DUTIES: It shall be the duty of the House of Delegates to:

- A. Elect the elective officers.
- B. Elect the members of the Board of Trustees.
- C. Elect the members of the councils and commissions except as otherwise provided by these *Bylaws*.
- D. Receive and act upon reports of the committees of the House of Delegates.
- E. Adopt an balanced annual budget and establish the dues of active members for the following year.
- F. Serve as the court of appeal from decisions of the Council on Ethics, Bylaws and Judicial Affairs involving disputes arising between constituent societies or between constituent and component societies, and as provided in Chapter XIII of these *Bylaws*.

and be it further

Resolved, that CHAPTER V. HOUSE OF DELEGATES, *Section 130. RULES OF ORDER, Subsection A. STANDING RULES AND REPORTS Subsection c. APPROVAL OF ANNUAL BUDGET of the ADA Bylaws* shall be amended as follows (additions underscored, deletions ~~stricken through~~):

- c. APPROVAL OF BALANCED ANNUAL BUDGET. ~~The A~~ proposed annual budget shall be submitted by the Board of Trustees to the members of the House of Delegates at least thirty (30) days prior to the opening meeting of the annual session along with a proposed level of dues sufficient to balance the budget. ~~It~~ shall be referred to a special reference committee on budget for hearings at

1 the annual session and then shall be considered for approval as a special order of business at the
 2 second meeting of the House of Delegates. A budget shall be considered balanced when total
 3 revenues are equal to or greater than total expenditures, which must include net operating capital
 4 spending, and therefore will result in a net zero or surplus result from operations for the year being
 5 considered. In the event the budget as submitted is not approved or actions by the House of
 6 Delegates, including establishment of the level of dues, result in a budget which is not balanced, all
 7 recommendations for changes shall be referred to the Board of Trustees to prepare and present a
 8 revised budget. This procedure shall be repeated until a balanced budget for the ensuing fiscal year
 9 shall be adopted. The approval of the budget shall be the last item of business at each annual
 10 session.

11 and be it further

12 Resolved, that CHAPTER V. HOUSE OF DELEGATES, Section 130. RULES OF ORDER, Subsection A.
 13 STANDING RULES AND REPORTS, Subsection d. APPROVAL OF THE DUES OF ACTIVE MEMBERS
 14 of the ADA *Bylaws* shall be amended as follows (additions underscored, deletions stricken through):

15 d. APPROVAL OF THE DUES OF ACTIVE MEMBERS. The dues of active members of this
 16 Association shall be established by the House of Delegates ~~as the last item of business at each~~
 17 annual session immediately preceding the approval of the annual budget. The resolution to establish
 18 the dues of active members for the following year shall be proposed at each annual session by the
 19 Board of Trustees in conformity with Chapter VII, Section 100F of these Bylaws, may be amended to
 20 any amount and/or reconsidered by the House of Delegates until a resolution establishing the dues of
 21 active members is adopted by a sixty percent (60%) affirmative vote of the delegates present and
 22 voting.

23 and be it further

24 **Resolved**, that the Rules of the House of Delegates, section entitled ‘Dues of Active Members’, first
 25 sentence, be amended as follows (additions underscored, deletions stricken through):

26 The dues of active members are established by the House of Delegates ~~as the last item of business~~
 27 at each annual session immediately preceding the approval of the annual budget, which is the last
 28 item of business.

29 **BOARD COMMENT:** The Board supports this substitute but wishes to inform the House that the definition of
 30 a balanced budget contained in it may be revisited next year based on a planned study by the Board’s Budget
 31 and Finance Committee. The study will address the way in which capital accounts, including depreciation,
 32 are reported in the Association’s financial reports, to determine whether there is a better way to report the
 33 financial position of the Association.

34 **BOARD RECOMMENDATION: Vote Yes on the Substitute.**

35 **Board Vote: Resolution 98S-1**

BLANTON	Yes	GOUNARDES	No	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	Yes	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 99 NewReport: Board Report 3 Date Submitted: July 2012Submitted By: Board of TrusteesReference Committee: GovernanceTotal Net Financial Implication: None Net Dues Impact: _____Amount One-time _____ Amount On-going _____ FTE 0ADA Strategic Plan Goal: Members (Required)

1 **AMENDMENT OF THE ADA BYLAWS REGARDING NOTICE FOR DUES, SPECIAL ASSESSMENTS AND**
2 **PROCEDURE FOR CHANGING THE DUES OF ACTIVE MEMBERS**

3 **Background:** In response to Resolution 38H-2011, the Board of Trustees directed its Governance Committee
4 to oversee a comprehensive study of the Association's governance. After careful deliberation, the Committee
5 selected Westman and Associates (the Consultant) to provide suggested revisions to the governance of the
6 ADA. Based on months of data collection and collaboration with the Committee, the Consultant provided a
7 report to the Board of Trustees setting forth 80 suggestions for change in ADA governance. Among the
8 suggestions received from the Consultants was the following:

9 Westman Suggestion #65. Change the ADA *Bylaws* to enable a 30-day notice to members of a dues
10 increase.

11 The Board agrees with this suggestion and believes it will bring better order to the current budgeting process.
12 Currently, the Board is at times forced to propose a specific dues increase in the absence of a final proposed
13 budget. A 30 day period would eliminate that issue. Moreover, the Board notes that the existing 90 day
14 requirement appears to be premised on the use of certified mail, a practice which no longer seems to be
15 necessary. Accordingly, in addition to a change in the time period, the Board is proposing a change in the
16 required manner of communication. The Board also proposes to carry over the modifications in the time
17 period to the requirement of notice to the general membership. Finally, to be consistent, the Board is
18 recommending a parallel change to the *Bylaws* provisions governing notice in the procedure for changing the
19 dues of active members and in proposing special assessments. Accordingly, the Board proposes the
20 following resolution:

21 **Resolution**

22 **99. Resolved,** that CHAPTER VII. BOARD OF TRUSTEES, *Section 100. DUTIES*, Subsection F. of the
23 ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken through~~):

24 F. Prepare a budget for carrying on the activities of the Association for each ensuing fiscal year, and
25 present for action by each House of Delegates a resolution setting forth the proposed dues of active
26 members for the following year. Notice of such a resolution shall be sent electronically by a certifiable
27 ~~method of delivery~~ to each constituent society and posted on ADA Connect or its equivalent for the
28 House of Delegates not less than ~~ninety (90)~~ thirty (30) days before such session to permit prompt,
29 adequate notice by each constituent society to its delegates and alternate delegates to the House of
30 Delegates of this Association, and shall be announced to the general membership in an official
31 publication of the Association at least ~~sixty (60)~~ fifteen (15) days in advance of the annual session.

32 and be it further

1 **Resolved**, that CHAPTER XVIII. FINANCES, *Section 40. SPECIAL ASSESSMENTS* of the ADA *Bylaws*
2 be amended as follows:

3 *Section 40. SPECIAL ASSESSMENTS*: In addition to the payment of dues required in Chapter I,
4 Section 20 of these *Bylaws*, a special assessment may be levied by the House of Delegates upon
5 active, active life, retired and associate members of this Association as provided in Chapter I, Section
6 20 of these *Bylaws*, for the purpose of funding a specific project of limited duration. Such an
7 assessment may be levied at any annual or special session of the House of Delegates by a two-thirds
8 (2/3) affirmative vote of the delegates present and voting, provided notice of the proposed
9 assessment has been presented ~~in writing~~ at least ~~ninety (90) thirty (30)~~ days prior to the first day of
10 the session of the House of Delegates at which it is to be considered. Notice of such a resolution shall
11 be sent ~~by a certifiable method of delivery electronically~~ to each constituent society and posted on
12 ADA Connect or its equivalent for the House of Delegates not less than ~~ninety (90) thirty (30)~~ days
13 before such session to permit prompt, adequate notice by each constituent society to its delegates
14 and alternate delegates to the House of Delegates of this Association, and shall be announced to the
15 general membership in an official publication of this Association at least ~~sixty (60) fifteen (15)~~ days in
16 advance of the session. The specific project to be funded by the proposed assessment, the time
17 frame of the project, and the amount and duration of the proposed assessment shall be clearly
18 presented in giving notice to the members of this Association. Revenue from a special assessment
19 and any earnings thereon shall be deposited in a separate fund as provided in Chapter XVII, Section
20 30 of these *Bylaws*. The House of Delegates may amend the main motion to levy a special
21 assessment only if the amendment is germane and adopted by a two-thirds (2/3) affirmative vote of
22 the delegates present and voting. The House of Delegates may consider only one (1) specific project
23 to be funded by a proposed assessment at a time. However, if properly adopted by the House of
24 Delegates, two (2) or more special assessments may be in force at the same time. Any resolution to
25 levy a special assessment that does not meet the notice requirements set forth in the previous
26 paragraph also may be adopted by a unanimous vote of the House of Delegates, provided the
27 resolution has been presented in writing at a previous meeting of the same session

28 and be it further

29 **Resolved**, that CHAPTER XXII. AMENDMENTS, *Section 20. AMENDMENT AFFECTING THE*
30 *PROCEDURE FOR CHANGING THE DUES OF ACTIVE MEMBERS* be amended as follows (additions
31 underscored, deletions ~~stricken through~~):

32 *Section 20. AMENDMENT AFFECTING THE PROCEDURE FOR CHANGING THE DUES OF*
33 *ACTIVE MEMBERS*: An amendment of these *Bylaws* affecting the procedure for changing the dues
34 of active members may be adopted only if the proposed amendment has been presented in writing at
35 least ~~ninety (90) thirty (30)~~ days prior to the first day of the session of the House of Delegates at
36 which it is to be considered. Notice of such a resolution shall be sent ~~electronically by a certifiable~~
37 ~~method of delivery~~ to each constituent society not less than ~~ninety (90) thirty (30)~~ days before such
38 session to permit prompt, adequate notice by each constituent society to its delegates and alternate
39 delegates to the House of Delegates of this Association, and shall be announced to the general
40 membership in an official publication of the Association at least ~~sixty (60) fifteen (15)~~ days in advance
41 of the annual session.

42 Amendments affecting the procedure for changing the dues of active members may also be adopted
43 by a unanimous vote provided that the proposed amendment has been presented in writing at a
44 previous meeting of the same session.

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1 **BOARD RECOMMENDATION: Vote Yes.**

2 **Board Vote: Resolution 99**

BLANTON	Absent	GOUNARDES	Yes	NORMAN	Yes	SUMMERHAYS	Yes
DOW	Yes	HAGENBRUCH	Yes	RICH	Yes	VIGNA	Yes
ENGEL	Yes	ISRAELSON	Yes	ROBERTS	Yes	WEBER	Yes
FAIELLA	Yes	KIESLING	Yes	SEAGO	Yes	VERSMAN	Yes
FEINBERG	Yes	LOW	Yes	STEFFEL	Yes	YONEMOTO	Yes

3

File 13 Resolution 99

Resolution No. 100 NewReport: Supplement to Board Report 3 Date Submitted: July 2012Submitted By: Board of TrusteesReference Committee: GovernanceTotal Net Financial Implication: None Net Dues Impact: _____Amount One-time _____ Amount On-going _____ FTE 0ADA Strategic Plan Goal: Members (Required)

1 **SUPPLEMENT TO REPORT 3 OF THE BOARD OF TRUSTEES TO THE HOUSE OF DELEGATES:**
2 **DELEGATE ALLOCATION AND SIZE OF THE HOUSE OF DELEGATES**

3 **Background:** In 2011, the House of Delegates considered a Board-proposed reallocation of delegates
4 (Resolution 30B) but voted for Resolution 38H (Governance Study) in lieu of that proposal and a number of
5 other resolutions relating to delegate allocation. Accordingly, the Governance Study included within its scope
6 the size of the House of Delegates and the allocation of delegates. That study is now complete and the
7 subject of a separate report to the House. This report addresses that portion of the Governance Study
8 relating to the size of the House and delegate allocation.

9 Two suggestions (#11 and 12) from the Westman & Associates Governance Report were to reduce the
10 number of delegates by 50% and to cease the current practice of first assigning delegates to districts and
11 secondarily to constituent societies. After careful consideration and extensive input from interested parties,
12 including House members, the Board concludes that it is not necessary to reduce the size of the House,
13 although a revised allocation calculation is needed.

14 **Proposed Size of the House:** The Board has determined that a reduced size of the House will have no
15 substantive financial impact on the Association. Most costs associated with convening an annual session of
16 the House are fixed and will not be reduced as a result of a reduction in numbers of delegates. (A significantly
17 smaller House might open to the Association a greater selection of ballroom space in some cities and it is
18 possible this could result in some savings, but the Board concluded this was highly speculative and not even
19 a possibility for some locations.) The Board is aware, however, that significant savings from a reduced House
20 size would accrue to constituent societies. Nevertheless, constituent societies are free now to reduce the
21 number of alternate delegates which would achieve a measure of cost savings. Moreover, the Board
22 recognizes that many constituent societies rely upon available delegate seats to bring new leaders into an
23 active role in organized dentistry. This opportunity would be lessened if the size of the House were reduced.

24 Accordingly, the Board is proposing retaining the size of the House at approximately its current level, with a
25 minimum guaranteed representation of two seats per state and one per territory and federal service. The
26 proposed allocation method advanced by the Board, discussed in detail below, involves a "soft target" for
27 House size of 475 delegates; with the actual size varying by approximately 5%. However, unlike the present
28 delegate allocation system used, the House would not continue to grow with each reallocation. Rather, each
29 reallocation would be determined using the soft target of 475 delegates and the size of the House reset based
30 on that target.

31 **Other Potential Allocations:** Although the Board is proposing one particular allocation method, several
32 others were considered and each has its merits. In order to allow the House to fully consider its options, the
33 Board is including in the appendices to this report charts summarizing the delegate allocations that would
34 result using these other alternatives. Each of the alternatives is calculated using the same method outlined
35 below, but vary based on the delegate target used in the calculation and the number of minimum delegates

1 that are allocated to constituencies whose membership is too small to achieve a delegate allocation over the
2 minimum assigned to it.

3 As noted above, the Board's proposal (Appendix A) is premised on a soft target of 475 delegates, resulting in
4 an actual delegate count of 483, and a guaranteed minimum representation of two delegates per state and
5 one per territory and federal service. In both the Board's proposal and the other alternatives presented, for all
6 constituents and federal dental services, the delegate allocation may exceed the minimum delegate number
7 used in the plan if warranted by the organization's membership. The appendices include:

8 • Appendix C: an actual allocation of 317 delegates (with guaranteed minimum delegates of two per
9 state and one per territory or federal service);

10 • Appendix D: an actual allocation of 484 delegates (with guaranteed minimum delegates of two per
11 state and federal service and a one per territory); and

12 • Appendix E: an actual allocation of 304 delegates (with guaranteed minimum delegates of one per
13 state, territory and federal service).

14 **Allocation Method:** Under the current delegate allocation method, delegates were first assigned to an
15 appropriate trustee district and then to constituent societies within that district. In other words, a district was
16 assigned a set number of delegate seats, which were then divided among the constituents in that district.
17 While this minimized allocation discrepancies among districts, it created disparities and inequities between
18 constituent societies. The governance consultant suggested assigning delegates by constituent society and
19 the Board agrees this allows for a more equitable allocation of delegates.

20 Because delegates are not allocated solely proportionally based on share of total membership (the
21 Association assigns minimum delegate representation to some constituent societies), some discrepancies will
22 exist; they are unavoidable. The issue is where the discrepancies should reside, from district to district or
23 from state to state. Due to the tripartite structure, it is the constituent society, rather than the district, which is
24 the more fundamental unit of our governance. For this reason, the Board agrees with the suggestion of the
25 governance consultant and is proposing a delegate allocation which does not assign delegates first to districts
26 and secondarily to constituent societies.

27 As is explained in greater detail below and as is shown in the appendices, the proposed allocation method
28 passes the fairness test with respect to constituent societies. The charts showing the results of the Board's
29 proposed allocation method (Appendix A), however, does reveal some unequal allocation of delegates among
30 districts. In particular, districts comprised of a larger number of smaller constituent societies (which benefit
31 from the minimum delegate allocation) tend to have more delegates than their share of membership alone
32 might support.

33 The primary goal of the proposed allocation of the ADA house delegates is fairness in allocation. A second
34 goal is to assure minimum representation for state societies. Ultimately, the "fairest" allocation would be
35 strictly proportional based on the constituent's percentage of total membership. This is the measure against
36 which any allocation must be measured. The prior practice of allocating delegates first to districts and
37 secondarily to states significantly complicated the allocation method and moved the House away from ideal
38 allocations. Likewise, assigning a minimum number of delegates to constituent societies regardless of share
39 of total members also moves any allocation away from the ideal allocation. Nevertheless, the Board believes
40 that a minimum number of delegates must be assigned to constituent societies. Otherwise it is possible, for
41 example, that members of some state or territorial societies would have no representation in the House of
42 Delegates. However, the Board also recognizes the countervailing principle that the more generous the
43 minimum number of delegates allowed, the fewer the delegates that can be allocated by percent of
44 membership and that, as minimum delegate allocation numbers are increased the fairness of the allocation
45 system is decreased. The federal dental services and the territorial constituencies of the Virgin Islands and
46 Puerto Rico are guaranteed at least one delegate under the Board's proposal. In fact, in the Board's proposal,

1 as illustrated in Appendix A, based on the Association's membership data used in the allocation calculations,
2 four of the federal dental services would have two delegates. The remaining federal service and the
3 territories would have one delegate each. The Board believes that its proposal strikes the right balance
4 between the competing principles involved in the delegate allocation process.

5 In addition, there are techniques that can reduce the impact or correct for the loss of fairness that occurs with
6 the use of minimum numbers of delegates.

7 • The first technique is to allocate the minimum number of delegates only when it is called for. This
8 reduces the number of delegates that are allocated to meeting minimums and maximizes the number
9 remaining that can be allocated by percent of total membership.

10 • Another technique is to recompute the percent of total membership after using delegate minimums
11 and allocating delegates by the resulting revised calculation of percentage of membership. Basically,
12 recomputing the percent of total membership prevents those members in constituencies that received
13 minimums from being double counted, thereby unduly influencing the allocation of the remaining
14 delegates.

15 • The last technique is delegate replacement. In replacement those constituents that lose delegates
16 (below what would result under the "fairest" allocation based on strict proportionality) due to the use
17 of minimum allocation have those delegates replaced until they meet the number that is called for by
18 their percentage of total membership under the target number of delegates called for. Replacement
19 of delegates insures that no constituent loses delegate representation below that needed to assure a
20 fair allocation based on the percentage of total membership.

21 Use of these techniques allows the proposed allocation method to be fair while still assuring minimum
22 representation.

23 The allocation proposed by the Board meets the following goals:

24 • Each state constituent society (including The District of Columbia Dental Society) is assured a
25 minimum of two delegates; Puerto Rico, the Virgin Islands and each of the federal dental services are
26 assured a minimum of one delegate each.

27 • The Board's proposed delegate allocation is very close to the delegate allocation obtained by solely
28 using percent of total membership, indicating the fairness of the Board's proposal.

29 • Fairness in the delegate allocation obtained using the Board's proposal is demonstrated statistically.

30 • ASDA is given delegates without regard to size of membership. ASDA receives six delegates in the
31 Board's proposal and in the alternative allocation method when the target delegate number used is
32 475.

33 Fairness can be demonstrated statistically by using a calculated ratio. The ratio used is the percent of total
34 allocated delegates divided by the percent of total membership. The result of that calculation is called the
35 fairness ratio. This ratio is computed for each constituent. Each constituent's fairness ratio is used to assess if
36 the allocation method is fair for that constituent and the overall fairness ratio demonstrates the fairness of the
37 entire method. A fairness ratio of 1.00 one indicates equality between the delegate allocations obtained using
38 the allocation procedure used and an allocation based on proportionality alone. Fairness ratios below 1.00
39 indicate under-representation those greater than one indicate over-representation versus the strictly
40 proportional allocation. Under the Board's proposed option, no constituent society is underrepresented by a
41 whole delegate as compared to that constituent's allocation using the strictly proportional allocation method.
42 Some constituents "fairness ratios" are below 1.00, but not to the extent of the loss of a full delegate.

1 Below is a table that presents the number of delegates allocated and the average ratio using the Board's
2 proposed allocation method as well as the alternatives presented in this report.

3
4 Table 1: Comparison of HOD Delegate Statistics by Options and Benchmarks

Option/Benchmark	Number of Delegates (Excludes ASDA Delegates)	Average Fairness Ratio
Board Proposal: Two per State and One per Military/Territory (which may be exceeded) with 475 Delegate Target (Appendix A)	477	1.31
Comparison: 2010 HOD Allocation Benchmark (Appendix B)	468	1.41
Alternative 1: Minimum Two per State and One per Military/Territory (which may be exceeded) with 300 Delegate Target (Appendix C)	314	1.58
Alternative 2: Minimum Two per State and Military and One per Territory (which may be exceeded) with 475 Delegate Target (Appendix D)	478	1.33
Alternative 3: Minimum One per Constituent (which may be exceeded) with 300 Delegate Target (Appendix E)	301	1.42
Comparison Benchmark: Allocation based solely on Percent of Total Membership with 300 Delegate Target (Appendix F)	298	0.96

5 There are no statistically significant differences in the average fairness ratios when the Board proposal is
6 compared to the 2010 HOD Allocation, the Percent of Total Membership comparison benchmark, or any of
7 the alternatives set forth in the appendices to this report. However, the table illustrates that the Board's
8 proposal results in the closest fairness ratio to that obtained by a strictly proportional allocation of delegates.

9 **Appendices:** In order to provide the House with as much information as possible, the Board attaches the
10 following appendices to this report:

- 11 • Appendix A presents detailed tabulations of the delegate allocation for the Board proposal (one and
12 two delegate minimums and a 475 delegate target, resulting in 483 actual delegates).
- 13 • Appendix B presents comparable findings for the delegate allocation method used in 2010.
- 14 • Appendix C presents an alternative allocation method resulting in 317 delegates (using a 300
15 delegate target and minimum delegates set at two per state and one per territory or federal dental
16 service).
- 17 • Appendix D presents an alternative allocation method resulting in 484 delegates (using a 475
18 delegate target with guaranteed minimum delegates set at two per state and federal dental service
19 and a guaranteed minimum of one per territory).
- 20 • Appendix E presents an alternative allocation resulting in 304 delegates (with one guaranteed
21 delegate for each one per state, territory and federal dental service and using a 300 delegate target).

- 1 • Appendix F presents the tabulation of the comparison benchmark delegate allocation using solely the
2 percent of total membership to allocate delegates.
- 3 • Appendix G describes the Board's proposed delegate allocation method and provides the calculation
4 steps of the process in detail.

5 **Frequency of Reallocation:** The Board favors maintaining the current schedule of reallocation of delegates
6 every three years.

7 Accordingly, the Board proposes the following resolution:

8 **Resolution**

9 **100. Resolved**, that CHAPTER II CONSTITUENT SOCIETIES, *Section 100. PRIVILEGE OF*
10 *REPRESENTATION*, of the ADA *Bylaws* be amended as follows (additions underscoring, deletions ~~stricken~~
11 ~~through~~):

12 *Section 100. PRIVILEGE OF REPRESENTATION:*

13 Each state constituent society shall be entitled to a minimum of two (2) delegates in the House of
14 ~~Delegates, without regard to the number of members of the constituent. Each territorial constituent and~~
15 ~~each of the five (5) federal dental services except that one (1) delegate shall be allocated to the Virgin~~
16 ~~Islands Dental Association. The Air Force Dental Corps, the Army Dental Corps, the Navy Dental Corps,~~
17 ~~the Public Health Service and the Department of Veterans Affairs shall each be entitled to two (2) a~~
18 minimum of one (1) delegates, one of which shall be elected by the respective service, without regard to
19 the number of members. The American Student Dental Association shall be allocated six (6) delegates
20 irrespective of membership. The remaining number of delegates shall be allocated as provided in Chapter
21 V, Sections 10C and 10D.

22 ~~Each constituent society and each federal dental service may select from among its active, life and~~
23 ~~retired members the same number of alternate delegates as delegates and shall designate the alternate~~
24 ~~delegate who shall replace an absent delegate.~~

25 and be it further

26 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection A.
27 *VOTING MEMBERS* of the ADA *Bylaws* be amended as follows (additions underscoring, deletions ~~stricken~~
28 ~~through~~):

29 *Section 10. COMPOSITION.*

30 A. *VOTING MEMBERS.* The House of Delegates ~~shall be limited to four hundred sixty (460) voting~~
31 ~~members for the two years 2004 to 2005 inclusive. Thereafter, the number of voting members shall be~~
32 ~~determined by the methodologies set forth in Section 10C of this Chapter. It shall be composed of the~~
33 officially certified delegates of the state and territorial constituent dental societies and of the five (5)
34 federal dental services, who shall be active, life or retired members, ~~two (2) officially certified delegates~~
35 ~~from each of the five (5) federal dental services, who shall be active, life or retired members and five (5)~~
36 six (6) student members of the American Student Dental Association who are officially certified delegates
37 from the American Student Dental Association. Proxy voting is explicitly prohibited; however, an alternate
38 delegate may vote when substituted for a voting member in accordance with procedures established by
39 the Committee on Credentials, Rules and Order.

40 and be it further

1 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection C.
2 REPRESENTATIONAL REQUIREMENTS AND GOALS of the ADA *Bylaws* be amended as follows
3 (additions underscored, deletions ~~stricken through~~):

4 C. REPRESENTATIONAL REQUIREMENTS AND GOALS. Each state constituent society shall be
5 entitled to a minimum of two (2) delegates, ~~except that Each territorial constituent society and each of the~~
6 ~~five (5) federal dental services shall be entitled to a minimum of one (1) delegate shall be allocated to the~~
7 ~~Virgin Islands Dental Association. The American Student Dental Association shall be entitled to six (6)~~
8 ~~delegates. The Air Force Dental Corps, the Army Dental Corps, the Navy Dental Corps, the Public Health~~
9 ~~Service and the Department of Veteran Affairs shall each be entitled to two (2) delegates, one of which~~
10 ~~shall be elected by the respective service, without regard to the number of members.~~

11 The allocation of the remaining delegates shall be made with the goal of achieving as close to
12 proportional representation of active, life and retired members of the Association as possible given the
13 minimum representational requirements set forth in this Section. For the two years 2004-2005 inclusive,
14 the remaining number of delegates shall be allocated to the constituent societies, through their trustee
15 districts based on the representational goals that each trustee district's representation in the House of
16 Delegates shall vary by no more or less than 0.3% from its active, life or retired membership share in this
17 Association, based on the Association's December 31, 2002 membership records, and that no district or
18 constituent shall lose a delegate from its 2003 allocation. Thereafter, to allow for changes in the delegate
19 allocation due to membership fluctuations, the Board of Trustees shall use this variance method of district
20 delegate allocation (a variance of no more than 0.3% of its active, life and retired membership share in
21 the Association) at subsequent intervals of three (3) years, with the first such review occurring for the
22 2006 House of Delegates. Such reviews shall be based on the Association's year-end membership
23 records for the calendar year preceding the review period in question. No district shall lose a delegate
24 unless their membership numbers are at least one percent less than their membership numbers of the
25 prior three years. Any changes deemed necessary shall be presented to the House of Delegates in the
26 form of a Bylaws' amendment to Section 10D of this Chapter.

27 and be it further

28 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection D.
29 DELEGATE ALLOCATION of the ADA *Bylaws* be amended as follows (additions underscored, deletions
30 ~~stricken through~~):

31 D. DELEGATE ALLOCATION. Commencing in 2013, Based based on the representational requirements
32 and goals set forth in Section 10C, delegates shall be allocated according to the procedures set forth in
33 the Delegate Allocation Procedure which shall be published annually in the Manual of the House of
34 Delegates. Thereafter, to account for membership fluctuations, delegate allocations shall be reviewed
35 and delegates shall be reallocated triennially among the constituent dental societies and the five (5)
36 federal dental services in accordance with that same procedure. Delegate allocations shall be based on
37 the Association's year-end membership records for the calendar year preceding the review period in
38 question and shall be presented to the House of Delegates for approval via amendment to this section of
39 the Bylaws. Revisions to the Delegate Allocation Procedure shall be presented to the House of Delegates
40 and made upon a two-thirds affirmative vote of the delegates present and voting, are allocated as follows:

41 Delegate allocation for the years 2013 through 2015 is as follows:

42 DISTRICT 1
43 Connecticut State Dental Association, The, 7-8 delegates
44 Maine Dental Association, 3-2 delegates
45 Massachusetts Dental Society, 13-15 delegates
46 New Hampshire Dental Society, 3-2 delegates
47 Rhode Island Dental Association, 3-2 delegates

1 Vermont State Dental Society, 2 delegates
2 District Total: 31 delegates

3 DISTRICT 2
4 New York State Dental Association, ~~44~~38 delegates
5 District Total: ~~44~~38 delegates

6 DISTRICT 3
7 Pennsylvania Dental Association, ~~48~~17 delegates
8 District Total: ~~48~~17 delegates

9 DISTRICT 4
10 Air Force Dental Corps, 2 delegates
11 Army Dental Corps, 2 delegates
12 Delaware State Dental Society, 2 delegates
13 District of Columbia Dental Society, The, 2 delegates
14 Maryland State Dental Association, ~~7~~8 delegates
15 Navy Dental Corps, 2 delegates
16 New Jersey Dental Association, ~~42~~14 delegates
17 Public Health Service, ~~2~~1 delegates
18 Puerto Rico, Colegio de Cirujanos Dentistas de, ~~2~~1 delegates
19 Veterans Affairs, 2 delegates
20 Virgin Islands Dental Association, 1 delegate
21 District Total: ~~36~~37 delegates

22 DISTRICT 5
23 Alabama Dental Association, 5 delegates
24 Georgia Dental Association, 10 delegates
25 Mississippi Dental Association, The, 3 delegates
26 District Total: 18 delegates

27 DISTRICT 6
28 Kentucky Dental Association, ~~6~~5 delegates
29 Missouri Dental Association, 7 delegates
30 Tennessee Dental Association, 7 delegates
31 West Virginia Dental Association, ~~3~~2 delegates
32 District Total: ~~23~~21 delegates

33 DISTRICT 7
34 Indiana Dental Association, 9 delegates
35 Ohio Dental Association, ~~46~~17 delegates
36 District Total: ~~25~~26 delegates

37 DISTRICT 8
38 Illinois State Dental Society, ~~20~~21 delegates
39 District Total: ~~20~~21 delegates

40 DISTRICT 9
41 Michigan Dental Association, 17 delegates
42 Wisconsin Dental Association, 9 delegates
43 District Total: 26 delegates

44
45 DISTRICT 10
46 Iowa Dental Association, 5 delegates
47 Minnesota Dental Association, 9 delegates

- 1 Nebraska Dental Association, The, 3 delegates
- 2 North Dakota Dental Association, 2 delegates
- 3 South Dakota Dental Association, 2 delegates
- 4 District Total: 21 delegates

- 5 DISTRICT 11
- 6 Alaska Dental Society, 2 delegates
- 7 Idaho State Dental Association, 3 delegates
- 8 Montana Dental Association, 2 delegates
- 9 Oregon Dental Association, ~~6~~7 delegates
- 10 Washington State Dental Association, ~~14~~13 delegates
- 11 District Total: ~~24~~27 delegates

- 12 DISTRICT 12
- 13 Arkansas State Dental Association, ~~4~~3 delegates
- 14 Kansas Dental Association, 4 delegates
- 15 Louisiana Dental Association, The, 6 delegates
- 16 Oklahoma Dental Association, 5 delegates
- 17 District Total: ~~49~~18 delegates

- 18 DISTRICT 13
- 19 California Dental Association, ~~67~~69 delegates
- 20 District Total: ~~67~~69 delegates

- 21 DISTRICT 14
- 22 Arizona Dental Association, 7 delegates
- 23 Colorado Dental Association, ~~8~~10 delegates
- 24 Hawaii Dental Association, 3 delegates
- 25 Nevada Dental Association, 3 delegates
- 26 New Mexico Dental Association, ~~3~~2 delegates
- 27 Utah Dental Association, ~~4~~5 delegates
- 28 Wyoming Dental Association, 2 delegates
- 29 District Total: ~~30~~32 delegates

- 30 DISTRICT 15
- 31 Texas Dental Association, ~~23~~27 delegates
- 32 District Total: ~~23~~27 delegates

- 33 DISTRICT 16
- 34 North Carolina Dental Society, The, ~~40~~11 delegates
- 35 South Carolina Dental Association, ~~5~~6 delegates
- 36 Virginia Dental Association, ~~40~~11 delegates
- 37 District Total: ~~25~~28 delegates

- 38 DISTRICT 17
- 39 Florida Dental Association, ~~24~~20 delegates
- 40 District Total: ~~24~~20 delegates

- 41 AMERICAN STUDENT DENTAL ASSOCIATION, ~~5~~6 delegates

42 and be it further

43 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection F.
44 SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE

1 DELEGATES of the ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken~~
 2 ~~through~~):

3 F. SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE
 4 DELEGATES. The American Student Dental Association shall select its ~~five (5)~~ six (6) delegates from its
 5 even numbered regions in even numbered years, and the odd numbered regions in odd numbered years,
 6 with their alternate delegates selected from the opposite groups of regions.

7 and be it further

8 **Resolved**, that CHAPTER VII BOARD OF TRUSTEES, *Section 100. DUTIES*, Subsection N. of the ADA
 9 *Bylaws* be amended as follows (additions underscored):

10 Section 100. DUTIES: It shall be the duty of the Board of Trustees to:

11 N. Review the delegate allocations to the House of Delegates against the representational requirements
 12 and goals as provided in Chapter V, Section 10C, of these Bylaws.

13 **BOARD RECOMMENDATION: Vote Yes.**

14 **Board Vote: Resolution 100**

BLANTON	Yes	GOUNARDES	Yes	NORMAN	Yes	SUMMERHAYS	No
DOW	Yes	HAGENBRUCH	Yes	RICH	No	VIGNA	Yes
ENGEL	No	ISRAELSON	Yes	ROBERTS	Yes	WEBER	No
FAIELLA	Yes	KIESLING	Yes	SEAGO	No	VERSMAN	Yes
FEINBERG	No	LOW	No	STEFFEL	Yes	YONEMOTO	Yes

Resolution No. 100S-1 Substitute

Report: N/A Date Submitted: October 2012

Submitted By: Eleventh Trustee District

Reference Committee: Governance

Total Net Financial Implication: 0 Net Dues Impact: _____

Amount One-time _____ Amount On-going _____ FTE None

ADA Strategic Plan Goal: Members (Required)

1 **SUBSTITUTE FOR RESOLUTION 100: DELEGATE ALLOCATION AND SIZE OF THE HOUSE OF**
2 **DELEGATES**

3 The following substitute for Resolution 100 (Worksheet:7049) was adopted by the Eleventh Trustee District
4 and transmitted on October 18, 2012 by Cindy Fletcher, Eleventh District Caucus Coordinator.

5 **Background:** In 2011, the House of Delegates considered a Board-proposed reallocation of delegates
6 (Resolution 30B) but voted for Resolution 38H (Governance Study) in lieu of that proposal and a number of
7 other resolutions relating to delegate allocation. Accordingly, the Governance Study included within its scope
8 the size of the House of Delegates and the allocation of delegates. That study is now complete and the
9 subject of a separate report to the House. This report addresses that portion of the Governance Study
10 relating to the size of the House and delegate allocation.

11 Two suggestions (#11 and 12) from the Westman & Associates Governance Report were to reduce the
12 number of delegates by 50% and to cease the current practice of first assigning delegates to districts and
13 secondarily to constituent societies.

14 The Board of Trustees has outlined several options to downsize the House, which are included in the
15 appendices to Resolution 100. However, Resolution 100, with a target number of delegates which is
16 essentially the same as what we have now, does not provide for any significant downsizing of the House of
17 Delegates.

18 Therefore, we offer a substitute resolution that will significantly downsize the House to a 300 Delegate Target,
19 with a minimum of two (2) Delegates per state, and one (1) for each of the Federal Dental Services, and
20 Territories. ASDA would receive three (3) delegates. We have incorporated the exact allocation offered in
21 Alternative 1 as outlined in Appendix C to the original Resolution 100, and have modified the Delegate
22 Allocation Calculation Procedure as outlined in Appendix G. We agree with the allocation method proposed
23 by the Board in Resolution 100 and have retained it in our substitute resolution.

24 We believe that a smaller House will function more effectively, and that there may be some monetary savings
25 to the ADA. Meeting room size could be reduced, and there may be some savings by reducing the number of
26 support staff required.

27 There will be significant monetary savings to the state constituent societies and Federal Dental Services who
28 realize a reduction in the number of Delegates, and to ASDA.

29 Significantly downsizing the House may be the first step to consolidating and reducing the number of Trustee
30 Districts, and thereby reduce the number of Council and Committee members. These actions, if taken in the
31 future, would provide significant financial benefit to the Association, and are supported by the results of the
32 Governance Study.

1 Accordingly, the 11th District proposes the following resolution:

2 **Resolution**

3 **100S-1. Resolved**, that CHAPTER II CONSTITUENT SOCIETIES, *Section 100. PRIVILEGE OF*
4 *REPRESENTATION*, of the ADA *Bylaws* be amended as follows (additions underscored, deletions
5 ~~stricken through~~):

6 *Section 100. PRIVILEGE OF REPRESENTATION:*

7 Each state constituent society shall be entitled to a minimum of two (2) delegates in the House of
8 Delegates, without regard to the number of members of the constituent. Each territorial constituent and
9 each of the five (5) federal dental services except that one (1) delegate shall be allocated to the Virgin
10 Islands Dental Association. The Air Force Dental Corps, the Army Dental Corps, the Navy Dental
11 Corps, the Public Health Service and the Department of Veterans Affairs shall each be entitled to two
12 (2) a minimum of one (1) delegates, one of which shall be elected by the respective service, without
13 regard to the number of members. The American Student Dental Association shall be allocated three
14 (3) delegates irrespective of membership. The remaining number of delegates shall be allocated as
15 provided in Chapter V, Sections 10C and 10D.

16 ~~Each constituent society and each federal dental service may select from among its active, life and~~
17 ~~retired members the same number of alternate delegates as delegates and shall designate the~~
18 ~~alternate delegate who shall replace an absent delegate.~~

19 and be it further

20 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection A.
21 *VOTING MEMBERS* of the ADA *Bylaws* be amended as follows (additions underscored, deletions
22 ~~stricken through~~):

23 *Section 10. COMPOSITION.*

24 A. *VOTING MEMBERS.* The House of Delegates ~~shall be limited to four hundred sixty (460) voting~~
25 ~~members for the two years 2004 to 2005 inclusive. Thereafter, the number of voting members shall be~~
26 ~~determined by the methodologies set forth in Section 10C of this Chapter. It shall be composed of the~~
27 ~~officially certified delegates of the state and territorial constituent dental societies and of the five (5)~~
28 ~~federal dental services, who shall be active, life or retired members, two (2) officially certified delegates~~
29 ~~from each of the five (5) federal dental services, who shall be active, life or retired members and five (5)~~
30 three (3) student members of the American Student Dental Association who are officially certified
31 delegates from the American Student Dental Association. Proxy voting is explicitly prohibited; however,
32 an alternate delegate may vote when substituted for a voting member in accordance with procedures
33 established by the Committee on Credentials, Rules and Order.

34 and be it further

35 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection C.
36 *REPRESENTATIONAL REQUIREMENTS AND GOALS* of the ADA *Bylaws* be amended as follows
37 (additions underscored, deletions ~~stricken through~~):

38 C. *REPRESENTATIONAL REQUIREMENTS AND GOALS.* Each state constituent society shall be
39 entitled to a minimum of two (2) delegates, except that Each territorial constituent society and each of
40 the five (5) federal dental services shall be entitled to a minimum of one (1) delegate ~~shall be allocated~~
41 ~~to the Virgin Islands Dental Association. The American Student Dental Association shall be entitled to~~
42 three (3) delegates. ~~The Air Force Dental Corps, the Army Dental Corps, the Navy Dental Corps, the~~

1 Public Health Service and the Department of Veteran Affairs shall each be entitled to two (2) delegates,
2 one of which shall be elected by the respective service, without regard to the number of members.

3 The allocation of the remaining delegates shall be made with the goal of achieving as close to
4 proportional representation of active, life and retired members of the Association as possible given the
5 minimum representational requirements set forth in this Section. For the two years 2004-2005 inclusive,
6 the remaining number of delegates shall be allocated to the constituent societies, through their trustee
7 districts based on the representational goals that each trustee district's representation in the House of
8 Delegates shall vary by no more or less than 0.3% from its active, life or retired membership share in
9 this Association, based on the Association's December 31, 2002 membership records, and that no
10 district or constituent shall lose a delegate from its 2003 allocation. Thereafter, to allow for changes in
11 the delegate allocation due to membership fluctuations, the Board of Trustees shall use this variance
12 method of district delegate allocation (a variance of no more than 0.3% of its active, life and retired
13 membership share in the Association) at subsequent intervals of three (3) years, with the first such
14 review occurring for the 2006 House of Delegates. Such reviews shall be based on the Association's
15 year end membership records for the calendar year preceding the review period in question. No district
16 shall lose a delegate unless their membership numbers are at least one percent less than their
17 membership numbers of the prior three years. Any changes deemed necessary shall be presented to
18 the House of Delegates in the form of a Bylaws' amendment to Section 10D of this Chapter.

19 and be it further

20 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection D.
21 DELEGATE ALLOCATION of the ADA *Bylaws* be amended as follows (additions underscored, deletions
22 ~~stricken through~~):

23 D. DELEGATE ALLOCATION. Commencing in 2013, Based-based on the representational
24 requirements and goals set forth in Section 10C, delegates shall be allocated according to the
25 procedures set forth in the Delegate Allocation Procedure which shall be published annually in the
26 Manual of the House of Delegates. Thereafter, to account for membership fluctuations, delegate
27 allocations shall be reviewed and delegates shall be reallocated triennially among the constituent dental
28 societies and the five (5) federal dental services in accordance with that same procedure. Delegate
29 allocations shall be based on the Association's year-end membership records for the calendar year
30 preceding the review period in question and shall be presented to the House of Delegates for approval
31 via amendment to this section of the Bylaws. Revisions to the Delegate Allocation Procedure shall be
32 presented to the House of Delegates and made upon a two-thirds affirmative vote of the delegates
33 present and voting. ~~are allocated as follows:~~

34 Delegate allocation for the years 2013 through 2015 is as follows:

35 DISTRICT 1
36 Connecticut State Dental Association, The, 7-5 delegates
37 Maine Dental Association, 3-2 delegates
38 Massachusetts Dental Society, 43-9 delegates
39 New Hampshire Dental Society, 3-2 delegates
40 Rhode Island Dental Association, 3-2 delegates
41 Vermont State Dental Society, 2 delegates
42 District Total: 34-22 delegates

43 DISTRICT 2
44 New York State Dental Association, 44-24 delegates
45 District Total: 44-24 delegates

46 DISTRICT 3
47 Pennsylvania Dental Association, 48-11 delegates

- 1 District Total: ~~48~~11 delegates

- 2 DISTRICT 4
- 3 Air Force Dental Corps, ~~2~~1 delegates
- 4 Army Dental Corps, ~~2~~1 delegates
- 5 Delaware State Dental Society, 2 delegates
- 6 District of Columbia Dental Society, The, 2 delegates
- 7 Maryland State Dental Association, ~~7~~5 delegates
- 8 Navy Dental Corps, ~~2~~1 delegates
- 9 New Jersey Dental Association, ~~42~~9 delegates
- 10 Public Health Service, ~~2~~1 delegates
- 11 Puerto Rico, Colegio de Cirujanos Dentistas de, ~~2~~1 delegates
- 12 Veterans Affairs, ~~2~~1 delegates
- 13 Virgin Islands Dental Association, 1 delegate
- 14 District Total: ~~36~~25 delegates

- 15 DISTRICT 5
- 16 Alabama Dental Association, ~~5~~3 delegates
- 17 Georgia Dental Association, ~~10~~7 delegates
- 18 Mississippi Dental Association, The, ~~3~~2 delegates
- 19 District Total: ~~48~~12 delegates

- 20 DISTRICT 6
- 21 Kentucky Dental Association, ~~6~~3 delegates
- 22 Missouri Dental Association, ~~7~~5 delegates
- 23 Tennessee Dental Association, ~~7~~5 delegates
- 24 West Virginia Dental Association, ~~3~~2 delegates
- 25 District Total: ~~23~~15 delegates

- 26 DISTRICT 7
- 27 Indiana Dental Association, ~~9~~6 delegates
- 28 Ohio Dental Association, ~~46~~11 delegates
- 29 District Total: ~~25~~17 delegates

- 30 DISTRICT 8
- 31 Illinois State Dental Society, ~~20~~13 delegates
- 32 District Total: ~~20~~13 delegates

- 33 DISTRICT 9
- 34 Michigan Dental Association, ~~47~~11 delegates
- 35 Wisconsin Dental Association, ~~9~~6 delegates
- 36 District Total: ~~26~~17 delegates
- 37
- 38 DISTRICT 10
- 39 Iowa Dental Association, ~~5~~3 delegates
- 40 Minnesota Dental Association, ~~9~~6 delegates
- 41 Nebraska Dental Association, The, ~~3~~2 delegates
- 42 North Dakota Dental Association, 2 delegates
- 43 South Dakota Dental Association, 2 delegates
- 44 District Total: ~~24~~15 delegates

- 45 DISTRICT 11
- 46 Alaska Dental Society, 2 delegates
- 47 Idaho State Dental Association, ~~3~~2 delegates

1 Montana Dental Association, 2 delegates
2 Oregon Dental Association, ~~6~~4 delegates
3 Washington State Dental Association, ~~44~~8 delegates
4 District Total: ~~24~~18 delegates

5 DISTRICT 12
6 Arkansas State Dental Association, ~~4~~2 delegates
7 Kansas Dental Association, ~~4~~2 delegates
8 Louisiana Dental Association, The, ~~6~~4 delegates
9 Oklahoma Dental Association, ~~5~~3 delegates
10 District Total: ~~49~~11 delegates

11 DISTRICT 13
12 California Dental Association, ~~67~~44 delegates
13 District Total: ~~67~~44 delegates

14 DISTRICT 14
15 Arizona Dental Association, ~~7~~5 delegates
16 Colorado Dental Association, ~~8~~6 delegates
17 Hawaii Dental Association, ~~3~~2 delegates
18 Nevada Dental Association, ~~3~~2 delegates
19 New Mexico Dental Association, ~~3~~2 delegates
20 Utah Dental Association, ~~4~~3 delegates
21 Wyoming Dental Association, 2 delegates
22 District Total: ~~30~~22 delegates

23 DISTRICT 15
24 Texas Dental Association, ~~23~~17 delegates
25 District Total: ~~23~~17 delegates

26 DISTRICT 16
27 North Carolina Dental Society, The, ~~40~~7 delegates
28 South Carolina Dental Association, ~~5~~4 delegates
29 Virginia Dental Association, ~~40~~7 delegates
30 District Total: ~~25~~18 delegates

31 DISTRICT 17
32 Florida Dental Association, ~~24~~13 delegates
33 District Total: ~~24~~13 delegates

34 AMERICAN STUDENT DENTAL ASSOCIATION, ~~5~~3 delegates

35 and be it further

36 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection F.
37 SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE
38 DELEGATES of the ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken~~
39 ~~through~~):

40 F. SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE
41 DELEGATES. The American Student Dental Association shall select its ~~five (5)~~three (3) delegates from
42 its even numbered regions in even numbered years, and the odd numbered regions in odd numbered
43 years, with their alternate delegates selected from the opposite groups of regions.

44 and be it further

1 **Resolved**, that CHAPTER VII BOARD OF TRUSTEES, *Section* 100. DUTIES, Subsection N. of the ADA
2 *Bylaws* be amended as follows (additions underscored):

3 Section 100. DUTIES: It shall be the duty of the Board of Trustees to:

4 N. Review the delegate allocations to the House of Delegates against the representational
5 requirements and goals as provided in Chapter V, Section 10C, of these Bylaws.

6 and be it further

7 **Resolved**, that the Delegate Allocation Calculation Procedure (Appendix G) be amended to reflect a
8 Target Number of Delegates in the House of Delegates of three hundred (300) delegates, with State
9 Constituent Societies (including the District of Columbia) each receiving a minimum of two (2)
10 delegates, and Constituent Societies in US Territories and Federal Dental Services each receiving a
11 minimum of one (1) delegate, and the American Student Dental Association (ASDA) receiving three (3)
12 delegates.
13

**APPENDIX G
 DELEGATE ALLOCATION CALCULATION PROCEDURE**

The goals of allocating delegates to ADA constituent societies and federal dental services by the procedure summarized here are achieving as close to proportional representation of Association members as possible, ensuring that all Association members have representation in the House of Delegates regardless of the size of their constituent, providing representation to the members of the American Student Dental Association (ASDA) and maintaining the size of the House of Delegates as close to a target number of delegates as possible.

The target number of delegates in the House of Delegates, the minimum number of delegates for constituents and the five federal dental services and the number of delegates allocated to ASDA used in the procedure are as follows:

Target Number of Delegates in the House of Delegates	475 <u>300</u>
State Constituent Societies (including the District of Columbia): Minimum Number of Delegates	2
Constituent Societies in US Territories and Federal Dental Services: Minimum Number of Delegates	1
ASDA Number of Delegates (regardless of size)	6 <u>3</u>

The following procedure achieves the recited goals of delegate allocation. ASDA is allocated ~~six~~ three delegates regardless of its size. Each constituent located in a US territory and each federal dental service is reviewed to determine if its respective membership total would allow it to receive at least one delegate under a true proportional allocation system. If not, the constituent or federal dentist service is allocated a single delegate to ensure that its members have representation in the House of Delegates. Then each state constituent society, including The District of Columbia Dental Society, whose total membership would not result in the allocation of two delegates under a truly proportional allocation system is allocated two delegates.

Following the allocation of minimum delegates as outlined above, the remaining unallocated delegates of the total targeted ~~475~~ 300 delegates are proportionally allocated among those constituents and federal dental services that did not receive a minimum delegate allocation. That allocation is then compared against the delegate allocation that those constituents would receive in a straight proportional allocation of delegates among all constituents and the federal dental services and the allocation is adjusted if a deficit is revealed.

Thus, the allocation procedure results in representation of all Association members in the House of Delegates while providing proportional allocation of delegates to all constituents and federal dental services except for those constituents and federal dental services whose membership requires an allocation of the appropriate minimum number of delegates. The process also results in a total delegate count at or near the target number of delegates specified (within approximately 5%).

The steps to perform the delegate allocation follow:

Delegate Allocation Procedure

A. Determine each constituent’s true proportional delegate count. *The results of this step will be set aside and used for allocating delegates later in the process.*

1. Determine each voting constituent’s percentage of membership based on total membership by dividing each constituent’s total membership by the Association’s total constituent membership (state, territorial and federal dental service membership).
2. Multiply the constituent’s percentage of membership by the total number of constituent delegates set for the House of Delegates (Delegate target (~~475~~ 300) minus ASDA delegates (~~6~~ 3)), and round to the nearest whole number.

- 1
2 B. Determine the minimum number of members needed to allocate one delegate. *This step of the process is used for*
3 *determining the state, territorial and federal dental services constituencies that qualify for the minimum delegate*
4 *allocation.*
5
6 1. Divide the Association's total constituent membership (state, territorial and federal dental service membership)
7 by the total number of constituent delegates desired (Delegate target minus ASDA delegates). The result is the
8 minimum number of members needed by a territorial or federal dental service constituent to be included in the
9 delegate allocation calculation. Territorial or federal dental service constituencies having membership below
10 this result are allocated the minimum one delegate and excluded from the remaining delegate allocation
11 calculation.
12
13 2. Because minimum number of delegates for state constituents is set at 2, multiply the result obtained in step B.1
14 by 2. The result is the minimum number of state constituent members needed to be included in the delegate
15 allocation calculation. State constituencies having membership below this result are allocated the minimum two
16 delegates and excluded from the remaining delegate allocation calculation.
17
18 3. The memberships of territorial, federal dental service and state constituencies that receive the minimum
19 delegate allocation pursuant to this step of the process are removed from the total membership number that is
20 used in the remaining delegate allocation calculation. Thus, sum the membership of each of the state and
21 territorial constituencies and federal dental services that received minimum delegate allocations pursuant to
22 steps B.1 and B.2, above, and subtract the resulting total from the Association's total constituent membership to
23 arrive at the non-minimum membership total to be used in the remaining delegate allocation process.
24
25 C. *Perform an allocation of the remaining delegates among the constituents and federal dental services that did not*
26 *receive a minimum allocation of delegates pursuant to step B.1 and B.2, above.*
27
28 1. Divide each non-minimum constituent's and federal dental service's membership by the non-minimum
29 membership total determined in step B.3 to arrive at each non-minimum constituent's and federal dental
30 service's percentage of the non-minimum membership total.
31
32 2. Calculate the remaining number of delegates to be allocated by subtracting from the target number of delegates
33 desired the delegates allocated to ASDA and the number of delegates allocated by the minimum allocation steps
34 (B.1 and B.2), above.
35
36 3. For each non-minimum constituent and federal dental service, multiply its percentage of the non-minimum
37 membership total determined in step C.1, above, and the remaining number of delegates as calculated in step
38 C.2. Round the result to the nearest whole number.
39
40 4. For each non-minimum constituent and federal dental service, multiply the result obtained in C.1 by the total
41 number of constituent delegates set for the House of Delegates (Delegate target (~~475~~ 300) minus ASDA
42 delegates (~~63~~)), and round to the nearest whole number.
43
44 5. For each non-minimum constituent and federal dental service, subtract the result obtained in step C.3 from the
45 result obtained in step C.4. If the result is negative, use the result obtained in C.4 as that constituent's allocated
46 delegate total. If the result is zero or positive, use the result obtained in C.3 as that constituent's allocated
47 delegate total.
48
49 D. Finalizing the delegate allocation.
50
51 1. Add together the final delegate allocations for the non-minimum constituents and federal dental services as
52 determined in step C.5, the minimum delegate allocations as determined in steps B.1 and B.2 and the ASDA
53 delegates. The result is the total delegates allocated. The total delegates allocated should vary no more than 5%
from the targeted number of delegates desired.

- 1 2. Calculate the “fairness ratio” by dividing each constituent’s percentage of total delegates (the constituent’s
2 delegates divided by the total delegates allocated as determined in step D.1) by its percentage of total
3 membership calculated in step A. For non-minimum allocation constituents and federal dental services, the
4 resulting number should deviate very little on either side of 1 (which indicates perfect fairness). For
5 constituents having minimum delegate allocations, the resulting number will be higher; this is expected, as the
6 minimum allocation is, by definition, greater than the delegate allocation calculated by a true proportional
7 calculation.

8

9

Resolution No. 100S-2 Substitute

Report: N/A Date Submitted: October 2012

Submitted By: Thirteenth Trustee District

Reference Committee: Governance

Total Net Financial Implication: None Net Dues Impact: _____

Amount One-time _____ Amount On-going _____ FTE 0

ADA Strategic Plan Goal: Members (Required)

1 **SUBSTITUTE FOR RESOLUTION 100: DELEGATE ALLOCATION AND SIZE OF THE HOUSE OF**
2 **DELEGATES**

3 The following substitute for Resolution 100 (Worksheet:7049) was adopted by the Thirteenth Trustee District
4 and transmitted on October 18, 2012, by Dr. Sharine Thenard, Governance Workgroup Chair and Delegate.

5
6 **Background:** The Thirteenth District acknowledges the tremendous effort involved in the Association's
7 Governance Study, appreciating the depth of investigation and the candor of the Governance Committee,
8 Trustees, consultants, participants, and staff throughout this process. The Thirteenth District appreciates the
9 recommendations to simplify the governance processes and whole-heartedly supports the recommendation of
10 the Board of Trustees and Westman and Associates to discontinue the current allocation method.

11
12 **Alternative Recommendation**

13
14 The Board's recommendation to establish an ongoing annual goal of 475 delegates in total, however, does
15 not fully address the need for a more simplified, effective, and fiscally responsible governance structure.
16 Rather, it is recommended that the following allocation be adopted:

- 17 • A delegate allocation based on a goal of 300 delegates allocated in accordance to the percentage of
18 membership, with additional delegates added to states, federal services, and territories as needed to
19 provide a minimum of two delegates each, except the Virgin Islands which shall have a minimum of
20 one. Plus, three delegates provided to the American Student Dental Association.

- 21 • A one-year freeze (2013) on the size and allocation of the House before this is to take effect, to
22 provide time for constituents to modify their delegation structure to address any specific delegate
23 reductions.

24 **Allocation Method**

25
26 This proposal results in numbers generally consistent with the option considered by the Board as Alternative 1
27 (Appendix C) with the exception that the minimum of two delegates be extended to all constituent groups,
28 except the Virgin Islands which has indicated that it does not have a membership base to support an
29 additional delegate. The only other delegate inconsistency with "Appendix C" is the calculation of delegates
30 allocated based on this approach affords Massachusetts ten rather than nine delegates. A full allocation
31 analysis is included as Attachment A.

32 Under this proposal, the allocation will be determined every three years (a period consistent with current
33 practice) under the direction of the Board and approved by the House in three steps:

- 1 1. Allocate 300 delegates based on membership percentages from the prior year-end to all
2 constituents (with the exception of ASDA who is assigned three). Resulting numbers will be
3 rounded to whole numbers based on standard rounding practices (whereby 0.5 and above are
4 rounded up and less than 0.5 are rounded down, with a maximum allocation of 305 delegates to
5 account for rounding).
- 6 2. Following this allocation, add delegates to ensure that each constituent reaches the delegation
7 minimum (two for all constituent groups other than the Virgin Islands which shall have a minimum
8 of one).
- 9 3. Provide this allocation to the House as a Bylaws update to Chapter V, Section 10.D. for adoption.

10 Considerations and Rationale

11
12
13 **Timing.** The Thirteenth District acknowledges that this reduction dramatically alters the number of delegates
14 from many constituents, many of which have already begun their delegate training or selection for 2013.
15 Additionally, space and other contracting for the 2013 House of Delegates is already well underway.
16 Therefore, it is further recommended that to provide for a smooth transition no change be made for 2013.
17 Rather, the reduction becomes effective for the 2014 House.

18 **Fiscal responsibility.** While the board report acknowledged that some savings may be accrued by the
19 Association by a House reduction, the total amount of such a reduction was determined to be speculative.
20 While true, a rough and conservative estimate that does not account for greater availability of space, voting
21 machine and other potential AV rental reduction, and reception cost reductions but does account for reference
22 committee report printing (acknowledging that other printing may be done electronically in the future),
23 beverage service, badge stock, etc, quickly adds up. With 149 fewer delegates in total, and an unknown
24 number of fewer alternates, this is a conservative figure. The savings of member dues to individual
25 constituents is likewise variable (depending upon constituent reimbursement policies) but significant.
26 Therefore, given the slow economic recovery anticipated over the next few years, it is prudent to take into
27 consideration dues savings to individual constituents as much as savings to the budget of the Association.

28 **Equity.** This strategy of allocation based on percentage of membership by constituent group and equal
29 application of a minimum guarantee (with the exception of the Virgin Islands) ensures equitable allocation of
30 delegates. This method resolves the concerns expressed through the Westman and Associates study noting
31 states with similar membership numbers but an unequal number of delegates. Furthermore, the
32 acknowledgement of the size and importance of the federal service/military constituents as equal counterparts
33 in the delegate allocation is just. Given the significantly smaller size of the Virgin Islands, it would be
34 challenging for that constituent to support a larger-than-one delegation size and therefore appropriate to set a
35 lower minimum for them.

36 **Promotion of diversity.** Westman and Associates noted in Board Report 3 and the Board's recommendation
37 further stated the significant concerns related to reducing the opportunity for participation and thereby limiting
38 diversity should the House size be reduced. The Thirteenth District acknowledges that this potential exists,
39 but would be mitigated by all constituents developing a structure that supports diverse representation and
40 independent thought in order to create opportunity in other ways. A position on the delegation is one of many
41 volunteer positions, and efforts should be made to increase the value and effectiveness of this position and
42 the ability of an individual delegate to make an impact on the proceedings on behalf of the Association. This
43 combined with concerted recruitment, training, and increased task-force type positions will provide a more
44 rewarding volunteer experience that attracts and sustains diversity. It is also for this reason that the district
45 supports a two delegate minimum (rather than one), which allows this combination of experienced and new
46 delegates to participate jointly.

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Resolution

100S-2. Resolved, that starting with the 2014 House of Delegates, the delegate allocation to the House of Delegates shall be at least 303, comprised of three (3) delegates allocated to the American Student Dental Association; three hundred (300) delegates allocated to all constituents, federal services, and territories based on percentage of members [with no more than five (5) delegates added for the purpose of rounding]; and with as many additional delegates as needed afforded so that each constituent, federal service, and territory shall each have a minimum of two (2) delegates, except the Virgin Islands which shall have a minimum of one (1), and be it further

Resolved, that the 2013 House of Delegates allocation be continued at the 2012 House of Delegates size and number for all constituents, federal services, territories, and ASDA, and be it further,

Resolved, that the ADA Bylaws be amended as of the *close of the 2013 House of Delegates* to reflect these changes as follows (additions underscored, deletions ~~stricken through~~):

CHAPTER II. CONSTITUENT SOCIETIES, Section 100. PRIVILEGE OF REPRESENTATION

Each constituent society, federal dental service, territory, and the American Dental Student Association shall be entitled to representatives to the House of Delegates, in accordance with the allocation provided in Chapter V, Sections 10C and 10D. ~~two (2) delegates in the House of Delegates except that one (1) delegate shall be allocated to the Virgin Islands Dental Association. The Air Force Dental Corps, the Army Dental Corps, the Navy Dental Corps, the Public Health Service and the Department of Veterans Affairs shall each be entitled to two (2) delegates, one of which shall be elected by the respective service, without regard to the number of members. The remaining number of delegates shall be allocated as provided in Chapter V, Sections 10C and 10D.~~

Each constituent society, territory, and each federal dental service may select from among its active, life, and retired members the same number of alternate delegates as delegates and shall designate the alternate delegate who shall replace an absent delegate.

CHAPTER V. HOUSE OF DELEGATES, Section 10. COMPOSITION

A. VOTING MEMBERS. ~~The voting members of the House of Delegates shall be limited to four hundred sixty (460) voting members for the two years 2004 to 2005 inclusive. Thereafter, the number of voting members shall be determined by the methodologies set forth in Section 10C of this Chapter. It shall be composed of the officially certified delegates of the constituent dental societies, who shall be active, life or retired members and five (5) the officially certified delegates who are student members of the American Student Dental Association who are officially certified delegates from the American Student Dental Association. The number of voting members shall be determined as set forth in Section 10C of this Chapter.~~ Proxy voting is explicitly prohibited; however, an alternate delegate may vote when substituted as a voting member in accordance with procedures established by the Committee on Credentials, Rules, and Order.

C. REPRESENTATIONAL REQUIREMENTS AND GOALS. ~~Each constituent society shall be entitled to two (2) delegates, except that one (1) delegate shall be allocated to the Virgin Islands Dental Association. The Air Force Dental Corps, the Army Dental Corps, the Navy Dental Corps, the Public Health Service, and the Department of Veterans Affairs shall each be entitled to two (2) delegates, one of which shall be elected by the respective service, without regard to the number of members.~~

~~For the two years 2004-2005 inclusive, the remaining number of delegates shall be allocated to the constituent societies, through their trustee districts based on the representational goals that each trustee district's representation in the House of Delegates shall vary be no more or less than 0.3% from its active, life, or retired membership share in this Association, based on the Association's~~

1 ~~December 2002 membership records, and that no district or constituent shall lose a delegate from its~~
 2 ~~2003 allocation. Thereafter, to allow for changes in the delegate allocation due to membership~~
 3 ~~fluctuations, the Board of Trustees shall use this variance the following method of delegate allocation~~
 4 ~~(a variance of no more than 0.3% of its active, life, or retired membership share in this Association) at~~
 5 ~~subsequent intervals of three (3) years, with the first such review occurring for the 2006-2017 House~~
 6 ~~of Delegates. Such reviews shall be based on the Association's year-end membership records for the~~
 7 ~~calendar year preceding the review period in question. No district shall lose a delegate unless their~~
 8 ~~membership numbers are at least one percent less than their membership numbers of the prior three~~
 9 ~~years. Any changes deemed necessary shall be presented to the House of Delegates in the form of a~~
 10 ~~Bylaws' amendment to Section 10D of this Chapter. Three hundred (300) delegates shall be~~
 11 ~~allocated, based on percentage of active, life, and retired members in this Association, to all~~
 12 ~~constituents, federal services, and territories (with no more than 5 delegates added to the total of 300~~
 13 ~~for the purpose of rounding). Each constituent, federal service, and territory shall be provided with~~
 14 ~~additional delegates such that each has a minimum of two (2) delegates except the Virgin Islands~~
 15 ~~which shall have a minimum of one (1). The American Student Dental Association shall be granted~~
 16 ~~three (3) delegates.~~

17 D. DELEGATE ALLOCATION. Based on the representational requirements and goals set forth in
 18 Section 10C, the delegates are allocated as follows:
 19

DISTRICT 1

Connecticut State Dental Association, The,	7	<u>5</u> delegates
Maine Dental Association,	3	<u>2</u> delegates
Massachusetts Dental Society,	13	<u>10</u> delegates
New Hampshire Dental Society,	3	<u>2</u> delegates
Rhode Island Dental Association,	3	<u>2</u> delegates
Vermont State Dental Society,	2	delegates
District Total: 31 delegates		

DISTRICT 2

New York State Dental Association,	41	<u>24</u> delegates
District Total: 41 delegates		

DISTRICT 3

Pennsylvania Dental Association	18	<u>11</u> delegates
District Total: 18 delegates		

DISTRICT 4 delegates

Air Force Dental Corps,	2	delegates
Army Dental Corps,	2	delegates
Delaware State Dental Society,	2	delegates
District of Columbia Dental Society, The,	2	delegates
Maryland State Dental Association,	7	<u>5</u> delegates
Navy Dental Corps,	2	delegates
New Jersey Dental Association,	12	<u>9</u> delegates
Public Health Service,	2	delegates
Puerto Rico, Colegio de Cirujanos Dentistas de,	2	delegates
Veterans Affairs,	2	delegates
Virgin Islands Dental Association,	1	delegates
District Total: 36 delegates		

DISTRICT 5

Alabama Dental Association,	5	<u>3</u>	delegates
Georgia Dental Association,	10	<u>7</u>	delegates
Mississippi Dental Association, The,	3	<u>2</u>	delegates
District Total: 18 delegates			

DISTRICT 6

Kentucky Dental Association,	6	<u>3</u>	delegates
Missouri Dental Association,	7	<u>5</u>	delegates
Tennessee Dental Association,	7	<u>5</u>	delegates
West Virginia Dental Association,	3	<u>2</u>	delegates
District Total: 23 delegates			

DISTRICT 7

Indiana Dental Association,	9	<u>6</u>	delegates
Ohio Dental Association,	16	<u>11</u>	delegates
District Total: 25 delegates			

DISTRICT 8

Illinois State Dental Society,	20	<u>13</u>	delegates
District Total: 20 delegates			

DISTRICT 9

Michigan Dental Association,	17	<u>11</u>	delegates
Wisconsin Dental Association,	9	<u>6</u>	delegates
District Total: 26 delegates			

DISTRICT 10

Iowa Dental Association,	5	<u>3</u>	delegates
Minnesota Dental Association,	9	<u>6</u>	delegates
Nebraska Dental Association,	3	<u>2</u>	delegates
North Dakota Dental Association,	2		delegates
South Dakota Dental Association,	2		delegates
District Total: 21 delegates			

DISTRICT 11

Alaska Dental Society,	2		delegates
Idaho State Dental Association,	3	<u>2</u>	delegates
Montana Dental Association,	2		delegates
Oregon Dental Association,	6	<u>4</u>	delegates
Washington State Dental Association,	11	<u>8</u>	delegates
District Total: 24 delegates			

District 12

Arkansas State Dental Association,	4	<u>2</u>	delegates
Kansas Dental Association,	4	<u>2</u>	delegates
Louisiana Dental Association,	6	<u>4</u>	delegates
Oklahoma Dental Association,	5	<u>3</u>	delegates
District Total: 19 delegates			

DISTRICT 13

California Dental Association,	67	<u>44</u>	delegates
<u>District Total: 67 delegates</u>			
DISTRICT 14			
Arizona Dental Association,	7	<u>5</u>	delegates
Colorado Dental Association,	8	<u>6</u>	delegates
Hawaii Dental Association,	3	<u>2</u>	delegates
Nevada Dental Association,	3	<u>2</u>	delegates
New Mexico Dental Association,	3	<u>2</u>	delegates
Utah Dental Association,	4	<u>3</u>	delegates
Wyoming Dental Association,	2		delegates
<u>District Total: 30 delegates</u>			
DISTRICT 15			
Texas Dental Association,	23	<u>17</u>	delegates
<u>District Total: 23 delegates</u>			
DISTRICT 16			
North Carolina Dental Society, The,	10	<u>7</u>	delegates
South Carolina Dental Association,	5	<u>4</u>	delegates
Virginia Dental Association,	10	<u>7</u>	delegates
<u>District Total: 25 delegates</u>			
District 17			
Florida Dental Association,	21	<u>13</u>	delegates
<u>District Total: 21 delegates</u>			
AMERICAN STUDENT DENTAL ASSOCIATION,	5	<u>3</u>	delegates

- 1 F. SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE
- 2 DELEGATES. The American Student Dental Association shall select its ~~five (5)~~ delegates from its
- 3 even numbered regions in even numbered years, and the odd numbered regions in odd numbered
- 4 years, with their alternate delegates selected from the opposite groups of regions.

5 **CHAPTER VII BOARD OF TRUSTEES, Section 100. DUTIES, Subsection N.**

6 Section 100. DUTIES: It shall be the duty of the Board of Trustees to...

- 7 N. Review and make amendments every three years to the delegate allocations to the House of
- 8 Delegates as provided in Chapter V, Section 10CD of these Bylaws.

9 **BOARD RECOMMENDATION: Received after this section had been reproduced for House distribution.**

Resolution No. 100S-3 Substitute
 Report: N/A Date Submitted: October 2012
 Submitted By: Fourth Trustee District
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Members (Required)

SUBSTITUTE TO RESOLUTION 100: DELEGATE ALLOCATION AND SIZE OF THE HOUSE OF DELEGATES

The following substitute for Resolution 100 (Worksheet:7049) was adopted by the Fourth Trustee District and submitted on October 21, 2012, by Dr. William Bailey, delegate. This basically restores the original delegate allocation for ASDA, Puerto Rico and the Public Health Service to their current allocation. Other than that, it is identical to Resolution 100.

Resolution

100S-3. Resolved, that CHAPTER II CONSTITUENT SOCIETIES, *Section* 100. PRIVILEGE OF REPRESENTATION, of the ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken through~~):

Section 100. PRIVILEGE OF REPRESENTATION:

Each constituent society shall be entitled to a minimum of two (2) delegates in the House of Delegates, without regard to the number of members of the constituent. Each territorial constituent and each of the five (5) federal dental services except that one (1) delegate shall be allocated to the Virgin Islands Dental Association. The Air Force Dental Corps, the Army Dental Corps, the Navy Dental Corps, the Public Health Service Dental Corps and the Department of Veterans Affairs shall each be entitled to two (2) delegates, ~~one of which shall be elected by the respective service~~ without regard to the number of members. ~~The remaining number of delegates~~ The American Student Dental Association shall be allocated five (5) delegates. The remaining number of delegates shall be allocated as provided in Chapter V, Sections 10C and 10D.

~~Each constituent society and each federal dental service may select from among its active, life and retired members the same number of alternate delegates as delegates and shall designate the alternate delegate who shall replace an absent delegate.~~

and be it further

Resolved, that CHAPTER V HOUSE OF DELEGATES, *Section* 10. COMPOSITION, Subsection A. VOTING MEMBERS of the ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken through~~):

Section 10. COMPOSITION.

A. VOTING MEMBERS. The House of Delegates ~~shall be limited to four hundred sixty (460) voting members for the two years 2004 to 2005 inclusive. Thereafter, the number of voting members shall be determined by the methodologies set forth in Section 10C of this Chapter.~~ It shall be composed of the

1 officially certified delegates of the state and territorial constituent dental societies and of the five (5)
2 federal dental services, who shall be active, life or retired members, ~~two (2) officially certified delegates~~
3 ~~from each of the five (5) federal dental services, who shall be active, life or retired members~~ and five (5)
4 student members of the American Student Dental Association who are officially certified delegates from
5 the American Student Dental Association. Proxy voting is explicitly prohibited; however, an alternate
6 delegate may vote when substituted for a voting member in accordance with procedures established by
7 the Committee on Credentials, Rules and Order.

8 and be it further

9 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection C.
10 REPRESENTATIONAL REQUIREMENTS AND GOALS of the ADA *Bylaws* be amended as follows
11 (additions underscored, deletions ~~stricken through~~):

12 C. REPRESENTATIONAL REQUIREMENTS AND GOALS. Each constituent society shall be entitled to a
13 minimum of two (2) delegates, except that one (1) delegate shall be allocated to the Virgin Islands Dental
14 Association. The American Student Dental Association shall be entitled to five (5) delegates. The Air
15 Force Dental Corps, the Army Dental Corps, the Navy Dental Corps, the Public Health Service and the
16 Department of Veteran Affairs shall each be entitled to two (2) delegates, one of which shall be elected by
17 the respective service, without regard to the number of members.

18 The allocation of the remaining delegates shall be made with the goal of achieving as close to
19 proportional representation of active, life and retired members of the Association as possible given the
20 minimum representational requirements set forth in this Section. For the two years 2004-2005 inclusive,
21 the remaining number of delegates shall be allocated to the constituent societies, through their trustee
22 districts based on the representational goals that each trustee district's representation in the House of
23 Delegates shall vary by no more or less than 0.3% from its active, life or retired membership share in this
24 Association, based on the Association's December 31, 2002 membership records, and that no district or
25 constituent shall lose a delegate from its 2003 allocation. Thereafter, to allow for changes in the delegate
26 allocation due to membership fluctuations, the Board of Trustees shall use this variance method of district
27 delegate allocation (a variance of no more than 0.3% of its active, life and retired membership share in
28 the Association) at subsequent intervals of three (3) years, with the first such review occurring for the
29 2006 House of Delegates. Such reviews shall be based on the Association's year-end membership
30 records for the calendar year preceding the review period in question. No district shall lose a delegate
31 unless their membership numbers are at least one percent less than their membership numbers of the
32 prior three years. Any changes deemed necessary shall be presented to the House of Delegates in the
33 form of a Bylaws' amendment to Section 10D of this Chapter.

34 and be it further

35 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section 10. COMPOSITION*, Subsection D.
36 DELEGATE ALLOCATION of the ADA *Bylaws* be amended as follows (additions underscored, deletions
37 ~~stricken through~~):

38 D. DELEGATE ALLOCATION. Commencing in 2013, ~~Based based~~ on the representational requirements
39 and goals set forth in Section 10C, delegates shall be allocated according to the procedures set forth in
40 the Delegate Allocation Procedure which shall be published annually in the Manual of the House of
41 Delegates. Thereafter, to account for membership fluctuations, delegate allocations shall be reviewed
42 and delegates shall be reallocated triennially among the constituent dental societies and the five (5)
43 federal dental services in accordance with that same procedure. Delegate allocations shall be based on
44 the Association's year-end membership records for the calendar year preceding the review period in
45 question and shall be presented to the House of Delegates for approval via amendment to this section of
46 the Bylaws. Revisions to the Delegate Allocation Procedure shall be presented to the House of Delegates
47 and made upon a two-thirds affirmative vote of the delegates present and voting are allocated as follows:

1 Delegate allocation for the years 2013 through 2015 is as follows:

2 DISTRICT 1

3 Connecticut State Dental Association, The, ~~7~~8 delegates

4 Maine Dental Association, ~~3~~2 delegates

5 Massachusetts Dental Society, ~~13~~15 delegates

6 New Hampshire Dental Society, ~~3~~2 delegates

7 Rhode Island Dental Association, ~~3~~2 delegates

8 Vermont State Dental Society, 2 delegates

9 District Total: 31 delegates

10 DISTRICT 2

11 New York State Dental Association, ~~44~~38 delegates

12 District Total: ~~44~~38 delegates

13 DISTRICT 3

14 Pennsylvania Dental Association, ~~48~~17 delegates

15 District Total: ~~48~~17 delegates

16 DISTRICT 4

17 Air Force Dental Corps, 2 delegates

18 Army Dental Corps, 2 delegates

19 Delaware State Dental Society, 2 delegates

20 District of Columbia Dental Society, The, 2 delegates

21 Maryland State Dental Association, ~~7~~8 delegates

22 Navy Dental Corps, 2 delegates

23 New Jersey Dental Association, ~~42~~14 delegates

24 Public Health Service, 2 delegates

25 Puerto Rico, Colegio de Cirujanos Dentistas de, 2 delegates

26 Veterans Affairs, 2 delegates

27 Virgin Islands Dental Association, 1 delegate

28 District Total: ~~36~~37 delegates

29 DISTRICT 5

30 Alabama Dental Association, 5 delegates

31 Georgia Dental Association, 10 delegates

32 Mississippi Dental Association, The, 3 delegates

33 District Total: 18 delegates

34 DISTRICT 6

35 Kentucky Dental Association, ~~6~~5 delegates

36 Missouri Dental Association, 7 delegates

37 Tennessee Dental Association, 7 delegates

38 West Virginia Dental Association, ~~3~~2 delegates

39 District Total: ~~23~~21 delegates

40 DISTRICT 7

41 Indiana Dental Association, 9 delegates

42 Ohio Dental Association, ~~46~~17 delegates

43 District Total: ~~25~~26 delegates

44 DISTRICT 8

45 Illinois State Dental Society, ~~20~~21 delegates

46 District Total: ~~20~~21 delegates

- 1 DISTRICT 9
- 2 Michigan Dental Association, 17 delegates
- 3 Wisconsin Dental Association, 9 delegates
- 4 District Total: 26 delegates
- 5
- 6 DISTRICT 10
- 7 Iowa Dental Association, 5 delegates
- 8 Minnesota Dental Association, 9 delegates
- 9 Nebraska Dental Association, The, 3 delegates
- 10 North Dakota Dental Association, 2 delegates
- 11 South Dakota Dental Association, 2 delegates
- 12 District Total: 21 delegates
- 13
- 14 DISTRICT 11
- 15 Alaska Dental Society, 2 delegates
- 16 Idaho State Dental Association, 3 delegates
- 17 Montana Dental Association, 2 delegates
- 18 Oregon Dental Association, ~~6~~7 delegates
- 19 Washington State Dental Association, ~~11~~13 delegates
- 20 District Total: ~~24~~27 delegates
- 21
- 22 DISTRICT 12
- 23 Arkansas State Dental Association, ~~4~~3 delegates
- 24 Kansas Dental Association, 4 delegates
- 25 Louisiana Dental Association, The, 6 delegates
- 26 Oklahoma Dental Association, 5 delegates
- 27 District Total: ~~19~~18 delegates
- 28
- 29 DISTRICT 13
- 30 California Dental Association, ~~67~~69 delegates
- 31 District Total: ~~67~~69 delegates
- 32
- 33 DISTRICT 14
- 34 Arizona Dental Association, 7 delegates
- 35 Colorado Dental Association, ~~8~~10 delegates
- 36 Hawaii Dental Association, 3 delegates
- 37 Nevada Dental Association, 3 delegates
- 38 New Mexico Dental Association, ~~3~~2 delegates
- 39 Utah Dental Association, ~~4~~5 delegates
- 40 Wyoming Dental Association, 2 delegates
- 41 District Total: ~~30~~32 delegates
- 42
- 43 DISTRICT 15
- 44 Texas Dental Association, ~~23~~27 delegates
- 45 District Total: ~~23~~27 delegates
- 46
- 47 DISTRICT 16
- 48 North Carolina Dental Society, The, ~~10~~11 delegates
- 49 South Carolina Dental Association, ~~5~~6 delegates
- 50 Virginia Dental Association, ~~10~~11 delegates
- 51 District Total: ~~25~~28 delegates
- 52
- 53 DISTRICT 17
- 54 Florida Dental Association, ~~21~~20 delegates

1 District Total: ~~24~~20 delegates

2 AMERICAN STUDENT DENTAL ASSOCIATION, 5 delegates

3 and be it further

4 **Resolved**, that CHAPTER V HOUSE OF DELEGATES, *Section* 10. COMPOSITION, Subsection F.
5 SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE
6 DELEGATES of the ADA *Bylaws* be amended as follows (additions underscored, deletions ~~stricken~~
7 ~~through~~):

8 F. SELECTION OF AMERICAN STUDENT DENTAL ASSOCIATION DELEGATES AND ALTERNATE
9 DELEGATES. The American Student Dental Association shall select its five (5) delegates from its even
10 numbered regions in even numbered years, and the odd numbered regions in odd numbered years, with
11 their alternate delegates selected from the opposite groups of regions.

12 and be it further

13 **Resolved**, that CHAPTER VII BOARD OF TRUSTEES, *Section* 100. DUTIES, Subsection N. of the ADA
14 *Bylaws* be amended as follows (additions underscored):

15 Section 100. DUTIES: It shall be the duty of the Board of Trustees to:

16 N. Review the delegate allocations to the House of Delegates against the representational requirements
17 and goals as provided in Chapter V, Section 10C, of these Bylaws.

18 **BOARD RECOMMENDATION: Received after this section had been reproduced for House**
19 **distribution.**

20

Appendix A:

Data Tabulation for the Allocation of 475 Target Delegates
(Minimum Two per State and One per Military/Territory Option)
Proposed by the Board of Trustees

Calculation with Target Distribution of House Delegates by Constituent
Allocation Method is Two per State and One per Military/Territory with Remainder Allocated Proportionally with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
ALABAMA DENTAL ASSOCIATION	5th	1,684	5	0.0109480	5	0.0104822	0	0.00%	0.96
ARIZONA DENTAL ASSOCIATION	14th	2,450	7	0.0159279	7	0.0146751	0	0.00%	0.92
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	3	0.0070863	3	0.0062893	0	0.00%	0.89
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	69	0.1476225	69	0.1446541	0	0.00%	0.98
COLORADO DENTAL ASSOCIATION	14th	3,178	10	0.0206608	10	0.0209644	0	0.00%	1.01
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	8	0.0161620	8	0.0167715	0	0.00%	1.04
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	2	0.0041929	1	50.00%	1.61
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	2	0.0041929	1	50.00%	1.35
FLORIDA DENTAL ASSOCIATION	17th	6,534	20	0.0424788	20	0.0419287	0	0.00%	0.99
GEORGIA DENTAL ASSOCIATION	5th	3,377	10	0.0219545	10	0.0209644	0	0.00%	0.95
HAWAII DENTAL ASSOCIATION	14th	976	3	0.0063452	3	0.0062893	0	0.00%	0.99
IDAHO STATE DENTAL ASSOCIATION	11th	851	3	0.0055325	3	0.0062893	0	0.00%	1.14
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	21	0.0442406	21	0.0440252	0	0.00%	1.00
INDIANA DENTAL ASSOCIATION	7th	2,945	9	0.0191460	9	0.0188679	0	0.00%	0.99
IOWA DENTAL ASSOCIATION	10th	1,763	5	0.0114616	5	0.0104822	0	0.00%	0.91
KANSAS DENTAL ASSOCIATION	12th	1,224	4	0.0079575	4	0.0083857	0	0.00%	1.05
KENTUCKY DENTAL ASSOCIATION	6th	1,763	5	0.0114616	5	0.0104822	0	0.00%	0.91
LOUISIANA DENTAL ASSOCIATION	12th	1,874	6	0.0121832	6	0.0125786	0	0.00%	1.03
MAINE DENTAL ASSOCIATION	1st	715	2	0.0046484	2	0.0041929	0	0.00%	0.90
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	8	0.0161815	8	0.0167715	0	0.00%	1.04
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	15	0.0318623	15	0.0314465	0	0.00%	0.99
MICHIGAN DENTAL ASSOCIATION	9th	5,605	17	0.0364392	17	0.0356394	0	0.00%	0.98
MINNESOTA DENTAL ASSOCIATION	10th	3,112	9	0.0202317	9	0.0188679	0	0.00%	0.93
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	3	0.0065792	3	0.0062893	0	0.00%	0.96

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
MISSOURI DENTAL ASSOCIATION	6th	2,345	7	0.0152453	7	0.0146751	0	0.00%	0.96
MONTANA DENTAL ASSOCIATION	11th	657	2	0.0042713	2	0.0041929	0	0.00%	0.98
NEBRASKA DENTAL ASSOCIATION	10th	1,001	3	0.0065077	3	0.0062893	0	0.00%	0.97
NEVADA DENTAL ASSOCIATION	14th	908	3	0.0059031	3	0.0062893	0	0.00%	1.07
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	2	0.0050059	2	0.0041929	0	0.00%	0.84
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	14	0.0301655	14	0.0293501	0	0.00%	0.97
NEW MEXICO DENTAL ASSOCIATION	14th	735	2	0.0047784	2	0.0041929	0	0.00%	0.88
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	38	0.0814339	38	0.0796646	0	0.00%	0.98
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	11	0.0226631	11	0.0230608	0	0.00%	1.02
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	2	0.0041929	1	50.00%	1.72
OHIO DENTAL ASSOCIATION	7th	5,456	17	0.0354705	17	0.0356394	0	0.00%	1.00
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	5	0.0105384	5	0.0104822	0	0.00%	0.99
OREGON DENTAL ASSOCIATION	11th	2,171	7	0.0141141	7	0.0146751	0	0.00%	1.04
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	17	0.0360426	17	0.0356394	0	0.00%	0.99
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	1	0.0012092	1	0.0020964	0	0.00%	1.73
RHODE ISLAND DENTAL ASSOCIATION	1st	550	2	0.0035757	2	0.0041929	0	0.00%	1.17
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	2	0.0041929	1	50.00%	1.40
TENNESSEE DENTAL ASSOCIATION	6th	2,372	7	0.0154208	7	0.0146751	0	0.00%	0.95
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	6	0.0121182	6	0.0125786	0	0.00%	1.04
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	2	0.0041929	1	50.00%	1.64
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	2	0.0041929	1	50.00%	2.21
TEXAS DENTAL ASSOCIATION	15th	8,852	27	0.0575485	27	0.0566038	0	0.00%	0.98
UTAH DENTAL ASSOCIATION	14th	1,589	5	0.0103304	5	0.0104822	0	0.00%	1.01
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0020964	1	100.0%	14.02
VIRGINIA DENTAL ASSOCIATION	16th	3,515	11	0.0228517	11	0.0230608	0	0.00%	1.01
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	13	0.0268434	13	0.0272537	0	0.00%	1.02

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	2	0.0048759	2	0.0041929	0	0.00%	0.86
WISCONSIN DENTAL ASSOCIATION	9th	3,069	9	0.0199522	9	0.0188679	0	0.00%	0.95
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	2	0.0041929	1	50.00%	1.78
AIR FORCE	4th	730	2	0.0047459	2	0.0041929	0	0.00%	0.88
ARMY	4th	608	2	0.0039527	2	0.0041929	0	0.00%	1.06
NAVY	4th	653	2	0.0042453	2	0.0041929	0	0.00%	0.99
PUBLIC HEALTH SERVICE	4th	245	1	0.0015928	1	0.0020964	0	0.00%	1.32
VETERANS AFFAIRS	4th	521	2	0.0033871	2	0.0041929	0	0.00%	1.24
Total		153,818	469	1.0000000	477	1.0000000	8		76.18
Total delegates with ASDA		NA	NA	NA	483	NA	NA		NA

A value of one is a perfect Fairness Ratio. A fairness value greater than one indicates over-representation and less than one is under-representation
The ASDA constituent receives six delegates and is not considered further in any of the allocation statistics

Distribution of House Delegates by Trustee District
Allocation Method is Two per State and One per Military/Territory with Remainder Allocated Proportionally with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

ADA Trustee District=1

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	8	0.0161620	8	0.0167715	0
MAINE DENTAL ASSOCIATION	1st	715	2	0.0046484	2	0.0041929	0
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	15	0.0318623	15	0.0314465	0
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	2	0.0050059	2	0.0041929	0
RHODE ISLAND DENTAL ASSOCIATION	1st	550	2	0.0035757	2	0.0041929	0
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	2	0.0041929	1
Total		9,816	30	0.0638157	31	0.0649895	1

ADA Trustee District=2

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	38	0.0814339	38	0.0796646	0

ADA Trustee District=3

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	17	0.0360426	17	0.0356394	0

ADA Trustee District=4

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	2	0.0041929	1
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	2	0.0041929	1
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	8	0.0161815	8	0.0167715	0
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	14	0.0301655	14	0.0293501	0
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	1	0.0012092	1	0.0020964	0
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0020964	1
AIR FORCE	4th	730	2	0.0047459	2	0.0041929	0
ARMY	4th	608	2	0.0039527	2	0.0041929	0
NAVY	4th	653	2	0.0042453	2	0.0041929	0
PUBLIC HEALTH SERVICE	4th	245	1	0.0015928	1	0.0020964	0
VETERANS AFFAIRS	4th	521	2	0.0033871	2	0.0041929	0
Total		10,972	34	0.0713311	37	0.0775681	3

ADA Trustee District=5

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ALABAMA DENTAL ASSOCIATION	5th	1,684	5	0.0109480	5	0.0104822	0
GEORGIA DENTAL ASSOCIATION	5th	3,377	10	0.0219545	10	0.0209644	0
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	3	0.0065792	3	0.0062893	0
Total		6,073	18	0.0394817	18	0.0377358	0

ADA Trustee District=6

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
KENTUCKY DENTAL ASSOCIATION	6th	1,763	5	0.0114616	5	0.0104822	0
MISSOURI DENTAL ASSOCIATION	6th	2,345	7	0.0152453	7	0.0146751	0
TENNESSEE DENTAL ASSOCIATION	6th	2,372	7	0.0154208	7	0.0146751	0
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	2	0.0048759	2	0.0041929	0
Total		7,230	21	0.0470036	21	0.0440252	0

ADA Trustee District=7

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
INDIANA DENTAL ASSOCIATION	7th	2,945	9	0.0191460	9	0.0188679	0
OHIO DENTAL ASSOCIATION	7th	5,456	17	0.0354705	17	0.0356394	0
Total		8,401	26	0.0546165	26	0.0545073	0

ADA Trustee District=8

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	21	0.0442406	21	0.0440252	0

ADA Trustee District=9

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
MICHIGAN DENTAL ASSOCIATION	9th	5,605	17	0.0364392	17	0.0356394	0
WISCONSIN DENTAL ASSOCIATION	9th	3,069	9	0.0199522	9	0.0188679	0
Total		8,674	26	0.0563913	26	0.0545073	0

ADA Trustee District=10

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IOWA DENTAL ASSOCIATION	10th	1,763	5	0.0114616	5	0.0104822	0
MINNESOTA DENTAL ASSOCIATION	10th	3,112	9	0.0202317	9	0.0188679	0
NEBRASKA DENTAL ASSOCIATION	10th	1,001	3	0.0065077	3	0.0062893	0
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	2	0.0041929	1
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	2	0.0041929	1
Total		6,711	19	0.0436295	21	0.0440252	2

ADA Trustee District=11

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IDAHO STATE DENTAL ASSOCIATION	11th	851	3	0.0055325	3	0.0062893	0
MONTANA DENTAL ASSOCIATION	11th	657	2	0.0042713	2	0.0041929	0
OREGON DENTAL ASSOCIATION	11th	2,171	7	0.0141141	7	0.0146751	0
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	13	0.0268434	13	0.0272537	0
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	2	0.0041929	1
Total		8,171	26	0.0531212	27	0.0566038	1

ADA Trustee District=12

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	3	0.0070863	3	0.0062893	0
KANSAS DENTAL ASSOCIATION	12th	1,224	4	0.0079575	4	0.0083857	0
LOUISIANA DENTAL ASSOCIATION	12th	1,874	6	0.0121832	6	0.0125786	0
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	5	0.0105384	5	0.0104822	0
Total		5,809	18	0.0377654	18	0.0377358	0

ADA Trustee District=13

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	69	0.1476225	69	0.1446541	0

ADA Trustee District=14

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARIZONA DENTAL ASSOCIATION	14th	2,450	7	0.0159279	7	0.0146751	0
COLORADO DENTAL ASSOCIATION	14th	3,178	10	0.0206608	10	0.0209644	0
HAWAII DENTAL ASSOCIATION	14th	976	3	0.0063452	3	0.0062893	0
NEVADA DENTAL ASSOCIATION	14th	908	3	0.0059031	3	0.0062893	0
NEW MEXICO DENTAL ASSOCIATION	14th	735	2	0.0047784	2	0.0041929	0
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	2	0.0041929	1
UTAH DENTAL ASSOCIATION	14th	1,589	5	0.0103304	5	0.0104822	0
Total		10,128	31	0.0658440	32	0.0670860	1

ADA Trustee District=15

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
TEXAS DENTAL ASSOCIATION	15th	8,852	27	0.0575485	27	0.0566038	0

ADA Trustee District=16

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	11	0.0226631	11	0.0230608	0
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	6	0.0121182	6	0.0125786	0
VIRGINIA DENTAL ASSOCIATION	16th	3,515	11	0.0228517	11	0.0230608	0
Total		8,865	28	0.0576330	28	0.0587002	0

ADA Trustee District=17

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
FLORIDA DENTAL ASSOCIATION	17th	6,534	20	0.0424788	20	0.0419287	0
Total		153,818	469	1.0000000	477	1.0000000	8

The ASDA constituent receives six delegates and is not considered further in any of the allocation statistics

Appendix B:
Data Tabulation for the 2010 HOD Benchmark

Distribution of 2010 House of Delegates by Constituent
Existing District Based Allocation Method

Constituent Society	ADA Trustee District	Number of Members	Percent to Total Membership (PTM)	Number of Delegates Allocated 2010 HOD	Percent of Delegates Allocated 2010 HOD	Percent Difference Percent of Total Membership and Percent of Total Delegates	Fairness Ratio
ALABAMA DENTAL ASSOCIATION	5th	1,681	1.10%	5	1.07%	(0.04%)	0.97
ARIZONA DENTAL ASSOCIATION	14th	2,345	1.54%	7	1.50%	(0.04%)	0.97
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,070	0.70%	4	0.85%	0.15%	1.22
CALIFORNIA DENTAL ASSOCIATION	13th	22,551	14.80%	67	14.32%	(0.49%)	0.97
COLORADO DENTAL ASSOCIATION	14th	3,146	2.06%	8	1.71%	(0.36%)	0.83
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,481	1.63%	7	1.50%	(0.13%)	0.92
DELAWARE STATE DENTAL SOCIETY	4th	398	0.26%	2	0.43%	0.17%	1.64
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	459	0.30%	2	0.43%	0.13%	1.42
FLORIDA DENTAL ASSOCIATION	17th	6,638	4.36%	21	4.49%	0.13%	1.03
GEORGIA DENTAL ASSOCIATION	5th	3,314	2.18%	10	2.14%	(0.04%)	0.98
HAWAII DENTAL ASSOCIATION	14th	961	0.63%	3	0.64%	0.01%	1.02
IDAHO STATE DENTAL ASSOCIATION	11th	853	0.56%	3	0.64%	0.08%	1.14
ILLINOIS STATE DENTAL SOCIETY	8th	6,609	4.34%	20	4.27%	(0.06%)	0.99
INDIANA DENTAL ASSOCIATION	7th	2,901	1.90%	9	1.92%	0.02%	1.01
IOWA DENTAL ASSOCIATION	10th	1,749	1.15%	5	1.07%	(0.08%)	0.93
KANSAS DENTAL ASSOCIATION	12th	1,240	0.81%	4	0.85%	0.04%	1.05
KENTUCKY DENTAL ASSOCIATION	6th	1,736	1.14%	6	1.28%	0.14%	1.13
LOUISIANA DENTAL ASSOCIATION	12th	1,857	1.22%	6	1.28%	0.06%	1.05
MAINE DENTAL ASSOCIATION	1st	696	0.46%	3	0.64%	0.18%	1.40
MARYLAND STATE DENTAL ASSOCIATION	4th	2,471	1.62%	7	1.50%	(0.13%)	0.92
MASSACHUSETTS DENTAL SOCIETY	1st	4,880	3.20%	13	2.78%	(0.43%)	0.87
MICHIGAN DENTAL ASSOCIATION	9th	5,551	3.64%	17	3.63%	(0.01%)	1.00
MINNESOTA DENTAL ASSOCIATION	10th	3,067	2.01%	9	1.92%	(0.09%)	0.96
MISSISSIPPI DENTAL ASSOCIATION	5th	998	0.66%	3	0.64%	(0.01%)	0.98

Constituent Society	ADA Trustee District	Number of Members	Percent to Total Membership (PTM)	Number of Delegates Allocated 2010 HOD	Percent of Delegates Allocated 2010 HOD	Percent Difference Percent of Total Membership and Percent of Total Delegates	Fairness Ratio
MISSOURI DENTAL ASSOCIATION	6th	2,234	1.47%	7	1.50%	0.03%	1.02
MONTANA DENTAL ASSOCIATION	11th	644	0.42%	2	0.43%	0.00%	1.01
NEBRASKA DENTAL ASSOCIATION	10th	972	0.64%	3	0.64%	0.00%	1.00
NEVADA DENTAL ASSOCIATION	14th	824	0.54%	3	0.64%	0.10%	1.19
NEW HAMPSHIRE DENTAL SOCIETY	1st	760	0.50%	3	0.64%	0.14%	1.28
NEW JERSEY DENTAL ASSOCIATION	4th	4,692	3.08%	12	2.56%	(0.52%)	0.83
NEW MEXICO DENTAL ASSOCIATION	14th	701	0.46%	3	0.64%	0.18%	1.39
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,703	8.34%	41	8.76%	0.42%	1.05
NORTH CAROLINA DENTAL SOCIETY	16th	3,441	2.26%	10	2.14%	(0.12%)	0.95
NORTH DAKOTA DENTAL ASSOCIATION	10th	363	0.24%	2	0.43%	0.19%	1.79
OHIO DENTAL ASSOCIATION	7th	5,400	3.54%	16	3.42%	(0.13%)	0.96
OKLAHOMA DENTAL ASSOCIATION	12th	1,576	1.03%	5	1.07%	0.03%	1.03
OREGON DENTAL ASSOCIATION	11th	2,155	1.41%	6	1.28%	(0.13%)	0.91
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,506	3.61%	18	3.85%	0.23%	1.06
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	193	0.13%	2	0.43%	0.30%	3.37
RHODE ISLAND DENTAL ASSOCIATION	1st	558	0.37%	3	0.64%	0.27%	1.75
SOUTH DAKOTA DENTAL ASSOCIATION	10th	440	0.29%	2	0.43%	0.14%	1.48
TENNESSEE DENTAL ASSOCIATION	6th	2,310	1.52%	7	1.50%	(0.02%)	0.99
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,838	1.21%	5	1.07%	(0.14%)	0.89
VERMONT STATE DENTAL SOCIETY	1st	395	0.26%	2	0.43%	0.17%	1.65
WYOMING DENTAL ASSOCIATION	14th	284	0.19%	2	0.43%	0.24%	2.29
TEXAS DENTAL ASSOCIATION	15th	8,451	5.55%	23	4.91%	(0.63%)	0.89
UTAH DENTAL ASSOCIATION	14th	1,560	1.02%	4	0.85%	(0.17%)	0.83
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0.02%	1	0.21%	0.20%	14.15
VIRGINIA DENTAL ASSOCIATION	16th	3,443	2.26%	10	2.14%	(0.12%)	0.95

Constituent Society	ADA Trustee District	Number of Members	Percent to Total Membership (PTM)	Number of Delegates Allocated 2010 HOD	Percent of Delegates Allocated 2010 HOD	Percent Difference Percent of Total Membership and Percent of Total Delegates	Fairness Ratio
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,105	2.69%	11	2.35%	(0.34%)	0.87
WEST VIRGINIA DENTAL ASSOCIATION	6th	737	0.48%	3	0.64%	0.16%	1.33
WISCONSIN DENTAL ASSOCIATION	9th	2,989	1.96%	9	1.92%	(0.04%)	0.98
ALASKA DENTAL SOCIETY	11th	348	0.23%	2	0.43%	0.20%	1.87
FEDERAL SERVICES	4th	3,052	2.00%	10	2.14%	0.13%	1.07
Total delegates allocated by method		152,349	100.0%	468	100.0%	0.00%	76.21

ASDA and the Federal Constituency are omitted from these calculations

Appendix C:
Data Tabulation for Alternative Allocation 1
(Minimum Two per State and One per Military/Territory Option)
with 300 Delegate Target

Calculation with Target Distribution of House Delegates by Constituent
Allocation Method is Minimum Two per State and One per Military/Territory with Remainder Allocated Proportionally with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
ALABAMA DENTAL ASSOCIATION	5th	1,684	3	0.0109480	3	0.0095541	0	0.00%	0.87
ARIZONA DENTAL ASSOCIATION	14th	2,450	5	0.0159279	5	0.0159236	0	0.00%	1.00
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	2	0.0070863	2	0.0063694	0	0.00%	0.90
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	44	0.1476225	44	0.1401274	0	0.00%	0.95
COLORADO DENTAL ASSOCIATION	14th	3,178	6	0.0206608	6	0.0191083	0	0.00%	0.92
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	5	0.0161620	5	0.0159236	0	0.00%	0.99
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	2	0.0063694	1	50.00%	2.44
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	2	0.0063694	1	50.00%	2.06
FLORIDA DENTAL ASSOCIATION	17th	6,534	13	0.0424788	13	0.0414013	0	0.00%	0.97
GEORGIA DENTAL ASSOCIATION	5th	3,377	7	0.0219545	7	0.0222930	0	0.00%	1.02
HAWAII DENTAL ASSOCIATION	14th	976	2	0.0063452	2	0.0063694	0	0.00%	1.00
IDAHO STATE DENTAL ASSOCIATION	11th	851	2	0.0055325	2	0.0063694	0	0.00%	1.15
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	13	0.0442406	13	0.0414013	0	0.00%	0.94
INDIANA DENTAL ASSOCIATION	7th	2,945	6	0.0191460	6	0.0191083	0	0.00%	1.00
IOWA DENTAL ASSOCIATION	10th	1,763	3	0.0114616	3	0.0095541	0	0.00%	0.83
KANSAS DENTAL ASSOCIATION	12th	1,224	2	0.0079575	2	0.0063694	0	0.00%	0.80
KENTUCKY DENTAL ASSOCIATION	6th	1,763	3	0.0114616	3	0.0095541	0	0.00%	0.83
LOUISIANA DENTAL ASSOCIATION	12th	1,874	4	0.0121832	4	0.0127389	0	0.00%	1.05
MAINE DENTAL ASSOCIATION	1st	715	1	0.0046484	2	0.0063694	1	50.00%	1.37
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	5	0.0161815	5	0.0159236	0	0.00%	0.98
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	9	0.0318623	9	0.0286624	0	0.00%	0.90
MICHIGAN DENTAL ASSOCIATION	9th	5,605	11	0.0364392	11	0.0350318	0	0.00%	0.96

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
MINNESOTA DENTAL ASSOCIATION	10th	3,112	6	0.0202317	6	0.0191083	0	0.00%	0.94
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	2	0.0065792	2	0.0063694	0	0.00%	0.97
MISSOURI DENTAL ASSOCIATION	6th	2,345	5	0.0152453	5	0.0159236	0	0.00%	1.04
MONTANA DENTAL ASSOCIATION	11th	657	1	0.0042713	2	0.0063694	1	50.00%	1.49
NEBRASKA DENTAL ASSOCIATION	10th	1,001	2	0.0065077	2	0.0063694	0	0.00%	0.98
NEVADA DENTAL ASSOCIATION	14th	908	2	0.0059031	2	0.0063694	0	0.00%	1.08
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	1	0.0050059	2	0.0063694	1	50.00%	1.27
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	9	0.0301655	9	0.0286624	0	0.00%	0.95
NEW MEXICO DENTAL ASSOCIATION	14th	735	1	0.0047784	2	0.0063694	1	50.00%	1.33
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	24	0.0814339	24	0.0764331	0	0.00%	0.94
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	7	0.0226631	7	0.0222930	0	0.00%	0.98
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	2	0.0063694	1	50.00%	2.62
OHIO DENTAL ASSOCIATION	7th	5,456	11	0.0354705	11	0.0350318	0	0.00%	0.99
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	3	0.0105384	3	0.0095541	0	0.00%	0.91
OREGON DENTAL ASSOCIATION	11th	2,171	4	0.0141141	4	0.0127389	0	0.00%	0.90
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	11	0.0360426	11	0.0350318	0	0.00%	0.97
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	0	0.0012092	1	0.0031847	1	100.0%	2.63
RHODE ISLAND DENTAL ASSOCIATION	1st	550	1	0.0035757	2	0.0063694	1	50.00%	1.78
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	2	0.0063694	1	50.00%	2.13
TENNESSEE DENTAL ASSOCIATION	6th	2,372	5	0.0154208	5	0.0159236	0	0.00%	1.03
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	4	0.0121182	4	0.0127389	0	0.00%	1.05
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	2	0.0063694	1	50.00%	2.49
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	2	0.0063694	1	50.00%	3.36
TEXAS DENTAL ASSOCIATION	15th	8,852	17	0.0575485	17	0.0541401	0	0.00%	0.94
UTAH DENTAL ASSOCIATION	14th	1,589	3	0.0103304	3	0.0095541	0	0.00%	0.92
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0031847	1	100.0%	21.30

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
VIRGINIA DENTAL ASSOCIATION	16th	3,515	7	0.0228517	7	0.0222930	0	0.00%	0.98
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	8	0.0268434	8	0.0254777	0	0.00%	0.95
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	1	0.0048759	2	0.0063694	1	50.00%	1.31
WISCONSIN DENTAL ASSOCIATION	9th	3,069	6	0.0199522	6	0.0191083	0	0.00%	0.96
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	2	0.0063694	1	50.00%	2.70
AIR FORCE	4th	730	1	0.0047459	1	0.0031847	0	0.00%	0.67
ARMY	4th	608	1	0.0039527	1	0.0031847	0	0.00%	0.81
NAVY	4th	653	1	0.0042453	1	0.0031847	0	0.00%	0.75
PUBLIC HEALTH SERVICE	4th	245	0	0.0015928	1	0.0031847	1	100.0%	2.00
VETERANS AFFAIRS	4th	521	1	0.0033871	1	0.0031847	0	0.00%	0.94
Total		153,818	298	1.0000000	314	1.0000000	16		92.00
Total delegates with ASDA		NA	NA	NA	317	NA	NA		NA

A value of one is a perfect Fairness Ratio. A fairness value greater than one indicates over-representation and less than one is under-representation
The ASDA constituent receives three delegates and is not considered further in any of the allocation statistics

Distribution of House Delegates by Trustee District
Allocation Method is Minimum Two per State and One per Military/Territory with Remainder Allocated Proportionally with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

ADA Trustee District=1

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CONNECTICUT STATE DENTAL ASSOCIATION	1 st	2,486	5	0.0161620	5	0.0159236	0
MAINE DENTAL ASSOCIATION	1 st	715	1	0.0046484	2	0.0063694	1
MASSACHUSETTS DENTAL SOCIETY	1 st	4,901	9	0.0318623	9	0.0286624	0
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	1	0.0050059	2	0.0063694	1
RHODE ISLAND DENTAL ASSOCIATION	1st	550	1	0.0035757	2	0.0063694	1
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	2	0.0063694	1
Total		9,816	18	0.0638157	22	0.0700636	4

ADA Trustee District=2

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	24	0.0814339	24	0.0764331	0

ADA Trustee District=3

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
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Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	11	0.0360426	11	0.0350318	0

ADA Trustee District=4

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	2	0.0063694	1
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	2	0.0063694	1
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	5	0.0161815	5	0.0159236	0
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	9	0.0301655	9	0.0286624	0
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	0	0.0012092	1	0.0031847	1
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0031847	1
AIR FORCE	4th	730	1	0.0047459	1	0.0031847	0
ARMY	4th	608	1	0.0039527	1	0.0031847	0
NAVY	4th	653	1	0.0042453	1	0.0031847	0
PUBLIC HEALTH SERVICE	4th	245	0	0.0015928	1	0.0031847	1
VETERANS AFFAIRS	4th	521	1	0.0033871	1	0.0031847	0
Total		10,972	20	0.0713311	25	0.0796178	5

ADA Trustee District=5

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ALABAMA DENTAL ASSOCIATION	5th	1,684	3	0.0109480	3	0.0095541	0
GEORGIA DENTAL ASSOCIATION	5th	3,377	7	0.0219545	7	0.0222930	0
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	2	0.0065792	2	0.0063694	0
Total		6,073	12	0.0394817	12	0.0382166	0

ADA Trustee District=6

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
KENTUCKY DENTAL ASSOCIATION	6th	1,763	3	0.0114616	3	0.0095541	0
MISSOURI DENTAL ASSOCIATION	6th	2,345	5	0.0152453	5	0.0159236	0
TENNESSEE DENTAL ASSOCIATION	6th	2,372	5	0.0154208	5	0.0159236	0
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	1	0.0048759	2	0.0063694	1
Total		7,230	14	0.0470036	15	0.0477707	1

ADA Trustee District=7

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
INDIANA DENTAL ASSOCIATION	7th	2,945	6	0.0191460	6	0.0191083	0

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
OHIO DENTAL ASSOCIATION	7th	5,456	11	0.0354705	11	0.0350318	0
Total		8,401	17	0.0546165	17	0.0541401	0

ADA Trustee District=8

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	13	0.0442406	13	0.0414013	0

ADA Trustee District=9

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
MICHIGAN DENTAL ASSOCIATION	9th	5,605	11	0.0364392	11	0.0350318	0
WISCONSIN DENTAL ASSOCIATION	9th	3,069	6	0.0199522	6	0.0191083	0
Total		8,674	17	0.0563913	17	0.0541401	0

ADA Trustee District=10

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IOWA DENTAL ASSOCIATION	10th	1,763	3	0.0114616	3	0.0095541	0
MINNESOTA DENTAL ASSOCIATION	10th	3,112	6	0.0202317	6	0.0191083	0
NEBRASKA DENTAL ASSOCIATION	10th	1,001	2	0.0065077	2	0.0063694	0
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	2	0.0063694	1
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	2	0.0063694	1
Total		6,711	13	0.0436295	15	0.0477707	2

ADA Trustee District=11

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IDAHO STATE DENTAL ASSOCIATION	11th	851	2	0.0055325	2	0.0063694	0
MONTANA DENTAL ASSOCIATION	11th	657	1	0.0042713	2	0.0063694	1
OREGON DENTAL ASSOCIATION	11th	2,171	4	0.0141141	4	0.0127389	0
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	8	0.0268434	8	0.0254777	0
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	2	0.0063694	1
Total		8,171	16	0.0531212	18	0.0573248	2

ADA Trustee District=12

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	2	0.0070863	2	0.0063694	0
KANSAS DENTAL ASSOCIATION	12th	1,224	2	0.0079575	2	0.0063694	0
LOUISIANA DENTAL ASSOCIATION	12th	1,874	4	0.0121832	4	0.0127389	0
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	3	0.0105384	3	0.0095541	0
Total		5,809	11	0.0377654	11	0.0350318	0

ADA Trustee District=13

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	44	0.1476225	44	0.1401274	0

ADA Trustee District=14

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARIZONA DENTAL ASSOCIATION	14th	2,450	5	0.0159279	5	0.0159236	0
COLORADO DENTAL ASSOCIATION	14th	3,178	6	0.0206608	6	0.0191083	0
HAWAII DENTAL ASSOCIATION	14th	976	2	0.0063452	2	0.0063694	0
NEVADA DENTAL ASSOCIATION	14th	908	2	0.0059031	2	0.0063694	0
NEW MEXICO DENTAL ASSOCIATION	14th	735	1	0.0047784	2	0.0063694	1
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	2	0.0063694	1
UTAH DENTAL ASSOCIATION	14th	1,589	3	0.0103304	3	0.0095541	0
Total		10,128	20	0.0658440	22	0.0700637	2

ADA Trustee District=15

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
TEXAS DENTAL ASSOCIATION	15th	8,852	17	0.0575485	17	0.0541401	0

ADA Trustee District=16

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	7	0.0226631	7	0.0222930	0
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	4	0.0121182	4	0.0127389	0
VIRGINIA DENTAL ASSOCIATION	16th	3,515	7	0.0228517	7	0.0222930	0
Total		8,865	18	0.0576330	18	0.0573248	0

ADA Trustee District=17

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
FLORIDA DENTAL ASSOCIATION	17th	6,534	13	0.0424788	13	0.0414013	0
Total		153,818	298	1.0000000	314	1.0000000	16

The ASDA constituent receives three delegates and is not considered further in any of the allocation statistics

Appendix D:

Data Tabulation for the Alternative Allocation 2 of 475 Target Delegates
(Minimum Two per State and Military and One per Territory Option)

Calculation with Target Distribution of House Delegates by Constituent
Allocation Method is Two per State and Military and One per Territory with Remainder Allocated Proportionately with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
ALABAMA DENTAL ASSOCIATION	5th	1,684	5	0.0109480	5	0.0104603	0	0.00%	0.96
ARIZONA DENTAL ASSOCIATION	14th	2,450	7	0.0159279	7	0.0146444	0	0.00%	0.92
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	3	0.0070863	3	0.0062762	0	0.00%	0.89
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	69	0.1476225	69	0.1443515	0	0.00%	0.98
COLORADO DENTAL ASSOCIATION	14th	3,178	10	0.0206608	10	0.0209205	0	0.00%	1.01
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	8	0.0161620	8	0.0167364	0	0.00%	1.04
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	2	0.0041841	1	50.00%	1.60
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	2	0.0041841	1	50.00%	1.35
FLORIDA DENTAL ASSOCIATION	17th	6,534	20	0.0424788	20	0.0418410	0	0.00%	0.98
GEORGIA DENTAL ASSOCIATION	5th	3,377	10	0.0219545	10	0.0209205	0	0.00%	0.95
HAWAII DENTAL ASSOCIATION	14th	976	3	0.0063452	3	0.0062762	0	0.00%	0.99
IDAHO STATE DENTAL ASSOCIATION	11th	851	3	0.0055325	3	0.0062762	0	0.00%	1.13
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	21	0.0442406	21	0.0439331	0	0.00%	0.99
INDIANA DENTAL ASSOCIATION	7th	2,945	9	0.0191460	9	0.0188285	0	0.00%	0.98
IOWA DENTAL ASSOCIATION	10th	1,763	5	0.0114616	5	0.0104603	0	0.00%	0.91
KANSAS DENTAL ASSOCIATION	12th	1,224	4	0.0079575	4	0.0083682	0	0.00%	1.05
KENTUCKY DENTAL ASSOCIATION	6th	1,763	5	0.0114616	5	0.0104603	0	0.00%	0.91
LOUISIANA DENTAL ASSOCIATION	12th	1,874	6	0.0121832	6	0.0125523	0	0.00%	1.03
MAINE DENTAL ASSOCIATION	1st	715	2	0.0046484	2	0.0041841	0	0.00%	0.90
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	8	0.0161815	8	0.0167364	0	0.00%	1.03
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	15	0.0318623	15	0.0313808	0	0.00%	0.98
MICHIGAN DENTAL ASSOCIATION	9th	5,605	17	0.0364392	17	0.0355649	0	0.00%	0.98
MINNESOTA DENTAL ASSOCIATION	10th	3,112	9	0.0202317	9	0.0188285	0	0.00%	0.93
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	3	0.0065792	3	0.0062762	0	0.00%	0.95

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
MISSOURI DENTAL ASSOCIATION	6th	2,345	7	0.0152453	7	0.0146444	0	0.00%	0.96
MONTANA DENTAL ASSOCIATION	11th	657	2	0.0042713	2	0.0041841	0	0.00%	0.98
NEBRASKA DENTAL ASSOCIATION	10th	1,001	3	0.0065077	3	0.0062762	0	0.00%	0.96
NEVADA DENTAL ASSOCIATION	14th	908	3	0.0059031	3	0.0062762	0	0.00%	1.06
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	2	0.0050059	2	0.0041841	0	0.00%	0.84
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	14	0.0301655	14	0.0292887	0	0.00%	0.97
NEW MEXICO DENTAL ASSOCIATION	14th	735	2	0.0047784	2	0.0041841	0	0.00%	0.88
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	38	0.0814339	38	0.0794979	0	0.00%	0.98
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	11	0.0226631	11	0.0230126	0	0.00%	1.02
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	2	0.0041841	1	50.00%	1.72
OHIO DENTAL ASSOCIATION	7th	5,456	17	0.0354705	17	0.0355649	0	0.00%	1.00
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	5	0.0105384	5	0.0104603	0	0.00%	0.99
OREGON DENTAL ASSOCIATION	11th	2,171	7	0.0141141	7	0.0146444	0	0.00%	1.04
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	17	0.0360426	17	0.0355649	0	0.00%	0.99
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	1	0.0012092	1	0.0020921	0	0.00%	1.73
RHODE ISLAND DENTAL ASSOCIATION	1st	550	2	0.0035757	2	0.0041841	0	0.00%	1.17
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	2	0.0041841	1	50.00%	1.40
TENNESSEE DENTAL ASSOCIATION	6th	2,372	7	0.0154208	7	0.0146444	0	0.00%	0.95
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	6	0.0121182	6	0.0125523	0	0.00%	1.04
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	2	0.0041841	1	50.00%	1.63
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	2	0.0041841	1	50.00%	2.20
TEXAS DENTAL ASSOCIATION	15th	8,852	27	0.0575485	27	0.0564854	0	0.00%	0.98
UTAH DENTAL ASSOCIATION	14th	1,589	5	0.0103304	5	0.0104603	0	0.00%	1.01
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0020921	1	100.0%	13.99
VIRGINIA DENTAL ASSOCIATION	16th	3,515	11	0.0228517	11	0.0230126	0	0.00%	1.01
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	13	0.0268434	13	0.0271967	0	0.00%	1.01

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	2	0.0048759	2	0.0041841	0	0.00%	0.86
WISCONSIN DENTAL ASSOCIATION	9th	3,069	9	0.0199522	9	0.0188285	0	0.00%	0.94
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	2	0.0041841	1	50.00%	1.77
AIR FORCE	4th	730	2	0.0047459	2	0.0041841	0	0.00%	0.88
ARMY	4th	608	2	0.0039527	2	0.0041841	0	0.00%	1.06
NAVY	4th	653	2	0.0042453	2	0.0041841	0	0.00%	0.99
PUBLIC HEALTH SERVICE	4th	245	1	0.0015928	2	0.0041841	1	50.00%	2.63
VETERANS AFFAIRS	4th	521	2	0.0033871	2	0.0041841	0	0.00%	1.24
Total		153,818	469	1.0000000	478	1.0000000	9		77.34
Total delegates with ASDA		NA	NA	NA	484	NA	NA		NA

A value of one is a perfect Fairness Ratio. A fairness value greater than one indicates over-representation and less than one is under-representation
The ASDA constituent receives six delegates and is not considered further in any of the allocation statistics

Distribution of House Delegates by Trustee District
Allocation Method is Two Delegate Minimum with Remainder Allocated Proportionately with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

ADA Trustee District=1

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	8	0.0161620	8	0.0167364	0
MAINE DENTAL ASSOCIATION	1st	715	2	0.0046484	2	0.0041841	0
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	15	0.0318623	15	0.0313808	0
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	2	0.0050059	2	0.0041841	0
RHODE ISLAND DENTAL ASSOCIATION	1st	550	2	0.0035757	2	0.0041841	0
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	2	0.0041841	1
Total		9,816	30	0.0638157	31	0.0648536	1

ADA Trustee District=2

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	38	0.0814339	38	0.0794979	0

ADA Trustee District=3

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	17	0.0360426	17	0.0355649	0

ADA Trustee District=4

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	2	0.0041841	1
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	2	0.0041841	1
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	8	0.0161815	8	0.0167364	0
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	14	0.0301655	14	0.0292887	0
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	1	0.0012092	1	0.0020921	0
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0020921	1
AIR FORCE	4th	730	2	0.0047459	2	0.0041841	0
ARMY	4th	608	2	0.0039527	2	0.0041841	0
NAVY	4th	653	2	0.0042453	2	0.0041841	0
PUBLIC HEALTH SERVICE	4th	245	1	0.0015928	2	0.0041841	1
VETERANS AFFAIRS	4th	521	2	0.0033871	2	0.0041841	0
Total		10,972	34	0.0713311	38	0.0794979	4

ADA Trustee District=5

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ALABAMA DENTAL ASSOCIATION	5th	1,684	5	0.0109480	5	0.0104603	0
GEORGIA DENTAL ASSOCIATION	5th	3,377	10	0.0219545	10	0.0209205	0
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	3	0.0065792	3	0.0062762	0
Total		6,073	18	0.0394817	18	0.0376569	0

ADA Trustee District=6

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
KENTUCKY DENTAL ASSOCIATION	6th	1,763	5	0.0114616	5	0.0104603	0
MISSOURI DENTAL ASSOCIATION	6th	2,345	7	0.0152453	7	0.0146444	0
TENNESSEE DENTAL ASSOCIATION	6th	2,372	7	0.0154208	7	0.0146444	0
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	2	0.0048759	2	0.0041841	0
Total		7,230	21	0.0470036	21	0.0439331	0

ADA Trustee District=7

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
INDIANA DENTAL ASSOCIATION	7th	2,945	9	0.0191460	9	0.0188285	0
OHIO DENTAL ASSOCIATION	7th	5,456	17	0.0354705	17	0.0355649	0

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
Total		8,401	26	0.0546165	26	0.0543933	0

ADA Trustee District=8

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	21	0.0442406	21	0.0439331	0

ADA Trustee District=9

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
MICHIGAN DENTAL ASSOCIATION	9th	5,605	17	0.0364392	17	0.0355649	0
WISCONSIN DENTAL ASSOCIATION	9th	3,069	9	0.0199522	9	0.0188285	0
Total		8,674	26	0.0563913	26	0.0543933	0

ADA Trustee District=10

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IOWA DENTAL ASSOCIATION	10th	1,763	5	0.0114616	5	0.0104603	0
MINNESOTA DENTAL ASSOCIATION	10th	3,112	9	0.0202317	9	0.0188285	0
NEBRASKA DENTAL ASSOCIATION	10th	1,001	3	0.0065077	3	0.0062762	0
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	2	0.0041841	1
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	2	0.0041841	1
Total		6,711	19	0.0436295	21	0.0439331	2

ADA Trustee District=11

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IDAHO STATE DENTAL ASSOCIATION	11th	851	3	0.0055325	3	0.0062762	0
MONTANA DENTAL ASSOCIATION	11th	657	2	0.0042713	2	0.0041841	0
OREGON DENTAL ASSOCIATION	11th	2,171	7	0.0141141	7	0.0146444	0
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	13	0.0268434	13	0.0271967	0
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	2	0.0041841	1
Total		8,171	26	0.0531212	27	0.0564854	1

ADA Trustee District=12

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	3	0.0070863	3	0.0062762	0
KANSAS DENTAL ASSOCIATION	12th	1,224	4	0.0079575	4	0.0083682	0
LOUISIANA DENTAL ASSOCIATION	12th	1,874	6	0.0121832	6	0.0125523	0
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	5	0.0105384	5	0.0104603	0
Total		5,809	18	0.0377654	18	0.0376569	0

ADA Trustee District=13

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	69	0.1476225	69	0.1443515	0

ADA Trustee District=14

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARIZONA DENTAL ASSOCIATION	14th	2,450	7	0.0159279	7	0.0146444	0
COLORADO DENTAL ASSOCIATION	14th	3,178	10	0.0206608	10	0.0209205	0
HAWAII DENTAL ASSOCIATION	14th	976	3	0.0063452	3	0.0062762	0
NEVADA DENTAL ASSOCIATION	14th	908	3	0.0059031	3	0.0062762	0
NEW MEXICO DENTAL ASSOCIATION	14th	735	2	0.0047784	2	0.0041841	0
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	2	0.0041841	1
UTAH DENTAL ASSOCIATION	14th	1,589	5	0.0103304	5	0.0104603	0
Total		10,128	31	0.0658440	32	0.0669456	1

ADA Trustee District=15

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
TEXAS DENTAL ASSOCIATION	15th	8,852	27	0.0575485	27	0.0564854	0

ADA Trustee District=16

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	11	0.0226631	11	0.0230126	0
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	6	0.0121182	6	0.0125523	0
VIRGINIA DENTAL ASSOCIATION	16th	3,515	11	0.0228517	11	0.0230126	0
Total		8,865	28	0.0576330	28	0.0585774	0

ADA Trustee District=17

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
FLORIDA DENTAL ASSOCIATION	17th	6,534	20	0.0424788	20	0.0418410	0
Total		153,818	469	1.0000000	478	1.0000000	9

The ASDA constituent receives six delegates and is not considered further in any of the allocation statistics.

Appendix E:
Data Tabulation for the Alternative Allocation 3
(Minimum One per Constituent Option)

Calculation with Target Distribution of House Delegates by Constituent
Allocation Method is Minimum of One with Remainder Allocated Proportionally with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
ALABAMA DENTAL ASSOCIATION	5th	1,684	3	0.0109480	3	0.0099668	0	0.00%	0.91
ARIZONA DENTAL ASSOCIATION	14th	2,450	5	0.0159279	5	0.0166113	0	0.00%	1.04
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	2	0.0070863	2	0.0066445	0	0.00%	0.94
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	44	0.1476225	44	0.1461794	0	0.00%	0.99
COLORADO DENTAL ASSOCIATION	14th	3,178	6	0.0206608	6	0.0199336	0	0.00%	0.96
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	5	0.0161620	5	0.0166113	0	0.00%	1.03
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	1	0.0033223	0	0.00%	1.27
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	1	0.0033223	0	0.00%	1.07
FLORIDA DENTAL ASSOCIATION	17th	6,534	13	0.0424788	13	0.0431894	0	0.00%	1.02
GEORGIA DENTAL ASSOCIATION	5th	3,377	7	0.0219545	7	0.0232558	0	0.00%	1.06
HAWAII DENTAL ASSOCIATION	14th	976	2	0.0063452	2	0.0066445	0	0.00%	1.05
IDAHO STATE DENTAL ASSOCIATION	11th	851	2	0.0055325	2	0.0066445	0	0.00%	1.20
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	13	0.0442406	13	0.0431894	0	0.00%	0.98
INDIANA DENTAL ASSOCIATION	7th	2,945	6	0.0191460	6	0.0199336	0	0.00%	1.04
IOWA DENTAL ASSOCIATION	10th	1,763	3	0.0114616	3	0.0099668	0	0.00%	0.87
KANSAS DENTAL ASSOCIATION	12th	1,224	2	0.0079575	2	0.0066445	0	0.00%	0.84
KENTUCKY DENTAL ASSOCIATION	6th	1,763	3	0.0114616	3	0.0099668	0	0.00%	0.87
LOUISIANA DENTAL ASSOCIATION	12th	1,874	4	0.0121832	4	0.0132890	0	0.00%	1.09
MAINE DENTAL ASSOCIATION	1st	715	1	0.0046484	1	0.0033223	0	0.00%	0.71
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	5	0.0161815	5	0.0166113	0	0.00%	1.03
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	9	0.0318623	9	0.0299003	0	0.00%	0.94
MICHIGAN DENTAL ASSOCIATION	9th	5,605	11	0.0364392	11	0.0365449	0	0.00%	1.00
MINNESOTA DENTAL ASSOCIATION	10th	3,112	6	0.0202317	6	0.0199336	0	0.00%	0.99
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	2	0.0065792	2	0.0066445	0	0.00%	1.01

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
MISSOURI DENTAL ASSOCIATION	6th	2,345	5	0.0152453	5	0.0166113	0	0.00%	1.09
MONTANA DENTAL ASSOCIATION	11th	657	1	0.0042713	1	0.0033223	0	0.00%	0.78
NEBRASKA DENTAL ASSOCIATION	10th	1,001	2	0.0065077	2	0.0066445	0	0.00%	1.02
NEVADA DENTAL ASSOCIATION	14th	908	2	0.0059031	2	0.0066445	0	0.00%	1.13
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	1	0.0050059	1	0.0033223	0	0.00%	0.66
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	9	0.0301655	9	0.0299003	0	0.00%	0.99
NEW MEXICO DENTAL ASSOCIATION	14th	735	1	0.0047784	1	0.0033223	0	0.00%	0.70
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	24	0.0814339	24	0.0797342	0	0.00%	0.98
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	7	0.0226631	7	0.0232558	0	0.00%	1.03
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	1	0.0033223	0	0.00%	1.37
OHIO DENTAL ASSOCIATION	7th	5,456	11	0.0354705	11	0.0365449	0	0.00%	1.03
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	3	0.0105384	3	0.0099668	0	0.00%	0.95
OREGON DENTAL ASSOCIATION	11th	2,171	4	0.0141141	4	0.0132890	0	0.00%	0.94
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	11	0.0360426	11	0.0365449	0	0.00%	1.01
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	0	0.0012092	1	0.0033223	1	100.0%	2.75
RHODE ISLAND DENTAL ASSOCIATION	1st	550	1	0.0035757	1	0.0033223	0	0.00%	0.93
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	1	0.0033223	0	0.00%	1.11
TENNESSEE DENTAL ASSOCIATION	6th	2,372	5	0.0154208	5	0.0166113	0	0.00%	1.08
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	4	0.0121182	4	0.0132890	0	0.00%	1.10
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	1	0.0033223	0	0.00%	1.30
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	1	0.0033223	0	0.00%	1.75
TEXAS DENTAL ASSOCIATION	15th	8,852	17	0.0575485	17	0.0564784	0	0.00%	0.98
UTAH DENTAL ASSOCIATION	14th	1,589	3	0.0103304	3	0.0099668	0	0.00%	0.96
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0033223	1	100.0%	22.22
VIRGINIA DENTAL ASSOCIATION	16th	3,515	7	0.0228517	7	0.0232558	0	0.00%	1.02
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	8	0.0268434	8	0.0265781	0	0.00%	0.99

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method	Percent Delegate Change Allocation Method Compared to PTM Method	Fairness Ratio
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	1	0.0048759	1	0.0033223	0	0.00%	0.68
WISCONSIN DENTAL ASSOCIATION	9th	3,069	6	0.0199522	6	0.0199336	0	0.00%	1.00
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	1	0.0033223	0	0.00%	1.41
AIR FORCE	4th	730	1	0.0047459	1	0.0033223	0	0.00%	0.70
ARMY	4th	608	1	0.0039527	1	0.0033223	0	0.00%	0.84
NAVY	4th	653	1	0.0042453	1	0.0033223	0	0.00%	0.78
PUBLIC HEALTH SERVICE	4th	245	0	0.0015928	1	0.0033223	1	100.0%	2.09
VETERANS AFFAIRS	4th	521	1	0.0033871	1	0.0033223	0	0.00%	0.98
Total		153,818	298	1.0000000	301	1.0000000	3		82.23
Total delegates with ASDA		NA	NA	NA	304	NA	NA		NA

A value of one is a perfect Fairness Ratio. A fairness value greater than one indicates over-representation and less than one is under-representation
The ASDA constituent receives three delegates and is not considered further in any of the allocation statistics

Distribution of House Delegates by Trustee District
Allocation Method is Minimum of One with Remainder Allocated Proportionally with Replacement
Compared to Percent of Total Membership (PTM) Allocation Method

ADA Trustee District=1

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	5	0.0161620	5	0.0166113	0
MAINE DENTAL ASSOCIATION	1st	715	1	0.0046484	1	0.0033223	0
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	9	0.0318623	9	0.0299003	0
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	1	0.0050059	1	0.0033223	0
RHODE ISLAND DENTAL ASSOCIATION	1st	550	1	0.0035757	1	0.0033223	0
VERMONT STATE DENTAL SOCIETY	1st	394	1	0.0025615	1	0.0033223	0
Total		9,816	18	0.0638157	18	0.0598007	0

ADA Trustee District=2

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	24	0.0814339	24	0.0797342	0

ADA Trustee District=3

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	11	0.0360426	11	0.0365449	0

ADA Trustee District=4

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
DELAWARE STATE DENTAL SOCIETY	4th	401	1	0.0026070	1	0.0033223	0
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	1	0.0030946	1	0.0033223	0
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	5	0.0161815	5	0.0166113	0
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	9	0.0301655	9	0.0299003	0
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	0	0.0012092	1	0.0033223	1
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0	0.0001495	1	0.0033223	1
AIR FORCE	4th	730	1	0.0047459	1	0.0033223	0
ARMY	4th	608	1	0.0039527	1	0.0033223	0
NAVY	4th	653	1	0.0042453	1	0.0033223	0
PUBLIC HEALTH SERVICE	4th	245	0	0.0015928	1	0.0033223	1
VETERANS AFFAIRS	4th	521	1	0.0033871	1	0.0033223	0
Total		10,972	20	0.0713311	23	0.0764120	3

ADA Trustee District=5

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ALABAMA DENTAL ASSOCIATION	5th	1,684	3	0.0109480	3	0.0099668	0
GEORGIA DENTAL ASSOCIATION	5th	3,377	7	0.0219545	7	0.0232558	0
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	2	0.0065792	2	0.0066445	0
Total		6,073	12	0.0394817	12	0.0398671	0

ADA Trustee District=6

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
KENTUCKY DENTAL ASSOCIATION	6th	1,763	3	0.0114616	3	0.0099668	0
MISSOURI DENTAL ASSOCIATION	6th	2,345	5	0.0152453	5	0.0166113	0
TENNESSEE DENTAL ASSOCIATION	6th	2,372	5	0.0154208	5	0.0166113	0
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	1	0.0048759	1	0.0033223	0
Total		7,230	14	0.0470036	14	0.0465116	0

ADA Trustee District=7

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
INDIANA DENTAL ASSOCIATION	7th	2,945	6	0.0191460	6	0.0199336	0
OHIO DENTAL ASSOCIATION	7th	5,456	11	0.0354705	11	0.0365449	0
Total		8,401	17	0.0546165	17	0.0564784	0

ADA Trustee District=8

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	13	0.0442406	13	0.0431894	0

ADA Trustee District=9

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
MICHIGAN DENTAL ASSOCIATION	9th	5,605	11	0.0364392	11	0.0365449	0
WISCONSIN DENTAL ASSOCIATION	9th	3,069	6	0.0199522	6	0.0199336	0
Total		8,674	17	0.0563913	17	0.0564784	0

ADA Trustee District=10

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IOWA DENTAL ASSOCIATION	10th	1,763	3	0.0114616	3	0.0099668	0
MINNESOTA DENTAL ASSOCIATION	10th	3,112	6	0.0202317	6	0.0199336	0
NEBRASKA DENTAL ASSOCIATION	10th	1,001	2	0.0065077	2	0.0066445	0
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	1	0.0024314	1	0.0033223	0
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	1	0.0029970	1	0.0033223	0
Total		6,711	13	0.0436295	13	0.0431894	0

ADA Trustee District=11

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
IDAHO STATE DENTAL ASSOCIATION	11th	851	2	0.0055325	2	0.0066445	0
MONTANA DENTAL ASSOCIATION	11th	657	1	0.0042713	1	0.0033223	0
OREGON DENTAL ASSOCIATION	11th	2,171	4	0.0141141	4	0.0132890	0
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	8	0.0268434	8	0.0265781	0
ALASKA DENTAL SOCIETY	11th	363	1	0.0023599	1	0.0033223	0
Total		8,171	16	0.0531212	16	0.0531561	0

ADA Trustee District=12

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	2	0.0070863	2	0.0066445	0
KANSAS DENTAL ASSOCIATION	12th	1,224	2	0.0079575	2	0.0066445	0
LOUISIANA DENTAL ASSOCIATION	12th	1,874	4	0.0121832	4	0.0132890	0
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	3	0.0105384	3	0.0099668	0
Total		5,809	11	0.0377654	11	0.0365449	0

ADA Trustee District=13

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	44	0.1476225	44	0.1461794	0

ADA Trustee District=14

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
ARIZONA DENTAL ASSOCIATION	14th	2,450	5	0.0159279	5	0.0166113	0
COLORADO DENTAL ASSOCIATION	14th	3,178	6	0.0206608	6	0.0199336	0
HAWAII DENTAL ASSOCIATION	14th	976	2	0.0063452	2	0.0066445	0
NEVADA DENTAL ASSOCIATION	14th	908	2	0.0059031	2	0.0066445	0
NEW MEXICO DENTAL ASSOCIATION	14th	735	1	0.0047784	1	0.0033223	0
WYOMING DENTAL ASSOCIATION	14th	292	1	0.0018983	1	0.0033223	0
UTAH DENTAL ASSOCIATION	14th	1,589	3	0.0103304	3	0.0099668	0
Total		10,128	20	0.0658440	20	0.0664452	0

ADA Trustee District=15

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
TEXAS DENTAL ASSOCIATION	15th	8,852	17	0.0575485	17	0.0564784	0

ADA Trustee District=16

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	7	0.0226631	7	0.0232558	0
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	4	0.0121182	4	0.0132890	0
VIRGINIA DENTAL ASSOCIATION	16th	3,515	7	0.0228517	7	0.0232558	0
Total		8,865	18	0.0576330	18	0.0598007	0

ADA Trustee District=17

Constituent Society	ADA Trustee District	Number of Members	Number of Delegates if Allocated Based on Percent of Total Membership (PTM)	Decimal Percent of Total ADA Membership	Number of Delegates Allocated by Method	Decimal Percent of Delegates Allocated by Method	Difference in Delegates Allocation Method Minus PTM Method
FLORIDA DENTAL ASSOCIATION	17th	6,534	13	0.0424788	13	0.0431894	0
Total		153,818	298	1.0000000	301	1.0000000	3

The ASDA constituent receives three delegates and is not considered further in any of the allocation statistics

Appendix F:
Data Tabulation for the Percent of Total Membership Alone Benchmark

Distribution of House Delegates by Constituent
Allocation Method is Percent of Total Membership (PTM) Alone

Constituent Society	ADA Trustee District	Number of Members	Percent to Total Membership (PTM)	Number of Delegates Allocated PTM	Percent of Delegates Allocated PTM	Fairness Ratio
ALABAMA DENTAL ASSOCIATION	5th	1,684	1.09%	3	1.01%	0.92
ARIZONA DENTAL ASSOCIATION	14th	2,450	1.59%	5	1.68%	1.05
ARKANSAS STATE DENTAL ASSOCIATION	12th	1,090	0.71%	2	0.67%	0.95
CALIFORNIA DENTAL ASSOCIATION	13th	22,707	14.76%	44	14.77%	1.00
COLORADO DENTAL ASSOCIATION	14th	3,178	2.07%	6	2.01%	0.97
CONNECTICUT STATE DENTAL ASSOCIATION	1st	2,486	1.62%	5	1.68%	1.04
DELAWARE STATE DENTAL SOCIETY	4th	401	0.26%	1	0.34%	1.29
DISTRICT OF COLUMBIA DENTAL SOCIETY	4th	476	0.31%	1	0.34%	1.08
FLORIDA DENTAL ASSOCIATION	17th	6,534	4.25%	13	4.36%	1.03
GEORGIA DENTAL ASSOCIATION	5th	3,377	2.20%	7	2.35%	1.07
HAWAII DENTAL ASSOCIATION	14th	976	0.63%	2	0.67%	1.06
IDAHO STATE DENTAL ASSOCIATION	11th	851	0.55%	2	0.67%	1.21
ILLINOIS STATE DENTAL SOCIETY	8th	6,805	4.42%	13	4.36%	0.99
INDIANA DENTAL ASSOCIATION	7th	2,945	1.91%	6	2.01%	1.05
IOWA DENTAL ASSOCIATION	10th	1,763	1.15%	3	1.01%	0.88
KANSAS DENTAL ASSOCIATION	12th	1,224	0.80%	2	0.67%	0.84
KENTUCKY DENTAL ASSOCIATION	6th	1,763	1.15%	3	1.01%	0.88
LOUISIANA DENTAL ASSOCIATION	12th	1,874	1.22%	4	1.34%	1.10
MAINE DENTAL ASSOCIATION	1st	715	0.46%	1	0.34%	0.72
MARYLAND STATE DENTAL ASSOCIATION	4th	2,489	1.62%	5	1.68%	1.04
MASSACHUSETTS DENTAL SOCIETY	1st	4,901	3.19%	9	3.02%	0.95
MICHIGAN DENTAL ASSOCIATION	9th	5,605	3.64%	11	3.69%	1.01
MINNESOTA DENTAL ASSOCIATION	10th	3,112	2.02%	6	2.01%	1.00
MISSISSIPPI DENTAL ASSOCIATION	5th	1,012	0.66%	2	0.67%	1.02
MISSOURI DENTAL ASSOCIATION	6th	2,345	1.52%	5	1.68%	1.10
MONTANA DENTAL ASSOCIATION	11th	657	0.43%	1	0.34%	0.79

Constituent Society	ADA Trustee District	Number of Members	Percent to Total Membership (PTM)	Number of Delegates Allocated PTM	Percent of Delegates Allocated PTM	Fairness Ratio
NEBRASKA DENTAL ASSOCIATION	10th	1,001	0.65%	2	0.67%	1.03
NEVADA DENTAL ASSOCIATION	14th	908	0.59%	2	0.67%	1.14
NEW HAMPSHIRE DENTAL SOCIETY	1st	770	0.50%	1	0.34%	0.67
NEW JERSEY DENTAL ASSOCIATION	4th	4,640	3.02%	9	3.02%	1.00
NEW MEXICO DENTAL ASSOCIATION	14th	735	0.48%	1	0.34%	0.70
NEW YORK STATE DENTAL ASSOCIATION	2nd	12,526	8.14%	24	8.05%	0.99
NORTH CAROLINA DENTAL SOCIETY	16th	3,486	2.27%	7	2.35%	1.04
NORTH DAKOTA DENTAL ASSOCIATION	10th	374	0.24%	1	0.34%	1.38
OHIO DENTAL ASSOCIATION	7th	5,456	3.55%	11	3.69%	1.04
OKLAHOMA DENTAL ASSOCIATION	12th	1,621	1.05%	3	1.01%	0.96
OREGON DENTAL ASSOCIATION	11th	2,171	1.41%	4	1.34%	0.95
PENNSYLVANIA DENTAL ASSOCIATION	3rd	5,544	3.60%	11	3.69%	1.02
COLEGIO DE CIRUJANOS DENTISTAS DE PUERTO	4th	186	0.12%	0	0.00%	0.00
RHODE ISLAND DENTAL ASSOCIATION	1st	550	0.36%	1	0.34%	0.94
SOUTH DAKOTA DENTAL ASSOCIATION	10th	461	0.30%	1	0.34%	1.12
TENNESSEE DENTAL ASSOCIATION	6th	2,372	1.54%	5	1.68%	1.09
SOUTH CAROLINA DENTAL ASSOCIATION	16th	1,864	1.21%	4	1.34%	1.11
VERMONT STATE DENTAL SOCIETY	1st	394	0.26%	1	0.34%	1.31
WYOMING DENTAL ASSOCIATION	14th	292	0.19%	1	0.34%	1.77
TEXAS DENTAL ASSOCIATION	15th	8,852	5.75%	17	5.70%	0.99
UTAH DENTAL ASSOCIATION	14th	1,589	1.03%	3	1.01%	0.97
VIRGIN ISLANDS DENTAL ASSOCIATION	4th	23	0.01%	0	0.00%	0.00
VIRGINIA DENTAL ASSOCIATION	16th	3,515	2.29%	7	2.35%	1.03
WASHINGTON STATE DENTAL ASSOCIATION	11th	4,129	2.68%	8	2.68%	1.00
WEST VIRGINIA DENTAL ASSOCIATION	6th	750	0.49%	1	0.34%	0.69
WISCONSIN DENTAL ASSOCIATION	9th	3,069	2.00%	6	2.01%	1.01
ALASKA DENTAL SOCIETY	11th	363	0.24%	1	0.34%	1.42
AIR FORCE	4th	730	0.47%	1	0.34%	0.71

Constituent Society	ADA Trustee District	Number of Members	Percent to Total Membership (PTM)	Number of Delegates Allocated PTM	Percent of Delegates Allocated PTM	Fairness Ratio
ARMY	4th	608	0.40%	1	0.34%	0.85
NAVY	4th	653	0.42%	1	0.34%	0.79
PUBLIC HEALTH SERVICE	4th	245	0.16%	0	0.00%	0.00
VETERANS AFFAIRS	4th	521	0.34%	1	0.34%	0.99
Total delegates allocated by method		153,818	100.0%	298	100.0%	55.73

Percent differences seen result from rounding delegates up or down (i.e. 3.7 equals four delegates)

APPENDIX G
DELEGATE ALLOCATION CALCULATION PROCEDURE

The goals of allocating delegates to ADA constituent societies and federal dental services by the procedure summarized here are achieving as close to proportional representation of Association members as possible, ensuring that all Association members have representation in the House of Delegates regardless of the size of their constituent, providing representation to the members of the American Student Dental Association (ASDA) and maintaining the size of the House of Delegates as close to a target number of delegates as possible.

The target number of delegates in the House of Delegates, the minimum number of delegates for constituents and the five federal dental services and the number of delegates allocated to ASDA used in the procedure are as follows:

Target Number of Delegates in the House of Delegates	475
State Constituent Societies (including the District of Columbia): Minimum Number of Delegates	2
Constituent Societies in US Territories and Federal Dental Services: Minimum Number of Delegates	1
ASDA Number of Delegates (regardless of size)	6

The following procedure achieves the recited goals of delegate allocation. ASDA is allocated six delegates regardless of its size. Each constituent located in a US territory and each federal dental service is reviewed to determine if its respective membership total would allow it to receive at least one delegate under a true proportional allocation system. If not, the constituent or federal dentist service is allocated a single delegate to ensure that its members have representation in the House of Delegates. Then each state constituent society, including The District of Columbia Dental Society, whose total membership would not result in the allocation of two delegates under a truly proportional allocation system is allocated two delegates.

Following the allocation of minimum delegates as outlined above, the remaining unallocated delegates of the total targeted 475 delegates are proportionally allocated among those constituents and federal dental services that did not receive a minimum delegate allocation. That allocation is then compared against the delegate allocation that those constituents would receive in a straight proportional allocation of delegates among all constituents and the federal dental services and the allocation is adjusted if a deficit is revealed.

Thus, the allocation procedure results in representation of all Association members in the House of Delegates while providing proportional allocation of delegates to all constituents and federal dental services except for those constituents and federal dental services whose membership requires an allocation of the appropriate minimum number of delegates. The process also results in a total delegate count at or near the target number of delegates specified (within approximately 5%).

The steps to perform the delegate allocation follow:

Delegate Allocation Procedure

- A. Determine each constituent's true proportional delegate count. *The results of this step will be set aside and used for allocating delegates later in the process.*
 1. Determine each voting constituent's percentage of membership based on total membership by dividing each constituent's total membership by the Association's total constituent membership (state, territorial and federal dental service membership).
 2. Multiply the constituent's percentage of membership by the total number of constituent delegates set for the House of Delegates (Delegate target (475) minus ASDA delegates (6)), and round to the nearest whole number.
- B. Determine the minimum number of members needed to allocate one delegate. *This step of the process is used for determining the state, territorial and federal dental services constituencies that qualify for the minimum delegate allocation.*

1. Divide the Association’s total constituent membership (state, territorial and federal dental service membership) by the total number of constituent delegates desired (Delegate target minus ASDA delegates). The result is the minimum number of members needed by a territorial or federal dental service constituent to be included in the delegate allocation calculation. Territorial or federal dental service constituencies having membership below this result are allocated the minimum one delegate and excluded from the remaining delegate allocation calculation.
2. Because minimum number of delegates for state constituents is set at 2, multiply the result obtained in step B.1 by 2. The result is the minimum number of state constituent members needed to be included in the delegate allocation calculation. State constituencies having membership below this result are allocated the minimum two delegates and excluded from the remaining delegate allocation calculation.
3. The memberships of territorial, federal dental service and state constituencies that receive the minimum delegate allocation pursuant to this step of the process are removed from the total membership number that is used in the remaining delegate allocation calculation. Thus, sum the membership of each of the state and territorial constituencies and federal dental services that received minimum delegate allocations pursuant to steps B.1 and B.2, above, and subtract the resulting total from the Association’s total constituent membership to arrive at the non-minimum membership total to be used in the remaining delegate allocation process.

C. Perform an allocation of the remaining delegates among the constituents and federal dental services that did not receive a minimum allocation of delegates pursuant to step B.1 and B.2, above.

1. Divide each non-minimum constituent’s and federal dental service’s membership by the non-minimum membership total determined in step B.3 to arrive at each non-minimum constituent’s and federal dental service’s percentage of the non-minimum membership total.
2. Calculate the remaining number of delegates to be allocated by subtracting from the target number of delegates desired the delegates allocated to ASDA and the number of delegates allocated by the minimum allocation steps (B.1 and B.2), above.
3. For each non-minimum constituent and federal dental service, multiply its percentage of the non-minimum membership total determined in step C.1, above, and the remaining number of delegates as calculated in step C.2. Round the result to the nearest whole number.
4. For each non-minimum constituent and federal dental service, multiply the result obtained in C.1 by the total number of constituent delegates set for the House of Delegates (Delegate target (475) minus ASDA delegates (6)), and round to the nearest whole number.
5. For each non-minimum constituent and federal dental service, subtract the result obtained in step C.3 from the result obtained in step C.4. If the result is negative, use the result obtained in C.4 as that constituent’s allocated delegate total. If the result is zero or positive, use the result obtained in C.3 as that constituent’s allocated delegate total.

D. Finalizing the delegate allocation.

1. Add together the final delegate allocations for the non-minimum constituents and federal dental services as determined in step C.5, the minimum delegate allocations as determined in steps B.1 and B.2 and the ASDA delegates. The result is the total delegates allocated. The total delegates allocated should vary no more than 5% from the targeted number of delegates desired.
2. Calculate the “fairness ratio” by dividing each constituent’s percentage of total delegates (the constituent’s delegates divided by the total delegates allocated as determined in step D.1) by its percentage of total membership calculated in step A. For non-minimum allocation constituents and federal dental services, the resulting number should deviate very little on either side of 1 (which indicates perfect fairness). For constituents having minimum delegate allocations, the resulting number will be higher; this is expected, as the minimum allocation is, by definition, greater than the delegate allocation calculated by a true proportional calculation.

Resolution No. 88 New

Report: N/A Date Submitted: July 2012

Submitted By: Election Commission

Reference Committee: Governance

Total Net Financial Implication: None Net Dues Impact: _____

Amount One-time _____ Amount On-going _____ FTE 0

ADA Strategic Plan Goal: Members (Required)

1 **REPORT OF THE ELECTION COMMISSION: RECOMMENDATIONS REGARDING THE COMPOSITION**
2 **OF THE ELECTION COMMISSION**

3 **Background:** The 2011 House of Delegates after extensive discussion referred Resolutions 24, 24B, 24RC
4 and 57, with pending amendments, to the appropriate agency. The Election Commission met on March 5,
5 2012, for the purpose of reviewing the resolutions and proposing recommendations for consideration by the
6 Board of Trustees and transmittal to the 2012 House of Delegates.

7 The members of the current Election Commission are: Dr. Thomas Soliday, speaker of the House of
8 Delegates and Commission chair; Dr. Kenneth Versman, second vice president; and Dr. Kathleen O'Loughlin,
9 executive director.

10 The following reflects the deliberations of the Election Commission on these resolutions.

11 **Amendment of the ADA Bylaws Regarding Election Committees** (Council on Ethics, Bylaws and Judicial
12 Affairs Resolution 24, Board of Trustees Substitute Resolution 24B and Reference Committee on Legal,
13 Legislative and Public Affairs Matters Resolution 24RC): The Council on Ethics, Bylaws and Judicial Affairs
14 presented Resolution 24 as part of its report to the 2011 House which proposed adding the Election
15 Commission and its duties to the *Bylaws* as a special committee of the House of Delegates.

16 Resolution 24 contained proposed revisions to the composition of the Election Commission and expansion of
17 Election Commission duties to address "...enforcement and hearing procedures for violations of the
18 Association's Member Conduct Policy or the fiduciary or other legal obligations owed the Association by
19 members, delegates, alternate delegates, trustees, elective officers and candidates for office...." The
20 Council reasoned that because this additional duty would allow the Election Commission to curtail a member
21 privilege set out in the ADA *Bylaws*, the duties of the Election Commission should be included in the ADA
22 *Bylaws*. Currently, the duties of the Election Commission are referenced in the Guidelines Governing the
23 Conduct of Campaigns for All ADA Offices, which appears in the *Manual of the House of Delegates*.

24 The House of Delegates considered Resolution 24 and the Board of Trustee's substitute Resolution 24B. The
25 Reference Committee on Legal, Legislative and Public Affairs Matters subsequently submitted its own
26 substitute resolution, Resolution 24RC, which was moved in lieu of Resolutions 24 and 24B. Resolution
27 24RC was referred to the appropriate agency, with pending amendments, by the 2011 House of Delegates.

28 At its meeting of March 5, the Election Commission discussed the composition of the Election Commission, its
29 expanded duties, and whether the Election Commission should be added to the *Bylaws* as a standing
30 committee of the House of Delegates.

31 The first item addressed by the Commission was the composition of the Election Commission. The pros and
32 cons of the compositions offered in Resolutions 24, 24B and 24RC were discussed.

- 1 • Resolution 24 proposed the Election Commission be composed of the Second Vice President, as
2 chair, and two (2) third-year trustees chosen by the President by random drawing at the first meeting
3 of the Board of Trustees following the adjournment *sine die* of the last meeting of the annual session
4 of the House of Delegates. The Election Commission did not support this proposed structure
5 because it eliminates member continuity, without which, the element of institutional memory would be
6 weakened.
- 7 • Resolution 24RC proposed the Election Commission be composed of the President-elect, the
8 President and the Immediate Past President, with the Immediate Past President as chair. The
9 Speaker of the House would be a non-voting consultant member of the Committee. Recognizing the
10 demanding travel and meeting schedules for the President and President-elect, the Election
11 Commission did not believe it was advisable to add Election Commission matters to their
12 responsibilities.
- 13 • Resolution 24B proposed the Election Commission be composed of the First and Second Vice
14 Presidents and the President-elect, as chair. The Speaker of the House of Delegates would be an *ex*
15 *officio* member without the right to vote. The Election Commission agreed that the First and Second
16 Vice Presidents should serve on the Election Commission, but for the above noted reasons regarding
17 the commitments of the President-elect, and the fact that the President-elect would have had no
18 previous experience on the Election Commission, it was felt that the President-elect should not serve
19 as chair.

After considering the various proposals, the Election Commission agreed to recommend the following composition.

20 The Election Commission will be composed of four members: the First and Second Vice Presidents and
21 the Speaker of the House of Delegates, as voting members; and the ADA President-elect as a non-voting
22 member. The Speaker will serve as chair. In the event the Speaker is in a contested election, the
23 President-elect will serve as chair, with the right to vote, and the Speaker will serve as a consultant to the
24 Election Commission.

25 The recommendation was based on the following:

- 26 • The composition provides continuity of membership with the Second Vice President continuing on
27 the Commission as First Vice President;
- 28 • The Speaker has fewer commitments during the year than the President-elect which results in the
29 Speaker being more available to manage the frequent campaign related questions, Election
30 Commission meetings, timely review of campaign brochures, and conference calls. While the
31 Speaker is candidate each year, it is not uncommon that the Speaker runs un-opposed for several
32 years. In the event of a contested election, the President-elect would serve as chair.
- 33 • The Executive Director, as ADA staff, would no longer serve as a member of the Election
34 Commission.

35 *Duties of the Election Commission.* Based on the adoption of Resolution 15H-2010, which states in
36 the first resolving clause, "anyone identified by the Election Commission to be under active discipline
37 for violating his or her duties to the constituent society within whose jurisdiction the member practices
38 or of this Association shall be disqualified from seeking elective or appointive office," CEBJA
39 proposed in Resolution 24 the addition of a new duty for the Election Commission:

40 (5) disqualify anyone identified as being under a disciplinary sentence of suspension or
41 probation for violating his or her duties to the constituent society within whose jurisdiction the
42 member practices or to this Association from seeking elective or appointive office while under
43 that disciplinary sentence.

44 The Election Commission acknowledges this proposed new duty to verify the status of candidates for elective
45 or appointive office, but believes that the Commission serves to communicate to an individual seeking office

1 their ineligibility for office based on either information provided to the Commission by the constituent society
2 or the Council on Ethics, Bylaws and Judicial Affairs. The Election Commission does not “divest members of
3 the right to seek office.”

4 In compliance with 15H-2010, the Election Commission established a new protocol, which requests
5 verification of the candidates’ membership status with their respective state dental society.

6 Because the Election Commission views its role as being administrative only, it is the Commissions opinion
7 that each state vet their own candidate. Given the description of responsibilities, the Commission respectfully
8 disagrees with the Council on Ethics, Bylaws and Judicial Affairs’ conclusion and believes that it is
9 inappropriate for the Commission be given authority to prevent any eligible member from running for office.
10 Therefore, the Election Commission feels it is not necessary to have any addition to the Bylaws.

11 In addition, Resolutions 24, 24B and 24RC proposed that the Election Commission be renamed the Election
12 Committee, and consequently, be added to the ADA *Bylaws*. The Election Commission believes that it fulfills
13 an administrative function in overseeing the conduct of campaigns of candidates for elective office. In this
14 capacity, it does not support formalizing the composition and duties of the Election Commission in the *ADA*
15 *Bylaws*. Maintaining the composition and duties of the Election Commission in the Manual of the House of
16 Delegates allows flexibility to make changes to the Election Commission by a majority vote of the House,
17 rather than the two-thirds vote needed to amend the *ADA Bylaws*.

18 The Election Commission presents the following resolution for consideration.

19 **Resolution**

20 **88. Resolved**, that the Election Commission will be charged with overseeing and adjudicating all
21 issues of contested elections for ADA offices, and be it further
22

23 **Resolved**, that it shall be the duty of the Commission to (1) oversee and adjudicate all issues of
24 contested elections for ADA offices; (2) meet with all candidates to negotiate cost-effective
25 agreements on campaign issues such as promotional activities and gifts (which are limited to
26 campaign pins), campaign literature, travel and electronic and other communication methods; (3)
27 receive summaries of campaign revenues and expenses from candidates for all ADA elective offices;
28 (4) inform anyone identified as being under a disciplinary sentence of suspension or probation for
29 violating his or her duties to the constituent society within whose jurisdiction the member practices or
30 to this Association that they are ineligible to seek elective or appointive office while under that
31 disciplinary sentence; and (5) refer any dispute of eligibility to the Council on Ethics, Bylaws and
32 Judicial Affairs, and be it further
33

34 **Resolved**, that the Election Commission will be composed of four members: the First and Second
35 Vice Presidents and the Speaker of the House of Delegates as the voting members; and the ADA
36 President-elect as a non-voting member. The Speaker will serve as chair. In the event the Speaker
37 is in a contested election, the President-elect will serve as chair, with the right to vote, and the
38 Speaker will serve as a consultant to the Election Commission, without the right to vote.

39 **BOARD COMMENT:** The Board of Trustees had extensive discussion regarding the recommendations on
40 the composition and duties of the Election Commission presented in Resolution 88. The Board felt that it
41 would be appropriate to hear from the Council on Ethics, Bylaws and Judicial Affairs as the originator of
42 Resolution 24-2011 (*Supplement:5029, Amendment of the ADA Bylaws Regarding Election Committees*) that
43 proposed adding the composition and duties of the Election Commission to the *Bylaws*. The Board, therefore
44 recommends that Resolution 88, Report of the Election Commission: Recommendations Regarding the
45 Composition of the Election Commission, be referred to the Council on Ethics, Bylaws and Judicial Affairs for
46 further study

47 .

1 **BOARD RECOMMENDATION: Vote Yes on Referral to the Council on Ethics, Bylaws and Judicial**
2 **Affairs.**

3 **BOARD VOTE: UNANIMOUS.**

4 File 16 Resolution 88

Resolution No. 89 New
 Report: N/A Date Submitted: [Date Submitted]
 Submitted By: Election Commission
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Members (Required)

1 **REPORT OF THE ELECTION COMMISSION: RECOMMENDATIONS REGARDING CONDUCT OF**
 2 **CAMPAIGNS FOR ELECTIVE OFFICE**

3 **Background:** The 2011 House of Delegates, after extensive discussion, referred Resolutions 24, 24B, 24RC
 4 and 57, with pending amendments, to the appropriate agency. The Election Commission met on March 5,
 5 2012, for the purpose of reviewing the resolutions and proposing recommendations for consideration by the
 6 Board of Trustees and transmittal to the 2012 House of Delegates.

7 The members of the current Election Commission are: Dr. Thomas Soliday, speaker of the House of
 8 Delegates, and Commission chair; Dr. Kenneth Versman, second vice president; and Dr. Kathleen
 9 O’Loughlin, executive director.

10 **ADA President-elect Campaign Reform** (Fourteenth Trustee District Resolution 57): In the background
 11 statement for Resolution 57, the Fourteenth District expressed concerns with the costs associated with ADA
 12 President-elect campaigns, especially related to candidate travel during the campaign year and campaign
 13 receptions at the ADA annual session.

14 Resolution 57, with a pending amendment, was referred by the 2011 House of Delegates to the appropriate
 15 agency. To address the issues raised in Resolution 57, the Election Commission authorized a survey of the
 16 members of the 2011 House of Delegates in order to obtain additional feedback on the value and financing of
 17 campaign receptions, candidate travel, and other campaign activities. A survey to the members of the 2011
 18 House of Delegates was emailed on January 25, 2012.

19 The following is the executive summary of the survey results.

20 **Executive Summary:**

21 **General Characteristics**

- 22 • There were 503 responses to this survey overall; 279 (56%) were delegates, 201 (40%)
 23 were alternates, and 23 (5%) were past presidents of the ADA.
- 24 • The vast majority of respondents (97%) have attended a campaign reception at ADA annual
 25 session.

26 **Factors Influencing Candidate Support**

- 27 • When asked about the influence of various campaign activities on candidate support,
 28 30% of respondents indicated that campaign receptions at annual session are “not
 29 influential at all.” In contrast, only 4% felt that receptions are “extremely influential.”
- 30 • Almost half of respondents (47%) agreed that annual session district caucuses are
 31 “extremely influential,” 41% indicated that candidate visits to pre-annual session caucuses

1 are “extremely influential,” and 37% said that candidate visits at state annual meetings
2 were “extremely influential” on their decision to support a particular candidate.

3 ***Value of Candidate Campaign Receptions***

- 4 • In terms of candidate evaluation, the majority of respondents (55%) felt that a candidate
5 forum with pre-determined questions would be “much more valuable” than candidate
6 campaign receptions. Only 12% thought that a forum would be “a little less valuable” (6%) or
7 “much less valuable” (6%).
- 8 • Respondents were almost equally split on whether or not candidate campaign
9 receptions have any value outside of their intended function of campaigning: 46% said
10 “yes” and 45% said “no,” while 10% were “not sure.”

11 ***Hosting and Financing Candidate Campaign Receptions***

- 12 • Respondents were divided on the issue of hosting campaign receptions; 39% expressed
13 that the candidate’s state or district should host, while 38% felt the responsibility should *not*
14 fall to the state or district. The remaining 22% were unsure about whether or not the
15 candidate’s state or district should host campaign receptions.
- 16 • Forty-four percent of those surveyed did not think that the ADA should finance
17 campaign receptions. Conversely, about a third (34%) said that the ADA should partially
18 fund receptions, and 15% thought the ADA should fully fund them.
- 19 • There was no clear consensus on the selection of food and drinks that should be offered at
20 candidate receptions. Thirty-one percent felt that a cash bar and light hors d’oeuvres would
21 be appropriate, 30% endorsed a hosted bar with light hors d’oeuvres, and 25% chose a
22 hosted bar with heavy hors d’oeuvres. An additional 13% chose “other.”
- 23 • Overall, respondents expressed discomfort about the cost of candidate campaign
24 receptions. Over half (58%) were “very concerned” and another 30% were “somewhat
25 concerned.” A small portion was either “not very concerned” (10%) or “not concerned
26 at all” (3%).

27 ***Continuation of Candidate Campaign Receptions***

- 28 • Although almost half the respondents (47%) did not think that candidate campaign receptions
29 should be continued, almost the same proportion of people (40%) thought the receptions
30 should continue to take place. The remaining 13% were “unsure.”

31 The Election Commission reviewed Resolution 57 with its pending amendment, along with the House survey
32 results, and discussed the various proposed changes to the guidelines. The following reflects the views of the
33 Election Commission on the most significant proposed guidelines changes.

34 *Candidate Forum and Campaign Receptions.* The most substantial change to the guidelines is the proposal
35 to ***eliminate campaign receptions***. As noted in the House survey results, the value of a candidate forum
36 ranked higher than a campaign reception. Upon deliberation, however, the Election Commission noted that
37 House survey results also noted that a candidate forum was a less effective campaign opportunity than what
38 is provided at caucus meetings, therefore, ***the Election Commission does not support a campaign***
39 ***reception or a candidate forum.***

40 The Commission acknowledges the many survey comments that noted the secondary value of campaign
41 receptions as networking opportunities, however, the high costs of campaign receptions, when weighed
42 against their perceived value significantly impacted the Election Commission’s decision to recommend that
43 ***campaign receptions be discontinued*** (as noted in item four under the revised guidelines).

44 The Commission believes that if the House would prefer a social networking opportunity that it should be a
45 separate proposal for the House to consider, with its own funding mechanism, unrelated to the campaign

1 guidelines.

2 *Electronic Media.* Resolution 57 proposed that optional promotional activities including websites, social
3 media, and an ADA produced five minute video be additional campaign activities that would be negotiated by
4 the Election Commission and mutually agreed to by the candidates.

5 The ***Election Commission did not support the additional promotional activities*** because the inclusion of
6 electronic media in campaign activities would require a substantial time commitment of the Election
7 Commission and ADA staff to review and monitor postings on web and social media sites. The Commission
8 also did not support the ADA production of candidate five minute promotional videos for cost related reasons.
9 As substantiated in the House survey results, in-person candidate visits to district caucus meetings (both pre-
10 annual session and annual session) were identified as “extremely” and “very” influential campaign activities
11 for determining candidate support. The Election Commission believes that in-person candidate presentations
12 offer a better campaign opportunity than the proposed five minute video.

13 Recognizing the challenges of campaign travel schedules and the reality that multiple district caucus
14 meetings are held on the same weekends, the ***Election Commission supports the use of video***
15 ***conferencing by the candidates*** when that medium is an acceptable alternative to the district and mutually
16 agreed to by the candidates.

17 *Travel.* In order to contain candidate travel expenses and based on the House survey results that indicated
18 candidate visits at state annual meetings were slightly less influential in deciding candidate support, the
19 Election Commission recommends that ***candidate travel be limited to campaign visits to district pre-***
20 ***annual session and annual session caucus meetings.*** Visits to individual state annual meetings would no
21 longer be allowed. In the event of conflicts in pre-annual session meeting schedules, if acceptable to the
22 district and mutually agreeable to the candidates, video conferencing could be utilized.

23 The Election Commission presents the following resolutions for consideration.

24
25

Resolution

26 **89. Resolved**, that the Guidelines Governing the Conduct of Campaigns for All ADA Offices be
27 approved and posted on ADA Connect and reprinted annually in the Manual of the House of
28 Delegates and Supplemental Information as follows:

Guidelines Governing the Conduct of Campaigns for All ADA Offices

29
30

31 1. Candidates shall not formally announce their intent to run for office until the final day of the
32 annual session immediately preceding their candidacy. Prior to this formal announcement,
33 candidates may freely campaign within their own trustee districts. Campaign activities outside
34 a candidate’s own trustee district shall begin only after the official announcement at the
35 annual session.

36 The Election Commission shall meet with **all candidates** to negotiate cost-effective
37 agreements on campaign issues such as promotional activities and gifts (which are limited to
38 campaign pins), campaign literature, travel, and electronic communications.

39 2. Candidates for the office of President-elect shall limit their campaign travel to attending pre-
40 annual session and annual session district caucus meetings only. Candidates for the office
41 of Second Vice President and Speaker of the House of Delegates shall limit campaign travel
42 to attending the district caucus meetings held during the ADA annual session.

43
44 3. District caucuses shall issue invitations to the President-elect candidates through the Office
45 of the Executive Director. Caucuses are requested to provide an appropriate opportunity for
46 the candidates to meet with their members. It is recommended that such forum be
47 structured:

- 1 a. to allow all candidates to make presentations;
 - 2 b. to allow caucuses freedom to assess candidates; and
 - 3 c. to allow each candidate to respond to questions.
- 4 President-elect candidates shall negotiate a mutually agreeable travel schedule and when
5 mutually agreeable may utilize electronic communications (e.g., Skype) to accommodate
6 conflicts with district schedules.
- 7 4. Candidates shall not use campaign-sponsored social functions or hospitality suite/meetings
8 rooms on behalf of their candidacy at any regional, national or annual meeting. (This is not
9 intended, however, to limit candidates from holding campaign meetings for the purpose of
10 strategizing.) Campaign receptions are not to be held at the ADA Annual Session.
11 Additionally, a district that annually hosts a reception during the ADA annual session and is
12 sponsoring a candidate in a contested election should not host a reception prior to the officer
13 elections; a reception may be held after the election.
 - 14 5. News articles on and interviews of a Candidate are permissible if published by a state dental
15 journal within the candidate's district, providing that the distribution of the journal is kept
16 within the district, with no intentional outside distribution.
 - 17 6. All candidates' campaign statements and profiles, which appear in the *ADA News* will be
18 posted on the Association's website, ADA.org, in an area dedicated to candidates for ADA
19 elective offices, and on ADA Connect.
 - 20 7. Candidates are not allowed to have their name, photo, appearance, and writings in national
21 trade or non-peer reviewed publications or websites during the campaign, and should avoid
22 submitting articles in non-peer reviewed paper or electronic publications. Candidates who
23 are participants on a speaker's bureau or earn revenue by speaking nationally or regionally
24 must agree to avoid all unnecessary self-promotion during the campaign related to national
25 speaking engagements.
 - 26 8. The election process for the office of Treasurer may be preceded by a campaign strictly
27 limited to visiting the district caucus meetings during the annual session. Candidates shall
28 not be permitted to distribute any tangible election material, including but not limited to printed
29 matters, CD-ROMs, audiovisual materials, pens, pins, stickers or other accessory items.
30 Candidates shall not use signs, posters or any electronic means of communication including
31 but not limited to telephones, television, radio, electronic and surface mail or the Internet.
32 Candidates shall not attempt to raise funds to support a campaign, or to conduct any social
33 functions, hospitality suites or other electioneering activities. The candidates' names and
34 curriculum vitae, when applicable, will be submitted to the House in the first mailing/posting of
35 the year of the election.
 - 36 9. No material may be distributed in the House of Delegates without obtaining permission from
37 the Secretary of the House. Materials to be distributed in the House of Delegates on behalf
38 of any member's candidacy for office shall be limited to printed matter on paper only and
39 nothing else. (A single distribution per candidate for each House of Delegates will be made.
40 However, the distribution could consist of more than one piece of printed matter as long as
41 the materials are secured together.)
 - 42 10. No candidate will knowingly accept campaign contributions which create the appearance of
43 conflict of interest as reflected in Chapter VI of the *ADA Bylaws*.

1 11. Candidates for all ADA elective offices should submit a summary of campaign contributions
2 and expenses to the Election Commission at the end of the campaign.

3 12. Any questions regarding the Guidelines should be directed to the chair of the Election
4 Commission for clarification.

5 and be it further

6 **Resolved**, that the previous Guidelines Governing the Conduct of Campaigns for All ADA Offices
7 (*Trans.*2001:452; 2003:386) be rescinded.
8

9 **BOARD COMMENT:** The Board identified additional suggestions for the Campaign Guidelines, as presented
10 by the Election Commission, including an implementation date of after the close of the 2013 House of
11 Delegates. Accordingly, the Board recommends adoption of the substitute Resolution 89B.
12

13 **Resolution**

14
15 **89B. Resolved**, that the Guidelines Governing the Conduct of Campaigns for All ADA Offices be
16 approved and posted on ADA Connect and reprinted annually in the Manual of the House of
17 Delegates and Supplemental Information as follows:
18

19 **Guidelines Governing the Conduct of Campaigns for All ADA Offices**

20
21 1. Candidates shall not formally announce their intent to run for office until the final day of the
22 annual session immediately preceding their candidacy. Prior to this formal announcement,
23 candidates may freely campaign within their own trustee districts. Campaign activities outside
24 a candidate's own trustee district shall begin only after the official announcement at the
25 annual session.

26 The Election Commission shall meet with **all candidates** to negotiate cost-effective
27 agreements on campaign issues such as promotional activities and gifts (which are limited to
28 campaign pins), campaign literature, travel, and electronic communications.

29 2. Candidates for the office of President-elect shall limit their campaign travel to attending state
30 and district, pre-annual session and annual session district caucus meetings only.
31 Candidates for the office of Second Vice President and Speaker of the House of Delegates
32 shall limit campaign travel to attending the district caucus meetings held during the ADA
33 annual session.
34

35 3. District caucuses shall issue invitations to the President-elect candidates through the Office
36 of the Executive Director. Caucuses are requested to provide an appropriate opportunity for
37 the candidates to meet with their members. It is recommended that such forum be
38 structured:

- 39 a. to allow all candidates to make presentations;
- 40 b. to allow caucuses freedom to assess candidates; and
- 41 c. to allow each candidate to respond to questions.

42 President-elect candidates shall negotiate a mutually agreeable travel schedule and when
43 mutually agreeable may utilize electronic communications (e.g., Skype) to accommodate
44 conflicts with district schedules.

45 4. Candidates shall not use campaign-sponsored social functions or hospitality suite/meetings
46 rooms on behalf of their candidacy at any regional, national or annual meeting. (This is not

- 1 intended, however, to limit candidates from holding campaign meetings for the purpose of
2 strategizing.) Campaign receptions are not to be held at the ADA Annual Session.
3 Additionally, a district that annually hosts a reception during the ADA annual session and is
4 sponsoring a candidate in a contested election should not host a reception prior to the officer
5 elections; a reception may be held after the election.
- 6 5. News articles on and interviews of a Candidate are permissible if published by a state dental
7 journal within the candidate's district, providing that the distribution of the journal is kept
8 within the district, with no intentional outside distribution.
- 9 6. All candidates' campaign statements and profiles, which appear in the *ADA News* will be
10 posted on the Association's website, ADA.org, in an area dedicated to candidates for ADA
11 elective offices, and on ADA Connect.
- 12 7. Candidates should not knowingly seek to have their name, photo, appearance, and writings
13 in national trade or non-peer reviewed publications or websites during the campaign, and
14 should avoid submitting articles in non-peer reviewed paper or electronic publications.
15 Candidates who are participants on a speaker's bureau or earn revenue by speaking
16 nationally or regionally must agree to avoid all unnecessary self-promotion during the
17 campaign related to national speaking engagements.
- 18 8. The election process for the office of Treasurer may be preceded by a campaign strictly
19 limited to visiting the district caucus meetings during the annual session. Candidates shall
20 not be permitted to distribute any tangible election material, including but not limited to printed
21 matters, CD-ROMs, audiovisual materials, pens, pins, stickers or other accessory items.
22 Candidates shall not use signs, posters or any electronic means of communication including
23 but not limited to telephones, television, radio, electronic and surface mail or the Internet.
24 Candidates shall not attempt to raise funds to support a campaign, or to conduct any social
25 functions, hospitality suites or other electioneering activities. The candidates' names and
26 curriculum vitae, when applicable, will be submitted to the House in the first mailing/posting of
27 the year of the election.
- 28 9. No material may be distributed in the House of Delegates without obtaining permission from
29 the Secretary of the House. Materials to be distributed in the House of Delegates on behalf
30 of any member's candidacy for office shall be limited to printed matter on paper only and
31 nothing else. (A single distribution per candidate for each House of Delegates will be made.
32 However, the distribution could consist of more than one piece of printed matter as long as
33 the materials are secured together.)
- 34 10. No candidate will knowingly accept campaign contributions which create the appearance of
35 conflict of interest as reflected in Chapter VI of the *ADA Bylaws*.
- 36 11. Candidates for all ADA elective offices should submit a summary of campaign contributions
37 and expenses to the Election Commission at the end of the campaign.
- 38 12. Any questions regarding the Guidelines should be directed to the chair of the Election
39 Commission for clarification.
- 40 and be it further
41
42 **Resolved**, that the revised guidelines become effective at the close of the 2013 House of Delegates,
43 and be it further

Resolution No. 166 New
 Report: None Date Submitted: August 2012
 Submitted By: Dental Specialties Group
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Members (Required)

DENTAL SPECIALTY REPRESENTATION IN THE HOUSE OF DELEGATES

The following resolution was submitted by the Dental Specialties Group (DSG) and transmitted on August 29, 2012 by Dr. John S. Rutkauskas, chief executive officer, American Academy of Pediatric Dentistry.

Background:

Whereas medical specialty societies have representative delegates within organized medicine, and

Whereas the American Dental Education Association has included representatives from the recognized dental specialties in the ADEA House of Delegates, and

Whereas the current structure of the American Dental Association House of Delegates represents the 53 constituent societies, the five federal dental services and the American Student Dental Association, and

Whereas the nine specialties recognized by the American Dental Association, the American Academy of Oral and Maxillofacial Pathology, American Academy of Oral and Maxillofacial Radiology, American Academy of Pediatric Dentistry, American Academy of Periodontology, American Association of Endodontists, American Association of Orthodontists, American Association of Oral and Maxillofacial Surgeons, American Association of Public Health Dentistry and American College of Prosthodontists under the current House of Delegates structure have no specialty representation in the ADA House, and

Whereas the ADA has a newly constituted structure for their House of Delegates, and

Whereas dental specialists comprise approximately 21% of all professionally active dentists, and

Whereas over 78% of all specialists are ADA Active members, now therefore be it

Resolution

166. Resolved, that the ADA study representation in the ADA House of Delegates for the parent organizations of the ADA recognized dental specialties, and be it further

Resolved, that the specialty organizations be invited to nominate up to three representatives, at their expense, who are ADA members to assist the ADA in such a study, and be it further

1 **Resolved**, that the study address the following:

- 2
- 3 a. Whether each recognized dental specialty organization should have designated
- 4 representation in the ADA House of Delegates.
- 5 b. Whether the number of dental specialty organization delegates should be determined
- 6 based on a percentage of the total number of specialists members in the ADA.

7 and be it further

8 **Resolved**, that a report on the study be presented to the 2013 House of Delegates.

9 **BOARD COMMENT:** The Board thanks the Dental Specialty Group for their suggestion but does not support

10 it. The Board notes that many delegates are already specialists (over 115). The proposal might potentially

11 result in increasing the size of the House of Delegates, the complexity of developing an acceptable delegate

12 allocation and skewing the fair representation of districts and states (if, for example, the specialty

13 representation originates from a few districts).

14 **BOARD RECOMMENDATION: Vote No.**

15 **Board Vote: Resolution 166**

BLANTON	No	GOUNARDES	No	NORMAN	No	SUMMERHAYS	Absent
DOW	No	HAGENBRUCH	No	RICH	No	VIGNA	No
ENGEL	No	ISRAELSON	No	ROBERTS	No	WEBER	No
FAIELLA	Absent	KIESLING	No	SEAGO	No	VERSMAN	No
FEINBERG	No	LOW	No	STEFFEL	No	YONEMOTO	No

Resolution No. 170 New
 Report: N/A Date Submitted: October 2012
 Submitted By: Sixteenth Trustee District
 Reference Committee: Governance
 Total Net Financial Implication: None Net Dues Impact: _____
 Amount One-time _____ Amount On-going _____ FTE 0
 ADA Strategic Plan Goal: Financial (Required)

REAFFIRMING EXISTING ADA POLICY

The following resolution was adopted by the Sixteenth Trustee District and transmitted on October 1, 2012, by Mr. Phil Latham, executive director, South Carolina Dental Association.

Background: Resolution 111H-2010 mandated that all ADA policies be reviewed every three years by the appropriate council or committee. Because of the redundant nature of simply reaffirming existing ADA policy, which creates unnecessary resolutions to be reviewed by the House of Delegates, ADA Councils and Committees should limit resolutions resulting from their respective policy reviews to only those that recommend amendment or rescission of existing ADA policies.

Resolution

170. Resolved, that ADA policy, Regular Comprehensive Policy Review (*Trans.*2010:603), be amended as follows (additions shown by underscoring; deletions shown by ~~striketrough~~):

Resolved, that the Board of Trustees develop a timetable and protocol to allow the comprehensive review of all Association policies every three years, and be it further

Resolved, that the councils, committees, taskforce, or other Association agency assigned with the review consider the following in making recommendations:

- Relevance to current situation
- Continued need
- Consistency with other Association policies
- Appropriateness of language and terminology

and be it further

Resolved, that recommended rescissions and revisions ~~will be brought to the House of Delegates in resolution form for debate and approval, and be it further~~

Resolved, that recommendations for maintaining policies unchanged ~~will be assimilated into a single resolution, and if approved, unchanged policies will continue to carry the identifying information of their original adoption, and be it further~~

Resolved, that any policies that delegates remove from the reapproval consent calendar, and which after appropriate debate are amended or substituted, be automatically referred to the appropriate agency for reconsideration during the following year, and be it further

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1 ~~Resolved~~, that existing policy "Sunset Review of Association Policies" (*Trans.*1995:659), be
2 rescinded.

3 **BOARD RECOMMENDATION: Received after this section had been reproduced for House**
4 **distribution.**

5

New Business

Resolution No. 184 New Substitute Amendment

Report: NA Date Submitted: October 2012

Submitted By: Seventeenth Trustee District

Reference Committee: NA

Total Financial Implication: None; FTE: 0

Amount One-time \$ _____ Amount On-going \$ _____

ADA Strategic Plan Goal: _____ (Required)

1 **PROCESS AND EVALUATION CRITERIA FOR SPECIALTY RECOGNITION**

2 The following resolution was submitted by the Seventeenth Trustee District and transmitted on October 21,
3 2012, by Dr. Eva Ackley, chair, 17th District Reference Committee on Dental Education and Licensure.

4 **Background:** Whereas the current process and criteria for specialty recognition may no longer be adequate
5 for the needs of the profession of dentistry; and

6
7 Whereas the process must be more open and transparent, including testimony by all communities of interest
8 before an application is brought before the House of Delegates. Therefore be it

9 **Resolution**

10 **184. Resolved,** that the Council on Dental Education and Licensure review the process and criteria for
11 approving interest areas in general dentistry and recognizing dental specialties and report to the 2013
12 House of Delegates with appropriate recommendations on how to improve the process and evaluation
13 criteria.

14

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