

Resolution No. 211 [Type]Report: [Report] Date Submitted: [Date Submitted]Submitted By: Dr. Steven Saxe, Delegate, NevadaReference Committee: [Reference Committee for Worksheet]Total Net Financial Implication: [Total Net Financial Impl.] Net Dues Impact: _____

Amount One-time: _____ Amount On-going: _____

ADA Strategic Forecast Outcome: Tripartite: Promote Tripartite stability, success, and future growth.

REBUILDING THE STRATEGIC FORECASTING COMMITTEE AS A LIAISON AND OVERSIGHT BODY TO SERVE THE HOUSE OF DELEGATES

Background:

The Strategic Forecasting Committee (SFC) was created to ensure that the strategic direction of the American Dental Association (ADA) reflects the priorities of its members and is implemented with transparency across governance structures, including the Board of Trustees, ADA staff, and all ADA Councils. It was designed to represent the House of Delegates in matters of long-range planning and alignment.

However, since its inception, the SFC has faced significant challenges. It has been widely criticized—sometimes fairly—for being too bureaucratic, too complex, and too disconnected from actionable oversight. At 14 pages long in the Manual of the House of Delegates, the current SFC section is bloated, procedural, and difficult to navigate. Critics have argued that the committee is ineffective, expensive, and unnecessary.

This resolution does not ignore those criticisms. It acknowledges that the current structure is unworkable—but argues that the right response is **not to eliminate the SFC**, but to **rebuild it into a streamlined, accountable, and effective body** that actually serves the House of Delegates as intended.

Some have also argued that the SFC duplicates the work of ADA Councils, but this is a misunderstanding of its purpose. The SFC does not create programs—it verifies whether the Councils are following through on the strategic responsibilities the House has already assigned to them.

To strengthen transparency and representation, the new committee includes **one voting delegate from each of the 17 ADA trustee districts**, ensuring every region has a direct voice in strategic oversight. While the committee has more members than the earlier draft, it is still significantly more focused and less complex than the current structure.

In recent years, the ADA has experienced multiple financial and governance missteps that were not identified or addressed in time. The House of Delegates only meets once a year, and the Board of Trustees cannot oversee itself. That’s why a properly functioning SFC is not just helpful—it’s essential.

When restructured as a liaison and oversight body with real-time access to strategic, financial, and operational data, the SFC can help the Association avoid future mistakes, grow more strategically, improve communication between governance layers, and **save money by catching inefficiencies early**. Organizations like the American Medical Association and American Bar Association have made this model work. So can the ADA.

The Strategic Forecasting Committee can work—if we let it.

Note: This resolution is presented in amendment format, proposing the full replacement of the Strategic Forecasting Committee section of the *Manual of the House of Delegates* (2024 edition, pp. 21–34).

Resolved, that the entire section titled “Strategic Forecasting Committee” appearing on pages 21–34 of the 2024 *Manual of the House of Delegates and Supplemental Information* be deleted in its entirety; and be it further

Resolved, that the following text be inserted in its place:

Strategic Forecasting Committee

I. Purpose

The Strategic Forecasting Committee (SFC) is a standing committee of the House of Delegates. Its purpose is to evaluate and monitor the alignment between the Association’s strategic plan and its actual operations, budgets, programs, and governance. The SFC serves as the principal liaison between the House of Delegates, the Board of Trustees, ADA staff, and Councils on matters of long-range planning, accountability, and organizational performance.

The Committee shall serve as the **year-round strategic representative of the House of Delegates**, maintaining continuity between annual House sessions and providing ongoing oversight and feedback on behalf of the profession.

II. Mandate and Duties

The SFC receives its mandate directly from the House of Delegates and shall:

1. Evaluate the alignment of ADA programs, council initiatives, and board actions with the House-approved Strategic Forecast;
2. Participate in the development and periodic revision of the Strategic Forecast in collaboration with the Board and staff;
3. Monitor implementation of the Strategic Forecast across ADA governance entities;
4. Identify structural, operational, or cultural barriers to strategic alignment;
5. Conduct structured, member-driven strategic inquiry through subcommittees and Action Groups;
6. Monitor cross-council collaboration on multi-disciplinary initiatives;
7. **Evaluate whether ADA Councils are executing the strategic responsibilities assigned to them by the House of Delegates**, and identify when work has been delayed, abandoned, or misaligned with the Strategic Forecast;
8. Recommend changes to ADA governance, structure, or policy when necessary to fulfill strategic goals;
9. Report annually to the House of Delegates, with the option to submit midyear updates as warranted;
10. Report to the House on gaps between budgeted resources and Strategic Forecast execution, in coordination with any budget oversight efforts authorized by the House;
11. **Issue formal alerts, findings, or recommendations** to the House of Delegates when significant misalignment, financial concerns, or governance risks are identified.

III. Composition

The SFC shall consist of the following **twenty (20)** voting members:

- **Seventeen (17) members of the House of Delegates**, one from each ADA trustee district, selected by their respective district caucuses and confirmed by the House of Delegates; at least one shall be a new dentist;
- **Two (2) members of the Board of Trustees**, drawn from different trustee districts;
- **One (1) additional member** with expertise in forecasting, strategy, governance, or finance, nominated by the Speaker of the House and approved by the House.

Non-voting members shall include:

- The ADA President, President-elect, Treasurer, and Executive Director (ex officio);
- Council chairs, when participating on specific agenda items related to their council's strategic responsibilities.

Terms and Appointment:

- House members: 2-year terms, renewable once;
- Trustee members: 2-year terms, non-renewable;
- The Chair shall be elected by voting members of the SFC and serve a 2-year term, renewable once.

1 No voting member may concurrently serve on an ADA council or commission.

2 **IV. Access, Oversight, and Authority**

3 The SFC shall have full and timely access to:

- 4 • Strategic plans and forecast documentation;
- 5 • Budget alignment and resource allocation data;
- 6 • Council work plans and performance reports;
- 7 • Operational metrics related to strategic implementation.

8 All requests for information shall be fulfilled within 30 days unless an extension is granted by
9 the Speaker. Any failure to provide requested information shall be documented and reported to
10 the House of Delegates. The Speaker is authorized to request a formal response or corrective
11 action from the Board of Trustees or Executive Director.

12 The authority of the Strategic Forecasting Committee to request information and deliver reports
13 **shall not be subject to approval, veto, or suppression** by the Board of Trustees, ADA staff, or
14 any other governance body.

15 The SFC shall not direct operational decisions but may issue findings, recommendations, or
16 alerts to the House of Delegates regarding strategic misalignment, missed benchmarks, or
17 governance breakdowns.

18 **In urgent or exceptional circumstances**, the Speaker of the House may authorize the
19 Committee to examine specific matters of governance alignment, resource allocation, or
20 programmatic performance that fall within the spirit of the Strategic Forecast but outside its
21 original scope.

22 **V. Meetings**

- 23 • The SFC shall meet at least four (4) times annually.
- 24 • No more than one meeting per year may be held in person; the remainder shall be virtual
25 to minimize cost.
- 26 • A quorum shall consist of a **simple majority of the twenty (20) voting members**.
- 27 • Meeting minutes or summaries (excluding confidential material) shall be made available
28 to the House upon request.

29 **VI. Reporting**

30 The SFC shall deliver:

- 31 1. An **Annual Report** to the House of Delegates summarizing:
32 ○ Strategic alignment progress,

- 1 ○ Gaps or challenges encountered,
- 2 ○ Recommendations for improvement.
- 3 2. Optional **Midyear Briefings** on urgent or time-sensitive issues.
- 4 3. A **Written Executive Summary** of the Annual Report to be distributed via ADA
- 5 communications such as the Morning Huddle.
- 6 4. **Quarterly status updates** to the Speaker of the House and House officers, including
- 7 notable findings, concerns, or barriers to access.

8 **VII. Operational Support and Resources**

- 9 • The Executive Director shall assign staff to support the SFC’s work, including:
- 10 ○ Meeting logistics,
- 11 ○ Research and data requests,
- 12 ○ Member coordination,
- 13 ○ Report drafting and distribution.
- 14 • The SFC may request subject-matter consultants with Board approval.
- 15 • All consultants must comply with ADA’s conflict of interest policy.

16 **VIII. Evaluation**

17 The SFC shall conduct an annual self-assessment that includes:

- 18 • Structured feedback from council chairs,
- 19 • Input from Trustee liaisons,
- 20 • A representative sample of House delegates.

21 Findings shall be shared with the Speaker and included in the Annual Report.

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