Official House Resolution and Board Comments Attached

# Resolution 211 – Amendment to the Manual of the House of Delegates: Strategic Forecasting Committee

Author: Dr. Steven Saxe, Delegate

## IF YOU VOTE YES

A YES vote supports rebuilding the Strategic Forecasting Committee (SFC) into a streamlined, accountable, and transparent standing committee of the House of Delegates. This resolution amends the ADA Constitution and the Manual of the House of Delegates to restore proper oversight, give every district a voice, and ensure the House monitors alignment between ADA strategy, budget, and operations. It replaces the current 14-page, overly complex SFC structure with a simpler, more effective version that strengthens communication between the Strategic Forecasting Committee, the Board of Trustees, and the ADA councils. The SFC will serve as a year-round liaison between these entities and the House of Delegates to ensure coordination, accountability, and responsiveness to member priorities.

## IF YOU VOTE NO

A NO vote keeps the existing Strategic Forecasting Committee system in place—one that has failed to identify major financial and governance risks. It accepts the current structure that allowed $142 million in ADA reserves to be spent between 2022 and 2025, including $53 million on a failed software project, without early warning or corrective action. A NO vote means continuing a system that is too bureaucratic, disconnected, and unable to provide real oversight on behalf of the House.

## SUMMARY

This resolution restores the Strategic Forecasting Committee as a true liaison between the House of Delegates, the Board of Trustees, and the ADA councils. It gives each of the 17 districts one voting delegate, adds limited Board participation, and defines clear duties for monitoring alignment between strategy, budgets, and operations. It ensures that the SFC has access to timely financial and operational data, authority to issue findings, and independence from Board suppression. By improving cross-communication and coordination, the new structure allows information to flow effectively among the House, Board, and councils, ensuring unified governance and transparency. The goal is to strengthen communication, accountability, and trust so the House—not the Board—remains the governing body of the ADA.

## Why the Board Is Wrong

The Board of Trustees voted No, calling the resolution "premature." That position ignores the urgent need for reform. The Board's own July 2025 open letter confirmed $142 million in reserves were depleted, with no warning from the current SFC. The failures of the existing system are already documented. Saying reform is premature is an excuse for inaction. Rebuilding the SFC is not premature—it is overdue. If we delay again, the same structural gaps that allowed these losses will remain. The House has both the authority and responsibility to act now to prevent further financial and governance breakdowns.

(According to ADA News, July 10 2025: "ADA Board provides information on finances, association management system.")

## TALKING POINTS

- YES vote empowers the House to oversee ADA strategic alignment year-round.
- The current SFC failed to flag $142 million in spending losses—proof it is broken.
- The new structure gives every district a voting seat and direct voice.
- Strengthens communication between the SFC, Board of Trustees, and ADA councils.
- Establishes SFC as a liaison to the House of Delegates for ongoing accountability.
- SFC gains independence to access data without Board approval or suppression.
- Protects member dues by identifying inefficiencies early and ensuring transparency.
- Reforms the system without adding cost or bureaucracy.
- The House must reclaim its oversight role—the Board cannot monitor itself.

Prepared by Dentistry in General Advocacy Coalition

https://dentistryingeneral.com/digac

Resolution No. 211 New

Report: N/A Date Submitted: 06/05/2025

Submitted By: Dr. Steven Saxe, delegate, Nevada

Reference Committee: A (Business, Membership and Administrative Matters)

Total Net Financial Implication: None Net Dues Impact: 

Amount One-time: Amount On-going: 

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

**AMENDMENT TO THE MANUAL OF THE HOUSE OF DELEGATES: STRATEGIC FORECASTING COMMITTEE**

The following resolution was submitted on Thursday, June 5, 2025, by Dr. Steven Saxe, delegate, Nevada.

**Background:** The Strategic Forecasting Committee (SFC) and its associated entities are generally related to the ongoing provision of the strategic plan review and guidance for the Association. It 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 for being too bureaucratic, too complex, and too disconnected from actionable oversight. At 14 pages long, the current SFC section on the House Manual 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.

According to the ADA Treasurer’s August 2025 newsletter, the Association spent $142 million in reserves between 2022 and 2025 on major initiatives, including ADA Forsyth, technology upgrades, and operational transitions. While the spending may have followed internal procedures, it was never flagged by the Strategic Forecasting Committee as a potential stress point or threat to financial stability. That failure of strategic oversight highlights the core problem this resolution seeks to fix. 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.

The American Dental Association itself has admitted that $142 million in reserves were spent from March 2022 to March 2025, including $53 million for a failed association management system, as outlined in its July 10, 2025 open letter .These losses were not flagged early enough and represent costly mistakes that weakened ADA's financial position. The delegates now have a responsibility to strengthen oversight and accountability so that such mistakes are not repeated in the future. 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.

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

**Resolution**

**211. Resolved,** that Article IV. GOVERNMENT, of the ADA *Constitution* be amended be amended as follows (additions underlined):

Section 10. LEGISTLATIVE BODY. The legislative and governing body of this Association shall be a House of Delegates. As the governing body of this Association, the House of Delegates shall monitor and oversee Association activities to ensure congruence and alignment with Association strategic forecasts.

Section 20. ADMINISTRATIVE BODY. The administrative body of this Association shall be a Board of Trustees.

and be it further

**Resolved,** that the charter of the Strategic Forecasting Committee as it appears in under the Standing Committees of the House of Delegates in the *Manual of the House of Delegates and Supplemental Information* be deleted in its entirety and be replace with new charter language as follows:

**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 Association.

**II. Duties**

The SFC receives its direction 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;

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 the Board of Trustees; and
11. Issue formal alerts, findings, or recommendations to the House of Delegates when significant misalignment between the Strategic Forecast and ADA activities is identified, including risks related to implementation, governance, or organizational transparency.

**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, nominated by their respective district caucuses and confirmed by the House of Delegates; at least one shall be a new dentist; selected through a rotating assignment among the districts. If a district does not have a qualifying candidate in its rotation year, the turn may pass to the next district in sequence. The Speaker of the House shall coordinate the rotation schedule to ensure fairness and continuity.
- Two (2) members of the Board of Trustees, representing different trustee districts;
- One (1) additional member with expertise in forecasting, strategy, governance, or finance, appointed by the President.

Non-voting members shall include:

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

Terms and Appointment:

- House members: two-year terms, may be renominated and reappointed once for a total tenure on the Committee of four years.
- Trustee members: one-year term,  and shall be eligible for reappointment once;
- The Chair shall be elected by voting members of the SFC and serve a two-year term and shall be eligible to serve a second two-year term.

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

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

The SFC shall have full and timely access to:

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

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

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

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

**V. Meetings**

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

**VI. Reporting**

The SFC shall deliver:

1. An Annual Report to the House of Delegates summarizing:
    - o Strategic alignment progress,
    - o Gaps or challenges encountered,
    - o Recommendations for improvement.
2. Optional Midyear Briefings on urgent or time-sensitive issues.
3. A Written Executive Summary of the Annual Report to be distributed via ADA communications such as the Morning Huddle.

4. Quarterly status updates to the House officers, including notable findings, concerns, or barriers to access.

**VII. Operational Support and Resources**

- The Executive Director shall assign staff to support the SFC's work, including:
  - Meeting logistics,
  - Research and data requests,
  - Member coordination,
  - Report drafting and distribution.
- The SFC may request subject-matter consultants with Board approval.

**VIII. Member Engagement and Feedback Integration**

To ensure the Strategic Forecast remains grounded in the lived experiences of ADA members, the Strategic Forecasting Committee shall establish a recurring process to gather and evaluate structured member input on strategic priorities, emerging needs, and system-wide challenges. The Committee shall:

1. Conduct surveys, listening sessions, or structured interviews with a representative cross-section of members from each trustee district, in coordination with district leadership and the Speaker of the House;
2. Document patterns, concerns, and emerging themes relevant to strategic alignment or governance function;
3. Summarize this feedback in an annual reflection memo submitted to the House of Delegates through the Speaker.

A "representative sample" refers to a meaningful spread of participants across trustee districts, demographics (e.g., practice type, years in practice), and ADA roles. Final criteria and coordination shall be established by the Committee in consultation with the Speaker and ADA staff.

**BOARD COMMENT:** The Board of Trustees appreciates the effort and intent behind the governance resolutions presented this year. We recognize that our Association stands at an important juncture, where a purposeful review of the ADA governance structure is essential to ensure it continues to meet the evolving needs of our profession and our membership. The Board does not recommend adoption of this resolution as it is premature to consider at this time.

**BOARD RECOMMENDATION: Vote No**

**Vote: Resolution 211**

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|---|---|---|---|---|---|---|---|
| BERG | No | DOWD | No | KNAPP | No | STUEFEN | No |
| BOYLE | No | GRAHAM | No | MANN | No | TULAK-GORECKI | No |
| BROWN | No | HISEL | Absent | MARKARIAN | No | WANAMAKER | No |
| CAMMARATA | No | HOWARD | No | MERCER | No | | |
| CHOPRA | No | IRANI | No | REAVIS | Absent | | |
| DEL VALLE-SEPÚLVEDA | No | KAHL | No | ROSATO | No | | |

**Worksheet Addendum**
**Strategic Forecast Committee Charter to be Deleted**

*Strategic Forecasting Committee.* The Strategic Forecasting Committee (SFC) and its associated entities are generally related to the ongoing provision of strategic plan review and guidance for the Association. The complete composition, including a subcommittee structure and attached action groups, are outlined below, as well as the specific duties and other governance considerations.

The inaugural class of the SFC served a one-year appointment as the House of Delegates representatives to the Committee. These appointments began at adjournment *sine die* of the 2022 House of Delegates and ended at adjournment *sine die* of the 2023 House of Delegates. Those terms shall not be taken into account toward any calculation with regard to future service on the Strategic Forecasting Committee.

I. Strategic Forecasting Committee.

A. Composition and Eligibility. The Strategic Forecasting Committee shall be composed of eight (8) individuals who are members of the House of Delegates at the time of nomination, four (4) individuals who are members of the Board of Trustees at the time of appointment and one (1) individual who is a new dentist member of the ADA at the time of appointment, each selected, nominated and/or appointed as set forth below.* The President, President-elect, Treasurer and ADA Executive Director shall also each serve as a member of the Strategic Forecasting Committee without the right to vote. No member of the Committee shall concurrently serve as a member of an Association council or commission nor shall concurrently serve as a member of another committee of the House of Delegates. The Committee will also include a chair, who shall be a non-voting member of the Committee.

B. Experience Criteria, Selection, Nomination and Appointment.

1. House of Delegates Members.

a. Experience Criteria. House of Delegates members of the Strategic Forecasting Committee shall possess knowledge or experience in one or more of the subject matter areas of membership, fiscal management, advocacy, dental education, licensure, science and research, strategic planning, generational trends and social engagement, dental industry, practice modality trends, governance, and practice trends.

b. Selection and Nomination. To achieve geographic diversity among members of the Strategic Forecasting Committee, four (4) geographic groups of Trustee Districts shall each select two eligible members of the House of Delegates from different constituents within their Districts for nomination to the Strategic Forecasting Committee and shall forward those nominations to the Board of Trustees, together with information that summarizes the experience of each nominee for service on the Committee. The four geographic Trustee District regions are as follows:

* In the context of the Strategic Forecasting Committee and action groups, the term "new dentist member" shall mean a dentist who received their DDS or DMD degree less than ten (10) years before their selection for appointment to the Strategic Forecasting Committee or one of its action groups.

i. North Geographic Trustee District Region: Districts Six, Seven, Eight and Nine ("North Region");
ii. East Geographic Trustee District Region: Districts One, Two, Three, Four and Sixteen ("East Region");
iii. West Geographic Trustee District Region: Districts Ten, Eleven, Thirteen and Fourteen ("West Region"); and
iv. South Geographic Trustee District Region: Districts Five, Twelve, Fifteen and Seventeen ("South Region").

The District caucus chairs for the Districts within each geographic Trustee District region shall develop and the Districts shall adopt the process by which Strategic Forecasting Committee nominees are selected.

c. Appointment. The Board of Trustees shall review the nominations and shall vote on the appointment of each House of Delegates Strategic Forecasting Committee nominee. Should any nominee not be appointed to serve on the Committee by the Board of Trustees, the geographic Trustee District region that nominated the candidate shall forward the identity of a substitute nominee to the Board of Trustees for its consideration.

d. The slate of Strategic Forecasting Committee House of Delegates members shall be forwarded to the House of Delegates for ratification. Should any member not be ratified by the House of Delegates, the geographic Trustee District region that nominated the candidate shall forward the identity of a substitute nominee to the Board of Trustees for its approval.

2. Board of Trustees Members. Four (4) Board of Trustees members, one from each of the geographic Trustee District regions shall be appointed to the Strategic Forecasting Committee by the President with the approval of the Board of Trustees.

3. New Dentist Member. The New Dentist Committee shall develop and adopt the process by which it selects a new dentist to serve on the Strategic Forecasting Committee and shall forward that nomination to the Board of Trustees.[*] The nominee shall be appointed by vote of the Board of Trustees. Should the new dentist nominee not be appointed to serve on the Committee by the Board of Trustees, the New Dentist Committee shall forward the identity of a substitute nominee to the Board of Trustees for its consideration.

C. Term and Tenure.

1. House of Delegates and New Dentist Members. House of Delegates members and the new dentist member of the Strategic Forecasting Committee shall serve one term of two (2) years and, if continuing as a member of the House of Delegates or continuing to be qualified as a new dentist, respectively, at the conclusion of the member's initial term, may be renominated and reappointed once for a total tenure on the Committee of four (4) years.[*]

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[*] To stagger the terms of the House of Delegates members of the Strategic Forecasting Committee so that fifty percent (50%) of the members turn over each year, the initial term of one Committee member from each geographic Trustee District region shall be three years and shall thereafter revert to the two (2) year term specified in this

2. Board of Trustees Members. Board of Trustees members of the Strategic Forecasting Committee shall serve one (1) term of two (2) years and shall not be eligible for reappointment to the Committee.[**]

D. Removal. A member of the Strategic Forecasting Committee may be removed for cause by the Board of Trustees.

1. Causes for Removal. The following are causes for the removal of a member from the Strategic Forecasting Committee:

   a. Continued, gross or willful neglect of the duties of a member;
   b. Failure to comply with the Association's policies on conflict of interest;
   c. Failure or refusal to disclose necessary information on matters of Association business;
   d. Failure to keep confidential any exclusive information protected by secrecy that becomes known to the member by reason of the performance of his or her duties on the Committee's behalf;
   e. Failure to comply with the Association's professional conduct policy and prohibition against harassment;
   f. Unauthorized expenditures or misuse of Association funds;
   g. Unwarranted attacks on the Association, any of its agencies or any person serving the Association in an elected, appointed or employed capacity;
   h. Unwarranted refusal to cooperate with any officer, trustee, Committee member or Committee staff;
   i. Misrepresentation of the Association and any person serving the Association in an elected, appointed or employed capacity to outside persons;
   j. Being found to have engaged in conduct subject to discipline pursuant to Chapter XI of the ADA *Bylaws*;
   k. Violation of the Association's Member Conduct Policy;
   l. Conviction of a felony; and
   m. For Strategic Forecasting Committee members only, lapse of membership.

2. Procedure for Removal. Before a Committee member is removed for cause, the following procedures shall be followed:

   a. The President shall notify the accused member in writing of the allegations concerning the member's performance or conduct. The written notice shall include a description of the conduct purported to constitute each charge. The accused shall be invited to respond in writing. If the accused member wishes, they may resign their Committee position voluntarily or may request the opportunity to appear before the Board of Trustees to

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provision. This footnote shall automatically expire at the adjournment *sine die* of the 2025 House of Delegates annual session.

[**] To stagger the terms of the Board of Trustee members of the Strategic Forecasting Committee so that fifty percent (50%) of the members turn over each year, the initial terms of two (2) of the Board of Trustees members appointed by the President shall be three (3) years and shall thereafter revert to the two (2) year term specified in this provision. This footnote shall automatically expire at the adjournment *sine die* of the 2025 House of Delegates annual session.

respond to the allegations received. If an appearance is requested, the Board shall schedule it during the next meeting of the Board.

b. Formal rules of evidence shall not apply to the appearance to discuss the allegations made, but if requested, the Board of Trustees shall permit the accused member to be assisted by legal counsel. Following the appearance, the Board shall decide by a two thirds (2/3) vote whether the accused member should be removed from the Strategic Forecasting Committee. Every decision that results in removal of a Committee member for cause shall be reduced to writing and shall specify the findings of fact which support the decision to remove the accused member. If a decision to remove a Committee member is made, that action shall create a vacancy that shall be filled in accordance the Vacancy provisions of these procedures.

E. Vacancy. Should a vacancy arise on the Strategic Forecasting Committee, the entity that selected the member whose position has been vacated shall select a replacement member for the remainder of the unexpired term and shall forward that selection to the Board of Trustees together with, if applicable, the information that summarizes the basis for each nominee's experience that qualifies the nominee to serve on the Committee. The Board of Trustees shall then vote on the vacancy appointment. If the vacancy is for a House of Delegates or the new dentist position on the Committee, at the conclusion of the partial term, the replacement member shall be eligible for reappointment to one additional, consecutive two (2) year term. If the vacancy is for a Board of Trustees position, if the vacated position has less than fifty percent (50%) of a full two (2) year term remaining at the time the successor Committee member is appointed, the successor Board of Trustees member may, if otherwise eligible, be nominated and appointed to a new, consecutive two (2) year term. If fifty percent (50%) or more of the vacated term remains to be served at the time of the appointment, the successor Board of Trustees member shall not be eligible for another term.

F. Powers. The Strategic Forecasting Committee shall have the power to:

1. Establish rules and regulations not inconsistent with the ADA *Bylaws* or these provisions for its own governance.

2. By a majority vote, request the chair to call and convene a special session of the Strategic Forecasting Committee.

3. Remove a member of any subcommittee of the Strategic Forecasting Committee for cause.

4. Elect or appoint members of the subcommittees of the Strategic Forecasting Committee.

5. Monitor and guide the activities of the subcommittees of the Strategic Forecasting Committee.

G. Duties. The duties of the Strategic Forecasting Committee shall be:

1. Periodically review and propose revisions to the mission and vision statements of the American Dental Association.

2. Collaborate with the Board of Trustees in setting the strategic direction of the Association in alignment with the Association's vision and mission statements.

3. Elect a chair of the Strategic Forecasting Committee.

4. Annually provide to the House of Delegates a report on the Strategic Forecasting Plan, including the progress of each of the strategic initiatives of the American Dental Association to achieve and confirm the progress for the current five-year vision.

H. Meetings.

1. Regular Meetings. The Strategic Forecasting Committee shall hold a minimum of four (4) meetings per year. The number and dates of regular meetings to be held for the following year shall be determined in advance by the Committee.

2. Special Meetings. Special meetings of the Strategic Forecasting Committee may be called at any time either by the chair or at the request of a majority of the voting members of the Committee, provided notice is given to each member in advance of the meeting.

3. Place of Meetings: Regular or special meetings may be held in a single geographic location or virtually using suitable communications platforms.

I. Quorum. A majority of the voting members of the Strategic Forecasting Committee shall constitute a quorum.

J. Chair. The chair of the Strategic Forecasting Committee shall be an ADA member selected biennially by the Strategic Forecasting Committee immediately preceding the expiration of the term of the current chair from nominations received by the Committee. The chair shall be a non-voting member of the Committee and shall be eligible to be serve two (2) two-year terms as chair. If the selected chair is a voting member of the Committee at the time of election, the member shall relinquish voting privileges and a vacancy on the Committee shall be created, to be filled in accordance with the provisions of the vacancy provisions of these procedures (Section I.E., above).

K. Vice Chair. Annually, at its first meeting of the Strategic Forecasting Committee following the House of Delegates, the Committee shall elect a vice chair of the Strategic Forecasting Committee. The vice chair shall assume the office of chair until the office of chair is filled by the Strategic Forecasting Committee in the event of a vacancy in that office, or if the chair is otherwise unavailable. This member shall retain their right to vote.

L. Consultants and Staff.

1. Consultants. The Strategic Forecasting Committee shall have the authority to appoint consultants as needed to assist it in its duties, in conformity with the ADA *Bylaws* and the *Governance and Organizational Manual of the American Dental Association* ("*Governance Manual*"). As a condition of appointment, consultants shall file conflict of interest statements with the Executive Director of this Association. The Committee shall also provide notice of the appointment of each consultant to the Board of Trustees.

2. Staff. The Executive Director of the Association shall assign such staff as needed to assist the Committee.

II. Strategic Forecasting Subcommittees. The Strategic Forecasting Committee shall have the authority to establish subcommittees, each of which shall focus on a single category that impacts members and entities that engage with the ADA. Initially, there shall be four (4) subcommittees, each focusing on one of the following groups: Direct to Dentist, Tripartite, Enterprise and Public Profession. As the needs or focus of the Association shift, naming additional subcommittees, relabeling of existing subcommittees or sunsetting of existing subcommittees may be accomplished by a recommendation of the SFC that is placed before the ADA Board of Trustees and adopted. Any such new subcommittee recommendation will be accompanied by resolution language that is substantially similar to those subcommittees already in existence as it names the purpose, composition, term and tenure.

A. Composition. Each Strategic Forecasting subcommittee shall be composed of four (4) members selected by the Strategic Forecasting Committee from among the House of Delegates members of the SFC and two (2) Board of Trustees members from within the pool of those Trustees already appointed to the SFC by the President with the approval of the Board of Trustees. The New Dentist member shall be appointed to up to two subcommittees related to their interests and expertise. Each of the foregoing subcommittee members shall have the right to vote. The President, President-elect, Treasurer and ADA Executive Director shall also serve as members of each Strategic Forecasting subcommittee without the right to vote.

B. Term and Tenure.

1. Non-Board of Trustee Voting Members. Voting members of the Strategic Forecasting subcommittees who are not Board of Trustee members shall serve a term of two (2) years and may be reappointed once for a total tenure on the subcommittee of four (4) years.[*]

2. Board of Trustee Members. Board of Trustee members of the Strategic Forecasting subcommittees shall serve one (1) term of two (2) years and shall not be eligible for reappointment to the Committee.[**] Should one's term on the Board of Trustees end prior to the SFC term, the position will be considered vacated and the President shall name a successor to complete the term.

C. Removal. A member of a Strategic Forecasting subcommittee may be removed by the Strategic Forecasting Committee for any of the causes enumerated in Section I.D.1., above. When considering the removal of any Strategic Forecasting subcommittee member, the Strategic Forecasting Committee shall follow the procedures outlined in Section I.D.2., above.

D. Vacancies. Should a vacancy on a Strategic Forecasting subcommittee occur, a successor member shall be appointed for the unexpired term. If the previous member was a member of the subcommittee nominated by a geographic Trustee District region, the chair of the Strategic

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[*] To stagger the terms of the non-Board of Trustee voting members of each Strategic Forecasting subcommittee so that fifty percent (50%) of such members turn over each year, the initial terms of two members shall be three years and shall thereafter revert to the two (2) year term specified in this provision. This footnote shall automatically expire at the adjournment *sine die* of the 2025 House of Delegates annual session.

[**] To stagger the terms of the Board of Trustee members of each Strategic Forecasting subcommittee so that fifty percent (50%) of the Board of Trustee members turn over each year, the initial terms of one (1) of the Board of Trustees members appointed by the Board of Trustees shall be three (3) years and shall thereafter revert to the two (2) year term specified in this provision. This footnote shall automatically expire at the adjournment *sine die* of the 2025 House of Delegates annual session.

Forecasting Committee shall appoint a successor member nominated by that same region. If the previous member was a Board of Trustees member of the subcommittee, the Board of Trustees shall appoint the successor member. If the successor member remains eligible, the successor member may be reappointed for a single full subcommittee term of two (2) years.

E. Powers. Each Strategic Forecasting subcommittee shall have the power to:

1. Direct specific objectives within its scope of assigned responsibility to its action groups, if any.

2. Name consultants as necessary to assist the subcommittee in addressing its assigned objectives.

3. Request additional staff as necessary to complete its assigned objectives.

4. Assist the Strategic Forecasting Committee in completing tasks within its assigned area of responsibility as requested by the Strategic Forecasting Committee.

F. Duties. Each Strategic Forecasting subcommittee shall have the following duties:

1. Provide information within the scope of its assigned responsibility to the Strategic Forecasting Committee as requested by the Strategic Forecasting Committee.

2. Engage in thoughtful deliberation regarding guidance of work of related Action Groups, placing before them challenges and questions designed to encourage substantive exchanges to assist in driving the Strategic Forecast.

3. Assimilate information within the scope of its assigned responsibility provided to it by its action groups or other entities and provide a summary of such information to the Strategic Forecasting Committee.

4. As requested but at least annually, provide the Strategic Forecasting Committee with a report that uses accepted metrics to provide an accounting of the subcommittee's achievements in meeting its assigned objectives within the scope of its area of responsibility.

5. Assist the Strategic Forecasting Committee in completing tasks within its assigned area of responsibility as requested by the Strategic Forecasting Committee.

G. Meetings.

1. Regular Meetings. Each Strategic Forecasting subcommittee shall hold a minimum of four (4) meetings per year. The number and dates of regular meetings to be held for the following year shall be determined in advance by the subcommittee.

2. Special Meetings. Special meetings of the Strategic Forecasting subcommittee may be called at any time either by the chair or at the request of a majority of the voting members of the subcommittee, provided notice is given to each member in advance of the meeting.

3. Place of Meetings: Regular and special meetings shall be held virtually via one or more suitable communications platforms.

H. Quorum. A majority of the voting members of the Strategic Forecasting subcommittee shall constitute a quorum.

I. Chair. The chair of each subcommittee shall be selected annually by the Strategic Forecasting Committee from among the House of Delegates members of the Strategic Forecasting Committee, shall be a member of the subcommittee, and shall have the right to vote. The chair of the subcommittee shall be eligible to serve two (2) terms as chair if continuing as a voting member of the Strategic Forecasting Committee at the conclusion of the initial term as chair. The chair of each subcommittee may act as, or appoint a voting member of the House of Delegates or an alternate delegate as the chair of its related action groups.

J. Consultants and Staff.

1. Consultants. Each Strategic Forecasting subcommittee shall have the authority to appoint consultants as needed to assist it in fulfilling its duties, in conformity with the ADA *Bylaws* and the *Governance Manual*. As a condition of appointment, consultants shall file conflict of interest statements with the Executive Director of this Association. The subcommittee shall also provide notice of the appointment of each consultant to the Strategic Forecasting Committee and the Board of Trustees.

2. Staff. The Executive Director of the Association shall assign such staff as needed to assist the subcommittees.

III. Action Groups. With the exception of the Enterprise subcommittee, each of the Strategic Forecasting subcommittees shall have four (4) action groups. The Enterprise subcommittee shall function as its own action group.

A. Composition. The action groups for the Strategic Forecasting subcommittees shall have the following composition:

1. Direct to Dentist Strategic Forecasting Subcommittee Action Groups. The Direct to Dentist Strategic Forecasting subcommittee shall have four (4) geographically based action groups as follows:

a. North:

i. One (1) dentist from each of the Trustee Districts within the North Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each Trustee District within the North Region;

iii. Two (2) full time faculty members* from academic institutions within the North Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from a different Trustee District within the North Region; and

v. Two (2) members of the American Student Dental Association who attend dental school within the North Region, except that the ASDA members should attend dental schools in different Trustee Districts.

b. East:

i. One (1) dentist from each of the Trustee Districts within the East Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each Trustee District within the East Region;

iii. Two (2) full time faculty members from academic institutions within the East Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from a different Trustee District within the East Region; and

v. Two (2) members of the American Student Dental Association who attend dental school within the East Region, except that the ASDA members should attend dental schools in different Trustee Districts.

c. West:

i. One (1) dentist from each of the Trustee Districts within the West Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each Trustee District within the West Region;

iii. Two (2) full time faculty members from academic institutions within the West Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from a different Trustee District within the West Region, and

v. Two (2) members of the American Student Dental Association who attend dental school within the West Region, except that the ASDA members should attend dental schools in different Trustee Districts.

d. South:

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* In the context of the Strategic Forecasting action groups, the term "full time faculty member" shall mean one who works in a CODA accredited academic setting providing dental education more than two (2) days or sixteen (16) hours per week.

i. One (1) dentist from each of the Trustee District within the South Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each Trustee District within the South Region;

iii. Two (2) full time faculty members from academic institutions within the South Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from a different Trustee District within the South Region; and

v. Two (2) members of the American Student Dental Association who attend dental school within the South Region, except that the ASDA members should attend dental schools in different Trustee Districts.

2. Tripartite Strategic Forecasting Subcommittee Action Groups. The Tripartite Strategic Forecasting subcommittee shall have four (4) geographically based action groups as follows:

a. North:

i. One (1) dentist from the North Region, selected according to a process developed by the caucus chairs and approved by the Trustee Districts of the North Region;

ii. Two (2) constituent or component Executive Directors, or staff persons recommended by a constituent or component Executive Director, from each of the Trustee Districts within the North Region;

iii. One (1) new dentist from the North Region;

iv. One (1) member of the American Student Dental Association who attends dental school within the North Region;

v. One (1) representative of dental industry who works within the North Region; and

vi. Two (2) management or administrative representatives of dental service organizations who work within the North Region, except that such representatives should be from different Trustee Districts.

b. East:

i. One (1) dentist from the East Region, selected according to a process developed by the caucus chairs and approved by the Trustee Districts of the East Region;

ii. Two (2) constituent or component Executive Directors, or staff persons recommended by constituent or component Executive Directors, from each of the Trustee Districts within the East Region;

iii. One (1) new dentist from the East Region;

iv. One (1) member of the American Student Dental Association who attends dental school within the East Region;

v. One (1) representative of the dental industry who works within the East Region; and

vi. Two (2) management or administrative representatives of dental service organizations who work within the East Region, except that such representatives should be from different Trustee Districts.

c. West:

i. One (1) dentist from the West Region, selected according to a process developed by the caucus chairs and approved by the Trustee Districts of the West Region;

ii. Two (2) constituent or component Executive Directors, or staff persons recommended by constituent or component Executive Directors, from each of the Trustee Districts within the West Region;

iii. One (1) new dentist from the West Region;

iv. One (1) member of the American Student Dental Association who attends dental school within the West Region;

v. One (1) representative of the dental industry who works within the West Region; and

vi. Two (2) management or administrative representatives of dental service organizations who work within the West Region, except that such representatives should be from different Trustee Districts.

d. South:

i. One (1) dentist from the South Region, selected according to a process developed by the caucus chairs and approved by the Trustee Districts of the South Region;

ii. Two (2) constituent or component Executive Directors, or staff persons recommended by constituent or component Executive Directors, from each of the Trustee Districts within the South Region;

iii. One (1) new dentist from the South Region;

iv. One (1) member of the American Student Dental Association who attends dental school within the South Region;

v. One (1) representative of the dental industry who works within South Region; and

vi. Two (2) management or administrative representatives of dental service organizations who work within the South, except that such representatives should be from different Trustee Districts.

3. Public, Profession Strategic Forecasting Subcommittee Action Groups. The Public Profession Strategic Forecasting subcommittee shall have four (4) geographically based action groups as follows:

a. North:

i. One (1) dentist from each of the Trustee Districts within the North Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each of the Trustee Districts within the North Region;

iii. Two (2) full time faculty members from academic institutions within the North Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from different Trustee Districts within the North Region, and

v. Two (2) members of the American Student Dental Association who attend dental school within the North Region, except that the ASDA members should attend dental schools in different Trustee Districts.

b. East:

i. One (1) dentist from each of the Trustee Districts within the East Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each of the Trustee Districts within the East Region;

iii. Two (2) full time faculty members from academic institutions within the East Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, different Trustee Districts within the East Region, and

v. Two (2) members of the American Student Dental Association who attend dental school within the East Region, except that the ASDA members should attend dental schools in different Trustee Districts.

c. West:

i. One (1) dentist from each of the Trustee Districts within the West Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each of the Trustee Districts within the West Region;

iii. Two (2) full time faculty members from academic institutions within the West Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from different Trustee Districts within the West Region, and

vi. Two (2) members of the American Student Dental Association who attend dental school within the West Region, except that the ASDA members should attend dental schools in different Trustee Districts.

d. South:

i. One (1) dentist from each of the Trustee Districts within the South Region;

ii. One (1) constituent or component Executive Director, or a staff person recommended by a constituent or component Executive Director, from each of the Trustee Districts within the South Region;

iii. Two (2) full time faculty members from academic institutions within the South Region, except that the faculty members should be from institutions in different Trustee Districts;

iv. Two (2) new dentists, each from different Trustee Districts within the South Region, and

v. Two (2) members of the American Student Dental Association who attend dental school within the Region, except that the ASDA members should attend dental schools in different Trustee Districts.

B. Selection and Appointment. Except for the Enterprise Strategic Forecasting Subcommittee Action Group, members of action groups shall be appointed by their respective Strategic Forecasting subcommittees, subject to notification to and approval by the Strategic Forecasting Committee.

C. Term and Tenure.

1. Action Groups of the Direct to Dentist, Tripartite and Public Profession Subcommittees. Members of action groups of the Direct to Dentist, Tripartite and Public Profession subcommittees shall serve a term of two (2) years and may be eligible for one additional term for a total tenure of four (4) years if they remain within their member category (*i.e.*, faculty, executive director, new dentist, student or dental industry or dental service organization representative) at the time of their appointment to a second term.[*]

2. Enterprise Strategic Forecasting Subcommittee.

a. The House of Delegates members of the Enterprise Strategic Forecasting subcommittee shall serve a term of two (2) years and may be reappointed once for a total tenure on the subcommittee of four (4) years.[**]

b. Board of Trustee members of the Strategic Forecasting Committee shall serve one (1) term of two (2) years and shall not be eligible for reappointment to the subcommittee.

c. For actions limited to the Enterprise Subcommittee and its associated Action Group, the Treasurer shall have voting privileges.

D. Removal. A member of a Strategic Forecasting subcommittee action group may be removed by the applicable Strategic Forecasting subcommittee for any of the causes enumerated in Section I.D.1., above. When considering the removal of any Strategic Forecasting action group member, the Strategic Forecasting subcommittee shall follow the procedures outlined in Section I.D.2., above.

E. Vacancies. Should a vacancy on an action group occur, the respective Strategic Forecasting subcommittee shall appoint a successor action group member who possesses the same qualifications as the previous member, subject to notification to and approval of the Strategic

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[*] To stagger the terms of the members of the action groups so that fifty percent (50%) of the action group members turn over each year, the initial terms of certain of the action group members shall vary from the regular two (2) year term. In each of the Direct to Dentist and Public Profession Strategic Forecasting subcommittee action groups, two (2) ADA members, two (2) executive directors, one (1) faculty member, one (1) new dentist and one (1) student shall have an initial term of three (3) years; the term of those positions shall thereafter revert to the two (2) year term specified in this provision. In each of the action groups of the Tripartite Strategic Forecasting subcommittee, one (1) executive director from each trustee district and one (1) dental service organization representative shall have an initial term of three (3) years; the term of those seats shall then revert to the two (2) year term specified in this provision. This footnote shall automatically expire at the adjournment *sine die* of the 2025 House of Delegates annual session.

[**] To stagger the terms of the House of Delegates members of the Enterprise Strategic Forecasting subcommittee so that fifty percent (50%) of such members turn over each year, the initial terms of two members shall be three years and shall thereafter revert to the two (2) year term specified in this provision. This footnote shall automatically expire at the adjournment *sine die* of the 2025 House of Delegates annual session.

Forecasting Committee. If the successor member remains eligible, the successor member may be reappointed for a single full action group term of two (2) years.

F. Powers. Each action group shall have the power to:

1. Direct activities to achieve specific and defined objectives.

2. Name consultants as necessary to assist the action group in addressing its assigned objectives; and

3. Request additional staff as necessary to complete its assigned objectives.

G. Duties. Each action group shall have the following duties:

1. Recommend members to serve on the Strategic Forecasting subcommittees.

2. Provide insights on future trends, outlook and goals to its Strategic Forecasting subcommittee.

3. Provide information, as applicable, to its Strategic Forecasting subcommittee relating to the following areas:

   a. Generational trends and social engagement;
   b. Science and research;
   c. Fiscal management and financial projections;
   d. Dental industry and trends;
   e. Practice trends;
   f. Advocacy;
   g. Current and future social cultural trends and technological interactions; and
   h. Other areas as may be assigned by the Strategic Forecasting subcommittees.

4. Provide metrics to measure and define future strategic goals for the Association.

5. Assist its Strategic Forecasting subcommittee in completing tasks within its assigned area of responsibility as requested by the Strategic Forecasting subcommittee.

H. Meetings.

1. Regular Meetings. Each action group shall hold meetings as need is determined by the respective Subcommittee. Work of the Action Groups is generally to be accomplished through the use of asynchronous exchanges using suitable virtual platforms, but may be conducted through virtual synchronous meetings.

2. Special Meetings. Special meetings of the action group may be called at any time either by the chair or at the request of a majority of the members of the action group, provided notice is given to each member in advance of the meeting.

3. Place of Meetings. Regular and special meetings shall be held virtually via one or more suitable virtual platforms.

I. Quorum. A majority of the voting members of an action group shall constitute a quorum for that group.

J. Chair. The chairs of the Direct to Dentist, Tripartite and Public Profession Subcommittees, or any other subcommittees subsequently named, may serve as the chair, or appoint a voting member of the House of Delegates or an alternate delegate as chair of the respective action group. The term shall be concurrent with the term of chair of the subcommittee. The Strategic Forecasting Committee chair shall serve as the chair of the Enterprise Subcommittee Action Group.