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| Resolution No. | | [Resolution Number] | | | | | [Type] | | | |  | | |
| Report: | [Report] | | | | | | | | Date Submitted: | | | [Date Submitted] | |
| Submitted By: | | Dr. Steven Saxe, Delegate, Nevada | | | | | | | | | | | |
| Reference 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 is composed of elected House of Delegates (HOD) representatives and appointed Board members, organized into four subcommittees—Direct to Dentist, Tripartite, Public/Professional, and Enterprise—each supported by regional Action Groups, except Enterprise [1].

Despite this intended role, the SFC has faced structural and procedural challenges, particularly related to receiving timely and complete information from ADA staff and the Board of Trustees. Without full access to strategic, operational, and financial data, the SFC cannot effectively evaluate or communicate the alignment of ADA initiatives with the will of the House or the profession [2].

In other associations such as the *American Medical Association (AMA)* and *American Bar Association (ABA)*, similar committees—like the AMA’s Council on Long Range Planning and Development and the ABA’s Standing Committee on Strategic Planning—report directly to their legislative bodies and have documented authority to obtain all necessary information from administrative and staff leadership to fulfill their mandates [5][6].

The *Common Ground 2025: ADA Strategic Plan* outlines the need for all levels of the ADA to have sufficient organizational capacity and effectiveness to carry out the goals of the Strategic Forecast. However, this cannot be achieved unless strategy oversight mechanisms like the SFC are empowered to operate transparently and independently, with clear lines of reporting to the House [3].

The *American Society of Association Executives (ASAE)* defines best practice for nonprofit governance as requiring that strategy-setting and oversight functions reside in the body that represents the broadest voice of the members. ASAE also recommends that staff and executive leadership have a duty to comply with strategic oversight bodies that represent the membership [4].

In the for-profit sector, Strategy Committees established by corporate boards are routinely empowered to conduct quarterly oversight, compel disclosure, and evaluate executive performance based on long-term strategic benchmarks. These bodies are not advisory in nature but are granted enforcement and inquiry powers as fiduciary stewards of enterprise value [4].

To better reflect these best practices and fulfill its potential, the SFC must continue under the mandate of the House of Delegates, which is the supreme governing body of the ADA [1], and be granted clear oversight authority, with guaranteed access to the information necessary to guide strategic alignment, evaluate execution, and report on barriers to progress.

**Resolved**, that the Strategic Forecasting Committee (SFC), a standing committee of the House of Delegates, shall be restructured and empowered to serve as the primary liaison among the House of Delegates, the Board of Trustees, ADA Councils, and ADA staff on matters related to strategy, governance alignment, and organizational priorities; and be it further

**Resolved**, that the SFC shall receive its mandate directly from the House of Delegates and shall:

* evaluate the alignment of ADA programs and council activities with the House-approved Strategic Forecast,
* participate in the development of future Strategic Forecasts,
* monitor implementation of the Strategic Forecast,
* identify structural or operational obstacles to alignment,
* conduct member-driven strategic inquiry through its subcommittees and regional Action Groups,
* monitor inter-council collaboration on shared initiatives,
* propose governance reforms when needed, and
* report annually to the House of Delegates, with midyear updates as needed; and be it further

**Resolved**, that the SFC shall meet at least four times annually, with no more than one in-person meeting, and remaining meetings conducted virtually to promote fiscal responsibility, and that meeting expenses shall be kept minimal and consistent with the operational scale of other standing House committees; and be it further

**Resolved**, that the SFC shall report to the House of Delegates on strategic budget alignment, resource allocation, and any gaps between appropriated funds and Strategic Forecast implementation, in coordination with any broader budget oversight efforts authorized by the House; and be it further

**Resolved**, that all requests for strategic, operational, or financial information made by the SFC shall be fulfilled in a complete and timely manner by the Board of Trustees, ADA staff, and other entities under ADA governance, with responses due within 30 days unless an extension is granted by the Speaker; and that any failure to comply shall be documented and reported to the House of Delegates, with the Speaker authorized to seek a formal response or corrective action plan from the Executive Director and the President of the ADA; and be it further

**Resolved**, that Trustee members of the SFC may serve as voting members for up to three consecutive years and shall be drawn from different Trustee districts to ensure geographic diversity; and be it further

**Resolved**, that the SFC shall invite the Chairs of relevant ADA Councils to participate in its meetings when agenda items involve their council’s strategic work, to ensure direct communication and alignment with the House-approved Strategic Forecast, without exercising directive authority over council operations; and be it further

**Resolved**, that a written summary of the SFC’s annual report shall be made available to ADA members through official communication channels, such as the ADA Morning Huddle; and be it further

**Resolved**, that the SFC shall be allocated adequate staff and operational support to fulfill its responsibilities, including facilitation of Action Groups, data analysis, and continuous reporting; and be it further

**Resolved**, that the SFC shall conduct an annual self-assessment that includes structured feedback from council chairs, Trustee liaisons, and a representative sample of House delegates to evaluate its performance and alignment with its mandate.

**References:**

1. *2024 Manual of the House of Delegates and Supplemental Information*, American Dental Association, pp. 8–9.
2. *2024 Report of the Treasurer*, American Dental Association, pp. 11–12.
3. *Common Ground 2025: ADA Strategic Plan*, April 2021, American Dental Association, Organizational Goal, p. 2.
4. *ASAE Foundation: Building Better Association Strategy*, American Society of Association Executives, <https://asaecenter.org/resources/articles/an_plus/2021/strategy-governance-oversight>
5. *American Medical Association: Council on Long Range Planning and Development (CLRPD)*, <https://www.ama-assn.org/about/councils>
6. *American Bar Association: Standing Committee on Strategic Planning*, <https://www.americanbar.org/groups/leadership/office_of_the_president/strategicplanning/>