

Resolution No. 211 New

Report: N/A Date Submitted: [Date Submitted]

Submitted By: Dr. Steven Saxe, Delegate, Nevada

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

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.

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

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.

The full proposed replacement text for the Strategic Forecasting Committee is included as Appendix A (Final Text for Insertion).

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 section of the *Manual of the House of Delegates* pertaining to the Strategic Forecasting Committee, currently found on pages 21-34, be deleted in its entirety and replaced with the language contained in Appendix A (Final Text for Insertion) (Additions are underlined**)**

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 any budget oversight authority granted to the House.
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.

In urgent or exceptional circumstances, the Speaker of the House may authorize the Committee to examine specific matters of governance alignment, resource allocation, or programmatic performance that fall within the spirit of the Strategic Forecast but outside its original scope. The Speaker is not directing operational change, but simply enabling the Committee to evaluate and report back to the House when timely oversight is warranted. If the House owns the map and the Board drives the car, this clause ensures someone can check the dashboard when the route veers unexpectedly.

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:
 - Strategic alignment progress,
 - Gaps or challenges encountered,
 - 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.

Appendix A (Final Text for Insertion)

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