



American
Dental
Hygienists'
Association

Governance of
The Future

June 13, 2016



House of Delegates
Mega Issue Backgrounder

OVERVIEW

As the name suggests, the Governance of Tomorrow (GOT) project is not about fixing something that is broken, but rather ensuring that our structure is ready to meet the needs of new and mid-career members and an association and profession in transformation. ADHA member needs assessment data indicate that ADHA best provides value and member satisfaction to our longer-term leaders. Students, new professionals and even mid-career dental hygienists do not rate member value and satisfaction as high. It begs the question, “How do we need to design our governance (governing structure, decision making, leadership development and processes used to accomplish the strategic plan) so that we can best support all of our members?”

To build on their work completed at the House of Delegates (HOD) Governance Exercise in June, 2015, the Board of Trustees (BOT) and Executive Committee (EC) has been joined by, Tecker International to facilitate this project.

To help guide the efforts of the GOT initiative, President Rethman appointed the following steering committee:

- Elijah Desmond
- Alejandra Diaz-Escudero
- Tammy Filipiak
- Betty Kabel
- Donnella Miller
- Jill Rethman
- Kara Vavrosky

PROJECT TIMELINE AND PROCESS:

Below is an overview of the GOT project plan. As you will read, each step of the process is intended to result in a specific outcome and the steering committee has set a goal to leverage member insights from past surveys, conduct new surveys, and involve a diverse representation of members to inform these discussions. Beyond those involved in the steering committee and workgroup, the plan is to gain key insights from the House of Delegates as the draft governance models are being developed. Later in the process, member town hall webinars will be held to gain additional perspective. It is also important to note that no decisions have been made and the models you see in this document are in the draft stage.

| Step | Participants | Timing | Outcome(s) |
|---|---|---|---|
| 1. <u>Project Design Session</u> | <ul style="list-style-type: none"> • GOT Design Group | September 2015 | Project timeline and process |
| 2. <u>Member Survey</u> | <ul style="list-style-type: none"> • 2,124 members responded | January 2016 | Key insights provided for Remodeling Summit |
| 3. <u>Remodeling Summit</u> | <ul style="list-style-type: none"> • 21 diverse professionals • Current & past state leaders • Delegates | Completed February 8 & 9 th 2016 | Five ADHA governance models designed by participants |
| 4. <u>Synthesis Workshop</u> | <ul style="list-style-type: none"> • GOT Steering Committee | Completed March 8 th , 2016 | Three distinct governance models developed |
| 5. <u>Community Meetings, Town Halls & HOD Discussion</u> | <ul style="list-style-type: none"> • Members • Delegates | June 13 th thru Fall 2016 | Gather feedback and suggestions and produce report |
| 6. Develop <u>Preliminary recommendation</u> to? | <ul style="list-style-type: none"> • GOT Steering Committee | August 23 rd , 2016 | One working draft Model |
| 7. <u>Comprehensive Survey</u> | <ul style="list-style-type: none"> • Membership | August thru September 2016 | Gather feedback and suggestions and produce report |
| 8. <u>Q&A Webinars</u> | <ul style="list-style-type: none"> • Membership | September 2016 | Assess progress and gather feedback (Report) |
| 9. <u>Review & Ratify</u> | <ul style="list-style-type: none"> • BOT • HOD | March 2017 (BOT) June 2017 (HOD) | Vote by BOT and depending on the recommendation (some require BOT approval, others HOD approval), draft of bylaws, policies and transition plan |
| 10. <u>Formal Announcement</u> | <ul style="list-style-type: none"> • BOT | June 2017 | Formal Implementation begins |

Background

In this section, you'll gain additional insights on four of the ten project plans that have been completed thus far.

STEP 1: Design Session – September 8, 2015

Last summer, the EC provided recommendations for the kick-off planning meeting to be held in Chicago on September 8. President Rethman sent out letters of invitation to eight individuals who represent diverse backgrounds. They joined ADHA's five officers:

Jeannette Diaz, Alejandra Diaz-Escudero, Tammy Filipiak, Mary Jones, Betty Kabel, Emily Ludwig, Donnella Miller, Karen Neiner, Jill Rethman, Kelli Swanson Jaecks, and Kara Vavrosky.

The session was facilitated by Glenn Tecker, Chairman and Co-CEO of Tecker International, LLC. The initiative is intended to involve the ADHA community in an informed and innovative dialogue about the professions future, the role of the association in shaping that future, and the decision and work processes that will be needed to successfully execute ADHA's strategic plan. The previously referenced project plan was one key outcome from this workshop.

Strategic Issue Discussion

Participants worked on a series of questions designed to elicit key issues and challenges for ADHA governance in a changing environment. This information, along with a summary of ADHA's previous membership needs survey, was used as the basis for a collaboratively developed design of the GOT project. It also served as a preliminary data-base to "jump-start" remodeling conversations. The following are the series of questions and the participants' answers that help provide context for the efforts of the GOT project:

What assumptions can we make about the relevant future environment of ADHA and its members, and what implications are there for the organization?

1. The age demographic of our members will have a huge impact on the association as a large percentage of our members retire and a large percentage of potential members will be a younger demographic.
2. Changing workforce settings - no longer all clinical
3. Direct supervision by Dentists is not needed
4. Disconnect around the role of ADHA and its components -- constituents' lack of understanding of the tripartite organization and the function of each arm
5. Information circulates at lightning speed about ADHA - some of which is true and some of which is not
6. Consumers need to be aware that Dental Hygienists are oral care professionals
7. We have limited resources
8. Increase in faculty engagement
9. Securing new members and giving them a voice
10. ADHA will review the existing organization and make changes as appropriate to best represent the profession

11. Newer generation confused by who ADHA is and how it benefits them.
12. Key role of Educators for students
13. How can dental hygienists be relevant for patients?
14. Geographic differences - not all as progressive with respect to workforce models
15. Access to care was the driver in MN - not D.H. How do we rally the troops and get on Access Boards?
16. Growth in the number of dental hygienists. Where will they work?

Based on an assessment of the foreseeable future, what may be the areas of greatest opportunity and/or challenge for ADHA and its members?

1. Opportunity to figure out how we support all these new workforce models/settings
2. Challenge/opportunity - need to change the composition of the Board of Trustees to be more representative of the different workforce settings/models instead of Districts.
3. Opportunity for transparency - i.e. national licensure portability. People don't know how ADHA benefits them
4. Messaging will be important and communications needs are growing
5. Communication challenge for growing pool of new RDH.
6. Opportunity - Social media impact especially with non-members
7. Personal connections are an opportunity particularly with educators on local campuses
8. Student advocates are an opportunity for promotion
9. Use more technology to promote "What's happening at ADHA"
10. Challenge is trusting in the information
11. Opportunity is using evolving technology it's the greatest opportunity to reach people; also a challenge for the appropriate use of technology
12. Need for appropriate short video messaging
13. Trust -- lost touch with grass roots; perception of leadership; purposeful misinformation in the social media world; someone is always offended within messaging
14. Expanded workforce settings creates both a challenge and an opportunity
15. Opportunity for dental hygienists to learn more about the business aspects of the profession; provide resources for them on the non-medical aspects of the profession - i.e. liability
16. Legislative wins and hybrid approaches - maybe start with Dentist oversight as an intermediate step
17. Build access to core partnerships/alliances and learn from other professions - i.e. nursing
18. Show profitability - make a business case for dental hygienists to take on new opportunities and expand their roles
19. Link new efforts to continuing education where possible
20. Show information and graphics on advancement of RN's from being primarily in an office to other roles as a model for dental hygienists
21. Challenge is dealing with the diverse needs of members and not alienating people if they don't fit into the future work model. Show relevancy and address "WIIFM"
22. Challenge is to create an awareness and understanding of the larger opportunities available for the profession

What are the beliefs and assumptions in place today within ADHA that influence how the organization is structured, how it is governed, how it functions, and what it accomplishes?

1. The belief that the regional election of the Board based on representation is how it should be
2. The belief that leadership is hand-picked
3. The states feel that they are not understood or heard
4. ADHA is acting in the best interests of ADHA and not the best interest of the constituents
5. That ADHA operates like the local and state organizations
6. Belief that the structure does not need to change
7. Belief that things have been done a certain way for years and that is just fine
8. Being a member because I should be
9. Positive aspect to programmatic changes and shifts -- deal with the Sacred Cows - people are afraid of change
10. Structure Tripartite - trying to reach as many people as possible. But is everybody doing their fiduciary responsibility?
11. Differentiation between local and national leadership - seriousness of positions may not be there
12. Leadership training and development is happening at the national level
13. Some people don't get it and don't understand the structure. Jobs and pay is what it's about. If you're not going to do that for me, then I'm not going to join you.
14. Geographical representation
15. Need content experts to populate the councils
16. We organize by function not key issues
17. Often organize with dental hygienists only not those in other related professions
18. Modeled toward tenured members not students
19. Lacking non-traditional roles in leadership positions and ways to communicate and engage with different professionals with shorter tenure
20. Need leaders at multiple levels and often recycle people in leadership roles
21. Trustees are over-worked

What issues, concerns or opportunities exist for ADHA with regard to governance and the other related elements of association infrastructure?

1. Opportunity -- continue to inform members about the ADHA and what we do. Educate the members on what a business is and how it functions.
2. There is an opportunity for messaging out that change takes time
3. Concern -- when we find out what we need to do, will we be able to do it?
4. Important to message that decisions made are well thought out and data based
5. Opportunity for more communications on issues they care about. Make it connect to me individually.
6. Mentoring and leadership are needed; not being utilized as it could on the local and state levels.
7. Getting hooked is important; positive touch and empowering experience
8. Environment is negative and not welcoming; we get comments such as "...those people were horrible."
9. Don't have to go to a meeting to be heard
10. Too many leaders - waters down work; confusing who is sending messages; how to get people engaged
11. Technology can be a conduit vs. other roles
12. Think more mobile in terms of technology and ways to communicate

13. Leadership development for BOT
14. Leadership membership program for students
15. Need leadership pipeline to show growth trajectory
16. Organize roles around key issues - tap into SME and passion
17. Streamline roles - look for efficiencies and provide value for all levels of the organization
18. Too many communications channels - tough to get involved- consider listserv
19. Challenging working with other incorporated and non-incorporated organizations -- dues, competing CE, etc.

What issues, concerns or opportunities exist for ADHA with regard to each of the following elements of infrastructure?

Stakeholders:

- Opportunity to serve a new and emerging stakeholder group as well as different stakeholder groups in a different way
- Connection with professional job dissatisfaction and what ADHA is doing about the issues that contribute to this situation
- Needs to be relevant. Make the organization more action-oriented vs. committee structure. Expand programs and services as a result
- Essence of "the hook" is to feel empowered
- Changes in D.H. - entering student's motivation for coming into D.H.
- Tension within the profession
- "Sheltered" mentality
- ADHA Brand.... "Are you an RDH who....?"
- Professional diversification
- Opportunity to expand to include other professionals/thought leaders (formally, informally, advisory panels, surveys, etc.)
- Engage in market research with key stakeholders. Tailor more to the needs of the key stakeholders
- Concern about how to be more relevant
- Clarify who our stakeholders are and how we are supporting them
- Opportunity to craft communications for different audiences - relevance of messages and impact
- Dental hygienists role in ADHA - membership representation. How to involve allied roles- pediatrics, diabetes education, faculty, mid-levels, etc.

Programs:

- Opportunity to capitalize on customers; identify new, redesign existing and get rid of old programs as warranted. Implement program change and product development

Governance:

- Need leaders that can make the tough decisions. Likely need to have more committees/councils and look at new workforce models
- Support Group concept of governance

Workforce:

- Professional, volunteer workforce - gain new members
- This generation is so used to just having things handed to them; varying levels of RDH are spoon-fed and have developed bad habits

Financial:

- Limited resources, need to find new revenue streams
- Transparency in where funds go. Re-purpose the information for examples in all delegates manual. Trust again.

Project Objectives

1. What are the specific objectives and deliverables to be produced from this project?

- *Clarify and simplify the process of Bylaws amendments*
- *Review and clarify the role of HOD*
- *Focus on the ability to meet members' needs. Room for growth in this area.*
- *Build a sustainable organization*
- *If there is a need to change, understand why we need to change; and what that change would look like*
- *Identify the drivers of change*
- *Assess and streamline volunteer roles where appropriate to reduce administrative bureaucracy and enhance the member experience*
- *Increase relevancy and efficiency in communications*
- *Increase organization's agility - assess governance and workforce structures to make engagement and oversight more efficient*
- *Create a project overview including a timeline for implementation and evaluation*
- *Set forth the history and background of the project*
- *Maintain and expand stakeholders*
- *Make sure all stakeholders are informed through a solid communications plan for change*
- *Must be comprehensive and consider all "effects" of the remodeling*
- *Be financially feasible*
- *Whole project needs to be collaborative with a diverse group of people involved*
- *Strategically planned, higher level thinking from all levels of the organization*
- *Create more engagement and relevancy among local constituents; need more local support; ensure consistency with the member experience; make it easier for locals to succeed*
- *Prioritize the key stakeholders to help focus member value and grow the organization*
- *Create opportunities to include diverse perspectives and roles that increase engagement and move the organization forward*

2. What will define success for this project? What needs to occur for you to believe the project has been worthwhile? What should the project be or not be; be like or not be like?

- Implementation of the project; more member engagement, more fiduciary responsibility on the constituent level
- Board support of this project
- Project should be forward thinking; not stuck in the way it has always been
- Make sure that we have looked at the impact of change to the structures and processes in the association infrastructure
- Communications plan goes with it
- Celebrate the project and involvement
- Commitment to prepare for the future
- Avoid doing things too quick in a disorganized fashion
- Be broad-based and allow for flexibility
- Be prepared for snafus; tolerance for hiccups
- Be prepared for negativity; don't spend too much time on it
- Fund the project appropriately
- Be open for change
- Be courageous in decision-making at the BOT
- Look in cracks and corners
- Project should be dynamic
- Be ready to blow it up, but be deliberate when making strategic decisions
- Create awareness of broad stakeholders; get buy-in and do messaging
- Pre and post assessment of loyalty or related index. Engage in needs assessment so we understand what our members' value and how this may vary by age, years in profession, etc.
- Initial group likely to be a task force to create the deliverable and an implementation group to help take the next steps. Establish the stages and what may be needed.
- Task force to do mini reports on progress and keep communications open

3. Are there significant obstacles or roadblocks that will need to be overcome in order for the project itself to be successful? In order for what is developed to make a difference — i.e. for implementation to be successful?

- Resistance to change; unknown future can be viewed as scary; inability to think out of the box; what will it be like? Will we be able to handle it?
- Board having the ability to communicate the plan
- HOD understanding, engagement, and acceptance
- Bylaws amendments
- Emotional connections/Sacred Cows; ability to say "No" today to the traditional, organizational "Sacred Cows"
- Having the infrastructure to support change
- Leadership at all levels may not feel involved
- Trust - establishing relevance
- Differing opinions -- get all groups to consensus
- Be wary of "They" approach; can't make everyone happy
- Money and choices

- Perception is we're not open to allied professionals
- Personal investment in leadership roles and fear of loss of the role they're familiar with
- Financial inability to free up resources
- Increase awareness of stakeholders who are not currently in power or engaged
- Attract new volunteers with time and energy to contribute

STEP 2: Member Survey – December 2015 thru January 2016

The second step involved surveying ADHA members. Respondents provided key insights into:

- Issues facing the profession
- Needed accomplishments for ADHA in 5-10 years
- Top three governance attributes
- Important characteristics of national and state leaders
- What does ADHA need to change
- Barriers to effective decision making

A total 2,124 members responded to the survey. Responses were included in a report sent to GOT workgroup members participating in the upcoming GOT Remodeling Summit.

STEP 3: Remodeling Summit – February 8-9, 2016

The next step in the process was a two-day governance remodeling summit that was held in Chicago on February 8-9, 2016 and was led by the consultant ADHA hired, Glenn Tecker of Tecker International. Participants included the following 22 professionals representing a diverse array of dental hygiene professionals including students, new professionals and more experienced professionals; clinical, public health, educators, corporate and others with entrepreneurial careers; and BOT officers and current and past state leaders and delegates:

Laurel Ann Bleak, Elijah Desmond, Jeannette Diaz, Alejandra Diaz-Escudero, Tammy Filipiak, Brooke Fisher, Julie Frantsve-Hawley, Erin Jo Haley, Jasmin Haley, Brittany Johnson, Mary Jones, Betty Kabel, Emily Ludwig, Katie Melko, Donnella Miller, Pamela Quinones, Jill Rethman, Rafael Rondon, Ryan Rutar, Julie Sutton, Kelli Swanson Jaecks, and Kara Vavrosky.

The goals of this workshop involved:

- Future scenario planning.
- Evaluating existing governance structure based upon the future of the association and profession.
- Identifying ways to remodel the governance structure for future growth and success.

Participants were asked to build a governance structure from scratch and were divided into five groups to design new models. Over the course of this exercise there was a lot of synergy among

participants. ***It's important to note that nothing has been decided or voted upon through this process thus far.*** The purpose of the remodeling summit was merely to ideate new ways of governing.

Once the five models were created the groups reviewed all of them. The perspectives below illustrate the group's observations; and in some cases they pertained to only one or two of the five models drafted.

"Likes"

There were definitely more common themes and "likes" across all five models. Below is a sampling of things that attendees liked seeing in the designs:

- Emphasis on enhancing member voices, grassroots perspectives
- The Board serves as the main governing body (concerned with bylaws, policy, strategic planning); sunset HOD and look for alternate ways to engage with more members
- Enhanced student and new professional involvement in leadership
- Streamlining financial oversight; sunset finance committee and treasurer and replace key functions with EC/BOD or an audit committee
- Overall streamlined models of governance — simplicity
- Collaborative communities (new ways of engaging members)
- Leadership development council's continued role in leadership development
- Leverage technology and social media to engage and connect with members
- Staff support
- Shift to diverse representation on board, not all geographic based, more competency based that better addresses the needs of the organization
- Creation of ad hoc groups, sunset of councils in current form to allow for greater flexibility, time-specific volunteer opportunities and more member engagement
- Minimal standing committees
- More nimble, responsive

"Dislikes"

The following "dislikes" often pertained to only one or two of the five models, but were important to capture for consideration moving forward:

- Lack of clarity of election process
- Decreased in-person meetings
- No oversight
- Board too large
- Board doing a lot of the work
- Lack of diversity
- Exclusivity
- Regional and geography-based members voting on everything

- A lot of hierarchy; many layers of governance
- Sun setting HOD may affect networking

The workshop participants also discussed why ADHA should consider new ways of governing and engaging members. A lot of synergy was also observed during these discussions.

Below are some of the top reasons the group thought ADHA should investigate new governance models:

- ADHA needs to be relevant to our membership
- The strategic plan calls for transformation and our structure has been the same for 100 years
- We need to fulfill the mission/vision statement and address the needs of the strategic plan
- The diversity of the voices need to be heard
- We need a diverse, competent leadership
- The needs of the profession and association are changing
- We want to have flexibility in decision making and response time
- We want to be seen as the authority and resource for a changing membership
- We recognize the value in hearing the voices of those with unique perspectives
- It's important to better engage stakeholders
- We have been too self-serving as an association and change is needed to grow us and our ability to meet the needs of the public
- Our current system is too time-consuming and cumbersome to enact necessary change efficiently
- Half of our constituents have moved away from the HOD structure to less costly and more flexible governing structures (i.e. general assemblies)
- We are focused on maximizing opportunities for dental hygienists and the public we serve
- We want our profession to remain relevant to a changing health care environment

STEP 4: Synthesis Workshop – March 8, 2016

On March 8, the GOT steering committee reconvened to further develop the three models that were developed at the Remodeling Summit. The intent was to refine the models and share with them with the HOD in June for additional feedback and deliberation.

To achieve this outcome the session was designed to advance discussion on new ways of governing, review the work product from the February Remodeling Workshop and further refine several of the proposed governance models. The workgroups considered the following questions as they worked through each of the models:

Roles and Responsibilities:

- Who is it accountable to?
- What is it accountable for?
- What is its role in governing/policy setting?
- Is it responsible for defining goals to be accomplished or accomplishing those goals?
- How does it gather the information and knowledge it needs to make informed decisions?

Size and Composition:

- How big (number of parts) and what are the elements that comprise it?
- What types of representation are important – functional, geographic, segment/special interests?

Meeting Frequency and Focus:

- How frequently does the entity meet?
- What is its charge?
- What is a quorum?
- Can conference calls or other electronic means be used to conduct business?
- What kinds of issues/activities should comprise its agendas?

Terms and Limitations of Office:

- What are the terms of office?
- What is the maximum length?
- Required interruptions in service?
- Chairs process if any?

Qualifications and Experience:

- What are the criteria/requirements for each position?
- Are they the same or are they different for different roles?

Accountability and Resources:

- How will the entity be held accountable?
- To whom will it be accountable?
- What kind of resources will it control/have oversight for?

Nomination and Election:

- How are candidates identified/nominated/elected/appointed?

Membership Enfranchisement and Involvement:

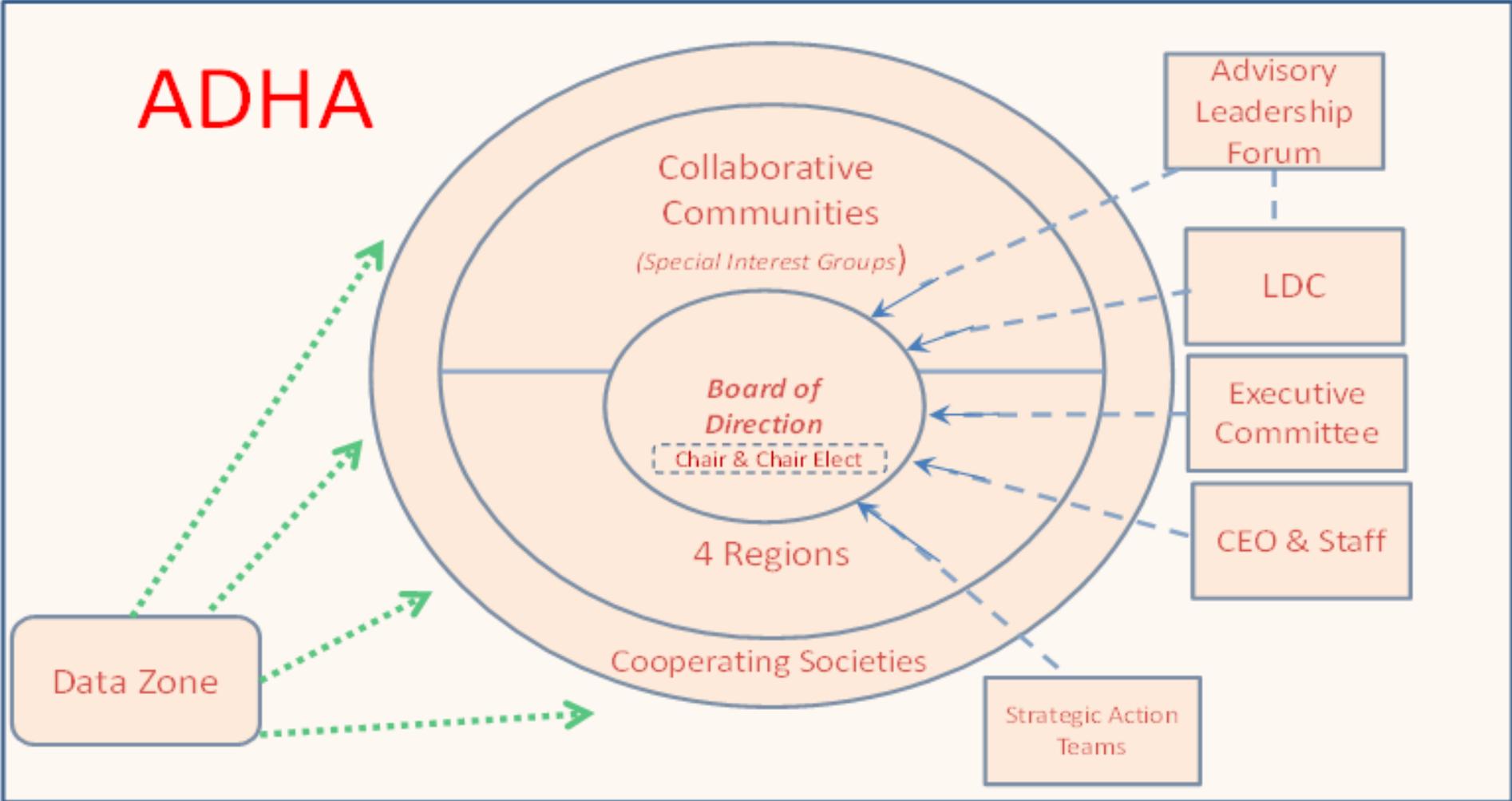
- In what ways can members provide input to the policy and decision-making processes of the entity?
- How can the entity ensure that member needs are recognized and addressed?
- How can members actively participate in the work of the entity?
- How are members informed about the work of the entity?

Draft Models

Key Terms

| Acronym | Name | Definition/Responsibilities (These vary slightly in each model) |
|----------------|--------------------------------|---|
| ALF | Advisory Leadership Forum | <ul style="list-style-type: none"> • Group responsible for policy development and • Support for Collaborative Communities and Regions |
| SAT | Strategic Action Teams | <ul style="list-style-type: none"> • Work ad hoc on strategic initiatives • Strategic Action Teams are fluid depending on needs • Support BOD and staff initiatives |
| LDC | Leadership Development Council | <ul style="list-style-type: none"> • Identify recommendations for Chairs of the Collaborative Community Steering Committees and Strategic Action Teams, BOD, etc.... • Identify future leadership needs • Develop skill sets needed for each level of leadership |
| CC | Collaborative Communities | <ul style="list-style-type: none"> • Information gathering/sharing • Education • Policy recommendations • Discuss industry trends, provide expertise based on their specialty |
| EC | Executive Committee | <ul style="list-style-type: none"> • Keep the business of the organization moving between BOD meetings • Oversee/monitor finances • Appoints members of various committees |
| FC | Finance Committee | <ul style="list-style-type: none"> • Developing budget • Finance policy • Quarterly financial reports and adjustments • Audit |
| Region or RR | Regional Representatives | <ul style="list-style-type: none"> • One spokesperson for each of the four regions |
| BOD | Board of Direction | <ul style="list-style-type: none"> • Responsible for bylaws, policies & procedures • Budget planning • Approves strategic action plans |
| Data Zone | Data Zone | <ul style="list-style-type: none"> • Members only website • Used for research, surveying membership, communicating projects & policies • Place to inform membership on policies and other key issues |

MODEL 1



Draft Model 1- Roles and Responsibilities

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|------------------|--|--|--|---|---|--|--|
| Acct To: | <ul style="list-style-type: none"> ▪ BOD ▪ Groups in need of member input ▪ Staff | <ul style="list-style-type: none"> ▪ Membership | <ul style="list-style-type: none"> ▪ BOD | <ul style="list-style-type: none"> ▪ BOD | <ul style="list-style-type: none"> ▪ ALF (represents community in this capacity) ▪ Collaborative Community Members ▪ BOD (supports the overall strategic direction of org) | <ul style="list-style-type: none"> ▪ State members in the region ▪ Constituents in the region ▪ BOD | <ul style="list-style-type: none"> ▪ BOD ▪ Staff |
| Acct For: | <ul style="list-style-type: none"> ▪ Research ▪ Communications ▪ Outward/Inward Focus ▪ Providing all members an opportunity to weigh in on draft policies, maybe bylaws changes too | <ul style="list-style-type: none"> ▪ Legal Entity ▪ Budget Planning and Monitoring (no finance committee in this model) ▪ Approving Strategic Plan-> Setting direction -- (Responsibility of CEO & staff to execute Strategic Plan) ▪ Electing Chair and Chair Elect ▪ Appointing LDC (5) ▪ Chair appoints Strategic Action Teams ▪ Policy and bylaws Approval | <ul style="list-style-type: none"> ▪ Recommending nominees for the BOD to ALF for ratification ▪ Recommending Collaborative Community Steering Committees and Strategic Action Teams ▪ Identifying future leadership needs ▪ Developing skill sets needed for each level of leadership | <ul style="list-style-type: none"> ▪ Recommending BOD and LCD members ▪ Reviewing/ratifying BOD slate of candidates from LCD ▪ Policy and bylaws review/ input ▪ Supporting Collaborative Communities and Regions | <ul style="list-style-type: none"> ▪ Information gathering/sharing ▪ Education ▪ Networking ▪ Policy and bylaws proposal creation/review/ input ▪ Discussing industry trends, provide expertise based on their specialty | <ul style="list-style-type: none"> ▪ Informing/supporting constituents ▪ Representing grassroots membership to the BOD ▪ Discussing regional/state topics ▪ Recommending policy and bylaws | <ul style="list-style-type: none"> ▪ Working on strategic initiatives ▪ Supporting BOD and staff assigned initiatives ▪ In this model, a Strategic Action Team would be created to vet policy and bylaw recommendations and make suggestions to BOD (similar to current Council on Policy & Bylaws) ▪ Another example is a workgroup on BOD policies and procedures ▪ Strategic Action Teams are fluid, with specific time frames, depending on needs of the organization |

Draft Model 1- Roles and Responsibilities

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|------------------------------------|--|---|--|--|---|--|---|
| Size/Composition | <ul style="list-style-type: none"> ▪ Unlimited | <ul style="list-style-type: none"> ▪ 9-11 ▪ Officers (2): <ul style="list-style-type: none"> ▪ Chair ▪ Chair Elect ▪ Directors: <ul style="list-style-type: none"> ▪ Regional reps (4) ▪ Collaborative Community Chairs (3-5; TBD) | <ul style="list-style-type: none"> ▪ 5 ▪ Chair ▪ Members (4) ▪ Not past-presidents as current; but past-presidents may be appointed ▪ Goal to have a diverse LDC reflective of the evolving leadership pipeline | <ul style="list-style-type: none"> ▪ Max 25 ▪ Will vary depending on number of collaborative communities | <ul style="list-style-type: none"> ▪ About 10 communities, I.E. <ul style="list-style-type: none"> ▪ Public Health ▪ Education ▪ Industry ▪ DSO ▪ Students ▪ New & emerging professionals ▪ Advance Practice/Specialty ▪ Clinical Practice ▪ Administrative ▪ Other ▪ Membership: will vary in size based on member interest ▪ Steering Committee: Up to 5, including a chair | <ul style="list-style-type: none"> ▪ 4 Regional Reps ▪ States divided geographically | <ul style="list-style-type: none"> ▪ Max of 15 ▪ ADHA Members ▪ Non-members (as needed) ▪ Chair |
| Meeting Frequency and Focus | <ul style="list-style-type: none"> ▪ As frequently as needed ▪ Topics will vary pending organizational needs | <ul style="list-style-type: none"> ▪ 4 Times a year total (2 Times virtual with LDC; 2 times on-site group meeting) | <ul style="list-style-type: none"> ▪ 4 Times a Year Total (2 Times Virtual with BOD; 2 Times Virtual as LDC) | <ul style="list-style-type: none"> ▪ Minimum of 4 Times a Year Virtual | <ul style="list-style-type: none"> ▪ Virtual, as deemed necessary by steering committee | <ul style="list-style-type: none"> ▪ As needed – In-person, WebEx, survey , social media | <ul style="list-style-type: none"> ▪ As needed per charge of Strategic Action Team and project plan ▪ Work can be done electronically as appropriate ▪ Any need for in-person meetings or other related expenses will have to be part of the BOD approved budget |

Draft Model 1- Roles and Responsibilities

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|-------------------------------|---|---|--|---|---|--|---|
| | | | | | | | <ul style="list-style-type: none"> ▪ Any funding request must be sent to the BOD for consideration and approval |
| Terms | <ul style="list-style-type: none"> ▪ Not applicable | <ul style="list-style-type: none"> ▪ Officers: 1 year ▪ Directors: 2 years | <ul style="list-style-type: none"> ▪ 2 Year Term ▪ Limit of 2 Terms | <ul style="list-style-type: none"> ▪ 2 Year Term; same as their chair position of the collaborative community | <ul style="list-style-type: none"> ▪ Chair – 2 yr. term ▪ Steering Committee 2 years | <ul style="list-style-type: none"> ▪ 4 Regional Reps Term: 2 year (2 consecutive Terms) | <ul style="list-style-type: none"> ▪ By design, terms are only for the duration of the Strategic Action Teams charge. If an Strategic Action Team is convened annually, it's up to the BOD Chair on re-appointments – but it's recommended to rotate new leaders in each time the group is re-appointed for succession planning and greater member involvement |
| Qualifications and Experience | <ul style="list-style-type: none"> ▪ Licensed RDH ▪ ADHA Members – these surveys housed on members only website ▪ Non-Members – some topics may warrant broader audience and will be on main website | <ul style="list-style-type: none"> ▪ ADHA Member ▪ Competency-based (LDC nominate people who round out needed skill sets and expertise on the BOD) ▪ For Collaborative Community slots, the representative must be a member of a | <ul style="list-style-type: none"> ▪ ADHA Member ▪ Meet Leadership skill sets ▪ Board Experience – ADHA or other - preferred ▪ Not just past presidents – should reflect other backgrounds too | <ul style="list-style-type: none"> ▪ ADHA Member ▪ Collaborative Community Chair ▪ Nominated by LDC ▪ Meets LDC leadership development requirements | <ul style="list-style-type: none"> ▪ Members with common or special interests ▪ Diverse levels of professional experience | <ul style="list-style-type: none"> ▪ Regional Representatives: Active in state and Region ▪ LDH or RDH | <ul style="list-style-type: none"> ▪ ADHA Member with expertise in area of Strategic Action Team ▪ Non-members can be considered if external expertise will help accomplish team's charge. |

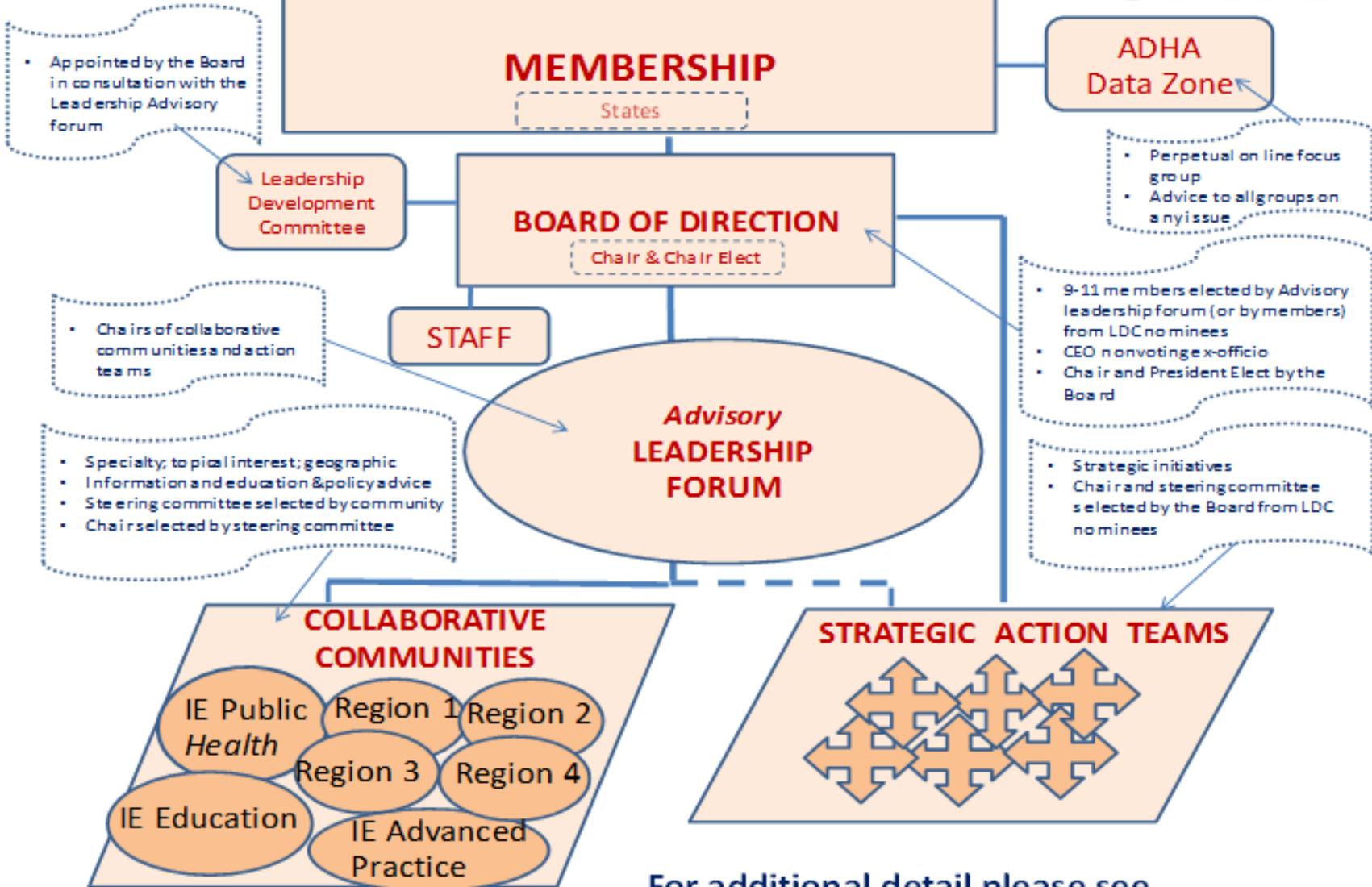
Draft Model 1- Roles and Responsibilities

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|--------------------------------|--|---|--|---|---|--|---|
| | | Collaborative Community, perhaps a past chair. | | | | | |
| Nomination and Election | <ul style="list-style-type: none"> ▪ Not applicable | <ul style="list-style-type: none"> ▪ LDC gives BOD nominees to ALF for ratification ▪ Slate of candidates is based on size and need of BOD, each collaborative community may not have representation on BOD ▪ All four regional representatives sit on BOD ▪ BOD – elects the Chair & Chair-Elect | <ul style="list-style-type: none"> ▪ ALF recommends ▪ BOD Elects | <ul style="list-style-type: none"> ▪ ALF participants includes the current chairs of the collaborative communities ▪ See collaborative communities for election process | <ul style="list-style-type: none"> ▪ LDC develops criteria selection based on BOD direction and identifies slate of candidates for chair and steering committee that best meet the criteria ▪ Collaborative Community Chairs and steering committee are then voted by members of the community/region | <ul style="list-style-type: none"> ▪ LDC nominates candidates based on BOD composition/competency needs ▪ Members in the region then vote for BOD regional representative ▪ This person automatically serves on the BOD | <ul style="list-style-type: none"> ▪ LDC identifies Chairs and Steering Committee options, akin to a volunteer database ▪ BOD Chair appoints for BOD related initiatives ▪ Staff appoints for operational related ad hoc work groups that helps achieve action plans |
| Resources | <ul style="list-style-type: none"> ▪ Staff support | <ul style="list-style-type: none"> ▪ Budget ▪ Strategic Plan ▪ CEO/Staff ▪ Volunteers ▪ Bylaws, policies, procedures ▪ Auditor ▪ Legal counsel | <ul style="list-style-type: none"> ▪ Direction from BOD on needs of future leaders ▪ Online application process and voting | <ul style="list-style-type: none"> ▪ Staff ▪ WebEx | <ul style="list-style-type: none"> ▪ Direction/charge from BOD ▪ Staff ▪ Peer communities ▪ Members | <ul style="list-style-type: none"> ▪ Staff in education, membership, government affairs, finance ▪ WebEx ▪ Peers in other regions/states ▪ Spotlight Newsletter | <ul style="list-style-type: none"> ▪ Staff ▪ BOD ▪ WebEx ▪ Data Zone ▪ Budget (if allocated) |

Draft Model 1- Roles and Responsibilities

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|-------------------------------|--|--|---|---|--|--|---|
| | | | <ul style="list-style-type: none"> ▪ UYP and successor planning ▪ Regions and Collaborative Communities ▪ Staff ▪ WebEx | | | <ul style="list-style-type: none"> ▪ Association Management webinars | |
| Membership Involvement | <ul style="list-style-type: none"> ▪ There is a lot of new member involvement potential: Inform policy, receive communication through this zone, etc. | <ul style="list-style-type: none"> ▪ Policy input ▪ Data zone ▪ Collaborative Communities ▪ Regions/states ▪ LDC ▪ ALF ▪ Surveys ▪ Social media, texting, web, newsletters | <ul style="list-style-type: none"> ▪ Members can submit nominations ▪ Data zone | <ul style="list-style-type: none"> ▪ Collaborative Communities provide input and information as requested by leadership ▪ Data zone | <ul style="list-style-type: none"> ▪ Collaborative Community members provide input and information ▪ Data zone | <ul style="list-style-type: none"> ▪ Collaboration and info sharing among states ▪ Many touch points – Data Zone, Collaborative Communities, State, Region | <ul style="list-style-type: none"> ▪ Strategic Action Teams provide input and information ▪ Data zone |

MODEL 2



For additional detail please see companion chart

Draft Model 2- Roles & Responsibilities

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions <i>(Is a part of the collaborative communities)</i> | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|------------------|--|--|--|---|--|--|---|
| Acct to: | <ul style="list-style-type: none"> ▪ BOD ▪ Groups in need of member input ▪ Staff | <ul style="list-style-type: none"> ▪ Members | <ul style="list-style-type: none"> ▪ BOD | <ul style="list-style-type: none"> ▪ BOD ▪ Collaborative Communities | <ul style="list-style-type: none"> ▪ BOD (links to/supports overall strategy) ▪ ALF (collaborates with other communities) ▪ Collaborative Community Members | <ul style="list-style-type: none"> ▪ State members ▪ Constituents in the region ▪ BOD | <ul style="list-style-type: none"> ▪ BOD ▪ Staff |
| Acct for: | <ul style="list-style-type: none"> ▪ Research ▪ Communications ▪ Outward/Inward Focus ▪ Providing all members an opportunity to weigh in on draft policies, maybe bylaws changes too | <ul style="list-style-type: none"> ▪ Governing and Policy and bylaw setting ▪ Organizational decision-making ▪ Budget Planning and Monitoring (no finance committee in this model) ▪ CEO Oversight ▪ Collaborative Community Chairperson appointments ▪ Standing Committee Oversight and appointments (i.e. LDC, Committee on Policy & Bylaws) | <ul style="list-style-type: none"> ▪ Proposing slate of candidates for the BOD (excluding regional reps) to ALF for ratification ▪ Vetting and proposing Collaborative Community and Regional Steering Committee candidates for a vote by each group ▪ Identifying volunteer options for Strategic Action Teams | <ul style="list-style-type: none"> ▪ Recommending BOD members to LDC ▪ Recommending LDC members to BOD ▪ Policy and bylaws development (not final approval; work with Strategic Action Team) ▪ Supporting Collaborative Communities (including Regions) | <ul style="list-style-type: none"> ▪ Information gathering/sharing ▪ Education ▪ Networking ▪ Policy and bylaws proposal creation/review/ input ▪ Discuss industry trends, provide expertise based on their specialty | <ul style="list-style-type: none"> ▪ Informing/supporting states ▪ Representing membership to the BOD ▪ Discussing regional/state topics ▪ Recommending policy | <ul style="list-style-type: none"> ▪ Working on strategic initiatives ▪ Supporting BOD and staff assigned initiatives ▪ In this model, a Strategic Action Team would be created to vet policy and bylaw recommendations and make suggestions to BOD (similar to current Council on Policy & Bylaws) ▪ Another example is a workgroup on BOD policies and procedures ▪ Strategic Action Teams are fluid, with |

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions <i>(Is a part of the collaborative communities)</i> | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|------------------------------------|--|---|--|---|--|--|--|
| | | | <ul style="list-style-type: none"> ▪ Identifying future leadership needs ▪ Developing skill sets needed for each level of leadership | | | | specific time frames, depending on needs of the organization |
| Size/Composition | <ul style="list-style-type: none"> ▪ Unlimited | <ul style="list-style-type: none"> ▪ 9+ (needs based) (11 is the ideal max) ▪ Officers (3) <ul style="list-style-type: none"> ▪ Chair ▪ Chair Elect ▪ Immediate Past Chair ▪ Directors (6-8) <ul style="list-style-type: none"> ▪ 4 Regional Reps ▪ 2+ Collaborative Community Reps | <ul style="list-style-type: none"> ▪ 5 ▪ Chair ▪ Members (4) ▪ Not past-presidents as current; but past-presidents may be appointed ▪ Goal to have a diverse LDC reflective of the evolving leadership pipeline | <ul style="list-style-type: none"> ▪ Max 25 ▪ Will vary depending on number of standing committees, collaborative communities, and strategic action teams | <ul style="list-style-type: none"> ▪ Will vary depending on number of collaborative communities. I.E. <ul style="list-style-type: none"> • Public Health • Education • Industry • DSO • Students • New & emerging professionals • Advance Practice/ Specialty ▪ Membership: will vary in size based on member interest ▪ Steering Committee: Up to 5, including Chair | <ul style="list-style-type: none"> ▪ 4 Regional Reps ▪ States divided geographically | <ul style="list-style-type: none"> ▪ Max of 15 ▪ Must be ADHA Members ▪ Chair ▪ Steering Committee |
| Meeting Frequency and Focus | <ul style="list-style-type: none"> ▪ As frequently as needed ▪ Topics will vary pending organizational needs | <ul style="list-style-type: none"> ▪ 2 In-person meetings per year and as needed by WebEx ▪ Move to the following to WebEx: Award | <ul style="list-style-type: none"> ▪ 4 Times a Year Total (All Virtual) | <ul style="list-style-type: none"> ▪ Minimum of 4 times a year virtual | <ul style="list-style-type: none"> ▪ Interact and communicate as needed – WebEx, surveys, social media, data zone | <ul style="list-style-type: none"> ▪ As needed – In-person, WebEx, survey, social media | <ul style="list-style-type: none"> ▪ As needed per charge of Strategic Action Team and project plan ▪ Work can be done electronically as appropriate |

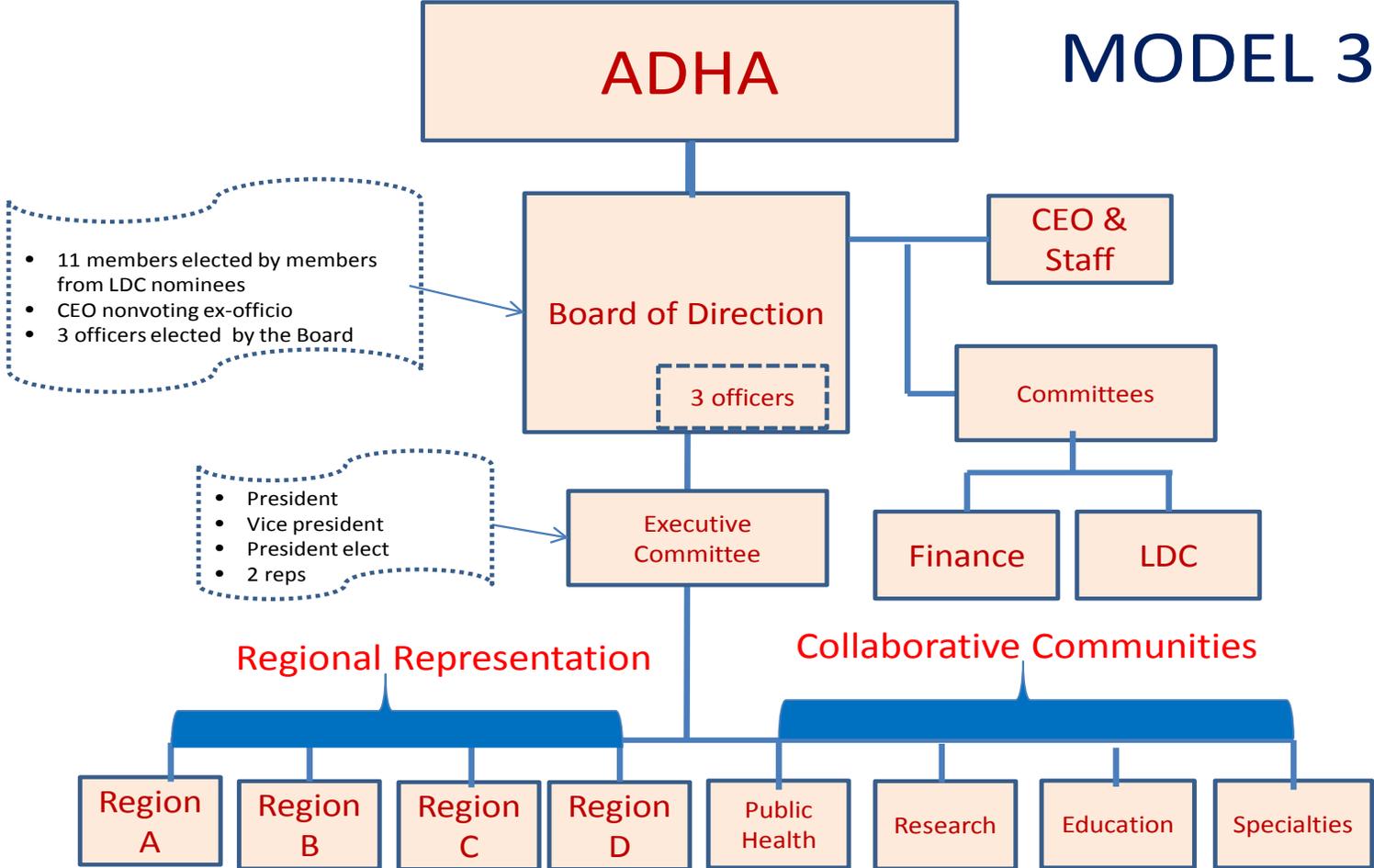
| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions <i>(Is a part of the collaborative communities)</i> | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|--------------|--|---|---|--|--|--|---|
| | | Winners, leadership training, consent agenda items <ul style="list-style-type: none"> ▪ Quorum: majority of BOD (based on size that year) | | | | | <ul style="list-style-type: none"> ▪ Any need for in-person meetings or other related expenses will have to be part of the BOD approved budget ▪ Any funding request must be sent to the BOD for consideration and approval |
| Terms | <ul style="list-style-type: none"> ▪ Not applicable | <ul style="list-style-type: none"> ▪ BOD: Chair Term: 2 years ▪ Chair elect Term: 2 years ▪ Immediate Past Chair Term: 2 years ▪ Regional Reps Term: 1 years (2 consecutive Terms) ▪ Collaborative Community (i.e. Education, Clinical Practice, Public Health, etc.) Reps Term: 1 years (2 consecutive Terms) | <ul style="list-style-type: none"> ▪ 2 Year Term (2 consecutive Terms) | 1 Year Term; same as their chair position of the collaborative community | <ul style="list-style-type: none"> ▪ 1 Year Term for Chair and steering committee members | <ul style="list-style-type: none"> ▪ 4 Regional Reps Term: 1 year (2 consecutive Terms) | <ul style="list-style-type: none"> ▪ By design, terms are only for the duration of the Strategic Action Teams charge. If an Strategic Action Team is convened annually, it's up to the BOD Chair on re-appointments – but it's recommended to rotate new leaders in each time the group is re-appointed for succession planning and greater member involvement |

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions <i>(Is a part of the collaborative communities)</i> | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|-------------------------------------|---|--|--|---|--|--|---|
| | | <ul style="list-style-type: none"> ▪ Industry rep as invited by BOD, non-voting ▪ CEO: Ex Officio, non-voting | | | | | |
| Qualification and Experience | <ul style="list-style-type: none"> ▪ Licensed RDH ▪ ADHA Members – these surveys housed on members only website ▪ Non-Members – some topics may warrant broader audience and will be on main website | <ul style="list-style-type: none"> ▪ Chair & Chair-Elect: Served on BOD, LDH ▪ RDH ▪ BOD: Leadership within ADHA and/or other organizations | <ul style="list-style-type: none"> ▪ ADHA Member ▪ Meet Leadership skill sets ▪ Board Experience – ADHA or other - preferred ▪ Not just past presidents – should reflect other backgrounds too | <ul style="list-style-type: none"> ▪ LDC develops criteria for Collaborative Community and Region Steering Committee appointments; Chair of Collaborative Communities and Regions sit on ALF as a result of their role | <ul style="list-style-type: none"> ▪ Collaborative Community Leaders: RDH or LDH not mandatory, active in community, held leadership previously ▪ Community Members: Open for those with common or special interests ▪ LDC develops criteria selection based on BOD direction and identifies slate of candidates for chair and steering committee that best meet the criteria | <ul style="list-style-type: none"> ▪ Regional Representatives: Active in state and Region ▪ LDH or RDH | <ul style="list-style-type: none"> ▪ ADHA Member with expertise in area of Strategic Action Team Non-members can be considered if external expertise will help accomplish team’s charge |
| Nomination & Election | <ul style="list-style-type: none"> ▪ Not applicable | <ul style="list-style-type: none"> ▪ Nominated by LDC | <ul style="list-style-type: none"> ▪ ALF recommends ▪ BOD Elects | <ul style="list-style-type: none"> ▪ ALF participants includes the current chairs of | <ul style="list-style-type: none"> ▪ BOD appoints Collaborative Community Chairs | <ul style="list-style-type: none"> ▪ LDC nominates candidates based on BOD composition/ competency needs | <ul style="list-style-type: none"> ▪ LDC identifies Chairs and Steering Committee options, |

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions <i>(Is a part of the collaborative communities)</i> | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|----------------------------------|--|---|---|---|--|--|---|
| Nomination & Election | | <ul style="list-style-type: none"> ▪ Officers voted on by all members ▪ Regional BOD representatives voted on by regional members ▪ Collaborative Community BOD reps voted on by community members | | <p>the collaborative communities</p> <ul style="list-style-type: none"> ▪ BOD appoints chairs of Collaborative Community Chairs, they serve on ALF as a result of role | <ul style="list-style-type: none"> ▪ Nominated by: Community Members to LDC ▪ Steering Committee voted on by Community Members | <ul style="list-style-type: none"> ▪ Members in the region then vote for BOD regional representative | <ul style="list-style-type: none"> akin to a volunteer database ▪ BOD Officers (Chair, Chair Elect, Immediate Past Chair) appoints for BOD related initiatives ▪ Staff appoints for operational related ad hoc work groups that helps achieve action plans |
| Resources | <ul style="list-style-type: none"> ▪ Staff support | <ul style="list-style-type: none"> ▪ Collaborative Communities, state, regional, data zone, strategic action teams ▪ Auditor ▪ Legal counsel | <ul style="list-style-type: none"> ▪ Direction from BOD on needs of future leaders ▪ Online application process and voting ▪ UYP and successor planning ▪ Regions and Collaborative Communities ▪ Staff ▪ WebEx | <ul style="list-style-type: none"> ▪ Collaborative Communities & Action Teams provide input and information as requested by leadership | <ul style="list-style-type: none"> ▪ Direction/charge from BOD ▪ Staff ▪ Peer communities ▪ Members | <ul style="list-style-type: none"> ▪ Staff in education, membership, government affairs, finance ▪ WebEx ▪ Collaboration and info sharing among states ▪ Spotlight Newsletter ▪ Association management webinars | <ul style="list-style-type: none"> ▪ Staff ▪ BOD ▪ WebEx ▪ Data zone ▪ Budget (if allocated) |

| Group | Data Zone <i>(An online forum for members to complete surveys, provide feedback on organizational initiatives)</i> | Board of Direction (BOD) | Leadership Development Committee (LDC) | Advisory Leadership Forum (ALF) | Collaborative Communities | Regions <i>(Is a part of the collaborative communities)</i> | Strategic Action Teams <i>(Ad Hoc Groups, Task Forces)</i> |
|-------------------------------|--|---|---|---|---|---|---|
| Membership Involvement | <ul style="list-style-type: none"> ▪ There is a lot of new member involvement potential: Inform policy, receive communication through this zone, etc. | <ul style="list-style-type: none"> ▪ Direct vote for officers and directors ▪ Surveys ▪ Social media, texting, web, newsletters ▪ Many touch points – Data Zone, Collaborative Communities, State, Region | <ul style="list-style-type: none"> ▪ Members can submit nominations ▪ Data zone | <ul style="list-style-type: none"> ▪ Collaborative Communities & Strategic Action Teams provide input and information as requested by leadership | <ul style="list-style-type: none"> ▪ Many touch points – Data Zone, Collaborative Communities, State, Region | <ul style="list-style-type: none"> ▪ Many touch points – Data Zone, Collaborative Communities, State, Region | <ul style="list-style-type: none"> ▪ Action Teams provide input and information ▪ Data Zone |

MODEL 3



- 11 members elected by members from LDC nominees
- CEO nonvoting ex-officio
- 3 officers elected by the Board

- President
- Vice president
- President elect
- 2 reps

For additional detail please see companion chart

Draft Model 3- Roles & Responsibilities

| Group | Board of Direction (BOD) | Leadership Develop Committee (LDC) | Collaborative Communities Reps | Regional Reps | Executive Committee (EC) | Finance Committee | Committee on Policy & Bylaws |
|-------------------------|--|---|---|---|--|---|---|
| Acct to: | <ul style="list-style-type: none"> ▪ Members | <ul style="list-style-type: none"> ▪ BOD | <ul style="list-style-type: none"> ▪ BOD ▪ Collaborative Community Members | <ul style="list-style-type: none"> ▪ BOD ▪ Constituents in region | <ul style="list-style-type: none"> ▪ BOD | <ul style="list-style-type: none"> ▪ BOD | <ul style="list-style-type: none"> ▪ BOD |
| Acct for: | <ul style="list-style-type: none"> ▪ Strategic Plan ▪ Policy and bylaws Approval ▪ Budget ratification ▪ CEO oversight ▪ Ratifying LDC appointments | <ul style="list-style-type: none"> ▪ Identify Future Leaders ▪ Leadership Development ▪ Nominate slate for BOD directors – not officers which are appointed by BOD ▪ Review applications and nominate candidates based on competency ▪ Region/community votes on slate proposed by LDC | <ul style="list-style-type: none"> ▪ Information sharing ▪ Networking ▪ Fostering active communities ▪ Supporting/aligning with strategic plan | <ul style="list-style-type: none"> ▪ Supporting regions ▪ Information sharing ▪ Serving on BOD ▪ Supporting/aligning with strategic plan | <ul style="list-style-type: none"> ▪ Keep the business of the organization moving between BOD meetings ▪ Oversee/monitor finances ▪ Appoints LDC & Finance Committees | <ul style="list-style-type: none"> ▪ Developing budget ▪ Finance Policy ▪ Quarterly financial reports and adjustments ▪ Audit | <ul style="list-style-type: none"> ▪ Reviewing suggested policy and bylaws changes ▪ Monitoring existing policy and bylaws ▪ Soliciting feedback from the membership, where appropriate, on new policies or changes to policy – review and consider this feedback as the policy is finalized ▪ Making recommendations to BOD on policy and bylaw changes ▪ |
| Size/Composition | <ul style="list-style-type: none"> ▪ 11+ Total ▪ Officers (3): <ul style="list-style-type: none"> ▪ President ▪ President Elect ▪ Vice President ▪ Directors (8)*: <ul style="list-style-type: none"> ▪ Regional (4) ▪ Collaborative Community (4) | <ul style="list-style-type: none"> ▪ 7 total – 3 appointed by EC; 4 by member vote ▪ Chair appointed by EC | <ul style="list-style-type: none"> ▪ 1 Collaborative Community Chair (voting) ▪ 1 Collaborative Community Vice Chair (Non-Voting on BOD) ▪ No steering committee | <ul style="list-style-type: none"> ▪ 4 Regions and divide constituents ▪ 1 Regional Chair on BOD & Votes ▪ 1 Regional Vice Chair - ▪ Non-voting | <ul style="list-style-type: none"> ▪ 5 Total ▪ 3 Officers – President, President Elect and Vice President ▪ 2 Additional BOD Directors | <ul style="list-style-type: none"> ▪ 5 Total ▪ 3 Officers – President, President Elect and Vice President ▪ 2 Additional BOD Directors | <ul style="list-style-type: none"> ▪ 5 to 10 |

| Group | Board of Direction (BOD) | Leadership Develop Committee (LDC) | Collaborative Communities Reps | Regional Reps | Executive Committee (EC) | Finance Committee | Committee on Policy & Bylaws |
|------------------------------------|---|---|--|---|--|--|---|
| | <ul style="list-style-type: none"> ▪ All competency-based as determined by LDC <p>* Can expand if more Collaborative Communities are created</p> | | <ul style="list-style-type: none"> ▪ Any members interested in Collaborative Communities | | | | |
| Meeting Frequency and Focus | <ul style="list-style-type: none"> ▪ 3 times ▪ Simple majority quorum ▪ Electronics business - yes ▪ Agendas – strategic focus, direction-setting, monitoring | <ul style="list-style-type: none"> ▪ Monthly – all electronic ▪ Simple Majority ▪ Review bio data and propose slates | <ul style="list-style-type: none"> ▪ Electronic and in-person at CLL or other meetings ▪ Member Focus - Collaborative Communities’ specific interest | <ul style="list-style-type: none"> ▪ As determined by Chair and member ▪ Regional meetings for information sharing ▪ In-person and electronic ▪ As determined by Focus – ▪ Association management, D.H. Advocacy, etc. | <ul style="list-style-type: none"> ▪ 6 times ▪ Simple majority ▪ Electronic Business - yes ▪ Agenda – see accountability | <ul style="list-style-type: none"> ▪ 4 times ▪ Develop and monitor budget ▪ Electronic - yes | <ul style="list-style-type: none"> ▪ As needed, via WebEx |
| Terms | <ul style="list-style-type: none"> ▪ Officers: appointed by BOD – 2 years ▪ Directors: 2 years, up to 4 years total ▪ Need 1 year off before coming back | <ul style="list-style-type: none"> ▪ 2 year terms up to 4 consecutive total ▪ Chair Term - 2 years, non-renewable ▪ Need 1 year off before coming back | <ul style="list-style-type: none"> ▪ 2 year terms; up to 4 consecutive total ▪ Need 1 year off before coming back | <ul style="list-style-type: none"> ▪ 2 year terms; up to 4 consecutive total ▪ Need 1 year off before coming back | <ul style="list-style-type: none"> ▪ Officers – 2 Years ▪ Reps at large (Regional/ Collaborative Community) – 1 year | <ul style="list-style-type: none"> ▪ Officers – 2 years ▪ Reps at large (Regional/ Collaborative Community) – 1 year | <ul style="list-style-type: none"> ▪ 2 years (2 consecutive) |

| Group | Board of Direction (BOD) | Leadership Develop Committee (LDC) | Collaborative Communities Reps | Regional Reps | Executive Committee (EC) | Finance Committee | Committee on Policy & Bylaws |
|-------------------------------------|--|--|---|--|--|---|--|
| | | <ul style="list-style-type: none"> ▪ No current BOD members | | | | <ul style="list-style-type: none"> ▪ President is the Finance Committee Chair | |
| Qualification and Experience | <ul style="list-style-type: none"> ▪ Officers: Demonstrated leaders - open to non-Directors; ADHA member ▪ Directors: varies based on current competency of the BOD; ADHA member; Demonstrated leader ▪ Competency based to help ensure leaders with the right skill set are on the board to further the organization's needs | <ul style="list-style-type: none"> ▪ ADHA Member ▪ Diverse members representing various aspects of the membership ▪ Has held some volunteer role ▪ Knowledge of ADHA's strategic direction ▪ No minimum years of experience | <ul style="list-style-type: none"> ▪ Subject Matter Expert of that Collaborative Community ▪ ADHA Member ▪ Has volunteered ▪ Meets criteria set by BOD ▪ Knowledge of ADHA and its strategic direction ▪ No minimum years of experience | <ul style="list-style-type: none"> ▪ It's plus to be from that region ▪ ADHA Member ▪ Meets criteria set by BOD for a balanced, competency-based BOD ▪ Representing various aspects of the membership ▪ Has held some volunteer role ▪ Knowledge of ADHA's strategic direction ▪ No minimum years of experience | <ul style="list-style-type: none"> ▪ At-large Director: <ul style="list-style-type: none"> ▪ Having served with board for 1 year ▪ Org. governance ▪ Strategic planning ▪ Goal focused | <ul style="list-style-type: none"> ▪ Financial experience ideal ▪ Attention to detail ▪ Ability to link money with strategic plan needs ▪ Outcome-focused | <ul style="list-style-type: none"> ▪ Knowledge of ADHA policies and bylaws ▪ Experience working on policy development and/or bylaws ▪ Previous delegates at the National or state level |
| Nomination & Election | <ul style="list-style-type: none"> ▪ Officers appointed by Board (Directors express interest or are asked to run – BOD votes) | <ul style="list-style-type: none"> ▪ EC appoints chair plus 2 additional LDC members ▪ 4 LDC roles open for member vote ▪ No BOD ratification needed | <ul style="list-style-type: none"> ▪ Election every 2 years ▪ Nominees submit bio data to LDC – they select slate of candidates for | <ul style="list-style-type: none"> ▪ Election every 2 years ▪ Nominees submit bio data to LDC – they select slate of | <ul style="list-style-type: none"> ▪ EC appoints 2 at-large director reps ▪ 3 officers are automatically on this based on their role | <ul style="list-style-type: none"> ▪ EC appoints 2 at-large director reps ▪ 3 officers are automatically on this based on their role | <ul style="list-style-type: none"> ▪ LDC identifies qualified members ▪ BOD Officers (Chair, Chair Elect, Immediate Past Chair) appoints chair and members to |

| Group | Board of Direction (BOD) | Leadership Develop Committee (LDC) | Collaborative Communities Reps | Regional Reps | Executive Committee (EC) | Finance Committee | Committee on Policy & Bylaws |
|------------------|--|--|--|---|---|--|--|
| | <ul style="list-style-type: none"> ▪ Directors slated by LDC voted by regional / Collaborative Community groups | | <ul style="list-style-type: none"> collaborative community member vote | <ul style="list-style-type: none"> candidates for member vote | | | <ul style="list-style-type: none"> ensure between 5-10 members |
| Resources | <ul style="list-style-type: none"> ▪ Staff, budget, IT ▪ New website to keep members informed, connected and providing input ▪ Strategic plan ▪ Budget ▪ Bylaws ▪ Policies | <ul style="list-style-type: none"> ▪ Direction from BOD on needs of future leaders ▪ Online application process and voting ▪ UYP and successor planning ▪ Regions and Collaborative Communities ▪ Staff and BOD | <ul style="list-style-type: none"> ▪ BOD direction/Charge ▪ Share reports with BOD ▪ Resources – staff that support Collaborative Communities | <ul style="list-style-type: none"> ▪ Collaboration and info sharing among states ▪ Resources – staff that support states ▪ Resources that help run constituents ▪ ADHA staff and resources (i.e. education, government affairs, membership, finance staff) ▪ Spotlight Newsletter ▪ Association management webinars | <ul style="list-style-type: none"> ▪ Strategic plan ▪ Budget ▪ Bylaws ▪ Policies ▪ Staff, budget, IT | <ul style="list-style-type: none"> ▪ Strategic plan ▪ Budget ▪ Bylaws ▪ Financial Policies ▪ Staff, budget, IT ▪ Audit | <ul style="list-style-type: none"> ▪ Current policy and bylaws ▪ BOD ▪ Staff ▪ Data Zone ▪ Collaborative Communities ▪ ALF |

| Group | Board of Direction (BOD) | Leadership Develop Committee (LDC) | Collaborative Communities Reps | Regional Reps | Executive Committee (EC) | Finance Committee | Committee on Policy & Bylaws |
|-------------------------------|--|---|--|---|---|---|--|
| Membership Involvement | <ul style="list-style-type: none"> ▪ LDC ▪ Regions ▪ Collaborative Communities ▪ Surveys ▪ Social Media, texting, web, newsletters ▪ Crowd source ideas for strategic plan actions | <ul style="list-style-type: none"> ▪ Members vote for 4 of the 7 positions ▪ Members apply for open positions | <ul style="list-style-type: none"> ▪ All members with common interests ▪ Can be in more than 1 | <ul style="list-style-type: none"> ▪ All members in that region ▪ | <ul style="list-style-type: none"> ▪ LDC ▪ Regions ▪ Collaborative Communities ▪ Surveys ▪ Crowd source ideas for strategic plan actions | <ul style="list-style-type: none"> ▪ LDC ▪ Regions ▪ Collaborative Communities ▪ Surveys ▪ Crowd source ideas for strategic plan actions | <ul style="list-style-type: none"> ▪ Data Zone, Collaborative Communities, ALF, BOD |

NEXT STEPS

Through 2016, additional meetings, town hall forums, surveys and other engagement strategies will be implemented to ensure we hear from our multi-faceted membership and other professionals who play a vital role in our ability to advance the profession and increase access to oral health care. The first of these next meetings occurs on August 23, where the steering committee will review all the insights gained during the June 13 HOD mega issue discussion to further refine the draft models. The goal is to complete the work of the GOT project by December 2016 so that recommendations are ready to be presented to the BOT at the March meeting. Depending on the recommendations, certain recommendations may also come to the HOD in June 2017.