



Governance Models for Membership Review

August 2024

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The Feedback Process



Please review **all** of the content in this packet. Each piece represents a vital part of the design process that has led to the models below.



When reviewing the models, remember that the question is about the **ADVANTAGES and DISADVANTAGES** of each. The models are designed to address the limitations of the current model, the trends and key drivers of change in the larger field, and the desires of leaders and members who offered feedback thus far in the process.



Please note you will have the opportunity to submit questions in the final portion of this survey.



If the House of Delegates approves the final model, the next phase will involve the appointment of an implementation team, the revision of bylaws/manuals/policies, and the overall transition process. The expectation is that the overall transition will take a few years for implementation, though all governance changes should be complete by the December 2025.

The Design Process



The Environmental Scan

Selection of the Design Team

- Initial Design Meeting (August 2023)
- Telephone Interviews (Fall 2023)
- Town Hall Meetings (Fall 2023)
- Membership Survey (February-March 2024)



Remodeling Summit (May 2024)

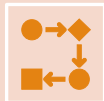
Breakout groups at the Summit generated:

- Case for change
 - Trends/key drivers of change
 - Design specifications
 - Four models with assessments of the advantages/disadvantages of each
- Tecker International (TI) used those models and comments to further refine



AGD Board Review/Feedback (June 2024)

The AGD Board and the Feedback group provided feedback on the TI models, after which TI further revised the models leading to the two now available for review and input.



Next Steps

Member feedback/August:

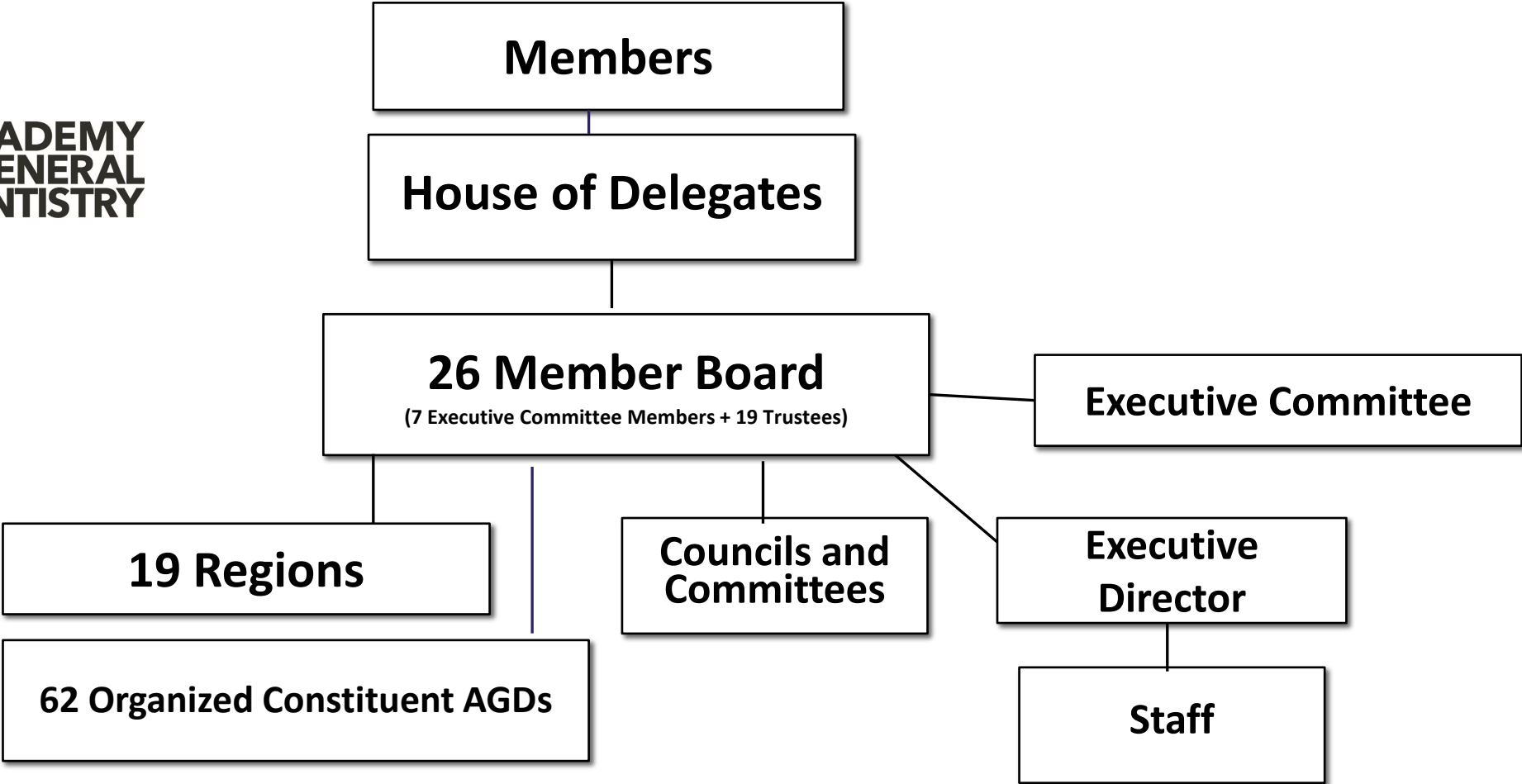
- All member review Model #1 and Model #2, noting advantages and disadvantages of each
- All feedback will be analyzed and used in developing one or more final model(s)

September—October 2024: Town Halls for all AGD members to provide direct feedback. Opportunity for Delegates to the AGD to review and discuss.

October 2024: Final Model developed, integrating member, Board, and HOD feedback

November 2024: House of Delegates vote on Final Model

Current Model



AGD Core Ideology

PURPOSE:

Advance the value and excellence of general dentistry

MISSION:

Advancing general dentistry and oral health through quality continuing education and advocacy.

VALUES:

Excellence in oral health care

Diversity

Universal acceptance of the general dentist as the gatekeeper of oral health care

Continuous life-long learning

Advocacy/representation

Teamwork; camaraderie; mentorship

Ethical, honest and credible behavior

AGD Case for Change

AGD was established to address common problems, meet common needs and achieve common goals for general dentists, and advancing value and excellence of general dentistry.

AGD operates using a governance and decision-making model primarily designed in the 1970s and 1980s.

AGD, in 2024, operates in an environment of rapid and dynamic change — change in demographics, technology, business structures, economics, legislation, regulation, societal values and more. AGD operates in a competitive landscape where general dentists have more choices for CE and community.

AGD's governance and decision-making structure and processes need to evolve to meet the needs of members in this changing world. Governance must be structured to be proactive, flexible, member-focused, strategic, inclusive, and able anticipate and meet the needs of members and engage the broader general dentistry community.

Trends/Key Drivers of Change

- DSO and mid-level providers
- Technology, including communication, social media, AI
- Style, cost of governance
- Relationship with state/regional/national
- Sustainability for AGD and for practice of dentistry
- Demographic shifts – aging membership, changing workforce
- Changes to regulatory policies, insurance plans, and financial models
- Compacts — licensing
- Consumer expectations
- Economics — for students, practices, organization
- Competition for membership with other associations
- Work/life balance
- Staying relevant — continuing to provide value
- Increase in employee dentists
- Remote work



Design Specifications

What must any governance model for AGD “be”, “be like” or “do”? What must any governance model for AGD not “be”, “be like” or “do”?

Must be / be like / do:

Transparent
Diverse/inclusive
Representative
Collaborative
Economically Sustainable
Engaging
Proactive
Cooperative with other groups
Member-centric/focused
Flexible/adaptive
Strategic
Respectful
Continuous improvement
Professional development/advocacy
Responsive
Multigenerational

Must not be / be like / do:

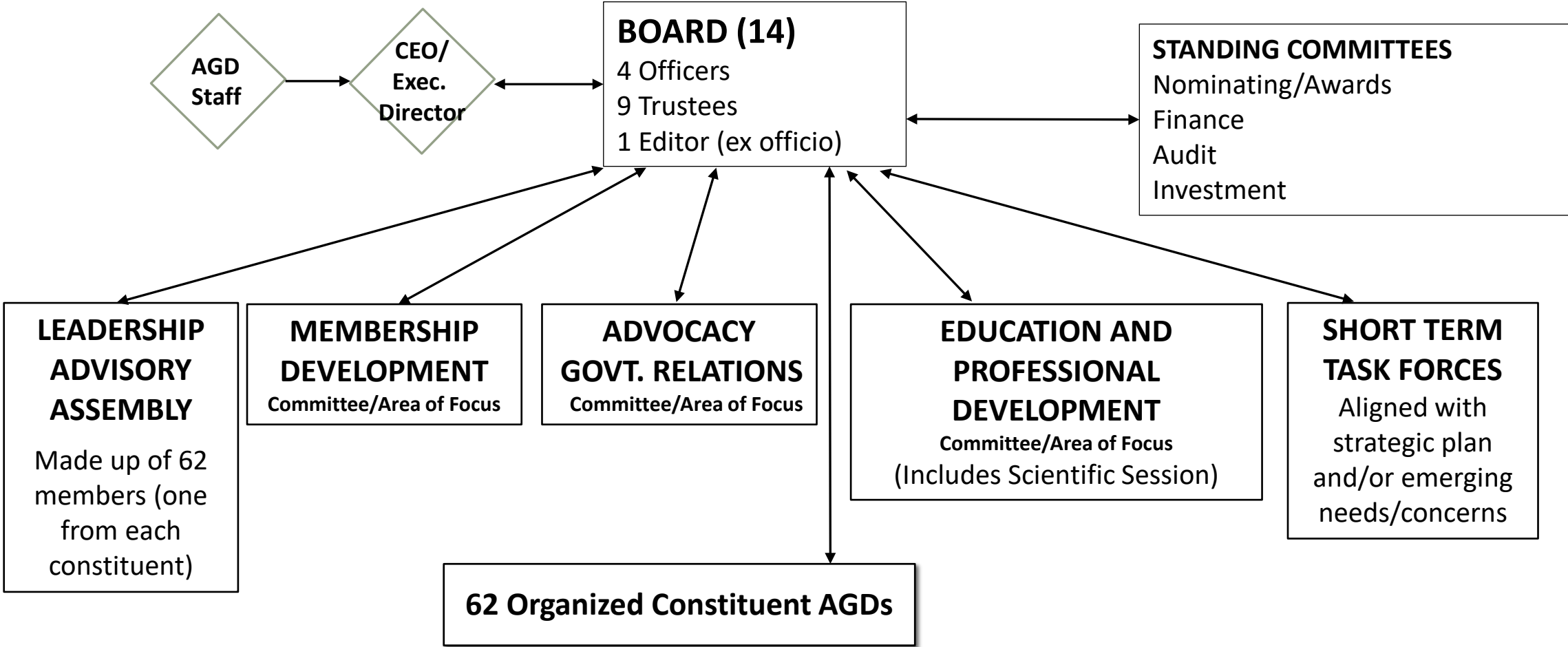
Not rigid
Not stagnant
Not reward longevity
No work in silos
Not expensive
Not strict/bureaucratic
Not political
Not rubber stamp
Not procrastinating

Model #1 – An Overview

Design Intentions:

- Nimble
- Representative
- Collaborative
- Proactive/Responsive
- Flexible/Adaptive
- Develops the role of a Nominating Committee as vital to meeting several goals of the AGD
- Recognizes the need for a “think tank” to advance AGD’s mission
- Able to respond effectively and quickly to emerging issues
- Focused in areas central to AGD’s mission
- Strives for diverse membership engagement with many on-ramps
- Utilizes task forces for maximum flexibility and respect for member time

Model #1



Bodies of Leadership: Model #1

Name of Body	Board	Leadership Advisory Assembly	Committees/Areas of Focus	Nominating Committee
Number	14 members	Not to exceed 62 members	<p>Sizes of committees are based on work to be done (ordinarily have no more than 10 members). The committees or task forces would be formed based on the issues and needs within the areas of focus.</p> <p>Committees have two-year terms and focus on specific goals and areas of content.</p> <p>Standing committees are key operational committees supporting the Board.</p> <p>Task Forces are for a limited time and focused on a limited purpose.</p>	9+ chair

Bodies of Leadership: Model #1 (Continued)

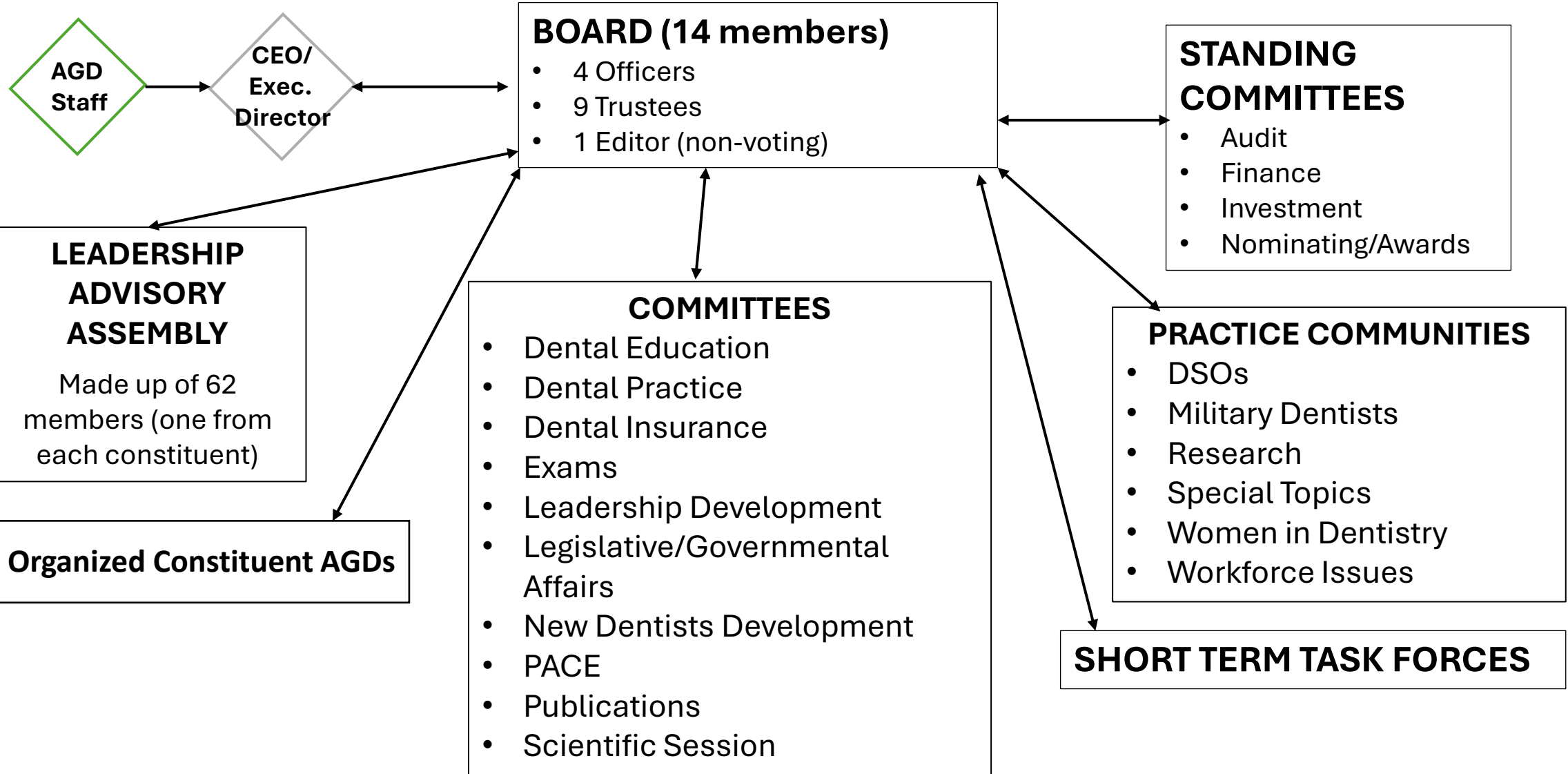
Name of Body	Board	Leadership Advisory Assembly	Committees/Areas of Focus	Nominating Committee
<p>Composition & Selection/Election</p>	<p>4 Officers: President, President-Elect, Vice President, treasurer (Treasurer is non-voting, Editor is ex officio).</p> <p>Officers are one-year terms (excluding Treasurer as a two-year term). President, President-Elect, and Vice President are in three-year succession rotation. Each year, Board elects Vice President. Only active members are eligible for officer roles.</p> <p>9 Trustees: Three-year term. Not eligible for renomination. Trustees are not part of the Leadership Advisory Assembly.</p> <p>Trustees nominated by each constituent, vetted by the Nominating Committee; slate presented to entire membership; unless a petition of 10% of members presents an alternative slate within 30 days, slate is approved. No constituent shall have more than one Board representative at a time.</p> <p>Executive Director: Serves as Secretary (non-voting).</p>	<p>One member from each constituent.</p> <p>Two-year terms, eligible for renomination once. Staggered terms. (31 constituencies are newly represented each year)</p> <p>If a constituent does not nominate a representative, the Nominating Committee can recommend a student, retired, or other demographic categories to assure effective representation.</p> <p>The Board approves the nominations for the Leadership Advisory Assembly.</p> <p>Vice President serves as moderator/facilitator of the assembly.</p>	<p>Appointed by the Board, recommended by the Nominating Committee.</p> <p>Two-year terms; eligible for up to three terms.</p> <p>Committees can invite subject matter experts to participate. Each committee has a chair and chair-elect, rotation every two years. Chair-elect succeeds. Nominating Committee recommends each chair and chair-elect, appointed by the Board.</p> <p>All committee members (including chairs and chairs-elect) serve at the pleasure of the Board.</p>	<p>Chaired by the President-Elect (who is also the only Board member).</p> <p>Three-year staggered terms (1/3 rotates each year)</p> <p>Members recommended by the Leadership Advisory Assembly for Board approval.</p>
<p>Responsibility</p>	<p>Budget Policy setting Vision Strategy Oversight</p>	<p>Think-tank to advise Board.</p> <p>Continuous environmental scanning (i.e., respond to questions of the Board).</p> <p>One annual face-to-face meeting; three virtual quarterly meetings.</p>	<p>Work toward outcomes stated in each committee charge. Align work with strategic plan. Achieve pre-determined goals.</p>	<p>Present slate of candidates for all leadership positions (Board, committees); Leadership Advisory Assembly recommended by constituencies and vetted by Nominating Committee for appointment by the Board. Oversees leadership development programs/initiatives.</p>

Model #2 – An Overview

Design Intentions:

- Many more intentional committee structures, assuring attention to key AGD's work areas
- Collaborative
- Proactive/Responsive
- Flexible/Adaptive
- Recognizes the need for a “think tank” to advance AGD's mission
- Working committees in areas central to AGD's mission (though others can be added)
- Attends to leadership development
- Invites creative and grassroots development of dentistry through practice communities
- May also utilize task forces for maximum flexibility and respect for member time

Model #2



Bodies of Leadership: Model #2

Name of Body	Board	Leadership Advisory Assembly	Committees	Nominating Committee	Practice Communities
Number	14	Not to exceed 62	Size of committees based on work to be done; not to exceed 11 members	9+ chair	Practice Communities are open groups allowing AGD members to connect based on practice areas or areas of interest. These groups provide the opportunity for connection without geographic restriction. These communities are member focused and member directed.
Composition & Selection/Election	<p>President, President-elect, Vice President, Treasurer (non-voting), and Editor (ex officio/non-voting).</p> <p>(Presidents have one-year term; Treasurer has two-year term. President-elect automatically assumes presidency upon completion of year as president-elect; VP becomes President-elect)</p> <p>Secretary role filled by Executive Director</p> <p>Officers elected at large – membership vote, no campaigning trustees; nominations come from 62 constituencies; vetted by nominations committee.</p> <p>Three-year staggered terms, nominations recommends three trustees each year; approved by Board.</p>	<p>One from each constituency.</p> <p>Two-year terms, eligible for renomination once. Staggered terms. (31 constituencies are newly represented each year).</p> <p>If a constituency does not nominate someone, the Nominating Committee can recommend student, retired, or other demographic categories to assure effective representation.</p> <p>President-elect serves as moderator/facilitator.</p>	<p>Appointed by the Board, recommended by the nominations committee.</p> <p>Two-year terms; eligible for up to three terms.</p> <p>Committees can invite subject matter experts to participate.</p> <p>Each committee has a chair and chair-elect, rotation every two years. Chair-elect succeeds. Committee recommends each, appointed by the Board.</p> <p>This includes standing committees which support the Board for key operations.</p>	<p>Chaired by the President-elect (who is also the only Board member).</p> <p>Three-year staggered terms (1/3 rotates each year)</p> <p>Members recommended by the Leadership Advisory Assembly for Board approval.</p>	<p>Practice Communities will be vetted and approved by the Board.</p> <p>A practice community is a group of people who share a common concern, a set of problems, or an interest in a topic and who come together informally.</p> <p>Communities of practice often focus on sharing best practices and creating new knowledge to advance a domain of professional practice. Interaction on an ongoing basis is an important part of this.</p> <p>Many communities of practice rely on web-based collaborative environments to communicate and connect.</p>

Bodies of Leadership: Model #2 (Continued)

Name of Body	Board	Leadership Advisory Assembly	Committees	Nominating Committee	Practice Communities
Responsibility	Budget Oversight Direction-setting Policy development	Think-tank to advise Board. Continuous environmental scanning. Respond to particular questions of the Board. Leadership development for Committees and Board. One annual face-to-face meeting; three virtual quarterly meetings	Work toward outcomes stated in each committee charge. Align work with strategic plan. Achieve pre-determined goals Leadership development for Board.	Present slate of candidates for all leadership positions (Board, committees); Leadership Advisory Assembly recommended by constituencies and vetted by nominations for appointment by the Board. Oversees leadership development programs/initiatives.	They have no responsibility in governance of the organization. It is a benefit of membership.

Frequently Asked Questions (FAQs)

There are a number of questions related to the proposed models. If the previous information did not provide you with the answers you need, please refer to the FAQ second online for more details.

Learn more: <https://www.agd.org/about-agd/project-governance-updates/faqs-for-project-governance>

Next Up: Advantages and Disadvantages of Proposed Models

We are asking AGD members to review and comment on the proposed governance models that have been developed through a series of meetings, interviews, surveys and planning workshops. We need your help to move the organization in the right direction for those it serves.

Please go to [our website](#) to learn more and visit <https://www.surveymonkey.com/r/AGDGovernance> to provide your input.

Additional questions?

Thank you for your time, your investment in this process, and your dedication to the Academy of General Dentistry.