TDA Strategic Plan 2020

2017 Proposed Revisions

Mission: Helping All TDA Member Dentists Succeed

Background
Strategic Plan 2020 is divided into three parts: Goals, Work Functions, and Assets. The Plan became effective in 2016, and is now undergoing revision.

Collectively, the three parts explain what an organization will achieve (Goals), what it needs to do well in order to be effective and achieve the goals (Work Functions), and the resources it has available - and must maintain - to ensure success (Assets).

The Work Functions and Assets list the supporting projects for the 2017-2018 time period. Some projects are continuations, others are new. These projects represent what the organization is capable of doing, and needs to do to make success probable. Further, the plan brings discipline to the decision-making process when determining how we allocate people, time, and money to the greatest benefit of our members.

Understanding the Business of TDA
The business model involves the use of dues and non-dues revenues to generate value to its members. This value is one that a member could not create for themselves for the price of dues each member pays. It’s simple leverage: Member Value > Individual Dues Paid.

The single-most important revenue and value factor is the member dentist. Without members, you have neither revenue nor value as an association. To attract, earn, and retain members, we use marketing and the value proposition. This is a relationship of multiples: Marketing x Value = Members Earned.

The marketing is basic and low-cost, a combination of calls, direct mail, email, social media, and personal contact. For potential members, we present the member value offer and ask them to join. If the potential member is a graduating dentist from a Texas dental school, we’ve likely established a personal relationship starting their first year in dental school. And recently, we’ve begun more aggressive efforts to reconnect with new members shortly after joining to engage them and present the TDA membership value. We then re-engage with members who do not renew timely in order to boost our renewal, or retention, rates.

The value of membership is in the quality of the benefits, how we present the benefits, and the price we charge. Part of the Plan revision includes new programs as well as a revamp of what we convey to members as their benefits. Further, a new pricing structure was introduced in concept to the Board in November 2016, and which is now under review by the ADA staff for feasibility. All of these changes were as a result of surveying our members, and extrapolating the results to form a benefit package that will meet the needs of the near-term.
Critical to our success, however, is that a member benefits package be used to its fullest extent, probably four to five years. In other words, allow a new product package to work before making costly changes in programs or benefits.

While new member growth is important, increasing the retention rate deserves increasingly more attention. This rate is amplified when member dentists are part of the marketing, working to establish the personal and professional relationships that help all dentists succeed. More important, established members can convey the intrinsic value – what you can’t see but know it’s there – that is unique to association life.

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Proposed Revisions

Goals 2017-2018

1. **Increase Net Gain.** Achieve an overall net gain to the Association that exceeds the prior two-year average to account for inflation and revenue variances. 2017-2018 Target: $107,743.

2. **Maintain Key Retention Rate.** Maintain a 95% retention rate among members who have maintained membership for 2 to 8 years.

3. **Maintain Key Conversion Rate.** Maintain conversion rate of 95% of Texas dental school graduates licensed in Texas and 50% of out-of-state graduates licensed in Texas from year of graduation to the second full year of membership.

Work Functions 2017-2018

1. **Membership Growth and Retention**
   - **Promote Real Member Benefits.** Continue refinement of the Member Value Offer (See Appendix 1) to reflect bona fide programs and actively promote specific benefits, not just TDA membership in general.
   - **Launch New Programs.** Based on prior research and focus group work, launch the Practice Management-Business Essentials and Component Society Mentor Group programs.
   - **Establish Connections with Potential New Dentists from Outside Texas.** Commence marketing to out of state dental schools with highest migration, pending available funds.
   - **Address the Dues Pricing Issue.** Allow the TDA Board to design and commence with gradual implementation of changes in dues structure and membership categories, coordinating with the ADA.
   - **Evaluate the Publications Business Model.** Evaluate whether the current publications and information brands should continue as is or be revised to provide more customized content.
   - **Reduce Membership Lag Time.** Continue process to revise bylaws to allow immediate membership of new dentists.
   - **Continue Outbound Marketing.** TDA central office will focus efforts on targeted demographics of 1-8 years out and recent dental school graduates.
     - Increase outbound call volume to new and non-renewing members.
     - Continue with TDA and ADA-cobranded direct mail.
     - Maintain if not increase presence in dental schools through TDA and TDA affiliate events.
     - Increase social media
2. Governance Structure and Policy
   - **Commence with Simplifying Policy.** Develop a program that simplifies the policies and policy-making process. (See Appendix 2)
     - **Codify (organize) related policies from governance documents under a common numbering system.**
     - **Utilize the TDA Code of Ethics and Code of Corporate Responsibility as primary policies for positions and actions. The TDA Association Policy will serve as reference guide to decision-making while codifying relevant policy and procedural items.**
     - **Where appropriate, revise policies to simplify and make relevant.**
     - **Authorize Board to amend certain sections of the By-Laws by a 2/3 majority vote.**
   - **Restructure Councils and Committees.** Reduce the total number of councils and committees and modernize duties and responsibilities. (See Appendix 3)

3. Support of Governance
   - **Reduce the cost of governance; repurpose resources.** Assign a task force to study alternative governance models that would include both structure and operations, and/or the frequency and scheduling of governance meetings.
     - **Alternatives to Current House & Leadership Conference Cycle.** TBD
   - **Training and Leadership Guides.** Utilize written and digital materials to help council and committee chairs develop work plans, ensuring efficient use of volunteer time and successful leadership years.

4. Provide Resources to Component Societies
   - **Focus Financial Support.** Consider funding of up to 50% of event or program costs for component societies with initiatives focused on dental school students (Texas and out-of-state Texas schools) or faculty.
   - **Provide Membership Development Support.** Continue development of contact lists, marketing scripts and materials, Aptify support, and information.

5. Collect and use Data on Member Needs
   - **Survey.** Develop membership value survey tool for deployment in 2018. Include future concepts for post-2020 consideration.

**Assets 2017-2018**

1. **Core Asset - TDA Members**
2. **Smiles Foundation/TMOM**
   - **Alignment.** Consider better alignment of TDA and Foundation Strategies to improve care in needed areas, membership growth, and development of new dentists in a community care setting.
3. **FSI/MBL**
   - **Alignment.** Increase dialogue between the TDA and FSI Boards to better understand future business plans and common financial goals.
4. **DENPAC**
   - Increase PAC balance and donor base in accordance with DENPAC Board of Directors marketing plan.

5. **Brand Awareness**
   - Protect and advance the TDA brand when opportunities arise.

6. **KEY - Financial Strength**
   - Utilize portion of non-dues revenue for build-up of resources for future growth.
   - Continue review of all invested and real property assets for most effective return and long-term positioning for the Association, including needed revisions of investment policies.
   - Compel councils, committees, and the 15th ADA Delegation to submit work plans to better manage meeting expenditures.

7. **Organizational Capacity of TDA Volunteers, Staff, & Alliance**
   - Continue emphasis on training and use of web-based tools to assist leadership.
   - Determine time allocations needed for ad hoc projects that depart from the established strategic plan.
APPENDIX 1

The Revised Membership Value Offer

* Result of realignments, consolidations, and new programs

- Advocacy
  - Legislative and Regulatory Advocacy
  - Medicaid & CHIP Advocacy and Compliance Information

- Information
  - Texas Dental Journal
  - TDA Today Print & Online Version (Member Audience)
    - Syndicated TODAY Content Segments: The Root, The Navigator, Community Oral Health (Fluoride), Insurance Topics, Business and Contract Content, Addiction Recovery
  - Smart Mouth Print and Website (Patient Facing)
  - Future analysis should consider consolidating and customizing content based on member focus group or other testing format

- Professional & Career Development
  - Texas Meeting – The largest dental meeting in Texas for continuing education and exhibits
  - Peer Review – Complaint resolution for dentists and patients. Limit to member dentists.
  - (New) Practice Mentorship Program for Component Societies. Synopsis: The mentorship program will involve 2 members of varying tenure, joined with 5-7 new members in practice less than 5 years. Incentive will be per meeting reimbursement for basic expenses covered by the host member. Total funds will be capped. Renewal analysis will be run on mentor group participants compared to non-participants.
  - (New) Practice Management-Business Essentials Series. Synopsis: In partnership with flagship business schools, develop programs to teach business essential skills to member dentists.

- Public Oral Health & Dental Awareness: TDA Brand Awareness & Dental Identity
  - Charitable and Access to Care Initiatives: Community based missions & long-term impact projects, ER diversion

- Purchasing & Services
  - TDA Perks Vendors – Services for Dental Practices & Career Advancement
  - Connection to ADA-offered Benefits

- ADA Benefits
  - Awareness of practical, ready to use ADA member benefits
APPENDIX 2

Codification & Governance Documents

Texas Dental Association Codification Policy Guidelines

I. Background
   a. Location of policy provisions related to same or similar topics in various documents
   b. Need for awareness of applicable policies by members and staff
   c. Need for efficient research of policies
   d. Codification, using a common numbering system and aggregating related policies in a single location, will enable more efficient use and management of governing documents

II. Codification Policy
   a. The policy provisions contained in this resolution shall be known as the “TDA Codification Policy,” (“Codification Policy”).
   b. Definition: Codification is the process of organizing and categorizing policies of the TDA.
      1. Common titling and numbering format
      2. Process for recording and disposition of current and future policies
      3. List of governing documents and their application (similar to current list maintained in Association Policy, expanded to include the purpose of the document)
   c. Codification resolutions affecting current, or existing, policy shall be non-substantive changes of numbering and arrangement of policies only, and not change the intent, meaning, or outcome of a given policy without due notice in the background statement.
   d. Future changes in policy shall utilize, to the greatest extent possible, the codification provisions set forth in the Codification Policy.

III. Resolutions and Motions
   a. Resolutions shall apply to enactment, amendment or recessions of policy change or budget adoption. Ceremonial, congratulatory, awarding or electing resolutions may be adopted and as such are not subject to codification and shall be disposed in Session Policy.
   b. Motions by an authorized body suffice to enable action or a transaction, and are procedural with respect to conduct of business.

IV. Current Policy
   a. Policy in effect as of June 1, 2017, shall remain in effect unless the terms of the policy provision are duly amended, suspended, or rescinded.
   b. Unless a policy is subject to a resolution applying the Codification Policy, the numbering and location of the policy shall remain unchanged.

V. Prospective Policy, Application & Limitations
   a. Any policy enacted by introduction of a resolution after June 1, 2017 shall be subject to Codification Policy.
   b. Codification does not apply to
      1. Budget
      2. Ceremonial, congratulatory, awarding, or electing resolutions.
VI. Codification Citation, Protocol, and Enactment

a. Policy shall be cited by name preceded by specific part concerned.

   b. Example:

   Title IV, Finance & Accounts
   Section 200.001, Finance & Accounts

   c. Protocol shall be as follows:

   1. Title - numbered in Roman numeral, indicating a major section
   2. Chapter #
   3. Section # with extension following decimal up to 3 places (e.g., 200.001)
   4. Subsection lower case alpha in parenthesis “()”
   5. Subdivision # in (
   6. Paragraph (upper-case alpha) in ()
   7. Subparagraph in lowercase roman digit in (i)
   8. With the above system as established in 1-7 appearing as follows (example):

   Title I
   Chapter 1
   Section 100
   Subsection (a)
   Subdivision (1)
   Paragraph (A)
   Sub paragraph (i)

   Or, alternatively

   Title I
   Chapter 1
   Section 100.001 (a) (1) (A) (i)

  [Drafting Note. For comparison, the following is an excerpt from the current
Bylaws to illustrate the numbering format. A similar system can be continued,
though should be applied to other documents.]

  Chapter. I MEMBERSHIP
  SECTION 20. QUALIFICATIONS
  C. STUDENT MEMBER
  a. etc.

9. Header or footer listed with the applicable policy section or division may contain
   special provisions related to
   a. Effective and expiration dates
   b. Citations of original or amending resolution(s).

**d. Resolutions, Disposition and Session Policy**

1. Existing policies subject to recodification and newly enacted policies shall be
   disposed of in accordance with the cited codification system noted in the enabling
   resolution.

2. Enactment of new or amending policy, including rescissions, shall occur by
   resolution, and include the following:
   a. Background stating the nature of the issue or problem and summary statement
      of change such that it is reasonably understood.
   b. “Resolved, that the following be enacted” to distinguish start of policy language.
   c. Narrative of the policy provisions to be enacted, amended, created, rescinded
      or otherwise affected as enumerated under the Codification protocol.
d. Effective and expiration dates, if applicable.

e. Resolutions will be in long form, showing the policy to be amended or rescinded, if applicable, and strike through language to be deleted and underline language to be added or given effect.

f. A resolution number will be assigned upon referral or final adoption.

g. Upon enactment, a TDA staff member, the Council on Constitution and Bylaws or the Secretary-Treasurer shall enroll each adopted resolution in Session Policy in order of the resolution number for each year, as authorized by the Secretary-Treasurer.

   (1) Enrolled policy has effect.
   (2) Session Policy serves as depository of all original resolutions duly enacted.

h. The Council on Constitution and Bylaws, TDA staff, or Secretary-Treasurer shall incorporate enacted policies in Session Policy into codified policies, excluding background statement, with the Council on Constitution and Bylaws having final review.

i. The Council on Constitution and Bylaws shall assign an appropriate codification if a policy provision is not codified in the enabling resolution, or not otherwise properly referenced.

   (1) Validation resolutions will be recommended to the Board of Directors or House of Delegates.
   (2) Format shall contain non-codification resolution followed by codification version of policy provisions.
   (3) Assigned codification by the Council on Constitution and Bylaws shall be non-substantive and shall not be construed to change the meaning, repeal or give unintended effect.
   (4) If there is conflict between the original resolution and the codified version the resolution prevails.

VII. Session Policy

a. Serves as depository of all original resolutions that are duly adopted. The terms “original resolution” and “resolution of origin” have equal meaning.

b. Resolutions shall be enrolled, or entered, into Session Policy in accordance with a numbering system that indicates the sequential order of passage and the policy year in which it is adopted.

VIII. Governing Documents and Procedural Manuals; Consolidation and Alignment

<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed</th>
<th>Proposed Contains</th>
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</thead>
<tbody>
<tr>
<td>Charter (Articles of Incorporation)</td>
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<tr>
<td>Constitution</td>
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<td>Bylaws</td>
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<td>Peer Review Manual</td>
<td>Record of Actions,</td>
<td>Record of meetings, actions,</td>
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<td>Judicial Manual</td>
<td>Governing Bodies</td>
<td>and minutes or reports received</td>
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<tr>
<td>Recall Manual</td>
<td>Board Minutes</td>
<td>from councils, committees, and</td>
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<tr>
<td>TDA Principles of Ethics and Code of</td>
<td></td>
<td>task forces</td>
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<tr>
<td>Professional Conduct</td>
<td>House Minutes</td>
<td>Record of meetings, actions,</td>
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<tr>
<td></td>
<td></td>
<td>and minutes or reports received</td>
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<td>from caucuses</td>
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See Beta Lists (excerpt table, below)
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<th>Current</th>
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<th>Proposed Contains</th>
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<tr>
<td>Association House</td>
<td>ADA 15th Delegation Minutes</td>
<td>Record of meetings, actions, and reports received from committees or ADA</td>
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<td>Policies of Governance Association Board</td>
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<tr>
<td>Policies of Governance</td>
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<td>House of Delegates Manual</td>
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<td>Board of Directors Manual</td>
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<tr>
<td>Minutes of the House of Delegates</td>
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<td>Minutes of the Board of Directors</td>
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<tr>
<td>Caucus Procedures, Campaigns, Nominations and Elections Manual</td>
<td>Session Policies</td>
<td>Resolutions and budgets to be codified into Constitution &amp; By-Laws or Consolidated Governance Manual; temporary depository</td>
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<tr>
<td>Reference Committee Manual</td>
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<td>Secretary-Treasurer Manual</td>
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<td>Speaker of the House Manual</td>
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<td>Editor’s Manual</td>
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<tr>
<td><strong>Record of Adopted Policies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Constitution &amp; By-Laws</td>
<td></td>
<td>Legally required provisions for Association governance and membership, charter, authority for amendment, and codes of ethics and conduct. Establishes committees and councils.</td>
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<tr>
<td><strong>Consolidated Governance and Policy Manual</strong></td>
<td></td>
<td>Common governance, specific governance, policy, and business operations provisions and specific provisions related to governing operations (Board, House, Council, Committees, Caucus, Officers, etc.). Manual would be logically organized in accordance with applicable governing body or association policy.</td>
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<tr>
<td><strong>Budget</strong></td>
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<td>Revenue projection and authorized spending</td>
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<tr>
<td><strong>Record of Plans</strong></td>
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<td></td>
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<tr>
<td>Strategic Plan</td>
<td></td>
<td>Operating and strategic management document; not an official policy though a recognized instrument to guide decision-making.</td>
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b. Governing documents shall have a table of contents and Index.

c. The Council on Constitution and Bylaws or its successor shall present a work plan to the Board of Directors that identifies an intent to complete a reasonable portion of the consolidation and alignment identified in subsection (a), above, beginning on or after June 1, 2017.
APPENDIX 3A

Proposed Council Structure for the Texas Dental Association

BACKGROUND

The Texas Dental Association is comprised of councils and committees, which perform an array of work that includes analysis of issues to producing tangible work product that directly benefits the Association and its members. Other functions are related to the management of the Association.

Multiple councils and committees requires resources, primarily the commitment of time by volunteers. In recent fiscal years, the cost of councils and committees combined is approximately $200,000 per year. The number of members on any given body is a cost factor if travel for meetings is required. The overall efficiency, however, seems to be linked to how well volunteer time is utilized, the number of actively participating members, and the ability of staff to support those groups with more comprehensive needs in the fulfillment of the Association’s mission.

Consolidating the councils and committees is an umbrella for more comprehensive changes. For instance, adding more seats to increase the number of actively participating members where needed, and redefining the duties to more accurately - if not practically - reflect the purpose of each body will work to increase efficiency in governance.

CHAPTER IX
COUNCILS, COMMITTEES, AND ORGANIZATIONS

Section 10. NAME.

A. COUNCILS. The Councils of this Association shall be:

- Council on The Annual Meeting and Professional Conferences (CAMPC)
- Council on Dental Licensing, Standards, and Education (CDLSE)
- Council on Governance Policy (CGP)
- Council on Legislative, Regulatory and Governmental Affairs (CLRA)
- Council on Membership, New Dentists, and Students (CMNS)
- Council on Peer Review and Judicial Affairs (CPRJA)
- Council on Professions and Trends (CPT)
- Council on Public Health and Access to Care (CPHAC)

B. INTERIM LEADERSHIP COUNCIL. There shall be an Interim Leadership Council whose purpose and duties are enumerated in Section 220 of this chapter.

C. COMMITTEES. There shall be such committees of this Association as provided for in its governing documents.

SECTION 20. COUNCIL MEMBERS, NOMINATIONS AND ELECTIONS.

A. COMPOSITION. All councils of this Association, except as otherwise provided for in these Bylaws, shall be composed of voting members equally representing the four territorial divisions, with one or more members representing each of the four divisions on a rotating basis, and one or more non-voting New Dentist member that has graduated from dental school within the ten years prior to their nomination and election. The New Dentist non-voting member(s) shall be nominated and elected at large. A New Dentist member is not precluded from serving (or, may serve) as a voting member of a Council if duly elected to one of the voting divisional seats on the council, and such election shall not preclude the election of any at-large non-voting New Dentist members.
B. NOMINATIONS. Nominations for all Councils and Standing Committees of this Association shall be proposed by the President-elect with the approval of the Board of Directors. The President-Elect in consultation with the respective divisional officers shall submit such recommended nominations to the Board of Directors at the last Board meeting prior to the Annual Session of the TDA House of Delegates. Nomination of voting members shall rotate clockwise among the divisions. Additional nominations may be made by the House of Delegates unless otherwise provided for in these Bylaws.

C. ELECTION. The House of Delegates shall annually elect the council members of this Association in accordance with Chapter IV, Section 30Bc unless provided otherwise in these Bylaws.

SECTION 30. ELIGIBILITY. All members of councils or committees must be active, life or retired members in good standing and not under active discipline of this Association, except as otherwise provided for in Section 190 of this Chapter. Members of the Council on Peer Review and the Council on Ethics and Judicial Affairs must have previous training and experience on the Component level.

SECTION 40. CHAIR. Except as otherwise provided for in these Bylaws, the chair of each council or committee shall be appointed by the Board of Directors annually and shall be a voting member of the Council or Committee.

SECTION 50. ADDITIONAL PERSONNEL. When essential to the fulfillment of the task of a council or committee, the chair may request the Board of Directors to authorize the appointment, by the President, of additional council or committee personnel on the basis of technical qualifications and geographical advantages. Such supplemental personnel shall be non-voting, subject to the rules and regulations of the Association, and, when expenditures of funds to accomplish the specific duty assigned are involved, shall be eligible for reimbursement according to the policy of the Association. The period of service of such supplemental personnel shall terminate when the task assigned is completed, or as provided in Section 230 of this Chapter.

SECTION 60. EXECUTIVE SESSION. A council or committee may call an executive session. The executive session shall not exclude council members, Board Liaisons and consultants authorized by these Bylaws.

SECTION 70. TERM OF OFFICE. Except as otherwise provided in these Bylaws, the term of office of voting members of councils shall be four (4) years, the term of office for the New Dentist member shall be two years. The consecutive tenure of a member of a council or committee shall be limited to two (2) full terms, except as otherwise provided for in these Bylaws.

SECTION 80. VACANCY. In the event of a vacancy in the membership of any council or committee, the President shall appoint, with the approval of the Board of Directors, a member of the Association possessing the same qualifications as established by these Bylaws for the previous member to fill such vacancy until a successor is elected by the next House of Delegates for the remainder of the vacant term. In the event such vacancy involves the chair of the council or committee, the President shall have the power to appoint an ad interim chair.

SECTION 90. TRANSACTION OF BUSINESS

A. QUORUM. A majority of the voting members of any council or committee shall constitute a quorum for the transaction of business.

B. VOTE. Councils may transact business in accordance with the laws of the State of Texas via mail ballot, including (confidential / secure) electronic mail vote unless it is restricted by the Board’s established rules and procedures on the use of ballots circulated and returned by U.S. mail, overnight courier, facsimile transmission, or electronic mail.

SECTION 100. PRIVILEGE OF THE FLOOR. Chairmen and members of councils and committees who are not members of the House of Delegates shall have the right to participate in the debate on their respective reports but shall not have the right to vote.

SECTION 110. REPORTS. Each council or committee shall submit a report of each meeting or its activities, if any, with action and recommendations to the Board of Directors. If written, reports shall be...
available at least five (5) days prior to the meeting of the Board of Directors at which it will be
considered and contain a brief summary of the contents if the report exceeds 250 words, excluding
attachments that are not council, committee, or staff work product. An annual compilation of all council,
committee and other reports will be submitted to the House of Delegates. The minutes of the Board,
once adopted or amended, will serve as the official record for any verbal reports.

SECTION 120. REMOVAL FOR CAUSE. The Board of Directors may remove a council or committee
member for cause in accordance with procedures established by the Board of Directors, which
procedures shall provide for notice of charges, including allegations of the conduct purported to
constitute each violation and a decision in writing which shall specify the facts which substantiate any
and all of the charges.

SECTION 130. SUNSET REVIEW.
Each council and committee shall be required to undergo a sunset review by the Senior Directors and
the Board Liaisons to the Councils that are being reviewed every four (4) years or whenever directed by
the Board of Directors. This section shall have effect unless another provision is adopted that governs
the review of councils and committees by way of sunset review, relevance, or necessity.

SECTION 140. COUNCIL ON THE ANNUAL MEETING AND PROFESSIONAL CONFERENCES.
A. COMPOSITION. The Council on The Annual Meeting and Professional Conferences shall be
composed of five (5) active, life or retired members, and the most recent eligible past chair not currently
serving on the council.

B. DUTIES. The Council shall be responsible for the general planning and oversight of the Annual
Session subject to approval of the Board of Directors as provided in Chapter V, Section 40B,h these
Bylaws.

SECTION 150. COUNCIL ON DENTAL LICENSING, STANDARDS AND EDUCATION.
A. COMPOSITION. The Council on Dental Licensing, Standards and Education shall be composed of eight
(8) voting members and two (2) non-voting New Dentist members in accordance with section 20A of this
chapter.

B. DUTIES. The duties of this council shall be:
a. To act as a liaison, monitor, advise and maintain data on all facets of dental licensing, standards and
education; dental workforce education and distribution; and, supporting industries and related entities
that are part of or affect the practice of dentistry.
b. To formulate and recommend policies and programs relating to the principles of the practice of
dentistry, including the professional responsibilities for providing all dental-related services.
c. To study, evaluate and monitor the effects of different practice models as they affect the delivery of
patient care and the role of the employed or owner dentist.
d. To act as liaison between the Texas Dental Association and the dental assistants and dental hygienists.
e. To act on behalf of this Association in maintaining effective liaison with the American Dental
Association, schools of dentistry and state and federal agencies on matters relating to the education and
the distribution of dental manpower in Texas.
f. To represent this Association in all matters relating to education, educational advancement and other
areas of study relating to the art and science of dentistry.
g. To develop and maintain statistical data on governmental regulations and other directives now in
effect or proposed which would affect education and distribution of dental manpower.
h. To maintain in the Central Office demographical information on areas of saturation and shortages of
dental manpower in Texas.
i. To promote to dental students and to dentists not yet in practice consideration of dental manpower
shortages for the establishment of their dental practices.
j. To formulate and recommend policies relating to the principles of private practice.
k. To promote methods of disseminating information in concert with recognized health agencies, e.g.
American Heart Association, American Cancer Society.

1. To maintain a placement Information Service.

SECTION 160. COUNCIL ON GOVERNANCE POLICY

A. COMPOSITION. The Council on Governance Policy shall be composed of four (4) voting members and one (1) non-voting New Dentist members in accordance with section 20A of this chapter.

B. DUTIES. The duties of this council shall be:

a. To consider, review and revise proposals for amending the Governing Documents of the Texas Dental Association. Revisions shall only affect proper language, style, and form, and not change the intent of the original or amending resolution.

b. To annually review the Constitution and Bylaws and all House of Delegates actions of the American Dental Association related to the Governing Documents of the Texas Dental Association and submit appropriate recommendations.

c. To assist, upon request, component committees on constitution and bylaws by reviewing their constitution, bylaws, and/or code of ethics and recommend necessary corrections.

d. To act as the Standing Committee on Constitution and Bylaws, under the direction of the Speaker of the House, during each annual session of the House of Delegates. The composition and duties of the committee shall be in accordance with Chapter IV, Section 150A of these Bylaws and include:

   1. Recording and reporting the roll call of the House of Delegates at each meeting.

   2. Recording and reporting a division of the House or ballot vote.

   3. Reporting, in consultation with the Speaker and the Secretary of the House of Delegates, on matters relating to order of business and special rules of order.

   4. Reporting on all matters referred to the committee, including any recommendations, to the House of Delegates.

g. To annually review and update the Governing Documents of this Association based upon the actions of the TDA House of Delegates and the actions of the Board of Directors.

h. To review the minutes of the TDA Board of Directors to ensure compliance and consistency of actions taken with the Governing Documents of the Texas Dental Association.

SECTION 170. COUNCIL ON LEGISLATIVE, REGULATORY AND GOVERNMENTAL AFFAIRS.

A. COMPOSITION. The Council on Legislative and Governmental Affairs shall be composed of six (6) voting members and two (2) non-voting members. The President-elect and the Past-president shall serve as ex officio members with vote. Four (4) at-large voting members shall be elected in accordance with Section 30 and Section 40 of this chapter. The Chair of DenPac shall serve as an ex officio member without vote. The Alliance of the Texas Dental Association shall nominate one (1) member to serve on the Council without vote.

B. TERM OF OFFICE. Members of this Council shall serve a one-year term with no limitation in the number of consecutive terms served.

C. DUTIES. The duties of this Council shall be:

a. To keep the membership informed on all important legislation or other matters that are related to the dental health of the public or the practice of dentistry in the State of Texas, and make appropriate recommendations thereon.

b. To protect and further the interests of the public and dental profession in matters of legislation, regulations and actions by executive branch agencies.

c. To maintain liaison with legislative agencies of allied professional groups and Associated Councils and Committees with interests or common duties related to public policy and the practice of dentistry. 

d. To study and consider all matters relating to the Federal Dental Services and make suitable recommendations to the Board of Directors for approval by the House of Delegates.

e. To provide nominations to the Board of Directors for vacancies in governmental offices relevant to dentistry, the general welfare and economic climate of the state, and public oral health.
f. To evaluate all potential nominee recommendations for governmental office and make
recommendations to the Board of Directors. The Board of Directors shall make final approval of the
nominations. The President or his/her appointed representative shall present the nominations to the
Governor at an appropriate time recommended by the TDA Lobbyist.

**SECTION 180. COUNCIL ON MEMBERSHIP, NEW DENTISTS, AND STUDENTS.**

A. COMPOSITION. The Council on Membership, New Dentists, and Students shall be composed of eight
(8) voting members, two (2) non-voting New Dentist members and one (1) student member nominated
by the American Student Dental Association elected in accordance with section 20A of this chapter.

B. DUTIES. The duties of this council shall be:

a. To evaluate data and information that affect membership recruitment and retention.

b. To develop and promote strategies and programs related to membership recruitment and retention,
with emphasis on engaging new dentists and students.

c. To disseminate training material, marketing strategies, and available resources to component
societies.

d. To coordinate with and support cost-effective and innovative membership activities of the ADA and
Component Societies.

e. To coordinate its activities with other councils of the Association.

f. To provide information and liaison with other Councils and Committees concerning matters related to
membership and new dentists. The chair may elect one or more new dentist members of the Council to
serve in liaison capacity as deemed necessary.

g. The Council shall appoint a member to serve as a non-voting liaison to each of the following councils
and committees:

1. Council on Annual Meeting and Professional Conferences
2. Strategic Affairs Committee
3. Council on Professions and Trends
4. Council on Dental Licensing, Standards, and Education
5. Council on Legislative and Governmental Affairs

**SECTION 190. COUNCIL ON PEER REVIEW AND JUDICIAL AFFAIRS.**

A. COMPOSITION. The Council on Peer Review and Judicial Affairs shall be composed of four (4) voting
members and one (1) non-voting New Dentist members in accordance with section 20A of this chapter.

B. DUTIES. The duties of this Council shall be:

a. To promote and enforce ethical standards in highest accordance with The Principles of Ethics and
Code of Professional Conduct of the Texas Dental Association and the American Dental Association.

b. To train component judicial committee chairmen and members in proper procedures to ensure that
fair procedure safeguards are provided to all members and applicants for membership.

c. To advise component judicial committees on the procedures of their committee activities.

d. To act as an initial tribunal for judicial hearings in accordance with the Texas Dental Association
Judicial Manual, the American Dental Association Guidelines for Disciplinary Hearings, and Chapter IX of
these Bylaws.

e. To refer appropriate complaints and report disciplinary actions involving quality of care to the State
Board of Dental Examiners following conclusion of a judicial hearing.

f. To take no action on, but forward, complaints regarding non-TDA members to the State Board of
Dental Examiners.

g. To advise an accused member of his/her right of appeal to the Council on Ethics, Bylaws and Judicial
Affairs of the American Dental Association.

h. To consider and make recommendations on all petitions of recall, which have been referred to the
Council and forward these petitions and recommendations to the Board of Directors of this Association.

i. To review, and make recommendations for changes to the TDA Principles of Ethics and Code of
570  **Professional Conduct.**
571  j. To serve in an advisory capacity to component peer review committees
572  k. To perform such other duties as outlined in the current **Peer Review Manual** of the Association.
573  **SECTION 200. COUNCIL ON PROFESSIONS AND TRENDS.**
574  **A. COMPOSITION.** The Council on Professions and Trends shall be composed of four (4) voting
575  members and one (1) non-voting New Dentist members in accordance with section 20A of this chapter.
576  **B. DUTIES.**
577  a. To monitor economic issues affecting dentistry, emerging trends, and practice innovations that are
578  broad in scope.
579  b. Disseminate information obtained within the Council’s purview through membership-wide
580  publication and/or discussions with the TDA Board of Directors and the House of Delegates.
581  **SECTION 210. COUNCIL ON PUBLIC HEALTH AND ACCESS TO CARE.**
582  **A. COMPOSITION.** The Council on Public Health and Access to Care shall be composed of four (4) voting
583  members and one (1) non-voting New Dentist members in accordance with section 20A of this chapter.
584  **B. DUTIES.**
585  a. To monitor issues related to Medicaid and CHIP.
586  b. To serve as a clearinghouse for information and resources on Medicaid and CHIP.
587  c. To maintain a list of spokespersons around the state who can be called upon to represent the TDA in
588  matters relating to Medicaid and CHIP.
589  d. Develop and recommend appropriate policies relating to Medicaid and CHIP to the TDA Board of
590  Directors for consideration and possible implementation.
591  e. To cooperate with other Association councils or committees in developing and recommending
592  legislative and regulatory policy relating to access to care or public health.
593  f. To monitor and recommend policies of this Association concerning public and charitable health
594  centers, programs, and/or clinics.
595  g. To act as a clearinghouse for information and research on fluoride, related advocacy strategies, and
596  resources for TDA component societies, member dentists, and patients by designating material for
597  distribution using available publications and electronic media. To the extent possible, material
598  published by the American Dental Association shall be utilized.
599  h. To present at local component societies, at the request of the component society, on the issue of
600  fluoridation and available resources.
601  i. To act otherwise on fluoridation issues as directed by the Board.
602  j. To maintain liaison with component societies, health agencies and special interest organizations on
603  community health issues.
604  k. To conduct activities related to the benefits of cooperative dental-medical management in hospitals,
605  ambulatory care facilities, long term care centers, nursing homes, hospice, home health and any other
606  appropriate programs.
607  **SECTION 220. INTERIM LEADERSHIP COUNCIL.**
608  **A. COMPOSITION.** The Interim Leadership Council shall be composed of the following. The President,
609  who shall serve as chair, President-elect, Past-president, Secretary-Treasurer, the Speaker of the House
610  of Delegates, and the four Vice-presidents of the Texas Dental Association along with the Trustee of the
611  15th District of the American Dental Association shall serve as ex officio members with vote. Each
612  component dental society shall be represented by the president of said society or a designee thereof.
613  Each of the four territorial divisions shall be represented by three members who shall also be delegates
614  of said division to the House of Delegates. Two (2) at-large members shall be New Dentists and shall be
615  nominated and elected in accordance with Section 20B, C of this Chapter. There shall be one (1) student
616  member representing all of the dental schools of Texas nominated by the Board of Directors and elected
617  by the House of Delegates.
B. PURPOSE. To act as an advisory body, convened by the President of the Association, when the House or Board is not in session.

C. POWERS.

D. DUTIES. The duties of this Council shall be:

a. To act as a conduit of information between the component societies, the Board of Directors and the ADA 15th District Delegation.

b. To function as an advisory body, and shall consider and deliberate matters that are significant in scope, and affect either the interests and future of dentistry or the operations and efficiency of the tripartite.

c. To make policy recommendations to the Board of Directors and/or the ADA 15th District Delegation.

d. To meet at least annually and additionally at the call of the president or his or her designated chair, or at the request of the Board of Directors.

SECTION 230. SPECIAL COMMITTEES: APPOINTMENT AND TERM. Special committees or taskforces of this Association may be created by the House of Delegates when in session or, when the House is not in session, by the President with the approval of the Board of Directors, for the purpose of performing duties not otherwise assigned by these Bylaws. Such special committees may serve until completion of their assigned task or until adjournment sine die of the next annual session of the House of Delegates, whichever comes first. The authority for appointing the members of a special committee and their number shall be set forth in the resolution creating such committee.
APPENDIX 3B

Proposed Committee Structure for the TDA Board Manual

BACKGROUND

The Texas Dental Association is comprised of councils and committees, which perform an array of work that includes analysis of issues to producing tangible work product that directly benefits the Association and its members. Other functions are related to the management of the Association.

Multiple councils and committees requires resources, primarily the commitment of time by volunteers. In recent fiscal years, the cost of councils and committees combined is approximately $200,000 per year. The number of members on any given body is a cost factor if travel for meetings is required. The overall efficiency, however, seems to be linked to how well volunteer time is utilized, the number of actively participating members, and the ability of staff to support those groups with more comprehensive needs in the fulfillment of the Association’s mission.

The number of committees, in the current proposed structure, is significantly reduced. The duties are transferred to other committees and, in many instances, councils.

Of important note is the disposition of the Committee on the New Dentist. These responsibilities were transferred to a proposed Council on Membership, New Dentists, and Students. Further, the number of Council seats was increased to allow for both voting and non-voting new dentist members. Additionally, members of the Committee on the New Dentist are currently non-voting liaisons to councils and committees. Under the proposed structure, those liaison positions would be converted to non-voting members.

VII. COMMITTEES OF THE BOARD

A. STANDING COMMITTEES

The Board of Directors shall be organized into five (5) standing committees and such special committees or task forces as may be established from time to time. The Board may have such standing committees as it deems necessary to conduct the business of this Association. (Ref. Resolution 51-1996-H)

The standing committees are the Executive Committee; the Audit Committee; the Budget, Assets & Finance Committee; the Strategic Affairs Committee; and the 401(k) Plan Committee.

1. EXECUTIVE COMMITTEE

Composition: There shall be an Executive Committee of the Board of Directors composed of the President, President-Elect, the four (4) Vice-Presidents, and the Past President. The Speaker of the House of Delegates shall be an ex officio member without vote or the privilege of proposing resolutions. The Secretary of this Association shall be the Secretary of the Executive Committee without vote.

Meetings: The committee shall meet at its discretion, subject to the call of the President or any two (2) of its members, to handle interim business, between Board meetings. The Executive Committee shall report its actions to the subsequent scheduled meeting of the Board.

Duties: Duties shall include, but not be limited to
a. To receive from the Executive Director’s Office of the Texas Dental Association, the draft minutes of the TDA Board of Directors and House of Delegates meetings. These minutes will be delivered within a reasonable time following the conclusion of a meeting.

b. To review the draft minutes (see a. above), submit corrections to these minutes to the Secretary-Treasurer, or his or her staff designee, and to initially approve these minutes within a reasonable time to allow for review by the respective body having final adoption authority.

c. To study the present system relating to awards of this Association and to make appropriate recommendations thereon.

d. To make recommendations to the Board of possible recipients of awards of this Association.

e. To select a recipient for the Distinguished Service Award in accordance with Resolution 111-1997-H.

f. To act as a liaison between the TDA Executive Director and the Board of Directors regarding personnel issues and to be knowledgeable about the salary structure of the staff.

g. To act as a support mechanism to the Executive Director and offer insight and advise when requested by the Executive Director.

h. To review and be knowledgeable about changes in staff personnel and to advise the Executive Director to ensure that proper procedures are followed when terminations are necessary.

i. To be a conduit from the Board of Directors to the Executive Director for any information the Board of Directors wishes to convey to the Executive Director concerning staff size, duties, or compensation.

j. To inform the Budget Committee of the Board of Directors concerns as to the size and cost of the staff of the Association.

k. To review the Personnel Manual.

l. To conduct an annual performance review of the Executive Director of the Association and recommend changes in duties and compensation to the Board of Directors by the November Board meeting. The President may make ad hoc appointments from other members of the Board not serving on the Executive Committee to bring different perspective and scrutiny to the evaluation.

2. AUDIT COMMITTEE

Composition: The Committee shall consist of two (2) members of the Board and two (2) non-Board members and one consultant.

The committee members should be financially literate or must become financially literate within a reasonable period of time. They should be able to read and understand fundamental financial statements including balance sheets, income statements and cash flow statements.

The President will appoint the committee members and designate the chair, with Board approval, prior to the first Board meeting after the House of Delegates Annual Session.

The President shall appoint a Non-Board consultant with additional financial experience, will be vetted by the Finance and Audit Committee, and recommended for appointment by the President to serve as the qualified “Financial expert consultant” for the Finance and Audit Committee. The Financial Expert Consultant is not required to be a member dentist.

Requirements of the Financial Expert Consultant should include: • Have an understanding of generally accepted accounting principles (GAAP) and financial statements. • Have the ability to access the general application of GAAP in connection with the accounting for estimates, accruals and reserves. • Have an understanding of internal controls and procedures for financial reporting. • Have an understanding of the Audit committee function.
Meetings: Shall be subject to the call of the chair or any two (2) of its members.

Duties: Duties shall include, but not be limited to

a. The chair, along with other committee members designated by the chair, shall meet with the auditors at the beginning and end of the audit process and report to the audit committee.

b. To meet as necessary to review the following:

   1. The audit report and management letters produced by the auditors.
   2. Internal financial policy and procedures.
   4. Contracts
   5. Financial reports and illustrations used by the Board to determine the financial position or projections for the Association or its subsidiaries.

c. The Audit Committee will submit the annual audit and, as needed, any other written reports and recommendations to the Texas Dental Association Board for final acceptance and approval.

d. The Audit Committee shall be responsible for recommending to the TDA Board of Directors an audit firm to perform the annual audit of the TDA, its affiliates and subsidiaries. The selection of an audit firm shall be approved by the TDA Board of Directors. Commencing in 2018, an audit firm shall be contracted to perform the annual audit for a one year period, with the contract being for no more than five consecutive years with the right of the TDA to change auditors within the firm or rescind contract and change audit firms at any given time giving reasonable notice in accordance with the terms of the contract.

e. The Audit Committee may conduct oversight or make inquiry of the administration of any TDA retirement plan that may be in existence, including the TDA 401(k) Plan, if the Board has established and appointed another plan or oversight committee to do the same. Upon direction of the President or the Board, the Audit Committee shall assume the responsibilities and duties of any plan or oversight committee.

3. Budget, Assets and Finance Committee

Composition: The committee shall be composed of the President, the President-elect, the Past President, the four (4) Senior Directors, two (2) Directors and the Secretary-Treasurer. The Secretary-Treasurer shall serve as chair without vote. The two (2) Directors shall be appointed by the President.

There shall also be two (2) TDA member dentist consultants that are familiar with the real estate market in Austin, Texas to assist with building related duties. Such Consultants will be appointed by the president and approved by the Board.

Meetings: Shall be subject to the call of the Chair or any two (2) of its members.

Duties: Duties shall include, but not be limited to

a. To prepare a budget for each fiscal year for approval by the Board of Directors and subsequent adoption by the House of Delegates in accordance with Chapter IV, Section 140, A, c of these bylaws.

b. To assist the House of Delegates if the House considers matters requiring funds that are not provided in the proposed budget as provided in Chapter IV, Section 140.

c. To review, report and make recommendations to the Board of Directors regarding the following:

   1. Finances of the TDA held in operating, non-operating, or investment accounts as outlined or provided for in the Bylaws.
(2) Monthly reports for each account in which funds are invested and not held in cash for operating purposes.

(3) At least yearly, the Investment Policy Statement, or its successor document, applicable to any investment account.

(4) Annual disbursement amounts from the Relief Fund to be distributed to qualifying individuals and/or charitable corporations as per Bylaws or resolution.

(5) Amounts and appropriate percentages of funds to be held in the Reserve Division or other accounts to cover unanticipated or unfunded obligations.

(6) Engagement of professional finance managers or consultants as needed.

d. To Advise, guide, and work with the assigned staff person to conduct oversight of operations, maintenance, repairs, and future needs and functionality of TDA real property, with necessary reports to the Board of Directors.

4. Strategic Affairs Committee
Composition: The committee shall be composed of four active, life or retired members, with at least two members of the Board of Directors, one of whom shall be the President-Elect of this Association; the President of the Texas Dental Association shall appoint the Chair.

Meetings: Shall be subject to the call of the Chair or any two (2) of its members.

Duties: Duties shall include, but not be limited to:
a. To conduct a sunset review of each council and committee as set forth by policy or whenever directed by the Board of Directors.
b. To review a written comprehensive communication plan for the Texas Dental Association that addresses internal and external communication to membership and the public and non-membership respectively. The plan will further the goals of the Tripartite and support the mission, plan, and values of the Association and not impede membership growth and retention efforts executed under separate marketing plans. Further, the plan will ensure appropriate approval of messaging by the Board of Directors or the Executive Committee when a matter is of such significance that it could not be construed as routine communication or advocacy activity, or that is a departure from prior communications.
c. To review existing communication programs and methods for distribution of issues and, if appropriate, develop and recommend communications programs to the Board that incorporate emerging technology.
d. To cause to be prepared a list of issues that are of significant scale and critical to dentistry and the Tripartite. These issues shall be presented for consideration to the TDA Board of Directors to enable action, if any, by the Board prior to the annual meeting of the House of Delegates.
e. To be responsible for the development, dissemination, and updating of a strategic plan for the Association.
f. To submit reports to the Board of Directors, as needed, on progress regarding the plan and revisions for the following calendar or leadership year. At a minimum, the committee will submit at least one report to the Board at a meeting immediately prior to the meeting of the TDA House of Delegates.

5. TDA 401(k) Plan Committee
Composition: The committee shall be composed of the Executive Director and two employees, selected by the Executive Director and approved by the TDA Board of Directors, with a third employee selected
as alternate to serve in the place of an appointed employee if either appointed employee is unwilling or unable to serve.

Meetings: The committee shall meet at least once each quarter and additionally as necessary.

Duties: Duties shall include, but not be limited to:

a. To meet at least once each calendar quarter with the 401(k) Plan’s investment advisor and third-party administrator to conduct oversight of the performance of the investment options available to participants of the Plan and aggregate measures of contribution, withdrawals, distributions, rollovers, and allocations for all Plan assets.
b. To review periodic compliance testing performed and related reports prepared by the third-party administrator or other applicable service providers.
c. To present, at the discretion of the committee, recommendations to the TDA Board of Directors regarding the investment options or the service providers.
d. To submit to the TDA Board of Directors and the members of the Audit Committee, a report or minutes of any meetings held.

B. SPECIAL COMMITTEES OF THE ASSOCIATION

The Board may, when the House is not in session, in accordance with the Bylaws, CHAPTER IX, Section 230, appoint special committees or task forces of the Association. All special committee's terms of office shall terminate at the completion of their assigned task or at the end of the annual session of the House of Delegates, whichever comes first.

C. SPECIAL COMMITTEES OF THE BOARD

The President, with Board approval, may appoint special committees or task forces, when the House is not in session, as it deems necessary to carry out the duties of the Board. Board committees are those committees appointed to carry out limited tasks at the Board’s request, consistent with powers and duties of the Board, with a report back to the Board; these special committees may or may not be limited to current Board members.

III. POWERS & DUTIES – BOARD OF DIRECTORS:

POWERS

The Board of Directors, as established under the Bylaws, (Chapter V, Section 40), shall serve as the legal and business representative of this Association vested with the full power to conduct all business of the Association, subject to the laws of the State of Texas, the Articles of Incorporation, the Constitution and Bylaws and the mandates of the House of Delegates. It shall have the power:

a. To establish rules and regulations not inconsistent with the Bylaws, or the policies of this Association, to govern its organization and procedure.
b. To transact business in accordance with the laws of the State of Texas at meetings, including telephone and electronic meetings. The Board may also take action outside of a meeting. Such action must require unanimous affirmative vote of all Board members eligible to vote. Such action shall be dated and signed manually or electronically and recorded by the Secretary-Treasurer. (Ref. Resolution 61-2015-B)
c. To cause to be published in or to be omitted from, any publication of the Association, any article in whole or in part, except the editorials written or approved by the Editor.
d. To establish interim TDA policy when of a time sensitive nature and when the House of Delegates is not in session. Such policies shall prevail only until the next meeting of the House of Delegates.

e. To appoint a member of the Board to act as liaison to each agency of this Association, as deemed necessary, such liaison shall be without the right to vote.

f. To remove a council or committee member for cause in accordance with Section 130 of Chapter IX of the Bylaws.

g. To appoint a Historian who shall collect equipment and items of historical value pertaining to dentistry in Texas and the Texas Dental Association and place same in museums approved by this Association. The Historian will prepare records concerning the history of this Association and shall keep same up to date.

h. To establish dues for non-members on the recommendation of the Association’s Council on Membership, in cooperation with marketing programs of the American Dental Association. Such power, when complying with the requirements of this section, shall not be considered in conflict with Chapter I Section 70 H LOSS OF MEMBERSHIP AND REINSTATEMENT subsection c.

DUTIES

The duties of the Board of Directors, as established in the TDA Bylaws, Chapter V, Section 40B, are as follows:

a. To monitor the management of the Association’s property and to pay taxes.

b. To suggest candidates for Secretary-Treasurer of this Association, the Speaker of the House of Delegates and the Editor of the Texas Dental Journal only when no candidate has been received by the first quarter of the calendar year meeting of the Board of Directors.

c. To employ or discharge an Executive Director, to establish his/her salary, and define his/her duties.

d. To establish all stipends.

e. To nominate candidates for honorary membership for election by the House of Delegates.

f. To determine the date and place of the annual sessions of the Association at least four (4) years in advance and provide for the management and general arrangements for each annual session consistent with Chapter IX, Section 140B of the Bylaws.

g. To be custodian of the bonds of bonded employees.

h. To retain necessary legal services for the Association.

i. To act as Relief Committee for the Association.

j. To have audited by a reputable Certified Public Accountant licensed in Texas all accounts and records of the Association for each fiscal year and present the findings of said audit to the House of Delegates at each annual session.

k. To submit to the House of Delegates at the opening meeting of each annual session nominations for councils and committees of the Association, except as otherwise provided in the Bylaws.

l. To review the annual reports and/or meeting minutes of all councils and committees of the Association and present recommendations from such reports to the House of Delegates.

m. To submit an annual report to the House of Delegates of its activities.

n. To perform such other duties as are prescribed by the Bylaws.

o. To consider and make recommendations on all petitions of recall and refer these petitions to the House of Delegates of this Association.

p. To perform such other duties as may be provided in the Bylaws.

ADDITIONAL DUTIES

a. Establish the per diem of those members who attend to the affairs of the Texas Dental Association,
Mission: Helping All TDA Member Dentists Succeed

except the President who shall receive no per diem.

b. Act on each proposal submitted to the House of Delegates recommending adoption, non-adoption or modification unless time constraints prevent Board action prior to the meeting of the House of Delegates. A vote to “transmit only” is considered a Board Action.

c. Discuss the Best Management Practices for amalgam waste during visits to component societies. (Ref. Appendix A and Resolution 55-2006-B)

d. To study, or to appoint a special committee to study, matters relating to the internal affairs of this Association, including but not limited to the working relationships of the appointed and elected officials and volunteers of the organization.

e. To give final approval of the recommendations from the Council on Governmental and Regulatory Affairs for nominations to governmental office. The President or his/her appointed representative shall present the recommendations to the Governor in a manner recommended by the Chair of the Council or the TDA governmental affairs director.

Dr. Ho moved the revisions