

Standardized District Nominations Process

During the Board Transformation Initiative Town Hall meetings, we received suggestions that the AAE should standardize the process used by Districts for the selection of their Board Directors to increase selection transparency and consistency. The AAE Board charged the AAE's Nominating Committee with the development of a common Director selection framework, to be used beginning in 2023.

The AAE understands that each District conducts its own nominations using district-specific tradition. The AAE further believes that adhering to common guidelines provides greater transparency and consistency in leadership selection processes.

The following sequence of stakeholders was engaged in a process to develop the standardized nomination framework:

- AAE Staff reviewed District nomination processes and drafted this memo and guidelines
- The revised framework will be reviewed and revised by the AAE Executive Committee
- The EC's input was incorporated into the framework, which is then provided to the AAE Nominating Committee for review and comment
- A final version of the framework, incorporating suggestions from the NC, is approved by the Board

Selection of District Caucus Nominating Committee (DCNC) and Chair

- The AAE Constitution requires that DCNC's are elected at the Caucus which takes place at the Annual Meeting. This requirement only exists if a District Director vacancy is expected.
- Some Districts call for volunteers to serve on the committee whereas others have a structure which continues from year to year (ie, one member from each affiliate, or inclusion of the senior Director). Districts may retain their own structures for selection of their DCNC's.

DCNC Process

- AAE suggests that all Districts conduct a call for nominations following the Annual Meeting and that Districts follow a standard process to vet candidates, including collection of CV's and submission of a self-nomination form including a letter of intent for each candidate (suggested format attached). Additionally, Districts are asked to follow a standard timeline in their nomination processes (Table B, below).

In-District rotations for Directors

- AAE recognizes that some Districts honor agreed-upon rotations between Affiliates for District Director seats. The Districts may continue this practice but are encouraged to follow the communications and application process outlined in this letter. AAE requests that Districts inform the AAE of any agreed upon rotations on an annual basis. Document this process and share it with the AAE.

Multi-representational Factors and Skills

The AAE Board aspires to include well rounded representation of the AAE membership and encourages Districts to consider multi-representational factors and skills as part of its District Director selection process. Examples of factors to consider are outlined below (Table A).

Table A. Multi-representational Factors and Skills

| <i>Multi-representational Factors</i> | Skills | |
|---|--|--|
| Age Education Race Ethnicity Religious Beliefs Military Experience Nationality Marital Status Gender Identity Sexual Orientation Credentials/Certifications Career Stage Geographic Location: State, Urban or Rural Practice Type Practice Setting Languages Leadership experience in other societies | <i>Hard Skills</i> Marketing Finance Legal Human Resources Advocacy Management Branding Nonprofit/Association Governance Knowledge of the AAE Knowledge of the ADA or other Dental Organizations | <i>Soft Skills</i> Influence Reputation Work Habits Communications Style Team Orientation/Collaboration Innovation Accountability Emotional Intelligence Empathy Integrity/Accountability Negotiation Judgement Problem Solving Relationship Building Exemplify AAE Core Values Leadership Style Strategic/Visionary Ability |

Table B. Nominations Timeline

| Timeframe | Activity |
|---------------------------------|---|
| 8 weeks Prior to Annual Meeting | <ul style="list-style-type: none"> District Directors are provided with two Draft Emails for approval: Caucus Reminder, and Call for Nominations (See Appendix A, Standardized Communications). At this time Directors will also be asked to document any agreed upon rotations observed by their district. <i>Note: Caucus reminders will alert members in these districts that a Call for Nominations will be conducted following the annual meeting.</i> <i>Note: Call for Nominations will only be drafted for Districts in need of nominating a Director to take office at the following Annual Meeting. Call for Nominations messages will include standardized language prepared by the AAE and will offer Districts the ability to</i> |

| | |
|----------------------------------|--|
| | <i>tailor the message to their district to cover district-specific topics such as agreed upon in-district rotation of Director seats.</i> |
| 6 weeks prior to Annual Meeting | <ul style="list-style-type: none"> • Deadline for District Director Approval of (or edits to) Draft Caucus Reminder and Call for Nominations. • <i>Note: Call for nominations will later be updated by staff with the DCNC Chair's name and email as provided by the Directors, but will not undergo a second approval process.</i> |
| 4 weeks prior to Annual Meeting | <ul style="list-style-type: none"> • Caucus reminders are distributed by AAE HQ to District Members |
| During Annual Meeting | <ul style="list-style-type: none"> • District Caucuses Held • District Caucus nominating committees are selected and a Chair is named. |
| 1 week following Annual Meeting | <ul style="list-style-type: none"> • District Directors inform AAE HQ of their District Caucus Nominating Committee Chair. • Staff updates the (pre-approved) Call for Nominations Email with the Chair's name and contact information |
| 2 weeks following Annual Meeting | <ul style="list-style-type: none"> • Call for Nominations distributed on behalf of DCNC to all members of the District. |
| 6 weeks following Annual Meeting | <ul style="list-style-type: none"> • Deadline for submission of applications for Director positions. Applications to be submitted directly to DCNC Chair. |
| Prior to July 15 | <ul style="list-style-type: none"> • DCNC meets virtually or in person to select their nominee • DCNC Chair contacts the selected Nominee to confirm their agreement to serve. • DCNC Chair contacts candidates not selected to inform them and thank them for their applications. |
| July 15 | <ul style="list-style-type: none"> • Deadline for Districts to submit their final nominees to AAE HQ, in order for AAE to announce nominees on behalf of the District in time for the required September 1 deadline |
| By September 1 | <ul style="list-style-type: none"> • AAE announces District Nominees on behalf of Districts via the <i>August Communiqué</i> |
| October 15 | <ul style="list-style-type: none"> • Per the AAE's Constitution, additional nominations by petition may be submitted until October 15. • If additional nominations are received, the process in the Constitution must be followed and it is suggested that as part of the election rules developed, that Districts require those additional nominees to complete the full application process and have all candidates' full applications posted along with the distribution of the ballot. It is recommended that Districts consult with AAE HQ on administering the election and sending out required communications. |

APPENDIX A

Standardized Communication

A. Caucus Announcement

Greetings District XXX Members,

AAE23 is approaching, and we wanted to take this opportunity to remind you of the District XXX Caucus Meeting that will be held at TIME on DAY, DATE in ROOM/LOCATION. We encourage you to take the time to attend this meeting and participate in the governance of your organization, network with colleagues in your District, hear updates from your Directors on AAE Board initiatives, and share your ideas.

FOR DISTRICTS IN NEED OF SELECTING A DIRECTOR:

Please note that Dr. NAME's term as District XXX Director will end at the 2024 AAE Annual Meeting. The incoming Director will serve a term from 2024-2027.

At our Caucus meeting, the District Caucus Nominating Committee will be formed with the purpose of nominating a candidate for the District Director position. The Nominating Committee will collect and review applications for the Director position, meet virtually in June – early July to select its final candidate, and provide the name of the District's nominee to AAE headquarters by July 15, 2023. District members will be informed of the nominee's name by Sept. 1, 2022.

Insert Optional reminder about any district-specific information such as agreed upon rotation, ie, per our District's agreed-upon rotation, this year's committee will seek to nominate a candidate from the state of New York.

If you are interested in applying for the District Director position, please download the self-nomination form below and plan to submit it, along with a copy of your CV and a letter of intent by June 19, 2023. Self-nominations must be submitted to District Caucus Nominating Committee Chair, and the name and contact information of this individual will be published in the weeks following the annual meeting, when the call for nominations officially opens.

In the meantime, should you have any questions regarding this process or suggested topics for discussion at the caucus meeting, please do not hesitate to contact either of us. We look forward to seeing you in LOCATION.

Sincerely,
District XXX Directors

B. Call for Nominations

District XXX is seeking a candidate to fill the position of Director starting at the AAE's General Assembly in 2024.

If you are interested in advancing the specialty by serving on the AAE's Board of Directors as District XXX Director, please submit the following required items to the attention of **Dr. NAME** Chair, District XXX Nominating Committee, EMAIL. To be considered, all required items must be submitted in a single email as a complete application package.

- Completed Self-Nomination form (Link)
- Curriculum Vitae
- Letter of Intent

Please submit your application by June 19, 2023. The District XXX Nominating Committee will consider all nominations received and the name of the nominee will be published in the AAE *Communiqué* newsletter by September 2023.

Should you have any questions about the process please do not hesitate to reach out to the District Caucus Nominating Committee Chair, Dr. NAME at EMAIL.

Sincerely,

District XXX Directors

APPENDIX B

District Director Application

Position Description

Serve a three-year term as one of two Directors for your geographical District on the AAE Board of Directors. The AAE Board meets in person a minimum of twice per year, one two-day meeting is held in conjunction with the ADA's annual meeting, and a second two-day meeting is held in conjunction with the AAE's annual meeting, and thus requires a week-long commitment. The Board also may meet virtually for one-hour meetings scheduled on weekday evenings. **The call to serve on the Board of Directors requires attendance at all scheduled meetings.**

The Board makes policy decisions and sets the strategic direction for the organization. Board members have the satisfaction of participating in critical conversations and making decisions that guide the specialty forward. Board members will grow professionally and learn about all aspects of governing an association. In addition to professional growth, Board members develop longstanding friendships with colleagues for years to come.

Self-Nomination Form

Please complete the following self-nomination form and submit it along with a copy of your Curriculum Vitae and letter of intent.

| | |
|--|--|
| Name | |
| Address | |
| Phone Number | |
| Board Certification Status | |
| Please initial the following statements. I understand that as an AAE District Director, I would be expected to: | |
| a. Understand and follow all policies of the AAE. | |
| b. Serve as a Board Liaison to a standing or special committee of the AAE, report to the Board on that committee's activities and provide the committee with direction from the Board. | |
| c. Attend all scheduled AAE Board meetings in their entirety. | |
| d. Regularly review and respond to electronic communications distributed by the AAE. | |
| e. Review all materials distributed to the Board in advance of its meetings. | |
| f. Share my insights and opinions with the Board. | |

| | | |
|---|--|--|
| g. Maintain contact with the Affiliate organizations in my District and provide updates to the Board at each meeting. | | |
| <p>Letter of Intent</p> <p>Attached with this form, please include a letter of intent to serve as District Director. Topics which might be covered include your involvement in professional or community organizations and the experiences drawn from that service, the goals you hope to accomplish as a member of the AAE's Board, or how you would hope to contribute to any of the priorities outlined in the AAE's strategic plan.</p> <p>Please also note that the AAE seeks a diverse set of candidates for its board. Although this isn't an exhaustive list, the following list includes examples of skills and multi-representational factors which could be considered. You are invited to include in your letter of intent any related information that you would have considered by the District Caucus Nominating Committee.</p> | | |
| Multi-representational Factors | Skills | |
| <ul style="list-style-type: none"> • Age • Education • Race • Ethnicity • Religious Beliefs • Military Experience • Nationality • Marital Status • Gender Identity • Sexual Orientation • Credentials/Certifications • Career Stage • Geographic Location: State, Urban or Rural • Practice Type • Practice Setting • Languages • Leadership experience in other societies | <p><i>Hard Skills</i></p> <ul style="list-style-type: none"> • Marketing • Finance • Legal • Human Resources • Advocacy • Management • Branding • Nonprofit/Association Governance • Knowledge of the AAE • Knowledge of the ADA or other Dental Organizations | <p><i>Soft Skills</i></p> <ul style="list-style-type: none"> • Influence • Reputation • Work Habits • Communications Style • Team Orientation/ Collaboration • Innovation • Accountability • Emotional Intelligence • Empathy • Integrity/Accountability • Negotiation • Judgement • Problem Solving • Relationship Building • Exemplify AAE Core Values • Leadership Style • Strategic/Visionary Ability |

The AAE Board meets in person a minimum of twice per year, once in conjunction with the AAE Annual Meeting, and once in conjunction with the ADA Annual Meeting.

The AAE Board will meet virtually between meetings as needed. Board members will be informed of virtual meetings in advance.

AAE Committee meetings vary by committee, some meet entirely virtually while others meet 1-2 times in person per year, supplemented by virtual meetings.

APPENDIX C

District Director Position Description

Serve a three-year term as one of two Directors for your geographical District on the AAE Board of Directors. The AAE Board meets in person a minimum of twice per year, one two-day meeting is held in conjunction with the ADA's annual meeting, and a second two-day meeting is held in conjunction with the AAE's annual meeting, and thus requires a week-long commitment. The Board also may meet for one-hour meetings scheduled on weekday evenings. The call to serve on the Board of Directors requires attendance at all scheduled meetings.

The Board makes policy decisions and sets the strategic direction for the organization. Board members have the satisfaction of participating in critical conversations and making decisions that guide the specialty forward. Board members will grow professionally and learn about all aspects of governing an association. In addition to professional growth, Board members develop longstanding friendships with colleagues for years to come.

Directors are expected to:

1. Be willing, able, and committed to the AAE's best interests.
2. Understand and follow all policies of the AAE.
3. Become familiar and comfortable with the AAE's process for strategic planning.
4. Attend all scheduled AAE Board meetings in their entirety.
 - a. There are two in-person meetings scheduled annually and they are referred to as the Annual Board Meeting and the Interim Board Meeting. Attendance at all Board meeting is mandatory.
 - b. The Annual Board of Directors Meeting is held immediately prior to the Annual Meeting. This meeting usually takes place on Monday and Tuesday, prior to the Annual Meeting with arrival on Sunday. Nominees should plan to also attend the Annual Board meeting as a guest before beginning their terms.
5. The Interim Board of Directors' Meeting is held in conjunction with the ADA Annual Session (SmileCon). This year, the meeting is on Friday and Saturday with Thursday arrivals. Board members should also plan to attend the AAE VIP cocktail reception Saturday evening. Directors attend the AAE/ADA Delegates Brunch usually held on Friday of the Interim Board meeting.
6. Participate in conference calls of the Board (typically one to three times annually, for an hour each) and respond to fax/e-mail ballots (typically five to ten times annually.)
7. Serve as Board Liaison to an AAE Standing or Special Committee and participate in meetings (typically one or two meetings in Chicago of one to two days' duration and/or 1-2 virtual meetings of one to two hours' duration.) Report to the Board on that committee's activities and provide the committee with direction from the Board.
8. Maintain contact with the Affiliate organizations within the district and provide updates to the Board at each meeting.
9. Regularly review and respond to electronic communications distributed by the AAE.
10. Review all materials distributed to the Board in advance of its meetings.
11. Be an active participant in Board meetings; share knowledge, insights, and opinions with the Board.