



**2023 Secretary/Treasurer Application**

The content of this application will be provided to the House of Delegates if you are chosen as a candidate.  
This PDF should be saved to your computer BEFORE completing to ensure that the changes are saved.

Please return this application to Michelle Nichols-Cruz at [mcruz@michigandental.org](mailto:mcruz@michigandental.org) by **January 1, 2023**. Please include a copy of your curricula vitae and signed copy of the Conflict of Interest Policy.

- [Click here](#) to view the position description.
- [Click here](#) to view the Conflict of Interest Policy. **Please complete page 14.**
- [Click here](#) to view the MDA Mission, Vision and Strategic Plan.

Any one applicant may apply for trustee, ADA Delegation and one officer position. Officer applicants may also choose to submit an application for trustee. This will allow an officer applicant that is not elected to also be on the trustee ballot.

Per MDA policy, a “360 Review” will be conducted for all applicants. Records for peer review dental care, peer review ethics and board of dentistry actions will be reviewed. If significant actions are noted, a subcommittee of the peer review committee(s) will review and decide whether the applicant has issues which should be taken into consideration by the Nominating Committee. Because of the strict confidentiality of peer review, the Nominating Committee will receive only the information that an applicant passed or did not pass the internal review process.

**Date** \_\_\_\_\_

**Name** \_\_\_\_\_

**Residence**

Address \_\_\_\_\_

Work Phone \_\_\_\_\_ Cell Phone \_\_\_\_\_ Email \_\_\_\_\_

**Business**

Address \_\_\_\_\_

Work Phone \_\_\_\_\_ Cell Phone \_\_\_\_\_ Email \_\_\_\_\_

**Preferred method of contact**     Work             Residence

**Are you familiar with the duties and time commitment in the attached job description?**

- Yes
- No

If yes, do you have any concerns about meeting these requirements?

- Yes
- No

If yes, please explain. If no, please continue.

Please list the boards and committees on which you are now providing service, dental or non-dental, or have previously served, at the local, state and national level.

Organization	Role	Dates of Service

Please list your prior and/or current educational experience in finance, including certification(s).

Please share your goals and objectives for managing the budget, and policy matters, if you are elected Secretary/Treasurer of the Michigan Dental Association.

**Please share your goals and objectives as an officer on the board of the Michigan Dental Association.**

**Optional** – Are you the recipient of any awards or honors that you would like to share?

**Give an example of how you have been a servant leader in your office or other organization.**

**What inspired you to run for this office and how could you use that position to encourage others to become more involved in leadership?**

**What value does the MDA bring to its members ...all members? (Including solo dentists, corporate dentists, etc.)**

**References**

Please inform your references that they will be contacted by a member of the Nominating Committee and that information they provide will be shared with the Nominating Committee only on a confidential basis.

*Personal (other than a family member)*

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, ZIP \_\_\_\_\_

Phone Number \_\_\_\_\_ Email \_\_\_\_\_

*Professional*

Name \_\_\_\_\_

Address \_\_\_\_\_

City, State, ZIP \_\_\_\_\_

Phone Number \_\_\_\_\_ Email: \_\_\_\_\_

**\*Technology Expectations**

Board communications and Board meeting materials are provided electronically. MDA technology expectations include:

- High speed Internet capability
- Access to email correspondence and response on a timely basis
- Ownership or willingness to purchase a laptop computer or tablet
- Access to a current version of Adobe Reader
- Ability to open and view Microsoft Word documents

\*We want to assess your current level of technological capabilities so that training can be scheduled if necessary. Are you amenable to training?

Yes

No

**Please provide us with any additional information that you would like to share**

Please note that if you are chosen as a candidate you will be required to attend the Thursday, May 4, 2023 Candidate Forum if the election is contested. If elected, you will be required to attend the Saturday, May 6, 2023 House of Delegates meeting for the induction ceremony.

For information on the nomination process, please contact Michelle Nichols-Cruz at [mcruz@michigandental.org](mailto:mcruz@michigandental.org) or 1.800.589.2632, ext. 414.

**Thank you very much for applying!**

1 Current to: 7.1.21

2  
3 Michigan Dental Association

4  
5 POSITION DESCRIPTION  
6  
7

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8  
9 **TITLE:** Secretary/Treasurer      **AFFILIATION:** Michigan Dental Association (MDA)

10  
11 **REPORTS TO:** House of Delegates

12  
13 **Term and Election:** The Michigan Dental Association House of Delegates holds an annual election.  
14 Candidates for the office will submit an application to the MDA Nominating Committee, which will select  
15 nominees for consideration by the MDA House of Delegates.

16  
17 **Time Commitment:** Approximately 23 days annually, not including time spent in preparation for MDA  
18 meetings. The year in which there is a manual review will require at least two additional days. The  
19 manual review will take place during the 2027-2028 administrative year.

20  
21 **Honoraria:** \$2,000

22  
23 **Expectations:** If elected to the Board, you are encouraged to make a financial contribution or be an  
24 active participant in MDA/ADA affiliated organizations such as dental PACs and foundations. Your  
25 participation will demonstrate your dedication as a leader in the MDA and many of them will be  
26 published for membership and public appreciation.

27  
28 **Skills and Experience**

- 29 ➤ Member in good standing of the MDA  
30 ➤ Strategic thinker, has the ability to contribute to the strategic planning process  
31 ➤ Respects others points of view  
32 ➤ Has the ability to participate in group decision-making, and a willingness to abide by a majority  
33 decision, reached by the Board of Trustees  
34 ➤ Displays a minimal, or more advanced, level of governance experience  
35 ➤ Demonstrates the ability to listen, learn, and understand the issues.  
36 ➤ Demonstrates the ability to engage in dialogue, utilizing relevant experience and knowledge.  
37 ➤ Demonstrates the ability to exhibit patience, realizing the necessity for compromise when engaging  
38 in dialogue.  
39 ➤ Perseveres when faced with perceived adversity. Shows a willingness to continue engagement in  
40 dialogue until a mutually agreeable compromise is reached.  
41 ➤ Dependable, practical, influential, flexible, and highly ethical in all relationships.  
42 ➤ Has the ability to dedicate the time and energy necessary to develop proficiency in performance  
43 ➤ Possesses the ideology and values that are consistent with organized dentistry  
44 ➤ Has knowledge of, and adheres to, the MDA and ADA Codes of Ethics  
45 ➤ Demonstrates leadership in community activities and legislative advocacy  
46 ➤ Demonstrates proficiency in financial and business matters  
47 ➤ Demonstrates promptness, accuracy, and attention to detail  
48

49 **Specific Qualities of a Secretary/Treasurer**

- 50 ➤ A higher degree of financial and business acumen
- 51 ➤ Reputation for promptness and accuracy
- 52 ➤ Dedication to detail in all MDA related duties

53

54 **Secretary/Treasurer Duties** (MDA Bylaws, Chapter V, Officers, Section 6, Duties, C. Secretary/Treasurer)

55

56 C. Secretary/Treasurer: The Secretary/Treasurer of the Association shall:

57

- 58 a. Serve as the Secretary/Treasurer of the Board of Trustees.
- 59 b. Serve as a voting member of the Board of Trustees.
- 60 c. Have knowledge of, and be familiar with, the [Board Code of Conduct](#) (APM 16-915)
- 61 d. Be responsible for reviewing the Bylaws and recommending amendments to keep the Bylaws
- 62 consistent with the Association's programs.
- 63 e. Serve as a nonvoting, ex-officio member of all committees.
- 64 f. Serve as the custodian of all monies, securities, and deeds belonging to the Association, and
- 65 shall hold, invest, and disburse the same, subject to the direction of the Board of Trustees, or
- 66 these Bylaws. Any or all of the duties of the Secretary/Treasurer may be performed by
- 67 others, including: the MDA Executive Director and agents of financial institutions, within the
- 68 limitations of these Bylaws, and subject to the direction of the Board of Trustees.
- 69 g. Perform other such duties as may be dictated by the Michigan Dental Association Board of
- 70 Trustees or MDA Bylaws.
- 71 h. Serve as a delegate to the American Dental Association House of Delegates.

72

73 In addition, the following policies/duties have been delegated to this position:

74

- 75 ➤ The Secretary/Treasurer will approve the working draft board minutes. The working draft minutes
- 76 are communicated electronically to Board members within 10 days after the meeting, with a
- 77 Minutes Review Form. (BOM)
- 78 ➤ The Secretary/Treasurer will review existing policies and inform Board members of any conflict or
- 79 standing policy at the time new recommendations are submitted to the Board; (BOM)
- 80 ➤ At least every five years, the Secretary/Treasurer and staff will review all manuals and documents,
- 81 and provide a list of proposed changes to the Board of Trustees and House of Delegates, in
- 82 compliance with the association policy manual and bylaws. (BOM)

83

84 The last review took place in 2021-2022. The next review will be take place in 2027.

85

- 86 ➤ The Secretary/Treasurer will oversee the storage/destruction of Audio Recordings: Audio recordings
- 87 are considered 'temporary' records of committee's as their main purpose is to assist in preparation
- 88 of minutes. Once the minutes are approved, the audio recordings have no additional value. (COM)
- 89 ➤ The Secretary/Treasurer will serve on the Executive Committee as a voting member; (BOM)
- 90 ➤ The Secretary/Treasurer will approve the Executive Committee minutes (works with MDA staff)
- 91 ➤ The Secretary/Treasurer will sign the executive director contract with the president. (BOM)
- 92 ➤ Standards of Ethics and Judicial Procedure Appeals (Bylaws)

93

- 94
- 95 ➤ *ADA House of Delegates*
- 96 ➤ Provide ADA staff with any Ninth District Amendments;
- 97 ➤ Institute changes of Alternates and Delegates status at the ADA meeting; *(BOM)*
- 98 ➤ Serve as a delegate to the ADA House of Delegates.
- 99
- 100 ➤ *Committee on Finance:* The Secretary/Treasurer serves as the chair of the Committee on Finance.
- 101 The duties of the committee are:
- 102 ✓ Recommend financial policies that protect the Association's assets
- 103 ✓ Maintain internal controls to safeguard Association assets
- 104 ✓ Draft the annual budget for the Association
- 105 ✓ Oversee the Association's annual audit
- 106 ✓ Ensure that accurate, timely and meaningful financial statements are prepared
- 107 ✓ Recommend policies that govern the management of investments and insures that MDA
- 108 resources are used appropriately
- 109 ✓ Monitor the MDA Reserve Target Levels and determine appropriate distribution of excess
- 110 resources are used appropriately
- 111 ✓ Provide short and long range planning for funding options of MDA activities and events
- 112 ➤ Ensure that all banking arrangements be investigated and reviewed by the Committee on
- 113 Finance within each five-year period, or earlier. *(APM 5-9/23/11)*
- 114 ➤ All checks require two signatures and those approved to sign are: executive director,
- 115 secretary/treasurer, director of finance, vice president, and MDAIFG president. *(APM 25-1221)*
- 116 ➤ The Secretary/Treasurer is authorized to pay bills in each budgetary category up to 10% in
- 117 excess of the budget, but that beyond that amount the Executive Committee shall approve over
- 118 expenditures. *(APM 54-1215)*
- 119 ➤ The Executive Director and Secretary/Treasurer are authorized to negotiate and procure loans
- 120 from an MDA Board approved financial institution *(APM 38-1215)*
- 121 ➤ The Committee on Finance will annually review dental student MDA committee members
- 122 reimbursement for transportation costs; currently at \$50 per meeting *(APM 9-1017)*
- 123 ➤ The Committee on Finance will provide the Board with report on the financial aspects of all
- 124 conferences sponsored by the MDA *(APM 37-1215)*
- 125 ➤ The Secretary/Treasurer will be familiar with the MDA Investment Policy and the Reserve Policy
- 126 *(APM 11-1017, 13-1118)*
- 127 ➤ The Committee on Finance will review requests for optional contributions on the MDA dues
- 128 statement and report to the Board *(APM 7-619)*
- 129 ➤ Comerica Bank is the financial institution that provides investment management services to the
- 130 MDA *(APM 4-9/23/11)*
- 131 ➤ Plante & Moran provides auditing and tax services for the MDA *(APM 13-1019)*
- 132



**MICHIGAN DENTAL ASSOCIATION  
BOARD OF TRUSTEES  
CODE OF CONDUCT  
(As presented to the September 2015 Board)**

**Introduction**

The Michigan Dental Association (“MDA”) Board of Trustees (“Board”) is committed to complying with all laws, rules and regulations applicable to its activities and conducting the business of the MDA in accordance with the highest standards of business ethics. This Code of Conduct shall apply to all members of the Board except the Executive Director. The Board has adopted this Code of Conduct to promote legal and ethical behavior. Pursuant to Chapter IV, Section 6 of the MDA Bylaws (“Bylaws”) a Board member may be removed by the Board for a violation of this Code of Conduct. By accepting and retaining a seat on the Board all Board members agree to abide by this Code of Conduct.

**Code of Conduct**

1. Board members agree to follow the American Dental Association’s Principles of Ethics and Code of Professional Conduct, the MDA’s Standards of Ethics and Code of Professional Conduct, the Bylaws, other applicable MDA rules and regulations and will ensure that their membership in the MDA remains in good standing at all times.
2. At meetings of the Board and at all other times acting in the capacity as a Board member, Board members will conduct themselves in good faith, with honesty and integrity and conduct themselves in a professional and respectful manner.
3. Except as required by law or otherwise permitted by the Board, Board members shall not disclose any information labeled or described as “confidential” information or information that is discussed or provided in an executive session of the Board.
4. Board members will exercise proper authority and good judgment in their dealings with MDA staff, professional advisors, consultants and the general public and will respond to the needs of MDA members in a responsible, respectful, and professional manner.
5. Board members shall not use any information provided by MDA or that was acquired as a consequence of the Board members service on the Board in any manner other than in furtherance of the Board member’s duties as a member of the Board. Board members shall not misuse MDA property or resources and will at all times keep MDA property secure and not allow any person not authorized by the Board to have or use MDA property.
6. Board members shall perform their assigned duties in a professional and timely manner pursuant to the Board’s direction and oversight.
7. Upon the expiration or termination of a Board member’s term on the Board, the Board member shall promptly return to MDA all documents, electronic and hard copy files, reference materials and any other MDA property in the possession or control of the Board member. The return of MDA property will not discharge a former Board member from the Board member’s continuing obligations of confidentiality with respect to information acquired as a consequence of the Board member’s tenure on the Board.
8. Board members shall not: (a) persuade or attempt to persuade any MDA employee to leave their position with the MDA or to become employed by any person or entity other than MDA; or (b) persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person

- 186 or entity with an actual or potential relationship to or with MDA to terminate, curtail, or not enter into its  
187 relationship to or with MDA, or to in any way reduce the monetary or other benefits to MDA of such  
188 relationship.  
189
- 190 9. Board members must act at all times in accordance with the MDA Conflict of Interest Policy (attached hereto  
191 as Exhibit A).  
192
- 193 10. Board members shall not abuse Board membership by improperly using Board membership MDA staff,  
194 services, equipment, resources or property for personal or third-party gain. Board members shall not  
195 represent to third parties that their authority as a Board member extends any further than that which it  
196 actually extends.  
197
- 198 11. Board members shall not engage in or facilitate any discriminatory or harassing behavior directed toward  
199 MDA staff, members, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors or others  
200 while engaging in MDA activities and/or conducting MDA business.  
201
- 202 12. Board members shall not solicit or accept gifts, gratuities, free trips, honoraria, personal property or any  
203 other item of value from any person or entity as a direct or indirect inducement to provide special treatment  
204 to the person or entity with respect to matters pertaining to MDA.  
205
- 206 13. Board members shall provide goods or services to MDA as a paid vendor to MDA only after full disclosure to  
207 and advance approval by the Board.  
208

#### **Survival**

209  
210  
211 Sections 3, 5, 7 and 8 of this Code of Conduct shall survive the expiration or termination of a Board members  
212 tenure on the Board and continue to be binding upon Board members following the end of their tenure on the  
213 Board.  
214

#### **Report of Violation/Sanction**

- 215  
216
- 217 1. A Board member (the "Reporting Board Member") may make a written report (a "Report") to be filed with  
218 the MDA Executive Director alleging another Board member (the "Accused Board Member") has violated the  
219 Code of Conduct. The Report shall be provided by the Executive Director to all Board members as soon as  
220 practicable.  
221
- 222 2. The President (or the President-Elect if the Report contains allegations against the President) shall conduct a  
223 hearing on the allegations raised in the Report at the Board meeting as soon as practicable following the  
224 Executive Director's receipt of the Report. At the hearing the Reporting Board Member shall present the  
225 allegations and any evidence supporting the allegations to the Board. The Accused Board Member shall  
226 respond to the allegations presenting any evidence supporting the Accused Board Member's defense. The  
227 Board members shall then have an opportunity to question both the Reporting Board Member and the  
228 Accused Board Member.  
229
- 230 3. Immediately following the questioning the Board members, other than the Reporting Board Member and the  
231 Accused Board Member who shall be excluded from the deliberations, shall deliberate and decide by  
232 majority vote whether the Code of Conduct has been violated and, if so, the sanction to be imposed against  
233 the Accused Board Member.  
234
- 235 4. The possible sanctions that the Board may decide to impose against the Accused Board Member include only:  
236  
237 (a) Citation/Guidance Letter. The President (or the President-Elect in the event the Report includes  
238 allegations against the President) may issue a letter to the Accused Board Member citing minor

239 violations of this Code of Conduct by the Accused Board Member and providing the Accused Board  
240 Member with guidance regarding the requirements of this Code of Conduct. A Citation/Guidance Letter  
241 shall be used only in cases involving minor violations of this Code of Conduct that the Board determines  
242 do not warrant a Reprimand or Removal. A Citation/Guidance Letter shall not be reported to the House  
243 of Delegates but shall be taken into account by the Board in any future hearing arising from a Report  
244 involving the Accused Board Member.

245  
246 (b) Reprimand. A reprimand shall consist of a written letter sent by the President (or President-Elect in  
247 the event the Report includes allegations against the President) to the Accused Board Member and  
248 included in the minutes of the Board's meeting that specifically identifies the Accused Board Member's  
249 violation of the Code of Conduct and directs the Accused Board Member to cease the conduct that  
250 resulted in the violation of the Code of Conduct. Previously issued reprimands to a Board member shall  
251 be taken under consideration in any future hearing involving that Board member's alleged violation of  
252 the Code of Conduct.

253  
254 (c) Removal. The Accused Board Member may be removed from the Board and any officer position then  
255 held upon the affirmative vote of two-thirds (2/3) of the Board in accordance with Chapter IV, Section 6  
256 of the Bylaws.

257  
258 5. Reprimand and Removal sanctions shall be reported to the House of Delegates in the Speaker of the House of  
259 Delegates' next communication to the House of Delegates unless the Board determines that reporting the  
260 Reprimand or Removal to the House of Delegates would:

- 261  
262 a) violate the privacy rights of third parties included in a Report;  
263 b) compromise the position of the MDA in pending or threatened legal or regulatory matters; or  
264 c) not be in the best interest of the MDA.  
265

**MDA CONFLICT OF INTEREST POLICY**  
Adopted by the Board: December 6, 2019  
Effective: May 17, 2020

The following is the MDA Board of Trustees policy on conflict of interest for officers, trustees, committee members, and committee chairs:

It is the policy of the Board of Trustees of the Michigan Dental Association ("MDA") that individuals who serve in elected or appointed positions do so in a representative and fiduciary capacity. Elected and appointed officials are required to act in accordance with the fiduciary duties imposed upon them by their office and/or as further determined by the MDA Board from time to time.

At all times, elected and appointed officials shall work to further the interests of the MDA as a whole. In addition, elected and appointed officials shall avoid:

- A. Placing him/herself or a member of their immediate family (spouse, parent, child, sibling) in a position where personal or professional interests may conflict with their fiduciary duty to the MDA;
- B. Using information obtained as a result of serving in an elected or appointed position for personal gain or advantage or to the detriment of MDA;
- C. Using an elective or appointed position for personal gain or advantage or otherwise obtaining from a third party a gain or advantage at the expense of MDA; and
- D. Using or disclosing any nonpublic, confidential or proprietary information of the MDA.

No member of the Board of Trustees or member of the Committee on Governmental and Insurance Affairs shall serve simultaneously as an officer, director, employee, agent or consultant of any insurance company offering dental coverage or any third-party payer of dental benefits.

The obligation of elected and appointed officials to act in accordance with their fiduciary duties survives (i.e. elected and appointed officials remain subject these fiduciary duties) following the expiration or termination of their term of office. Retiring Board and Committee on Governmental and Insurance Affairs members shall not accept employment or board service with any dental benefits company for two years following completion of MDA Board or committee service.

As a condition for selection, each nominee, candidate and applicant for an elected or appointed position shall disclose any situation, which might be construed as placing the candidate in a position of having an interest that may conflict with his or her fiduciary duties to the MDA.

Elected and appointed officials shall comply with the conflict of interest policy applicable to his or her office or position, shall complete and file a conflict of interest statement for each year of service, and shall promptly report to the MDA President any situation in which a potential conflict of interest may arise. The MDA Board of Trustees shall render a judgment on what constitutes a conflict of interest. If it is determined that a conflict exists, the Board will decide on an individual basis whether an elected and/or appointed official will participate in discussions but not vote, participate in discussions and votes or leave the room during discussions and voting.

46 Should a conflict of interest exist and a trustee fail to declare a conflict of interest, the Board of Trustees  
47 shall hold a hearing and determine the sanction up to and including removal for cause as set forth in the  
48 MDA Bylaws, Chapter IV, Board of Trustees, Section 6 "Removal".

49

50 Should a conflict of interest arise and an elected or appointed official other than a trustee (e.g. a  
51 committee member) fail to declare a conflict of interest, the MDA president shall determine the  
52 sanction up to and including removal.

1  
2  
3  
4  
**Michigan Dental Association**  
**Annual Conflict of Interest Disclosure**  
**Form Fiscal Year 2022-2023**

5 You are receiving this form because you are a Michigan Dental Association representative. You are  
6 being asked to disclose, in good faith, any interest (as defined in the Conflict of Interest Policy, dated  
7 December 6, 2019) you may have that creates an actual, potential or perceived conflict of interest in  
8 connection with your MDA leadership role.

9  
10 Conflicts or potential or perceived conflicts may not disqualify an individual. Individuals who have  
11 attained high levels of expertise through affiliation with other organizations, academia, or business are  
12 important to MDA, provided their activity does not involve a conflict. To avoid even the appearance of  
13 impropriety, any individual should always disclose any possible relationship or interest that might affect  
14 a vote, decision or action on behalf of the MDA.

15  
16 Please provide full details below or on a separate sheet identifying any outside interests which you  
17 believe requires or may require disclosure. Attached are examples of potential or perceived conflicts of  
18 interest.

19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29 If you have no known or perceived conflicts, check none below, sign and return.

30  
31 None

32  
33 By my signature below I acknowledge that I have read and understand the association's conflict of  
34 interest policy; that I agree to comply with it on an on-going basis; and that I understand the association  
35 is a tax-exempt organization that must engage primarily in activities which accomplish one or more of its  
36 tax-exempt purposes and that it must also avoid transactions with leadership that result in inurement,  
37 impermissible private benefit or an excess-benefit transaction.

38  
39 If I become aware of a potential conflict of interest, family relationship or business relationship in the  
40 future, I will disclose it immediately to the MDA Board of Trustees along with all material facts so the  
41 Board can determine whether a conflict exists.

42  
43 Signature:

44  
45 Date:

1 **EXAMPLES OF ACTUAL, POTENTIAL OR PERCEIVED**  
2 **CONFLICTS OF INTEREST**

3  
4 Organizational Goals that are in Conflict

5 It is unquestionable that a trustee, officer, committee chair, consultant or staff member would be  
6 unable to act in the best interest of the MDA and another organization if the fundamental goals of the  
7 two organizations were in conflict. In these situations the trustee, officer, committee chair or consultant  
8 may not be able to fulfill his or her duty of loyalty to the MDA.

9  
10 **EXAMPLE:** A trustee, officer, committee chair or consultant of the MDA is elected to the Board of  
11 Directors of an anti-amalgam organization.

12  
13 **RECOMMENDATION:** In order to further the goals of the anti-amalgam organization the MDA official  
14 would breach his or her duty of loyalty to the MDA because fundamental goals of the MDA on public  
15 health are in conflict with the anti-amalgam organization. The MDA official should inform the Board of  
16 Trustees of this.

17  
18 Goals on Major Policy Issues are in Conflict

19 A trustee, officer, committee chair or consultant may hold a position with an organization that generally  
20 strives to support the same dental public health goals of the MDA. Although the two organizations can  
21 be expected generally to support the same dental public health issues there may occasionally be  
22 differences in the policy goals.

23  
24 **EXAMPLE:** A trustee, officer, committee chair or consultant is on the Board of Trustees of a Specialty  
25 Organization. The Specialty Organization takes the position on a piece of legislation that is contrary to  
26 the MDA's position.

27  
28 **RECOMMENDATION:** In this example there is a difference on a significant policy issue but not a  
29 difference on fundamental public health goals. Thus, the MDA trustee, officer, committee chair or  
30 consultant should not vote or be involved in the decision making at the MDA level with reference to the  
31 piece of legislation. The trustee, officer, committee chair or consultant should advise the Board of his or  
32 her position in the Specialty Organization. Here the Board may conclude that recusal from discussion  
33 and voting will be sufficient to protect his or her duty of loyalty to the MDA, and, therefore, resignation  
34 may not be necessary.

35  
36 Organizations with a Financial Interest in MDA Policy

37  
38 **EXAMPLE:** A trustee is a member of the Board of Directors of a dental manufacturer. The MDA Board  
39 of Trustees is considering a policy which would have an adverse effect on the manufacturer.

40  
41 **RECOMMENDATION:** As a director of the dental manufacturer, the trustee is required to pursue the  
42 financial benefit of the dental manufacturer and thus on this issue his or her duty of loyalty to the MDA  
43 would be conflicted. The Board may conclude that the trustee should not participate in the vote on this  
44 issue.

45  
46

47 Conflicts Involving Competing Business Activities

48

49 **EXAMPLE:** A Board member of an MDA subsidiary is a member of the Board of Trustees of an  
50 organization that competes with one or more of MDA’s business activities (dental supplies, health  
51 insurance, etc.).

52

53 **RECOMMENDATION:** The Board may conclude that the Board member should not participate in the  
54 vote on any issue relating to the subsidiary’s activities on matters that are in direct competition between  
55 the MDA and the competing corporation. The Board may conclude that the Board member may vote on  
56 other issues so long as the Board member makes full disclosure of his/her involvement in the competing  
57 business.

58

59 Individual Financial Interest

60 A Board member has a financial interest that should be disclosed on this form if directly or indirectly,  
61 through business, investment, or immediate family (spouse, parent, child, sibling):

62

- 63 a. An ownership or investment interest in an entity with which the association has a business  
64 transaction or arrangement,
- 65 b. A compensation arrangement with an entity with which the association has a business  
66 transaction or arrangement, or
- 67 c. A potential ownership or investment interest in, or compensation arrangement with, an entity  
68 with which the association is negotiating a business transaction or arrangement.
- 69 d. A compensation relationship or ownership interest in a business with another MDA volunteer  
70 leader.

71

72 **EXAMPLE:** A doctor’s participating provider agreement with a managed care organization is not a  
73 potential conflict of interest because the MDA itself does no business with the managed care  
74 organization. Also, travel reimbursement, honoraria and stipends paid according to the association’s  
75 annual budget are not potential conflicts of interest. However, if a Board member or immediate family  
76 member (spouse, parent, child, sibling) owns an interest in or has a financial relationship with a business  
77 that, in turn, does business with the association, then a potential or perceived conflict of interest should  
78 be disclosed. Also, if a Board member practices dentistry with a spouse or significant other who is also  
79 an MDA volunteer, this should be disclosed on the form.

80

81 **RECOMMENDATION:** The Board may conclude that the Board member should not participate in the  
82 discussion and vote on any issue relating to matters regarding a business that the trustee has a financial  
83 interest in. The Board may conclude that the Board member may vote on other issues so long as the  
84 Board member makes full disclosure of his/her involvement (or his/her family/colleagues) in the  
85 business the MDA has a business relationship with.

86



**Mission Statement: Helping member dentists succeed.**

**Vision Statement: Michigan's oral health authority dedicated to the public and the profession.**

**Michigan Dental Association  
2021-2025 Strategic Plan  
Updated March 4, 2022**

Goal	Objective
<b>Goal 1: Define and deliver exceptional member value</b>	Objective 1: Improve Net Promoter Score (NPS) among new dentists
<b>Goal 2: Engage and develop relationships with members</b>	Objective 2: Increase member engagement with the MDA
	Objective 3: Increase leadership engagement with the MDA
<b>Goal 3: Ensure organizational sustainability</b>	Objective 4: Enhance financial outcomes
	Objective 5: Increase organizational capacity
<b>Goal 4: Understand and improve diversity, equity, and inclusion at all levels</b>	Objective 6: Build relationships and increase collaboration with diverse dental populations
	Objective 7: Increase leadership participation among under-represented segments
<b>Goal 5: Advocate effectively for the dental profession and the public's oral health</b>	Objective 8: Engage effectively with legislators, public officials, and stakeholders
	Objective 9: Increase member awareness of advocacy efforts