

Introduction

The purpose of the nominating committee is to recognize, seek, and select qualified nominees who will provide the best leadership for the Colorado Dental Association. The goal is to present to the CDA Board of Directors a slate with capable individuals, so that the group may choose leaders who will serve the organization well.

The business of the nominating committee is both important and serious. These guidelines have been compiled to help make the work more effective and the task easier to accomplish.

It is the responsibility of the committee to forward a slate of candidates to the Board of Directors of candidates to fill the open positions of the Board of Directors.

A “nominee” is a person whose name has been proposed for an office. A “candidate” is a person who has agreed to serve if elected, is willing to have his/her name placed on a slate for election. A “slate” is a list of candidates presented for election. A “ballot” may be either a piece of paper used to cast a vote or a vote by electronic means.

Selection of a nominating committee

The nominating committee is comprised of members of the Council of Component leaders. The chair of the nominating committee will be selected by the President-Elect of the association and approved by the board of directors and will serve as vice-chair before ascending to chair.

Nominating Committee Chair

The Chair is responsible for the following:

- Meets with the previous year's chair to review the nomination and selection process prior to the first meeting of the committee.
- Oversees the overall process of identifying qualified candidates for open positions;
- Assumes leadership in researching potential candidates;
- Delegates responsibilities to other committee members;
- Prepares and submits a final report to the president of the CDA;

Before the first committee meeting:

The Board of Directors shall review the returning board members, the expected key issues, and the strategic priorities of the organization, and present the strengths and weaknesses of the board and what additional competencies are necessary to carry out its priorities. The board will submit this report to the chair of the nominating committee.

Before the first committee meeting, each committee member:

- Should read the CDA bylaws in their entirety and must be aware of any specific requirements in the bylaws concerning the composition of the board;

- To know exactly what duties are defined for each office;
- Should read and review the Colorado Dental Association strategic plan;
- Should review the report of the Board of Directors.

The chair will:

- Ensure that the nomination procedures, application form, open positions and position job descriptions and qualifications are communicated to the membership in a timely and repeated manner to promote member awareness, engagement and transparency. The nominating committee may reopen the deadline for positions when the committee requires more qualified applicants;
- Inform the membership that qualified members may self-nominate;
- Refer nominees to the CDA website for the following information: application deadline for returning the application to the nominating committee, bylaws, strategic plan, position descriptions, summary of commitments covering time, expenses, number of meetings, how the board functions, terms, etc., timeline for the nomination process, conflict of interest policy;
- Inform the current board members interested in serving a second term, that they must follow the nominations process in the same way as all candidates;
- Present the board report to the committee.

When the committee meets

it is important to remember that the aim in seeking nominations is always ultimately the good of the CDA.

The committee:

- Reviews the bylaws on the duties of the nominating committee;
- Notes special considerations that ought to be observed such as strengths or weaknesses in the present leadership; the diversity of the board to include traditional demographics as well as academia, state board experience, corporate dentistry, etc.;
- Reviews the list of open positions; reviews the list of individuals who have expressed interest in serving, and who have submitted a completed application with curriculum vitae;
- Interviews nominees to determine: clarification on any information the nominee provided in his/her application, review why the nominee is interested in the position, discuss the commitment, review the job description, and answer any questions the nominee has. The interview summary will be completed by the interviewers and provided to the CDA staff to be included with the meeting materials;
- Must present at least one nominee for each open position;
- Develop questions of substance for the Board of Directors annual self-report to assist the board in evaluating individual board members. The committee is to keep in mind

that the board sets the direction for strategy and that all are expected to support CDA policy. Therefore, the questions should focus on their experience as a board member and how they have supported the CDA's mission, values, goals, and activities.

A helpful method for listing additional possible nominees is "brainstorming". This is a technique whereby everyone (at random or in sequence) names any and all persons who come to mind as possible candidates. No value judgments are made. A committee member keeps a list of names, preferably on a black border flipchart, so all can see. The committee then can begin evaluating the list, adding or subtracting possibilities.

It is good to keep in mind that self must be put aside; Special loyalties to friends must not improperly influence the committee or its members. Even though an incumbent may be eligible for reelection, the committee is under no obligation to nominate him/her again unless he or she is clearly the best person for the office. At the same time, however, it takes into account the valuable experience he or she has already gained.

Where to look for potential nominees to the Board of Directors

Potential nominees might be:

- Former CDA, component, and specialty society officers or committee chairs
- CDA and other dental related organizations committee members
- Council chairs and current or formal council members
- Board members of other CDA subsidiaries
- Highly motivated members of the association

Members of the nominating committee are not eligible as candidates while serving on the nominating committee.

General Qualities of Potential Nominees for the Board of Directors

- Member in good standing of the CDA
- Willing to devote the time and energy for the position
- Have the capacity for attention to the organization
- Patient, realizing that not all people have the same gifts in like measure, and that not all ideas will be met with enthusiasm
- Persevering when faced with discouragement, willing to reevaluate situations and overcome difficulties without criticizing or finding fault
- Positive attitude
- Ability to participate in group decision making and support the board's decision (leaving personal agendas out of the discussions, and speaking with one voice once a board decision is made)
- Objective and fair
- Intelligence

- Communication skills
- Dependable, meets commitments promptly
- Practical, balancing people, material, time, and money
- Flexible, adjusting to new ideas and situations without losing composure
- Aware of basic computer skills such as email, opening and saving documents
- Integrity and absence of serious conflicts of interest
- Known as adhering to the CDA and ADA Codes of Ethics
- Ideology and values consistent with the CDA
- Community leadership
- Financial and business acumen
- Strategic planning and visioning
- Influential
- Governance experience
- Board experience
- Community and political contacts

The board should be made up of people with a variety of skills and expertise, community connections, variety of practice models, ages and backgrounds. A diverse board composition demonstrates that the CDA welcomes diversity and encourages inclusivity.

Nominations and Vetting of Nominees

With regard to vetting, the nominee may be contacted by phone, in person, or in writing by an assigned nominating committee member or the nominating committee chair. Staff and the board may not contact candidates regarding vetting. If contact is made by phone or in person, the nominee should also receive confirmation in writing as should the nominee's response.

Applications are received by the executive director who will review paperwork for completeness and may contact the applicants in that regard.

An internal review of each applicant will be conducted (peer review action state board action and membership status.) A statement about the internal review will be made on the application so each applicant is aware that this will occur. CDA policy regarding disclosure of this information to the nominating committee will be followed.

Some nominees will have submitted an application on their own accord. Others may be requested to submit an application by the nominating committee. All nominees will be provided with a job description so they clearly understand the commitment of time, talent, and finances. Nominees' questions will be answered frankly. Time should be allowed for consideration. Once confirmed, the individual's name is placed before the committee.

When vetting nominees, committee members will check the references provided by the applicant on the application. Applicants will be advised to inform their references that they will

receive a call from a nominating committee member and that the process is confidential and should not be shared with others. If a committee member wishes to speak to an individual rather than a noted reference, this must be cleared through the committee chair and it must be made clear to the individual contacted that the conversation is confidential.

Selection of nominees

After discussion of the candidates and the recommended needs presented by the board, the committee votes on each nominee. Once a slate equaling the total number of positions available, are identified, the slate will be forwarded to the Board of Directors.

Conclusion of the Committee's Work

When the slate has been determined:

- The chair will call each individual who completed an application and thank them for their interest in serving in a leadership role. The chair will inform the nominee of the results of their application, and if they are not selected and are not currently serving in the position, the chair will ask them if they have a sense of whether or not they wish to be included the following year in the applicant pool;
- Candidates will be asked to review an update, if necessary, their conflict-of-interest statement prior to the election to ensure that the board of directors has the most current information available. Any complaint or concern about a candidate's credentials should be directed to the nominating committee chair;
- Invite the nominees to attend the organization's meeting where the election will take place provide the board of directors with a slate and include their biographical information and photographs;
- Prepare the ballots;
- Leave space on the ballot for nominations from the floor and include written directions for voting.

The report of the nominating committee is presented to the board of directors by the chairman of the nominating committee. If the chair is not available, the chair will designate someone from the committee to present the report. The president will ask for nominations from the floor. Nominations may be made by any member provided the nominee meets the qualifications of the office. Nominees are introduced by the president after the nominations are closed. At the conclusion of the meeting of the board of directors, it will be helpful for the president to announce the positions that will be open next year and encourage the board of directors to assist the nominating committee by seeking out and encouraging visionary leaders to apply for a position.