

## **HOD LEADERSHIP TEAM PROPOSAL FOR INCORPORATING AN INCLUSIVE PRACTICE PERSPECTIVE IN THE HOUSE OF DELEGATES**

### **Overview of Issue**

In fall 2006, the House of Delegates (HOD) conducted a dialogue session on the HOD Governance Structure. The focus of the dialogue session was to determine if the current configuration of delegates was effective for the HOD to govern the profession. However, the outcome of this dialogue session was not achieved. While general support existed for the current structure, some concerns were expressed to warrant further investigation. The primary area of concern was the relationship between the Dietetic Practice Groups (DPGs) and Professional Issues Delegates (PIDs). And, there was confusion regarding the role of the general At-large Delegates. However, no clear direction was provided from this dialogue session. As a result of this outcome, the House Leadership Team (HLT) went back to the drawing board to determine a plan for proceeding. A sub-group of HLT was convened to study the issues and to provide input on how to proceed in the future. As a result of this HLT sub-group's work, the following additional activities were planned and executed between December 2006 and May 2007:

1. Phone interviews were conducted with a selected sampling of DPGs to discuss the various issues and concerns related to the governance structure.
2. A survey was conducted of delegates (past and present), affiliate presidents and DPG chairs regarding the governance structure.
3. The feedback from the phone interviews and the survey were discussed by HLT in spring 2007.
4. The overall three re-occurring themes found in the interviews and survey results were: a) communication between delegates and members continues to be a challenge; b) there appears to be a lack of understanding of the various delegate roles; and, c) rather than create a new structure, the HOD should focus on refining the current structure.

As a result of the further investigations and discussions, the HLT made decisions on how to proceed. The following is a summary of the decisions and activities accomplished from May 2007-June 2008:

1. In May 2007, HLT decided to discontinue the appointment of PIDs to DPGs. Rather, the three PIDs for each of the practice areas (clinical, community, consultation & business, management, education and research) were directed to collaborate as teams to work with the DPGs within their practice areas. The focus of the PID and DPG interaction would be to address mega issues under discussion by HOD. This would ensure that knowledge and concerns of practice, education and research were noted in pre-HOD meeting electronic dialogue and during the face-to-face dialogue sessions.
2. In addition, the HLT completed the development of a New Delegate Orientation Program, which was implemented in June 2007.
3. A series of PID and DPG conference calls were conducted during the 2007-08 program year to ensure collaboration on the mega issues. Conference calls were conducted in advance of the Fall and Spring HOD Meetings, as well as a conference call following each of these meetings.
4. In addition, the At-large Delegates were encouraged to collaborate on mega issues. They conducted a series of conference calls before and after the Fall and Spring HOD Meetings.
5. The HLT conducted an evaluation of the refinement to the governance structure in December 2007 and May 2008. PIDs and DPG chairs were asked to respond to these two surveys. The feedback was discussed by HLT.

Based on the input received, the HLT agreed in June 2008 to appoint a HLT Workgroup to develop a proposal for DPG representation. The DPG chairs provided initial feedback on the proposal in September 2008 and the PIDs provided initial input during October – November 2008. The input of DPG chairs and PIDs has been incorporated into this draft. The potential for a dialogue session at the Spring 2009 meeting was determined in December 2008.

### **Current Delegates in the House of Delegates**

*66 Affiliate Delegates:* Affiliate delegates are elected by each of the 53 affiliate dietetic associations. The number of affiliate delegates is based on the number of active ADA members in an affiliate (1200 or less active ADA members = 1 delegate; 1 more delegate is provided for each 1200 additional members).

*18 Professional Issues Delegates:* PIDs are elected nationally for each of the six areas of practice (clinical, community, management, consultation & business, education and research). There are 3 PIDs for each area of practice.

*10 At-large Delegates:* Seven of the At-large Delegates are elected nationally. The Student, Commission for Accreditation of Dietetic Education (CADE) and Commission on Dietetic Registration (CDR) representatives are appointed by their respective organizational units. The At-large Delegates are:

- 3 General At-Large Delegates
- 2 At-large Delegates-DTR
- 1 At-large Delegate-Retired
- 1 At-large Delegate-Under 30 Years of Age
- 1 At-large Delegate-Student (appointed by the Student Advisory Council)
- 1 At-large Delegate-CADE (non-voting; appointed by CADE)
- 1 At-large Delegate-CDR (non-voting; appointed by CDR)

*6 HOD Leadership Team Members:* The HLT members are elected nationally including the Speaker and Speaker-elect.

**Total number of delegates = 100 (as of June 1, 2008)**

### **Financial Impact for the Current Delegates in HOD**

The current reimbursement plan for delegates to participate in a HOD meeting is outlined below.

Transportation:

- ADA covers the travel costs for all delegates (100), which includes air and ground transportation (auto, train or bus), parking, and the transportation to and from the airport.

Lodging:

- ADA reimburses the PIDs (18), At-large Delegates (10) and HOD Leadership Team (6) for lodging for a House meeting (total of 34 members). The 28 delegates (PID and At-large Delegates) are required to share a room for HOD meetings to minimize expense to the Association.
- Affiliates pay the lodging for their delegate(s).

Per diem:

- ADA reimburses the PIDs, At-large Delegates and HOD Leadership for per diem expenses for a House meeting (total of 34 members).
- Affiliates pay the per diem for their delegate(s).

### **HLT Proposal for DPG Delegates in HOD**

The HOD Leadership Team recommends the incorporation of DPG delegates within the ADA House of Delegates. Each DPG will be given the option to elect and support a single delegate to sit in the House of Delegates for a maximum number of 28 DPG delegates (based on the existence of 28 DPGs). The DPG Delegates will replace the Professional Issues Delegates by June 1, 2012. Current PIDs would complete their elected terms. As each group of six PIDs leave office, they will be replaced by elected DPG Delegates or a

DPG may opt to utilize an existing PID to serve as the first DPG delegate. DPGs will have the opportunity to identify in which year (starting in June 2009 and ending in June 2012), they would like to implement a DPG Delegate. This will provide each DPG with a single delegate to participate in all HOD activities. It is recommended that a DPG delegate would be elected by the DPG for a 3-year term of office. Each DPG will assume financial support for the lodging and per diem of their delegate to attend the fall and spring meetings, while ADA will cover the cost of transportation. If a new DPG should be formed during the transition period (2009—2012), the DPG will be given the opportunity to institute a DPG Delegate.

The HOD Leadership Team recommends that the number of At-large Delegates be reduced from 10 to 6. This reduction would eliminate the 3 General At-large Delegates and reduce the number of At-large Delegates-DTR from 2 to 1.

The overall impact of these changes will increase the House of Delegates from 100 delegates to 106 delegates as of June 1, 2011. The financial impact to ADA will result in cost savings since the number of delegates supported solely by ADA will be reduced from 34 to 12.

Finally, the HOD Leadership Team recommends that the issue of representation should be evaluated in 2012 to ensure that this change has resulted in positive benefits to the ADA membership.

**Proposal to Include DPG Delegates in the House of Delegates:**

*66 Affiliate Delegates:* no change proposed to affiliate delegate numbers.

*28 DPG Delegates:* Each DPG would be given the option of electing one delegate. Maximum number of elected delegates would be 28, which is based on the number of current DPGs. At this time, the HLT has agreed that this proposal will not address the issue of representation of the Member Interest Groups (MIGs) in the HOD as these groups are still evolving.

*Professional Issues Delegates:* PIDs would be phased out over a three year period of time (see pages 7-8 for the details related to a transition plan). The PIDs would be replaced by DPG Delegates over the course of 3 years (starting in June 2009 and ending June 2012).

*Rationale for 1 delegate per DPG:* This is based on the fact that a DPG delegate will provide the practice perspective of their members across the US and overseas. DPGs are very savvy in the use of electronic communications as the primary method of delivering information to members. It must be noted that for large membership affiliates (i.e., California, New York) having more than 1 delegate is related to the need to have delegates assigned to various geographic areas of the state for the purpose of communication with members at face-to-face meetings (district or state). As a result of this reality, more delegates are a necessity for these states. However, one delegate per DPG will be sufficient in meeting the needs of their membership. The issue regarding affiliate delegate numbers is reviewed by the HLT on a regular basis.

*6 At-large Delegates:* The following positions would be retained:

- 1 At-large Delegate-DTR (elected nationally)
- 1 At-large Delegate-Retired (elected nationally)
- 1 At-large Delegate-Under 30 Years of Age (elected nationally)
- 1 At-large Delegate-Student (appointed by the Student Advisory Council)
- 1 At-large Delegate-CADE (non-voting; appointed by CADE)
- 1 At-large Delegate-CDR (non-voting; appointed by CDR)

*4 At-large Delegates* would be eliminated: The General At-large Delegates (3) and the number of At-large Delegates-DTR would be reduced from 2 to 1.

- Rationale for eliminating the General At-large Delegate: The focus of HOD will be on presenting the practice perspective of a defined constituency versus the current situation which does not provide any type of direct input from any particular group.

- Rationale for reducing the number of At-large Delegates-DTR: The DTRs would still have 1 delegate for the DTP DPG, plus 1 At-large Delegate-DTR. This is sufficient in providing the perspective of this group of ADA members.

*6 HOD Leadership Team Members:* The HLT members are elected nationally including the Speaker and Speaker-elect.

**Total number of delegates = 107 (as of June 1, 2012)**

**Summary of Current and Proposed Number of Delegates within the House of Delegates**

<b>Type of Delegate</b>	<b>Current Number</b>	<b>Proposed Number</b>	<b>Notes</b>
Affiliate	66	66	No changes.
Professional Issues	18	0	Replaced by DPG Delegates over a three year period.
DPG	0	28	1 delegate per DPG-elected by each DPG.
At-large	10 <ul style="list-style-type: none"> <li>• 3 General At-large Delegates</li> <li>• 2 At-large Delegates-DTR</li> <li>• 1 At-large Delegate-Retired</li> <li>• 1 At-large Delegate-Under 30 Years of Age</li> <li>• 1 At-large Delegate-Student</li> <li>• 1 At-large Delegate-CADE</li> <li>• 1 At-large Delegate-CDR</li> </ul>	6 <ul style="list-style-type: none"> <li>• 1 At-large Delegate-DTR</li> <li>• 1 At-large Delegate-Retired</li> <li>• 1 At-large Delegate-Under 30 Years of Age</li> <li>• 1 At-large Delegate-Student</li> <li>• 1 At-large Delegate-CADE</li> <li>• 1 At-large Delegate-CDR</li> </ul>	Elimination of 3 General At-large Delegates; reduce the number of At-large Delegates-DTR from 2 to 1; DTRs will have a DPG Delegate supported by the DTP DPG.
HLT	6	6	No changes.
<b>TOTAL</b>	<b>100</b>	<b>106</b>	<b>HOD increased by 6 delegates.</b>

**Financial Impact of Proposal**

Transportation:

- ADA would continue to cover the travel costs for all delegates (106), which would include air and ground transportation (auto, train, or bus), parking, and the transportation to and from the airport.

Lodging:

- ADA reimburses the At-large Delegates (4 = At-large Delegate-DTR, Retired, Under 30 Years of Age and Student) and HOD Leadership Team (6) for lodging for a House meeting (total of 10 members). The 4 delegates are required to share a room for HOD meetings.
- Affiliates pay the lodging for their delegate(s).
- DPGs pay the lodging for their delegate.
- CADE and CDR pay the lodging for their delegates.

Per diem:

- ADA reimburses At-large Delegates (4) and HOD Leadership Team (6) for the per diem for a House meeting (total of 10 members).
- Affiliates pay the per diem for their delegate(s).
- DPGs pay the per diem for their delegate.
- CADE and CDR pay the per diem for their delegates.

**Summary of Financial Impact on Current and Proposed Delegates**

<b>Type of Delegate</b>	<b>Current Transportation</b>	<b>Current Lodging and Per Diem</b>	<b>Proposed Transportation</b>	<b>Proposed Lodging and Per Diem</b>	<b>Notes</b>
Affiliate	ADA pays	Affiliate pays	ADA pays	Affiliate pays	No impact to ADA.
Professional Issues	ADA pays	ADA pays	N/A	N/A	ADA reduces expenses with elimination of PIDs.
DPG	N/A	N/A	ADA pays	DPG pays	Financial impact to the individual DPGs. DPGs will need to plan for this cost in order to implement this new leadership role.
At-large	ADA pays	ADA pays	ADA pays	ADA pays for 4 delegates; CADE and CDR pay for their delegates.	ADA reduces expenses with reduction in number.
HLT	ADA pays	ADA pays	ADA pays	ADA pays	No impact to ADA.

Estimated Expenses Related to the Current and Proposed Delegates

Expense Items	Current Expenses Per Year (fall and spring meetings)	Proposed Expenses Per Year (fall and spring meetings)
Transportation ADA expense	Total: \$70,000 (for 100 delegates)	Total: \$80,000 (for 107 delegates)
Lodging ADA  DPG  At-large Delegates-CADE and CDR	Total: \$20,000 (18-PID, 10-At-large, 6-HLT)  Total: N/A  Total noted above	Total: \$12,000 (4 -At-large, 6-HLT)  Total: \$1,200 per DPG Delegate to attend 2 meetings per year  Total: \$1,200 per At-large Delegate-CADE to attend 2 meetings per year Total: \$1,200 per At-large Delegate-CDR to attend 2 meetings per year
Per Diem ADA  DPG  At-large Delegates-CADE and CDR	Total: \$8,000 (18-PID, 10-At-large, 6-HLT)  Total: N/A  Total noted above	Total: \$2,808 (4-At-large, 6-HLT)  Total: \$216 per DPG Delegate to attend 2 meetings per year  Total: \$216 per At-large Delegate-CADE to attend 2 meetings per year Total: \$216 per At-large Delegate-CDR to attend 2 meetings per year
Total for ADA  Total for DPG  At-large Delegates-CADE and CDR	\$98,000  N/A  N/A	\$95,456  Total: \$1,520 per DPG Delegate (lodging and per diem for 2 meetings per year)  Total: \$1,520 per At-large Delegate-CADE to attend 2 meetings per year (lodging and per diem) Total: \$1,520 per At-large Delegate-CDR to attend 2 meetings per year (lodging and per diem)

**Tentative Transition Plan**

In order to fully execute the implementation of the proposal, a tentative transition plan will provide clarity on the next steps. The following tentative transition plan will be put in place if the proposal is accepted by HOD.

1. All PIDs in office will complete their terms of office—the last PIDs will leave office May 31, 2012. The Nominating Committee will not solicit nominations for 6 PIDs starting in fall 2009. The first group of PIDs to leave office will occur on May 31, 2010. Each year from 2010 through 2012, 6 PIDs will leave the HOD and will not be replaced.
2. In June 2009, all DPGs will be requested to indicate in which year (2009, 2010 or 2011) they will implement the election of a DPG delegate. DPGs will have the option to utilize an existing PID to serve as the first DPG delegate. This would promote the use of an individual with experience in the House of Delegates and provide leadership to establish/develop this new leadership position.
3. Based on the preliminary DPG input, approximately 50% of DPGs will begin the process to conduct nominations and elections for filling the slot of DPG Delegate. These newly elected DPG Delegates will take office on June 1, 2010. Another group of DPGs will proceed to conduct nominations and elections for the DPG Delegate in 2010 and the last group of DPGs will engage in this activity in 2011. DPGs will be provided with a job description and the roles/responsibilities for a DPG delegate in order to understand the function of this new leadership role.
4. The 3 General At-large Delegates and 1 of the At-large Delegates-DTR will leave office on May 31, 2011 and will not be replaced.
5. The following timeline provides more specific dates and details regarding the tentative transition.

**DRAFT TIMELINE FOR TENTATIVE TRANSITION TO DPG DELEGATES ONLY**

<b>DATES</b>	<b>ACTION</b>	<b>NOTES</b>
February 2009	Proposal for DPG delegates released to HOD.	Similar to the Dues (Student and Active Member) Proposals.
May 2-3, 2009	HOD Spring Meeting-dialogue conducted on DPG representation proposal.	
May 29, 2009	HOD voting on proposal ends.	
June 2, 2009	Membership notified of the outcome of HOD voting.	
June 2009	PIDs, DPGs and Nominating Committee receive communication from Speaker on implementation.	
June 2009	DPGs are requested to indicate if they are prepared to begin implementation of a DPG delegate. An unspecified number of DPGs will have the opportunity to nominate and elect a DPG delegate, if they chose to do so. Continuing or previous PIDs, who are DPG members can be utilized to serve as the DPG delegate for the first three-years.	
August 2009	DPGs, that are ready to initiate new a delegate, will be notified to conduct the nomination and election process for filling the slot.	
November 2009	Nominating Committee does not select candidates to fill the 6 PID slots to be vacated on May 31, 2010.	

January – March 2010	DPG conduct elections.	
March 2010	HOD Governance staff notified of the DPG election results for new DPG delegates.	
May 31, 2010	6 PIDs leave office; number of remaining PIDs will be 12.	
June 1, 2010	The newly elected DPG delegates are the official representatives within the HOD. This will be based on the number of DPGs who opt to have a DPG delegate.  12 PIDs continue in office.	DPG delegates are included in the HOD Mentoring and HOD Orientation Programs.
July 2010	An unspecified number of DPGs are notified to conduct the nomination and election process for filling the slot for DPG delegate. The DPGs to implement a DPG delegate is based on DPG input provided in June 2009.	
November 2010	Nominating Committee does not select candidates to fill the 6 PID slots to be vacated on May 31, 2011. Nominating Committee does not select candidates for the 3 General At-large Delegates or the 1 At-large Delegate-DTR which will be vacated on May 31, 2011 and not replaced in the future.	
January-March 2011	DPG conduct elections.	
May 31, 2011	6 PIDs leave office; number of remaining PIDs will be 6. 3 General At-large Delegates and 1 At-large Delegate-DTR leave office; number of remaining At-large Delegates will be 6.	
June 1, 2011	An unspecified number of DPG delegates are the official representatives within the HOD. This will be based on the number of DPGs who opt to have a DPG delegate.  6 PIDs continue in office.	DPG delegates are included in the HOD Mentoring and HOD Orientation Programs.
July 2011	The remaining DPGs are notified to conduct the nomination and election process for filling the slot for DPG delegate. The DPGs implementing a DPG delegate is based on DPG input provided in June 2009.	
November 2011	Nominating Committee does not select candidates to fill the last remaining 6 PID slots to be vacated on May 31, 2012.	
May 31, 2012	Last 6 PIDs leave office; all PIDs have transitioned out of HOD.	
June 1, 2012	28 DPG delegates are seated within the HOD. 0 PIDs continue in office.	DPG delegates are included in the HOD Mentoring and HOD Orientation Programs.

**Summary**

At this time, the HOD Leadership Team is presenting the proposal for DPG Delegates within HOD for a dialogue session in spring 2009. This proposal has outlined the current situation, the issues/concerns of the current delegate structure, a proposed new delegate structure and the financial impact for both.

Associations that have been through a governance restructuring process have discovered several benefits. Common results of well-implemented initiatives are the opportunity to increase efficiency and become more responsive to member needs, the ability to make volunteer service more meaningful, and the ability to respond more fully to environmental changes.

ADA leaders must be willing to create solutions to meet members' needs. And, while change creates uncertainty, it offers opportunities to take risks by experimenting and learning from the successes and failures. The most important question to consider at this time is "What action is in the best interest of the Association and the profession?"