

COUNCIL AND COMMITTEE MANUAL

*OF THE AMERICAN ASSOCIATION OF
ORTHODONTISTS*

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1 **CHAPTER 1. POLICY MANUAL PURPOSE AND DEFINITIONS**

2
3 **POLICY MANUAL PURPOSE**

4 May 6, 2024

5 Amended April 28, 2025

6
7 This policy manual specifies requirements and guidelines for all AAO councils, standing
8 committees and special committees, unless otherwise defined within AAO policies, including:

- 9
10 1. Committee on Conferences and Meetings (CCon)
11 2. Committee on Technology (CTech)
12 3. Council on Communications (COC)
13 4. Council on Government Advocacy (COGA)
14 5. Council on Membership, Ethics and Judicial Concerns (COMEJC)
15 6. Council on New and Younger Members (CONYM)
16 7. Council on Orthodontic Benefits (COB)
17 8. Council on Orthodontic Education (COE)
18 9. Council on Orthodontic Practice (COOP)
19 10. Council on Scientific Affairs (COSA)
20 11. Special Committee on Inclusion and Engagement (SCIE)
21 12. Special Committee on Women Orthodontists (SCWO)

22
23 **DEFINITIONS**

24 May 6, 2024

25
26 The term "council" in this policy manual refers to any of the councils listed above. The term
27 "committee" in this policy manual refers to any of the standing committees listed above, as well
28 as special committees that are established by the House of Delegates or Board of Trustees.

29
30 For additional definition and details regarding councils, refer to Article VIII (Councils) of AAO
31 Bylaws. For additional definition and details regarding standing committees, special committees
32 and task forces, refer to Article IX (Committees) of AAO Bylaws.

1 **CHAPTER 2. CREATION OF SPECIAL COMMITTEES AND TASK FORCES**

2
3 May 6, 2024

4 Amended April 27, 2025 (13-25 BOT)

5
6 When proposing a new special committee or task force, whether through the House of
7 Delegates or Board of Trustees, the following must be defined within the resolution or motion:

- 8
9 1. Charge – Must clearly state the results desired with no ambiguity or redundancy
10 with existing councils, committees or task forces.
11 2. Type of entity – Must indicate whether the new entity is a special committee or
12 task force.
13 3. Term of service – Must specify a definite time of existence, or if unknown,
14 indicate as such.
15 a. If a special committee or task force does not have a sunset date defined
16 within the originating resolution or motion, the special committee or task
17 force shall, on an annual basis, assess internally to determine whether
18 their charges have been met and make a recommendation, with
19 justification, as to whether the entity should continue or sunset.
20 4. Composition – Must clearly state:
21 a. Authority for the appointment of members (AAO President, Speaker of the
22 House, constituent organizations or other)
23 b. Number of members
24 c. Member selection criteria (based on expertise, geographic needs or
25 other)
26 d. Chair selection process
27 e. Terms of member service defined
28 5. Reporting requirements – Must indicate when reports are due to the House of
29 Delegates and/or Board of Trustees.

1 **CHAPTER 3. RESPONSIBILITIES AND DUTIES**

2
3 **DUTIES OF COUNCILS AND STANDING COMMITTEES**

4 Amended May 2022

5 Amended April 2023

6 Amended April 28, 2025

- 7
- 8 1. **Committee on Conferences and Meetings:** The duties of this committee shall
- 9 be to: to be determined pending CCon policies review in 2025.
- 10
- 11 2. **Committee on Technology:** The duties of this committee shall be to:
- 12
- 13 a. Develop and provide objective resources to educate members about
- 14 technologies used in orthodontics that enhance patient care and/or
- 15 improve operational efficiencies to support adoption of proven
- 16 technologies;
- 17 b. Provide subject matter expertise on technology used in orthodontics or its
- 18 future use to other AAO Councils and Committees;
- 19 c. Develop positions on technology trends that have the potential to impact
- 20 orthodontics that can be used to educate members and guide advocacy
- 21 efforts; and
- 22 d. Recognize innovation in orthodontics through the Ortho Innovator Award,
- 23 New Products Showcase Award and awards that may be added in the
- 24 future.
- 25
- 26 3. **Council on Communications:** The duties of this council shall be to:
- 27
- 28 a. Encourage and support public and patient education in orthodontics;
- 29 b. Assist members in their public relations programs;
- 30 c. Enhance intra-professional relations for the improvement of the oral
- 31 health of the public; and
- 32 d. Inform members of available Association services/ materials/benefits.
- 33
- 34 4. **Council on Government Advocacy:** The duties of this council shall be to:
- 35
- 36 a. Study, consider and make recommendations to the Board of Trustees
- 37 and the House of Delegates concerning legislation that may affect the
- 38 practice of orthodontics;
- 39 b. Formulate and recommend policies related to legislative and regulatory
- 40 issues and to governmental agency programs; and
- 41 c. Monitor the action of governmental bodies and agencies and health
- 42 associations in regard to legislative and regulatory initiatives at state and
- 43 federal levels for those matters which may affect the specialty of
- 44 orthodontics.
- 45
- 46 5. **Council on Membership, Ethics and Judicial Concerns:** The duties of this
- 47 council shall be to:
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- a. Study all matters and develop programs relating to membership, including the recruitment of all qualified orthodontists as members;
- b. Study, maintain and promote the Principles of this Association; and
- c. Serve as this Association's body to hear disciplinary proceedings and appeals in accordance with these *Bylaws*.

6. **Council on Orthodontic Education:** The duties of this council shall be to:

- a. Study and make recommendations on all matters relating to orthodontic education; and
- b. Consult with all appropriate dental, educational and governmental organizations concerning orthodontic education.
- c. Appoint a committee to establish a liaison between COE and the Society of Educators (SOE). The committee members shall include the chair of COE and at least one other member of the council, selected by the members of COE. The duties of this committee shall be to:
 - I. Attend the annual meeting of the SOE;
 - II. Assist SOE in the organizing of its annual meeting;
 - III. Assist SOE with the development of its annual budget requests; and
 - IV. Add the SOE annual report to the COE meeting agenda for discussion.
- d. Forward the SOE annual report to the AAO Board of Trustees with any comments, recommendations or resolutions as council may desire to make.

7. **Council on Orthodontic Benefits:** The duties of this council shall be to:

- a. Consult and interact with appropriate organizations concerned with providing or facilitating the delivery of orthodontic health care;
- b. Study and make recommendations on all matters concerning third party reimbursement plans that are related to orthodontic care; and
- c. Study and make recommendations to improve the oral health care of the public by expanding access to quality orthodontic care.

8. **Council on Orthodontic Practice:** The duties of this council shall be to:

- a. Develop and conduct educational programs, seminars and conferences to assist orthodontists and their staffs in developing improved patient care, management and delivery systems for the benefit of their patients;
- b. Establish and maintain data on such matters as orthodontic office plans and designs, office procedures and practice arrangements, associations, transitions and dispositions;
- c. Address clinical and management problems that might arise due to orthodontic materials, devices, equipment and/or systems; and
- d. Develop programs to assist orthodontists and their staffs to satisfy regulatory requirements, and to develop recommended strategies to

1 initiate changes in these regulations, where indicated, which will be
2 referred to the Board of Trustees for referral to the appropriate council.
3

4 9. **Council on Scientific Affairs:** The duties of this council shall be to:
5

- 6 a. Encourage and sponsor the advancement of orthodontic research;
- 7 b. Recommend such awards for achievement in the field of orthodontic
8 research as established by this Association; and
- 9 c. Organize and maintain a research section at the annual session of this
10 Association.

11
12 10. **Council on New and Younger Members:** The duties of this council shall be to:
13

- 14 a. Promote the importance of AAO membership to new/younger
15 orthodontists and students;
- 16 b. Represent and promote the interests of new/younger members and
17 students to the AAO;
- 18 c. Provide a means of open communication and interaction among
19 new/younger members and students;
- 20 d. Develop and recommend member services directed at new/younger and
21 student members;
- 22
- 23 e. Develop and monitor interactive communication with new/younger
24 members and students;
- 25 f. Promote the development of future AAO leaders; and
- 26 g. Provide information to the Board of Trustees and existing councils,
27 committees and task forces concerning issues involving new/younger and
28 student members.
- 29 h. Members may be appointed to other councils or committees, as advisors
30 with full voting rights, as deemed appropriate by the AAO President and
31 CONYM Chair.

32 33 **DUTIES OF SPECIAL COMMITTEES**

34
35 1. **Special Committee on Inclusion and Engagement:** The duties of this
36 committee shall be to:
37

- 38 a. Work to support and inspire diverse groups within the AAO by helping to
39 develop tools and pathways to leadership so that many groups are
40 contributing as AAO Trustees, delegates and council members;
- 41 b. Identify obstacles for involvement in the AAO and make
42 recommendations to encourage changes in governance, communication
43 and recruitment that will help the unique needs and issues that diverse
44 orthodontists face and decrease the obstacles for AAO membership
45 among all members, but especially diverse members; and
- 46 c. Identify the unique needs and issues that face diverse orthodontists and
47 implement plans to address these needs and issues thereby increasing
48 the value of membership for all AAO members.

- 1
2 **2. Special Committee on Women Orthodontists:** The duties of this committee
3 shall be to:
4
5 a. Work to support and inspire women orthodontists by helping to develop
6 tools and pathways to leadership so that women are contributing as AAO
7 Trustees, delegates and council members;
8 b. Identify obstacles for involvement in leadership and make
9 recommendations to our current leaders. Encourage changes in
10 governance, communication and recruitment that will help shape the
11 governance, communication and recruitment that will help shape the
12 future of AAO leadership to reflect the diversity of its membership; and
13 c. Strive to recognize the unique needs and issues that face women
14 orthodontists and make recommendations to improve the value of
15 membership in the AAO for all members.
16

17 **DUTIES, PROGRAMS AND ASSIGNMENTS**

18

19 Councils and committees of the AAO are advisory, study and working bodies. Their authority is
20 limited to study and recommend within the organizational structure of the Association. Specific
21 duties of the individual councils and committees are defined above. The House of Delegates
22 and the Board of Trustees may assign other duties to a council or committee, as it deems wise.
23

24 An evaluation of assigned tasks should be made early in the fiscal year by the chair of the
25 council/committee. Members should then be informed and their suggestions solicited. There
26 should be active lines of communication established between members. This will be facilitated if
27 copies of any pertinent correspondence between members and the chair are sent
28 simultaneously to all members.
29

30 Council/committee areas of responsibility or assignment:
31

- 32 1. Reports should be submitted in a standardized form with resolutions at the
33 beginning of the report with narrative and substantiating documents following.
34
35 2. Care should be taken to ensure that recommendations and resolutions are:
36 a. Put in proper resolution form with financial implications.
37 b. Carefully considered and properly passed (i.e., that we do not have "what
38 if" type statements or "wouldn't it be a good idea if?").
39 c. Within the scope of the council/committee activities, or that they be
40 referred to another appropriate council/committee for review and/or ap-
41 propriate action (with staff coordination).
42
43 3. Council reports should include:
44 a. Standard attendance form including, time of beginning of meeting, time of
45 recess for lunch and reconvening, and time of adjournment.
46 b. Minutes should state the name of the maker of a motion and that it was
47 seconded (without name). All council/committee members should vote
48 (aye, no, or abstain). The chair may vote only to break a tie.

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4. Prepare a capsulized report of recommendations for review by appropriate individuals within the AAO who have the background or expertise within the AAO, ADA, or other appropriate organization with regard to the timeliness, appropriateness and/or impact on current AAO or ADA policy or practices, procedures, or operations (to avoid the appearances of our not having done their homework).
 5. Ensure by consensus of the council members, that the report conveys the thinking of the council/committee so that the Board liaison does not have to interpret council/committee thinking to the Board of Trustees.
 6. All council/committee members, and the Board liaison, must approve the report prior to its submission and allow for submission of minority reports properly signed by dissenting members with council/committee chair and Board liaison acknowledging a minority position was present.

RESPONSIBILITIES AND DUTIES OF COUNCIL/COMMITTEE MEMBERS*

February 20-22, 1993

Amended April 29-May 1, 1997

Amended February 21-23, 2008

Amended April 18-19, 2017

Amended August 19-20, 2022

Amended March 28, 2024

Amended November 21-22, 2025

For council positions, the constituent Trustee shall be responsible for monitoring and transmitting the following guidelines to the constituency when deemed appropriate.

Councils/committees and their members are expected to meet the following requirements:

- A. Council/committee members will attend regularly scheduled council/committee meetings, conference calls and extra meetings and actively participate in the normal operations of the council/committee. If council members cannot attend in-person meetings, an appropriate substitute may be appointed by the constituent Trustee, in collaboration with the council chair, Board liaison and staff liaison. If committee members cannot attend in-person meetings, an appropriate substitute may be appointed by the committee chair, in collaboration with the committee Board liaison and staff liaison. If an emergency arises on short notice and it is too late to obtain a substitute (such as illness, severe weather or cancellation of a flight) for an in-person meeting, telephone or videoconferencing to the meeting will be permissible provided the council/committee chair and Board liaison agree. All other requests for telephone or videoconferencing will be handled individually and must be approved by the chair.

For council/committee members who cannot attend virtual meetings, it shall be the chair's discretion whether substitutes should be sought and may be considered on a meeting-by-meeting basis. In cases where substitutes are

1 deemed appropriate, the above procedures for identifying substitutes on councils
2 and committees, respectively, will apply.

3
4 When council/committee members cannot attend meetings, their substitutes shall
5 have the right to vote in place of the regular members.
6

- 7 B. Following council meetings, a written report is to be submitted to the home
8 constituency. This report should include the proceedings of the council with
9 special emphasis on items that may pertain to the constituency region (the
10 transcribed draft minutes of the meeting are not an acceptable substitute).
11
- 12 C. Council members should be prepared to speak at the constituent Board meeting
13 of their Annual Session and/or ad interim meeting if there is information that the
14 council member feels they should bring forward verbally or if the constituent
15 requires a verbal presentation of the council report.
16
- 17 D. Council/committee members are encouraged to attend the AAO Annual Session,
18 and specifically to attend the House of Delegates sessions and Reference
19 Committee Hearings.
20
- 21 E. In the case of a planned absence (or resignation) on a council, it shall be the
22 responsibility of the constituent Trustee to ensure that the council member is
23 replaced and that the constituency is properly represented on the council and at
24 the meetings.
25
- 26 F. In the case of a planned absence (or resignation) on a committee, it shall be the
27 responsibility of the committee chair, in collaboration with the Board liaison and
28 staff liaison, to ensure that the committee member is replaced. Replacements on
29 committees should be approved by the Board of Trustees at its next meeting or
30 via electronic ballot if the appointment needs to be finalized before then.
31
- 32 G. In the case of a planned absence (or resignation) of a CONYM representative
33 who is serving as a liaison to other councils/committees, it shall be the
34 responsibility of the Board liaison and CONYM chair to ensure that the
35 representative is replaced.
36

37 For guidance, consult the Council and Committee Manual and the staff liaison to
38 the council/committee.
39

40 **Note: Upon approval of the House of Delegates, each new council member is to be sent a copy
41 of these guidelines.*

42 **RESPONSIBILITIES AND DUTIES OF BOARD LIAISONS**

43 April 28, 2025

44 Board liaisons' areas of responsibility or assignment:

- 45
46 1. Be given Board liaison assignments to council/committees for the next fiscal year
47
48

- 1 by the February Board.
- 2 2. Plan a meeting with the new council/committee chair and staff liaison at the AAO
- 3 Annual Session to begin communications and proper coordination and
- 4 prioritization for the year's activities and to establish a rapport between the
- 5 council/committee chair, staff liaison and Board liaison. The Board member
- 6 should be available to assist the council/committee chair and the staff liaison in
- 7 developing an appropriate partnership.
- 8 3. Continue to communicate with the council/committee chairs by email and/or
- 9 telephone throughout the year and especially just prior to council/committee
- 10 meetings.
- 11 4. Be prepared to aid in delineating council/committee responsibilities with regard to
- 12 tasks assigned to it by the House of Delegates and Board of Trustees.
- 13 5. Be prepared to fully report the actions of the council/committee during Board
- 14 meetings but not be placed in the position of being responsible for being an
- 15 advocate for the council/committee, its report, or recommendations.
- 16 6. Review and approve all council/committee reports prior to their submission to the
- 17 Board of Trustees or House of Delegates. (This will prevent Board liaisons from
- 18 being in the position of being unaware of what is in the report submitted to the
- 19 Board).
- 20 7. Advise the President if there is a need for the council/committee chair to present
- 21 the council report to the Board. (Properly prepared reports should minimize this
- 22 need).
- 23 8. Develop or provide Board guidelines--what to say, when to say it, how to say it,
- 24 why to say it, and if it should be said.
- 25 9. Work with the council/committee chair to prioritize agenda items to meet House
- 26 and Board directives.
- 27 10. Are free to express their personal viewpoints or opinions in council/committee
- 28 meetings but should be careful not to dominate discussion or attempt in any way
- 29 to discourage independent action by a council/committee which may be at total
- 30 variation with the Board liaison's viewpoint.
- 31 11. Encourage councils/committees to complete work on each issue and submit
- 32 completed resolutions in proper form to the Board of Trustees.
- 33 12. Be familiar with previous policy decisions of the AAO with regard to the
- 34 council's/committee's area of duties and advise the council/committee if they are
- 35 contemplating any action contrary to policy. (Policies with regard to
- 36 councils/committees will have to be properly collated).
- 37 13. Advise the council/committee if they are taking any action which would seem to
- 38 establish policy for the AAO because a council/committee cannot establish AAO
- 39 policy.
- 40 14. Act as informal liaison from the council/committee to the Board of Trustees if the
- 41 council/committee wants guidance or opinion before taking any formal action on
- 42 any matter before it.
- 43 15. If they have experience or expertise on a subject before the council/committee,
- 44 offer ideas and/or suggestions, but not dominate the discussion.
- 45 16. Attempt to convey the thoughts of the Board of Trustees and try to clarify for the
- 46 council/committee any ambiguity that may exist in the language with which the
- 47 assignment was transmitted.
- 48

1 **RESPONSIBILITIES AND DUTIES OF STAFF LIAISONS**

2 Amended April 28, 2025

3
4 Staff liaisons' area of responsibility or assignment:

- 5
6 1. Prepare agendas and supporting documents at the direction of the
7 council/committee chair to be sent prior to all meetings to the members of the
8 council/committee.
9 2. Collate current council/committee policies for the councils/committees.
10 3. Assist with planning a meeting of the incoming council/committee chair, Board
11 liaison and staff liaison at the Annual Session to establish policies, guidelines,
12 and parameters of and for council/committee activities, responsibilities and
13 assignments.
14 4. Coordinate and collate inter-council/committee activities and/or referrals.

15
16 **RESPONSIBILITIES AND DUTIES OF COUNCIL/COMMITTEE CHAIRS**

17 Amended November 19-21, 1999

18 Amended April 28, 2025

19 Amended November 21-22, 2025

20
21 Council/Committee chairs area of responsibility or assignment:

- 22
23 1. Incoming chairs should meet with the incoming Board liaison and staff liaison at
24 the AAO Annual Session to coordinate activities for the ensuing year.
25 2. The chair should assume responsibility that proper and prioritized agenda is
26 prepared for council meetings and is distributed to those concerned and so
27 designated (see staff activities).
28 3. The chair should assume responsibility that the annual council/committee report
29 properly conveys the feelings of the council/committee so that the report stands
30 on its own merit, has been properly reviewed by council/committee members and
31 the Board liaison, and is submitted in a timely fashion prior to the first session of
32 the House of Delegates (deadlines to be communicated by Executive Office
33 staff).
34 4. The chair should be informed that they are encouraged to attend each session of
35 the House of Delegates.
36

37 **RESPONSIBILITIES AND DUTIES OF COUNCIL/COMMITTEE VICE-CHAIRS**

38
39 Council/Committee vice-chairs area of responsibility or assignment:

- 40
41 1. The vice-chair shall attend all meetings where the chair is present regarding
42 agenda planning for council/committee meetings.
43 2. The vice-chair shall serve as acting chair for any council/committee meetings
44 whenever the chair is absent.
45 3. The vice-chair shall serve as interim chair of their council/committee in the event
46 of an unexpected vacancy by the chair and then ascend to the council/committee
47 chair in the following year.

1 **CHAPTER 4. MEMBERSHIP**

2
3 Amended May 2020
4 Amended April 28, 2025
5

- 6 1. **Councils:** Each council shall consist of one member from each constituent
7 organization, except that (1) COE shall also include one member nominated by
8 the American Board of Orthodontics, (2) COSA shall include the Editor-in-Chief
9 of the *American Journal of Orthodontics and Dentofacial Orthopedics (AJO/DO)*
10 as an ex officio member without the right to vote, and (3) the members elected by
11 the constituent organizations to CONYM shall have graduated from an accredited
12 orthodontic program within no more than six years from the time of their
13 appointment, and such council shall also include two representatives selected by
14 constituent organizations (on the following rotational basis: MSO/RMSO,
15 SAO/SWSO, MASO/PCSO and GLAO/NESO) from nominations submitted by
16 accredited orthodontic programs, who must be enrolled in an accredited
17 orthodontic program and be student members of the AAO in good standing, and
18 (4) a new and younger member will be appointed as an advisor with full voting
19 rights to other councils as deemed appropriate by the President and CONYM
20 chair. This liaison should be a member of CONYM, or if not available, a
21 participant in a recent AAO Leadership Development Conference. At least one
22 member of the Board of Trustees, as designated by the President-elect prior to
23 the start of the council year, shall serve as Board liaison, without the right to vote.
24 2. **Committees:** Each committee shall consist of the number of voting members
25 authorized by the enabling House of Delegates resolution or Board of Trustees
26 motion, except that a new and younger member will be appointed as an advisor
27 with full voting rights to committees as deemed appropriate by the President and
28 CONYM chair. This liaison should be a member of CONYM, or if not available, a
29 participant in a recent AAO Leadership Development Conference. At least one
30 member of the Board of Trustees, as designated by the President-elect prior to
31 the start of the committee year, shall serve as an ex officio member of each
32 committee as Board liaison, without the right to vote.
33

34 **TERM OF OFFICE**

35 Amended February 16-17, 2024
36 Amended November 21-22, 2025
37

38 The term of office of members of councils/committees shall be two (2) years. The consecutive
39 tenure of a member of all councils/committees shall not exceed six (6) years, provided that a
40 member who fills a vacancy for a partial term shall be eligible to be elected for three (3) full
41 terms. Approved exceptions include:

- 42
43 1. **CCon** – Members are eligible to serve one four-year term followed by one two-
44 year term. A member who fills a vacancy for a partial term (no more than two
45 years) shall be eligible to be elected for two (2) full terms.
46 2. **CONYM** – The consecutive tenure of a member of CONYM shall not exceed four
47 years, provided that a member who fills a vacancy for a partial term shall be
48 eligible to be elected for two full terms, and further, no member of CONYM shall

1 serve past the tenth anniversary of graduation from the member's orthodontic
2 program. CONYM representatives or new and younger members appointed to
3 serve as liaisons to other councils/committees shall serve renewable one-year
4 terms on those respective councils/committees.
5

6 In the event that the maximum consecutive tenure is reached by more than two members of a
7 single council/committee in a single year, excluding consultants, the two resident
8 representatives on CONYM and CONYM representatives serving on other councils/committees,
9 the council/committee can choose to extend the term of up to two (2) of the members of the
10 council/committee whose term has reached maximum consecutive tenure by a maximum of one
11 (1) year. The member will be selected by council/committee. The council/committee reports,
12 with recommendations to the House of Delegates for nominations, shall be submitted to the
13 Board of Trustees at the February meeting.
14

15 On an annual basis, and prior to constituent organization annual meetings, staff in the AAO
16 Executive Office will provide council/committee chairs, Board liaisons and staff liaisons a
17 schedule of council/committee members whose terms are scheduled to expire at the end of the
18 council/committee year and/or renew their terms at the beginning of the next council/committee
19 year. The chair, Board liaison and staff liaison should review expiring terms to determine
20 whether any term extensions or staggering of terms are needed.
21

22 The council/committee chair should also coordinate with the renewing members to determine
23 whether they have interest in renewing their terms, as opposed to automatically renewing them
24 at the end of the year. In the event a council member does not wish to renew their term, the
25 constituent Trustee should notify the constituent to identify a replacement. In the event a
26 committee member does not wish to renew their term, the committee should begin to identify a
27 replacement.
28

29 **VACANCIES AND ABSENCES**

30 Amended August 19-20, 2022

31 Amended April 28, 2025

32 Amended November 21-22, 2025
33

- 34 1. **Council vacancies:** In the event of an unexpected vacancy in the membership
35 of any council, the constituent Trustee and Board liaison for the respective
36 council shall notify the AAO President. The constituent Trustee and respective
37 constituent organization shall secure a nomination for a replacement by a
38 predetermined deadline, and the constituent Trustee and Board liaison shall
39 report this nomination to the President.
40

41 The President shall appoint the nominee, an active member or other categories
42 as permitted in AAO Bylaws Article VIII. C. 3. a., to fill such vacancy until a
43 successor is elected. A successor shall be elected at the ensuing session of the
44 House of Delegates for the remainder of the unexpired term. In the event such
45 vacancy involves the chair of the council, vice-chair shall be named interim chair
46 for the remainder of the term. In such case, the vice-chair will be eligible to serve
47 a full year as chair. In the event such vacancy involves the vice-chair of the

1 council, the council shall nominate a new vice-chair with recommendation to the
2 Board of Trustees by their next meeting.

- 3
4 2. **Committee vacancies:** In the event of an unexpected vacancy in the
5 membership of any committee, the Board liaison shall notify the AAO President.
6 The Board liaison, in collaboration with the committee chair, shall secure a
7 nomination for a replacement by a predetermined deadline, with first
8 consideration given to a member from the same constituent as the vacated
9 member. The Board liaison shall report this nomination to the President or
10 Speaker of the House, depending on which body (Board of Trustees or House of
11 Delegates) is responsible for appointing/approving new members of the
12 committee.

13 The President or Speaker of the House shall appoint the nominee, an active
14 member, to fill such vacancy until a successor is identified. If possible, a
15 successor shall be identified to serve the remainder of the unexpired term by the
16 ensuing session of the House of Delegates. In the event such vacancy involves
17 the chair of the committee, the vice-chair shall be named interim chair for the
18 remainder of the term. In such case, the vice-chair will be eligible to serve a full
19 year as chair. In the event such vacancy involves the vice-chair of the committee,
20 the committee shall nominate a new vice-chair with recommendation to the
21 Board of Trustees by their next meeting.

- 22
23 3. **Council meeting absences:** In the event a council member is unable to attend a
24 meeting, the constituent Trustee and the Board liaison for the respective council
25 shall notify the constituent organization regarding an imminent absence. The
26 respective constituent organization involved shall appoint an active member as a
27 substitute by a predetermined deadline, to serve on such council for that meeting
28 only. The appointed member shall have full voting privileges for that meeting
29 only. If the CONYM representative or new and younger member serving as a
30 liaison is unable to attend a meeting, the CONYM Board liaison in consultation
31 with the CONYM chair shall appoint another CONYM representative to serve as
32 a substitute for that meeting only. If the council member absence involves the
33 chair, the vice-chair shall serve as acting chair for that meeting only.

- 34
35 4. **Committee meeting absences:** In the event a committee member is unable to
36 attend a meeting, the committee chair and Board liaison shall appoint an active
37 member as a substitute to serve on such committee for that meeting only. When
38 appropriate, as determined by the committee chair in consultation with the Board
39 liaison, first consideration for the substitute should be given to a member from
40 the same constituent as the absentee. The appointed member shall have full
41 voting privileges for that meeting only. In the event the committee member
42 absence involves the chair, the vice-chair shall serve as acting chair for that
43 meeting only.

44 **NOMINATING PROCEDURES FOR COUNCIL/COMMITTEE MEMBERSHIP**

45 August 9-10, 1980

46 Amended April 29-May 1, 1997

47 Amended April 28, 2025

1 Amended November 21-22, 2025

2
3 On an annual basis, and prior to constituent organization annual meetings, staff in the AAO
4 Executive Office will provide constituent Executive Directors and Trustees a report containing
5 imminent vacancies in councils and pertinent committees (i.e., if members are selected by
6 constituents). The constituent Executive Directors and constituent Trustees shall then present
7 such appropriate information to their respective constituent organizations for review and
8 consideration. Trustee reports, with recommendations to the House of Delegates for
9 nominations, shall be submitted to the Board of Trustees by the February meeting each year. If
10 a constituent is unable to secure a nomination in time for the February meeting, it may be
11 submitted at the pre-Annual Session meeting of the Board of Trustees.

12
13 New committee members shall be nominated by the committee(s) with the open position(s).
14 Committees conducting searches for open positions, except those with unexpected vacancies,
15 shall use open calls to the general AAO membership to identify candidates. Each committee
16 should utilize a separate application, although multiple applications may be included within a
17 single member communication. Open calls may specify the type(s) of candidates each
18 committee is looking to have represented from the open positions (i.e., skills or demographics);
19 however, AAO legal staff should be consulted before any communications of this nature are
20 distributed.

21
22 Recommendations for new members should be made to the Board of Trustees for approval by
23 the February meeting prior to the start of the new members' terms. If a committee is unable to
24 secure a nomination in time for the February meeting, it may be submitted at the pre-Annual
25 Session meeting of the Board of Trustees.

26 **COUNCIL/COMMITTEE MEMBER ORIENTATION**

27 August 19-20, 2011

28
29
30 Orientation of new council/committee members is a collective effort by the council/committee
31 chair, Board liaison, staff liaison and other key stakeholders. Procedures to help effectively
32 onboard these new members are as follows:

- 33
- 34 1. The primary contact to the council/committee shall be the AAO staff liaison.
35 Newly-appointed council/committee members will be contacted by the staff
36 liaison within one week of the Annual Session at which they are elected to the
37 council/committee. The liaison will offer to be a contact for any
38 logistical/operational questions and forward information pertinent to the
39 council/committee they may need, including minutes and reports for the previous
40 three years to help them get a feel of the work being done. The staff liaison will
41 also let the new members know who the council/committee chair and Board
42 liaison are and inform them that they should expect to hear from both of these
43 individuals.
 - 44 2. The council/committee chair and Board liaison will follow up individually via email
45 or phone after the new member has been contacted by staff. An offer should be
46 made to schedule an introductory call with the new council/committee
47 member(s).

- 1 3. Outgoing council representatives will be encouraged by their constituent
2 organization to pass on their expertise to incoming council member. This should
3 be a constituent function.
- 4 4. The council/committee chair may assign a council/committee member to serve
5 as mentor to a new council/committee member.
- 6 5. On an annual basis, and following the conclusion of the Annual Session, a virtual
7 orientation will be held to help orient new council/committee members in their
8 roles as council/committee members. This orientation will be facilitated by the
9 AAO President, or their designee(s), and will include information on AAO
10 governance, responsibilities of council/committee members and the roles of the
11 Board of Trustees, House of Delegates and AAO staff in relation to
12 councils/committees.

1 **CHAPTER 5. CHAIR AND VICE-CHAIR**

2 Amended August 16-17, 2024

3 Amended April 28, 2025

4 Amended November 21-22, 2025

5

6 One member of each council/committee shall be appointed annually by the Board of Trustees,
7 from at least one nomination submitted by each respective council/committee, to serve as vice-
8 chair for one year and automatically ascend to chair the following year. In the event that the
9 nomination(s) presented by the council/committee are not satisfactory to the Board of Trustees,
10 the Board shall have the privilege of referring it back to the council/committee for additional
11 nominations. In the event a council/committee shall fail to submit a nomination, the vice-chair
12 shall be nominated and appointed by the Board of Trustees. Council/committee chairs and vice-
13 chairs shall not be eligible for reappointment. CONYM representatives or new and younger
14 members appointed to serve as liaisons to other councils/committees are not eligible to serve as
15 chair or vice-chair of any other councils/committees.

16

17 **COUNCIL/COMMITTEE VICE-CHAIR NOMINATIONS**

18 Amended February 20-22, 1993

19 Amended April 29-May 1, 1997

20 Amended August 20-21, 1999

21 Amended April 30, 2020

22 Amended August 16-17, 2024

23 Amended April 28, 2025

24 Amended November 21-22, 2025

25

26 Each year council/committee members, in office at the time of the meeting at which nominations
27 are made for a vice-chair, shall make nominations for the vice-chair for the following year.

28

29 At least one individual shall be nominated for vice-chair for the ensuing year. After this
30 individual(s) is nominated, the voting council/committee members shall vote by written ballot for
31 their choice for vice-chair and give the ballots uncounted to the Board liaison. If the nomination
32 for vice-chair is during a virtual meeting, ballots are to be emailed to the Board liaison
33 immediately after the meeting. The ballot results shall be available to the Board of Trustees for
34 selection of vice-chair at their next meeting and should be submitted by the February Board
35 meeting. The ballot results and names of the nominees for vice-chairs shall always be
36 discussed in closed session.

37

38 **COUNCIL/COMMITTEE CHAIR ATTENDANCE AT REFERENCE COMMITTEES**

39 December 7-8, 1991

40

41 Council/Committee chairs or their council/committee member designee should be available as a
42 resource during all reference committee hearings during the AAO Annual Session.

43

44 **COUNCIL/COMMITTEE CHAIR ATTENDANCE AT BOARD MEETINGS**

45 May 1-6, 2006

46

47 At the invitation of the President, Chief Executive Officer, and/or Board liaison, the chair of a
48 council or committee shall attend the appropriate meeting of the AAO Board of Trustees either

1 in person or via conference call to explain the rationale for their council/committee
2 recommendation(s) to the Board and to provide background information. Upon approval of
3 attendance in-person, the funds for attending shall be allocated from undesignated net assets.
4

5 **COUNCIL/COMMITTEE CHAIRS-ELECT MEETING**

6 April 27-29, 2004
7 Amended April 28, 2025
8 Amended November 21-22, 2025
9

10 Incoming chairs of councils/committees are expected to attend the chairs-elect meeting held
11 each year at the AAO Annual Session. Incoming vice-chairs are invited to attend the chairs-
12 elect meeting held each year at the AAO Annual Session. If attendance by the incoming chair is
13 not possible, the incoming vice-chair will serve as their substitute. If attendance by the incoming
14 chair or vice-chair is not possible, an appropriate substitute from the council/committee may
15 attend.
16

17 That upon approval of the above policy amendments, each applicable AAO council and
18 committee shall hold an election for chair and vice-chair, using the procedures already in place
19 for chairs, for the 2026-27 council and committee year, which shall be submitted to the Board of
20 Trustees for their February 2025 meeting.
21

22 That current council and committee chairs who are in their first year will be allowed to serve a
23 second year as chair if they are nominated/elected for 2026-27.
24
25

1 **CHAPTER 6. SUBCOMMITTEES, CONSULTANTS AND AT-LARGE MEMBER ADVISORS**

2
3 Amended April 28, 2025

- 4
5 1. **Subcommittees:** At times, councils/committees may need to form
6 subcommittees to more narrowly focus on specific projects or tasks. When doing
7 so, subcommittees should be appointed a staff liaison to attend subcommittee
8 meetings, record meeting minutes and for subcommittees to use as a resource in
9 their work. The Board liaison to the council/committee should also attend
10 subcommittee meetings as deemed appropriate by the council/committee chair.

11
12 Any subcommittees formed by a council or committee may include up to two
13 members who are not regular members of the council/committee. Such member
14 appointments should be approved by the council/committee chair and Board
15 liaison. Subcommittee members who are not regular members of the
16 council/committee may vote within the subcommittee only and are not eligible for
17 travel to in-person meetings or reimbursement of travel expenses unless
18 otherwise approved by the Board of Trustees.

19
20 Councils/committees should also consider forming cross-functional
21 subcommittees with other councils/committees when collaboration is needed.
22 When doing so, the chairs of the councils/committees involved should appoint
23 the appropriate members from their respective councils/committees to serve.

- 24
25 2. **Consultants:** Consultants to councils and committees may be retained on
26 recommendation of the council or committee to the Board of Trustees. If the need
27 has been identified after consultation with the appropriate Board liaison, the
28 Board of Trustees may appoint such consultant. Whenever possible, reports are
29 requested from consultants or representatives appointed by the Board of
30 Trustees to any organization, council or committee. Appointments will be made
31 only for a specific purpose and/or a specific meeting(s) of a council or committee.
32 The council/committee chair or staff liaison shall prepare a written statement of
33 goals to make certain the consultant(s) understand(s) the purpose and need for
34 the consultation for presentation to the Board prior to the appointment of the
35 consultant(s). Consultants should be present only when their input is required;
36 they shall be excused prior to council/committee deliberations. Guests may be
37 invited for special presentations or consultation and shall be excused prior to any
38 related discussion or other council/committee deliberations.

- 39
40 3. **At-large Member Advisors:** A council/committee shall have the authority to
41 recommend up to two at-large member advisors with full voting rights for
42 appointment by the Board of Trustees for full council/committee membership in
43 accordance with this Council and Committee Manual. The term of office of at-
44 large member advisors shall be at the discretion of the Board, not to exceed six
45 (6) consecutive years. At no time should service on a council/committee exceed
46 eight (8) consecutive years. Such recommendation should be made upon need
47 for the at-large member advisors' expertise and/or council/committee continuity.

1 **CHAPTER 7. MEETINGS OF COUNCILS/COMMITTEES**

2
3 August 1996
4 Amended May 2020
5 Amended February 16-17, 2024
6 Amended April 28, 2025

7
8 Councils and committees should hold one (and no more than one) in-person meetings each
9 year, if budgeted and if necessary, to adequately transact business. Approved exceptions
10 include the AAO Political Action Committee (AAOPAC) and Council on Government Advocacy
11 (COGA), each of which may meet twice per year. The Board of Trustees may authorize a
12 council/committee to hold an additional in-person person if needed. Meetings should be held
13 well before the time of the Annual Session, preferably at AAO Headquarters in St. Louis,
14 Missouri.

15
16 Only the following persons may be present during regular council or committee deliberations:
17 voting members, Board liaison and staff liaison(s). Additionally, the Board liaison and staff
18 liaison shall be included in any in-person or virtual meeting to be held by a council or committee.
19 Others may attend the meeting at the discretion and consent of the council/committee chair and
20 Board liaison.

21
22 Members are expected to attend all meetings and respond promptly to all correspondence.
23 Whenever possible, meetings should be scheduled, and members notified at least three months
24 in advance.

25
26 **QUORUM**

27
28 A majority of the members of any council/committee shall constitute a quorum.

29
30 **MINUTES**

31 August 19-21, 1995
32 Amended February 16-17, 2024

33
34 All meeting minutes shall be initially prepared by the staff liaison and sent to the council or
35 committee chair and Board liaison in draft form no later than two weeks from the close of the
36 meeting. Upon approval by the chair and Board liaison, the minutes shall be sent to all
37 council/committee members with the opportunity to provide feedback. The staff liaison will verify
38 the validity of any suggested additions or corrections utilizing available records and report all
39 additions or corrections in their verification at the next meeting of the council or committee prior
40 to the formal approval of the minutes.

41
42 Council/committee members may take contemporaneous written notes for their personal use,
43 but audio and/or video recordings by council/committee members is not permitted. All approved
44 minutes shall be maintained at the AAO central office and shall be available for inspection and
45 copying to members of the council, committee, Board, staff, and others as approved by the
46 President and/or CEO. Approved and/or draft minutes shall not be distributed to constituent
47 organizations and others without specific authorization.

1 **CLOSED SESSION GUIDELINES**

2 August 22-23, 2003
3 Amended May 7, 2018
4 Amended April 28, 2025

5
6 In the course of AAO council/committee meetings, a closed session may be used for discussion
7 of sensitive or confidential matters. A closed session includes only those voting members of the
8 council/committee, as well as the Board liaison, and may include other advisors (i.e., non-voting
9 members, legal counsel, staff liaison) or consultants if they are invited by the council/committee
10 to attend. Councils/committees may enter closed session upon a duly adopted motion. Exiting a
11 closed session also requires a duly adopted motion.

12
13 It is imperative that all information revealed or discussed during a closed session remains
14 confidential. Such confidentiality should be maintained indefinitely and regardless of how
15 insignificant the material may appear. This is particularly true where legal counsel is involved in
16 the meeting because the attorney/client privilege may be breached by such disclosure (which
17 would have significant ramifications for the Association). Therefore, no information revealed or
18 obtained during a closed session should be divulged to anyone, including spouses, other
19 colleagues within the Association, etc.

20
21 Minutes of closed sessions should be kept, reporting only the times that closed session was
22 entered into and exited, as well as action that was taken, if any. Such minutes shall be made
23 available only to the Board of Trustees, House of Delegates and those in attendance at the
24 session unless the council/committee approves of making them available to others. Minutes of
25 closed sessions shall be reported to the Board of Trustees within regular council/committee
26 reports to the Board and may be reported to the House of Delegates within the annual
27 council/committee report if the topic is deemed by the council/committee to warrant visibility to
28 the House.

29
30 **SCHEDULING OF MEETINGS**

31 February 19-21, 1999

32
33 Every effort shall be made not to schedule meetings of the Board of Trustees, councils,
34 committees, etc. of the AAO in conflict with constituent ad-interim meetings. The AAO-related
35 organizations shall be requested to honor AAO's Board policy.

36
37 **MEETINGS OF COUNCILS/COMMITTEES AT ANNUAL SESSION**

38
39 Meetings of councils/committees at the Annual Session are to be discouraged. However, there
40 are times that a meeting at the Annual Session would be beneficial to the AAO. These meetings
41 will be permitted under the following conditions:

- 42
43 1. The Board liaison and staff liaison must be present for the meeting.
44 2. The meeting and the agenda must be approved in advance by the
45 council/committee chair and Board liaison. The business to be conducted must
46 be of a nature that it cannot be handled at a regularly scheduled
47 council/committee meeting. No votes may be taken at this meeting.

- 1 3. There will be no reimbursement for travel expenses or lodging. The AAO will
- 2 arrange and pay for the meeting space and any necessary meals.
- 3 4. This policy also applies to subcommittee meetings of a council/committee.
- 4
- 5 Staff in the Executive Office will distribute this policy annually to all councils, committees,
- 6 Trustees and staff liaisons as a reminder.

1 **CHAPTER 8. VOTING**

2
3 **ELECTRONIC BALLOT**

4 February 21-23, 2002

5
6 Through the use of unanimous consent by electronic ballot, any council/committee may take any
7 action without convening a meeting. The consent to the action taken must be in writing, must set forth
8 the action so taken, and must be executed by each voting member of the council/committee.

9
10 The provisions of the AAO *Bylaws* (Article VI, Section I) regarding "Action without a Meeting"
11 shall be implemented utilizing the following criteria:

- 12
13 1. An electronic ballot will be invalid unless pre-authorized by the chair of the
14 council, committee or task force.
15
16 2. Matters brought to the council, committee or task force by electronic ballot will be
17 capable of a "yes", "no", "abstain" decision;
18
19 3. Such matters should have been already discussed by the council, committee or
20 task force or be accompanied by a thorough evaluation of the pros and cons of
21 the issue; and
22
23 4. The form of the ballot will be such that the voting member of the council,
24 committee or task force shall be first asked to vote upon whether the matter at
25 issue is appropriate for solution by electronic ballot:

26
27 I favor (_____) do not favor (_____), deciding this issue by mail ballot.

28
29 According to Missouri laws, if one member votes no, the electronic ballot is void.
30 The chairman will make the decision as to how to proceed (conference call, place
31 on next meeting's agenda, etc.)

32
33 (Through the use of unanimous written consent, the council, committee or task
34 force or any committee thereof may take any action without convening a meeting.
35 The consent to the action taken must be in writing, must set forth the action so
36 taken, and must be executed by each member of the council, committee or task
37 force, or committee thereof, taking the action). I support (_____) oppose (_____)
38 the action proposed on this issue.

39
40 **BALLOT VOTING PROCEDURES**

41 August 22-23, 2003

42
43 In the course of AAO council and committee meetings, the process of ballot voting may be used
44 as to certain issues. This approach is typically used in relation to election of chairs and other
45 sensitive or important matters.

46
47 The AAO follows the rules set forth in *The Standard Code of Parliamentary Procedure*, by the
48 American Institute of Parliamentarians, 2nd Edition. Per the Code, a ballot vote is required when

1 mandated by the AAO's Bylaws and may be ordered upon a motion approved by majority vote
2 to vote by ballot on a particular question.

3
4 A ballot vote, by definition, allows council and committee members to express their decisions
5 without revealing that decision to anyone else on the council or committee. As such, secrecy is
6 the principal reason for a ballot vote. Therefore, it is imperative that the ballot votes of council
7 and committee members be, and remain, secret. A breach of the secrecy attendant to ballot
8 votes may result in harm to the Association because it is possible that a court could invalidate
9 the vote.

10
11 AAO *Bylaws* and applicable parliamentary procedure allow for the substitution of members
12 when they are unable to attend meetings. It is important to remember that, in such case, the
13 vote of a properly selected substituting member in attendance is counted as to all issues upon
14 which votes are taken.

1 **CHAPTER 9. COUNCIL/COMMITTEE REPORTS**

2
3 Amended February 20-22, 1993

4 Amended April 29-May 1, 1997

5 Amended April 28, 2025

6
7 Councils/Committees are responsible for keeping the House of Delegates and/or Board of
8 Trustees informed of issues and activities through regular reports submitted to either or both
9 governing bodies. It shall be the duty of the council/committee chair, in cooperation with the
10 Board and staff liaisons, to ensure all reports are submitted as required and at the proper times.
11

- 12 1. Council/committees shall submit an annual report to the House of Delegates and
13 a copy thereof to the Board of Trustees. Annual reports should follow the format
14 adopted by the House of Delegates and are due in advance of the first session of
15 the House of Delegates for each Annual Session (deadlines to be communicated
16 in advance by Executive Office staff). Council/committee reports to the House of
17 Delegates should include:
- 18 a. A statement of the question, subject, or work assigned to the
 - 19 council/committee, and any important instructions given to it.
 - 20 b. A brief explanation describing how the council/committee performed its
 - 21 work.
 - 22 c. Specific programs, with appropriate program titles (either underlined or
 - 23 bold-typed), should be presented separately.
 - 24 d. A description of the work that the council/committee performed or, in the
 - 25 case of a deliberative or investigative committee, its findings and
 - 26 conclusions.
 - 27 e. The names of each council/committee member.
 - 28 f. All meetings should be reported. Specific reference to dates, location,
 - 29 attendance and additional appropriate information should be submitted.
30
- 31 2. In addition to annual reports, councils/committees shall submit interim reports to
32 the Board of Trustees whenever business is conducted between Board meetings.
33 All interim reports shall be in writing and follow the format adopted by the Board
34 of Trustees. A copy of the minutes from council/committee meetings are
35 generally acceptable as report submissions unless a specific report is requested.
36 Council/Committee reports to the Board of Trustees are due to the Executive
37 Office in advance of each Board meeting (deadlines to be communicated in
38 advance by Executive Office staff).
39
- 40 Council/Committee reports to the Board of Trustees should be as brief as
41 possible, consistent with clarity. Reports should provide the background
42 necessary for an understanding of any recommendations the council/committee
43 is making and presenting for decision by the voting body.
- 44
- 45 3. Recommendations from councils/committee to the House of Delegates or Board
46 of Trustees should not be included in the body of reports and should be
47 submitted separately. Each recommendation should be in the form of a motion or

1 resolution to be presented, discussed, and acted on by the appropriate voting
2 body. It is extremely important that the motion or resolution should be stated in a
3 form that will allow the voting body to vote directly on the proposal itself, rather
4 than whether to agree or disagree with the recommendation of the
5 council/committee.
6

- 7 a. Phrasing the motion:
8 i. Should be concise and clear
9 ii. Should be stated in the affirmative
10

- 11 b. Phrasing the motion in resolution form:
12

13 Avoid prefacing statements introduced by the word whereas and stating
14 the reasons for the resolution. Such statements contained in the whereas
15 sometimes are the cause of disagreement and misunderstandings.
16

17 A resolution is usually introduced in such a form as:
18

19 "RESOLVED, that the AAO develop guidelines for involvement in
20 alternate delivery programs, and be it further,
21

22 RESOLVED, that these guidelines be reported back to the 2000 House of
23 Delegates."
24

- 25 c. Motions and resolutions shall include the budgetary implications of the
26 requested action. Budgetary implications shall be stated in specific dollar
27 amounts with details; or, if no budgetary implications, it should be stated
28 as "None."
29

- 30 4. Response to assignments from the House of Delegates and/or Board of Trustees
31 should be presented separately and designated as such ("Response to
32 Assignments from the 20XX House of Delegates").
33

- 34 5. Prior to finalizing a report, copies shall be distributed to each council or
35 committee member for approval. If no objections are received by the chair within
36 a reasonable amount of time as communicated when the report is sent, it shall
37 stand approved by the council or committee as distributed.
38

39 A member(s) not so approving, has the privilege of submitting a written minority
40 opinion which must then accompany the finalized report.

1 **CHAPTER 10. FINANCIAL POLICIES**

2
3 **FINANCIAL GUIDELINES, Re: Sponsored Meetings and Conferences**

4 May 9-11, 1995

5 Amended February 20-22, 2003

6 Amended May 1-3, 2006

7 Amended May 14-15, 2007

- 8
9 1. AAO members whose council/committee is involved in organizing a stand-alone
10 meeting or conference not in conjunction with the AAO Annual Session or an
11 adjunct meeting or conference in conjunction with the AAO Annual Session:
12 a. Will be exempt from paying the registration fee; and
13 b. Will be reimbursed for all reasonable expenses associated with the
14 meeting/conference except for special events or entertainment which is
15 optional and not included in the general registration fee. Meals and
16 transportation expense reimbursement must not conflict with other
17 existing policy.
18 2. AAO members whose council/committee is involved in organizing only a segment
19 of such a stand-alone meeting or conference will be exempt from paying the
20 registration fee.
21 3. AAO councils/committees who wish to co-sponsor such a stand-alone meeting or
22 conference will form a special meeting committee. Representation on such
23 committee shall be equally divided between the co-sponsoring
24 councils/committees with a maximum total number of 8 members on the
25 committee. Members of that committee:
26 a. Will be exempt from paying the registration fee; and,
27 b. Will be reimbursed for all reasonable expenses associated with the
28 meeting/conference, except for special events or entertainment which is
29 optional and not included in the general registration fee. Meals and
30 transportation expense reimbursement must not conflict with other
31 existing policy.
32 4. Spouses accompanying an involved member:
33 a. Will be required to pay the established registration fee.
34 b. Will be responsible for their dining and related expenses.

35
36 **COUNCIL, COMMITTEE AND CONSULTANT TRAVEL**

37 August 20-21, 2010

38 Amended February 17-18, 2018

39 Amended April 30-May 1, 2019

- 40
41 1. Council members, committee members, consultants and task force members
42 shall be reimbursed economy class airfare, ground transportation and other
43 actual expenses for meetings they are authorized to attend on official AAO
44 business. These members will be reimbursed for 14-day advance purchase
45 economy airfare (full fare economy tickets will not be reimbursed except for
46 official trips that require a last minute booking) for official AAO travel.

- 1 2. Council members, committee members, task force members and consultants are
2 provided with \$500,000 travel accident insurance when traveling on AAO official
3 business.
4

5 **GENERAL EXPENSE POLICIES FOR BOARD, COUNCIL, COMMITTEE MEMBERS**

6 Amended April 28, 2025
7

- 8 1. Members may elect to drive to meetings. In these instances, the member will be
9 reimbursed the standard IRS mileage rate not to exceed economy class airfare
10 from nearest major airport.
11 2. Members will be reimbursed for car rental only when the use of a car is more
12 cost effective than use of a taxi or courtesy van, when necessary for relevant
13 business or when airfare savings can be realized. Reimbursement will be for
14 “intermediate” size unless a larger car or van is necessary to transport additional
15 people.
16 3. Members will not be reimbursed costs associated with travel in a private plane to
17 any AAO sponsored or affiliated meetings. If air travel is necessary for such
18 meetings, only commercial carriers should be used. If travel by private plane is
19 unavoidable, the officer, trustee, board or council member must notify the AAO in
20 advance and will be required to sign all documentation necessary to assume
21 personal responsibility for all damages and claims associated with such travel
22 and releasing the AAO for liability for the same.
23 4. Members will be reimbursed for “standard” room rate unless otherwise
24 negotiated by the AAO.
25 5. Reasonable and ordinary restaurant charges will be reimbursed. Recognizing the
26 wide variation in cost from city to city, charges for food and beverage which
27 significantly exceed typical expenditures by other members in a similar setting
28 will not be reimbursed. Wine shall not exceed \$80 per bottle on average unless
29 there is a justified reason and single drinks shall not exceed \$25 per glass.
30 6. Gratuities are arranged for group events and meals planned by AAO staff. All
31 hotel contracts include appropriate gratuities, as well. Those travelling on AAO
32 business should provide gratuities in these cases only when there are unusual
33 circumstances or exceptional service. Gratuities provided while travelling or
34 dining will be reimbursed. The following is meant as a guide for appropriate
35 amounts; however, discretion should be used in all circumstances:
36

37 Rideshare/Taxicab Drivers: 10-20%

38 Van Drivers: Up to \$10 for trips other than those to/from AAO
39 Headquarters

40 Housekeeping: Not more than \$5 a day.

41 Restaurants: 18-20% unless service is poor, then 15% is
42 acceptable.

43 Bellhop: Up to \$5 with baggage handling and \$1 if they hail
44 a cab or provide other service.

45 Baggage: Typically \$1 per bag for van/shuttle drivers.

46 Deliveries: Typically \$1-5 depending upon size of delivery to
47 your room.

48 Concierge floor: AM staff - \$3-5 per day, if used

1 PM staff - \$5-10 per day, if used

2
3 In instances when a Trustee is travelling or dining with other AAO volunteers, it is
4 expected that the Trustee will provide the gratuity. In instances when Trustees
5 travel together, it is expected that the senior Trustee will provide the gratuity.
6

- 7 7. All Board, council, committee, task force and staff members should submit
8 expense reimbursement requests for official AAO business to the central office
9 within 30 days from the date of the meeting. AAO reserves the right to deny
10 reimbursement requests received more than 30 days after the fiscal year end in
11 which the expenses were incurred (i.e., June 30th each year for expense incurred
12 the preceding June through May.)
13 8. Any exceptions to established travel policies must be approved by the Board of
14 Trustees prior to travel.
15

16 CHAIR EXPENSES

17 August 19-20, 2005

18 Amended November 18-19, 2005

19 Amended April 28, 2025
20

21 The chair's expense funds in council/committee budgets may be used by the chairs or their
22 designee to offset travel costs for the AAO Annual Session to attend required functions such as
23 the Council/Committee Chairs-elect Meeting and meetings associated with the House of
24 Delegates.
25

26 TRAVEL EXPENDITURES

27 February 19-21, 1999

28 Amended November 8-9, 2002

29 Amended February 20-22, 2003

30 Amended August 19-20, 2005

31 Amended April 28, 2025
32

33 In accordance with Part 2 of AAO Financial Policies, Travel and Expense Policies, B. Board
34 Expenses: Submission and Expense Review Policy: When reviewing travel expenditures of
35 council/committee members, AAO accounting staff will, in the event of questionable or
36 undocumented requests for reimbursement or for credit card charges that exceed established
37 guidelines or policy, review the expenditure with the member and report outcome to the CFO.
38

39 If the above protocol results in an amicable solution, the review is resolved. If the parties cannot
40 agree (for council and committee members), the matter will be resolved by the Board of
41 Trustees in closed session.
42

43 DINNER EXPENSES

44 August 22-24, 1992
45

46 The Chief Executive Officer or their designee is responsible for the selection for lodging,
47 restaurants, or other venues for meetings of councils/committees. Members of
48 councils/committees or staff may suggest locations that may be considered appropriate for

1 particular meetings. The selection of facilities will be guided by the appropriateness of the
2 function, convenience, reasonable and moderate pricing and overall expense to the Association.
3 The AAO will not reimburse expenses that in the judgment of the Chief Executive Officer fall
4 outside these guidelines and policy.
5

6 **COUNCIL/COMMITTEE DINING**

7 November 20-22, 1992
8 Amended February 20-23, 2003
9 Amended April 28, 2025

10
11 Councils/Committees that hold in-person meetings in St. Louis may wish to arrange group
12 dinners. On such occasions, dinners should be arranged at restaurants on the authorized list of
13 restaurants, including hotel restaurant(s), issued by the AAO.
14

15 **REVIEW OF DISBURSEMENTS**

16 December 3-6, 1998

17
18 The Budget and Finance Committee periodically reviews disbursements of the Association
19 including, but not limited to, expenses paid or reimbursed for the Chief Executive Officer, senior
20 staff, Board of Trustees, councils and committees.
21

22 **BUDGET**

23 November 18-19, 1988
24 Amended April 28, 2025

25
26 On an annual basis, each council/committee shall submit a proposed itemized budget for the
27 ensuing fiscal year. Budget requests shall be prepared in consultation with the staff liaison, who
28 can advise on proper procedures and deadlines. Budget requests shall have line items
29 delineating the various proposed expenditures for which the funds are being requested,
30 including contemplated expense of any programs, subcommittees, consultants, etc. Such
31 proposed expenditures shall include specific line item requests to reflect projected travel
32 expenses by (individual) members, meeting expenses, conference call expenses, and all other
33 related/significant expenses. New budget requests should be accompanied by a
34 recommendation to the Board of Trustees and include objectives and detailed project plans of
35 the proposed initiative in the background.
36
37

1 **CHAPTER 11. MISCELLANEOUS POLICIES**

2
3 **BOARD LIAISON COUNCIL/COMMITTEE ASSIGNMENTS**

4 April 26-28, 2010

5 Amended April 30, 2020

6 Revised December 4-5, 2020

7 Amended May 2022

8 Amended April 28, 2025

9
10 Members of the Board of Trustees are assigned to councils/committees as Board liaisons using
11 an expertise and interest-based model.

- 12
13 1. New Trustees: A question should be included in the new Trustee information
14 sheet asking which councils/committees they have an interest in serving on
15 during their tenure and why.
- 16 2. Annually before the February Board meeting, the President-elect will lead a
17 process to determine the expertise and interest of each Board member before
18 making liaison assignments.
- 19 3. Assignments will be made by the President-elect with input from the President
20 and Secretary-Treasurer.
- 21 4. Certain councils/committees may have different terms for Board liaisons to
22 provide continuity and stability for the councils/committees that are more
23 expertise based. For example, some councils/committees may be best suited for
24 a 2-year assignment with the ability to extend for a third year while others may be
25 best suited to have a 1-year assignment.
- 26 a. 2 years: COE, COGA, COB, COC, COSA, and CCon
- 27 b. 1 year: COMEJC, CONYM, COOP, CTech, SCIE and SCWO

28
29 **COMMUNICATION WITH OTHER ENTITIES**

30 Amended April 28, 2025

31
32 No council/committee or member of a council/committee may communicate with any outside
33 person, organization or agency in such a way as to imply authority to represent the Association
34 or present an Association position or point of view without direction from the Board of Trustees.
35 Council and committee chairs and members shall clear with the Executive Committee of the
36 Board of Trustees any communication which purports to set forth policy or a stand of the AAO,
37 or commits the Association in any way, unless a definite policy exists or a directive has been
38 given in a particular situation. Chairs should consult with the Association's Executive Office to
39 determine if policy exists in a given area.

40
41 Any type of questionnaire, memorandum, or information mailing developed by an AAO
42 council/committee shall be submitted to the appropriate Board committee or, when urgent, the
43 President for approval before being distributed.

44
45 Any pamphlet or publication prepared by a council/committee for dissemination shall be
46 submitted to the Executive Office for review by the Executive Committee of the Board of
47 Trustees before printing.

1 Any letters or memoranda on the official letterhead of the Association shall be distributed from
2 the Executive Office so that a complete file of each council/committee is on record. This policy is
3 not required for communications within the council/committee.
4

5 The chair is requested to send AAO officers and/or inter-related committees copies of important
6 correspondence.
7

8 The AAO Executive Office staff will provide approved secretarial assistance for each
9 council/committee, including the copying and dissemination of correspondence referred to
10 above.
11

12 Any Association material listing the membership of a council or committee shall include the
13 Board of Trustees' ex-officio member.
14

15 In order to facilitate communication, any written or electronic communication to delegates or
16 alternate delegates, other councils or committees within the AAO family, from a council or
17 committee stating an official position, shall also be provided to the respective Board and staff
18 liaison prior to distribution.
19

20 **COUNCIL/COMMITTEE ASSESSMENTS**

21 Amended April 27-29, 2009

22 Amended August 16-17, 2024
23

24 Individual members of councils/committees are required to participate in an annual, confidential
25 assessment of the council/committee. Assessments are completed electronically and should be
26 submitted by March 15th. Results of the assessments should be shared with the chair, AAO
27 Board of Trustees and other parties as appropriate to ensure any concerns are effectively
28 addressed.
29

30 The council/committee assessment should address the areas outlined below. The opportunity
31 for open feedback by council/committee members should also be included.
32

- 33 1. Fulfillment of council/committee objectives and charges, assignments from the
34 Board of Trustees and House of Delegates, and recommendations for new
35 objectives and/or charges that should be considered.
- 36 2. Degree of autonomy and receptiveness by the Board of Trustees to
37 recommendations from the council/committee.
- 38 3. Overall council/committee member performance regarding engagement,
39 responsiveness and meeting attendance and preparedness.
- 40 4. Chair performance regarding communication, facilitation of meetings and
41 engagement of council/committee members.
- 42 5. Trustee liaison performance regarding communication, guidance on AAO
43 strategy and representation of council/committee issues with the Board of
44 Trustees.
- 45 6. Staff liaison performance regarding communication, information sharing, and
46 guidance on AAO policies and procedures.
- 47 7. Adequacy of council/committee representation in talents, skills, experience and
48 diversity.

- 1 8. Biggest accomplishments and challenges from the year.
- 2 9. Top priorities the council/committee should focus its attention over the next
- 3 several years.
- 4

5 In addition to evaluating the performance of the council/committee overall, the chair, in
6 collaboration with the Trustee liaison and staff liaison, should assess the performance of
7 individual council/committee members each year to identify areas of improvement that can be
8 communicated with members as necessary. The Trustee liaison should be consulted prior to
9 any sensitive or potentially difficult conversations with council/committee members.

10
11 Questions that can be used to assess the performance of individual council/committee members
12 include:

- 13
- 14 1. Did the member appear to have a full understanding of the roles and
- 15 responsibilities of the council/committee?
- 16 2. Did the member regularly attend scheduled council/committee meetings and/or
- 17 provide advance notice of any planned absences?
- 18 3. Was the member actively engaged in discussions during council/committee
- 19 meetings?
- 20 4. Did the member respond on a consistent basis, and in a timely manner, to email
- 21 and/or other council/committee communications?
- 22 5. Were the member's comments consistent with the mission of the AAO and
- 23 council/committee?
- 24 6. Did the member submit the council/committee assessment as required?
- 25

26 **GIFTS FROM VENDORS**

27
28 Gifts from vendors and prospective vendors in any form to Board, council, committee and staff
29 members are unnecessary and considered inappropriate. If such vendors wish to show
30 appreciation to the Association, they shall be advised to consider a gift to the AAO Foundation.

31 32 **HARASSMENT AND FRATERNIZATION**

33 February 25-27, 1995

34 Amended April 29-May 1, 1997

35 Amended November 15-17, 2001

36 37 **SEXUAL HARASSMENT**

38
39 It is the policy of the American Association of Orthodontists that all employees and members
40 should enjoy an environment free from unlawful harassment. The Association is committed to
41 maintaining a pleasant, professional work environment, and behavior that could be perceived as
42 sexual harassment is prohibited. This policy prohibits unlawful harassment in any form,
43 including sexual harassment, unlawful harassment relating to race, color, age, ethnicity, religion
44 and disability or any other legally protected characteristic.

45
46 Sexual harassment has no place at the Association and will not be tolerated. Sexual
47 harassment includes unwelcome sexual advances, requests for sexual acts or favors,
48 unsolicited and intimidating sexual overtures or other verbal or physical conduct of a sexual

1 nature when (a) submission or rejection of such conduct is a term or condition of employment or
2 is a basis for employment decisions or (b) such conduct interferes with an individual's work
3 performance, or (c) the conduct creates an offensive or intimidating work environment.
4

5 Harassment can include, but is not limited to, the following behavior:
6

- 7 1. Verbal conduct such as sexual innuendo, sexually suggestive "kidding" or
8 "teasing," jokes about gender-specific traits, unwanted sexual overtures
9 or comments, inquiries or discussions concerning one's sexual
10 experiences, comments about an individual's body;
- 11 2. Visual conduct such as derogatory and/or sexually oriented posters,
12 photography, cartoons, drawings, e-mails or gestures;
- 13 3. Physical conduct such as unwanted touching, intentional brushing against
14 the body;
- 15 4. Threats or demands to submit to sexual requests as a condition of
16 continued employment or to avoid loss of benefits, or offers of benefits in
17 return for sexual favors; and
- 18 5. Retaliation for having reported or threatened to report harassment.
19

20 Whenever possible, any person who is experiencing unwelcome conduct of the type generally
21 described above should inform the person engaging in the conduct that it is unwelcome and
22 request that it stop.
23

24 All members, especially those in leadership position, are warned not to engage in such conduct
25 in connection with the performance of the Association activities. This includes the member's
26 relationships with AAO staff, as well as anyone that the member encounters as part of his/her
27 Association responsibilities (e.g. other members and staff of other associations, exhibitors,
28 vendors, etc.).
29

30 Member leaders are urged to remember that their positions carry authority and that it may be
31 difficult for an employee to differentiate between a request that must be addressed as part of
32 their assigned duties and personal requests.
33

34 Any person who believes that he/she has been unlawfully harassed by a member, co-worker,
35 supervisor or other business visitor of the AAO, or who has witnessed such harassment, is
36 strongly encouraged to report the facts of the incident or incidents to the Chief Executive Officer.
37 The AAO can only resolve matters brought to its attention and encourages all persons to come
38 forward with information about allegations of unlawful harassment. Retaliation for making a
39 complaint or cooperating with an investigation of alleged harassment is strictly prohibited. In the
40 event of a conflict of interest or in the absence of the Chief Executive Officer, the information
41 may be reported to the General Counsel. All complaints will be addressed promptly, and
42 confidentiality will be maintained to the extent possible. The complainant may be required to
43 submit the complaint in writing. No adverse or retaliatory action will be taken against an
44 employee, member or member leader for filing a complaint. Complaints will be investigated in a
45 fair and impartial manner and the complainant and the person complained about will be
46 informed of the result of the investigation although not necessarily the specific action taken. In
47 the event it is determined that the complaint has merit, appropriate action (up to and including
48 termination) will be undertaken by the AAO.

1 FRATERNIZATION

2
3 Members of the Association should never engage in sexual relations with AAO employees.
4 Such conduct can adversely affect the operation and reputation of the Association.
5

6 **HARASSMENT POLICY**

7 November 18-19, 2005

8
9 AAO's council/committee members are to be presented with the AAO Council/Committee
10 Guidelines with special notice of AAO's harassment policy. Each council/committee member
11 shall sign the notice and document that they have read and agree to all AAO policies.
12

13 **RETIRING MEMBERS**

14
15 The AAO will recognize retiring council/committee members with a certificate of appreciation to
16 be presented at the first session of the House of Delegates.
17

18 **SURVEYS**

19 November 17-19, 1989

20 Amended August 19-21, 1995

21 Amended April 29-May 1, 1997

22 Amended August 20-21, 2010

23 Amended April 28, 2025

24
25 Surveys sent by the AAO shall be separated into two divisions: AAO-related surveys and non-
26 AAO related surveys.
27

28 AAO-related surveys consist of: Board of Trustees, councils, committees, task forces,
29 constituent and component organizations, and AAO-family organizations (AAO Foundation,
30 AAO Services, Inc., ABO, CDABO, AAOIC, AAOPAC, World Federation of Orthodontists, and
31 Canadian Association of Orthodontists).
32

33 Non-AAO related surveys consist of surveys prepared by students and faculty (see related
34 policy on Non-AAO Entity Surveys/Partners in Research Program).
35

36 A Survey Review Committee shall be the approving body for all surveys. If the committee has
37 concerns with the survey, it may be forwarded to the Board of Trustees for action. The Survey
38 Review Committee shall consist of three Board members and shall be determined yearly by the
39 President.
40

1 **CHAPTER 12. POLICIES UNIQUE TO SPECIFIC COUNCILS/COMMITTEES**

2
3 **COGA/PAC MEMBERS**

4 August 21, 2009

5
6 Each constituency is to appoint separate individuals (preferably from different states) to COGA
7 and AAOPAC.

8
9 **MEETING OF COGA MEMBERS AND AAOPAC MEMBERS**

10 November 18-19, 2005

11
12 COGA and AAOPAC shall meet jointly once each year.

13
14 **MEETING OF COB AND COGA REPRESENTATIVES**

15 August 24-25, 2007

16 November 22-23, 2019

17 Amended May 2022

18
19 A representative of COB may attend one COGA meeting per year, for a minimum of one day, to
20 discuss issues of mutual interest. A representative from COGA may attend one COB meeting
21 per year for a minimum of one day to discuss issues of mutual interest.

22
23 **CONSULTANT TO COB JOB DESCRIPTION**

24 February 18-20, 2010

25 Amended May 2022

26 Amended April 28, 2025

27
28 **AMERICAN ASSOCIATION OF ORTHODONTISTS**
29 **POSITION DESCRIPTION**

30
31 **POSITION TITLE:** Consultant

32
33 **REPORTS TO:** AAO Board of Trustees through the Council on Orthodontic Benefits
34 (COB)

35
36 **POSITION SUMMARY:** Responsible for serving as an advocate and representative for
37 the AAO at selected meetings and events sponsored by, or dental, insurance and
38 human resources industries.

39
40 **FUNCTIONS OF THE JOB:**

41 **Essential Functions:**

- 42
43 1. Formulate and recommend a strategic vision for dental coding initiatives
44 2. Serve as the recognized AAO representative and advocate to the following
45 meetings or other events as requested by COB:
46
47 a. ADA Code Maintenance Committee Meetings (ADA CMC)
48 b. Specialty Meetings in conjunction with coding initiatives as sponsored by

- 1 peer specialty groups
- 2 c. American Association of Dental Consultants (AADC)
- 3 d. National Association of Dental Plans (NADP)
- 4 e. Society for Human Resource Management (SHRM)
- 5 f. AAO Annual Session Coding Corner
- 6 3. Remain knowledgeable on trends in the orthodontic benefit industry
- 7 4. Remain knowledgeable on dental coding trends as they impact AAO members
- 8 5. Develop strategic relationships with peer specialty groups in order to work
- 9 cohesively toward common objectives
- 10 6. Have thorough knowledge of the Code Revision methodology and process
- 11 7. Attend all regularly scheduled council meetings and conference calls
- 12 8. Report to COB on the activities of any outside meetings attended
- 13 9. Meeting and travel expenses to be reimbursed by AAO
- 14 10. Other duties as assigned.

15
16 **ADEA COUNCILOR**

17 April 27-29, 2009

18
19 The Councilor of the ADEA Orthodontic Section shall be appointed as an advisor to COE and
20 invited to attend all COE meetings.

21
22 **COSA RESEARCH AWARDS**

23 February 20-22, 1998

24
25 The Council on Scientific Affairs is authorized to utilize reviewers, if necessary, to evaluate
26 highly specialized applications for AAO Research Awards. The reviewers are to be selected by
27 the council chair and will receive an honorarium of \$100 for each application reviewed.

28
29 **COSA CLINIC APPLICATIONS**

30 August 21-22, 1998

31
32 Table Clinic applications will be distributed to the Table Clinic Chair for review and the Table
33 Clinic Chair's comments will be provided to COSA prior to their review.

34
35 **CONYM RESIDENT RESIMBURSEMENT FOR ANNUAL SESSION**

36
37 Student/resident members of CONYM (up to two) shall be reimbursed up to \$500 to help cover
38 expenses in attending the AAO Annual Session.

39
40 **COMMITTEE ON TECHNOLOGY**

41 Amended September, 30, 2013

42 Amended November, 22-23, 2013

43 Amended April 21-23, 2014

44 Amended August 18-19, 2023

45 Amended November 21-22, 2025

46
47 The Committee on Technology (CTech) shall be composed of up to ten members with no less
48 than five AAO member orthodontists. The remaining five members may be non-orthodontists.

1 Members are selected on the basis of their expertise and not by constituent representation.

2
3 The terms and selection process of the vice-chair and chair of the Committee shall follow the
4 same policies for other councils and committees. Any member (orthodontist or non-orthodontist)
5 can serve as vice-chair/chair the committee.

6
7 Members of the Committee shall have the right to vote with the Chair voting only
8 in case of a tie.

9
10 In the event of a vacancy, the Board of Trustees may appoint a replacement, the term of which
11 shall expire at the end of the first Annual Session following the date of appointment. A
12 successor shall then be appointed to his or her own term in accordance with this policy.

13
14 Committee members shall be appointed by the Board of Trustees upon recommendation of the
15 members of CTech and/or a member of the Board of Trustees. Committee members may serve
16 up to three (3) two-year terms for a maximum total of six years, except that members serving on
17 the committee as of 2024-25 may carry out their original terms (one four-year term followed by
18 one two-year term). A member interested in participating beyond the sixth year may be
19 appointed as a consultant without the right to vote, provided that their expertise is needed for a
20 project. The consultant must be approved by the Board of Trustees and the appointment shall
21 terminate when the project is completed.

22
23 Nominations and renewals from committee members shall be submitted to the Board of
24 Trustees at the February meeting of the Board of Trustees for review and decision. Appointment
25 and terms shall commence at the close of the following AAO Annual Session. Nominations are
26 open to AAO members and non-orthodontists that can provide expertise of benefit to the
27 Committee and its project(s). Nominations selected by CTech will require a simple majority to
28 confirm their nomination to the Board of Trustees.

29
30 In consultation with the Committee, the CTech Chair shall have the authority to
31 contact subject matter experts for projects. If professional fees and/or expenses
32 are required, CTech will petition the Board for approval and funding.

33 34 **SPECIAL COMMITTEE ON INCLUSION AND ENGAGEMENT**

35 Amended November 21-22, 2025

36
37 The Special Committee on Inclusion and Engagement (SCIE) shall be composed of up to ten
38 diverse AAO members, a staff liaison and a Board liaison. Experience in leadership is preferred
39 but not required, whether it has been within the AAO or outside the AAO. Each member will
40 serve a two-year term with an option for renewal for up to three terms. The terms and selection
41 process for vice-chair and chair of the committee shall follow the same policies for other
42 councils and committees.

43
44 The special committee has the following charges:

- 45
46 1. Work to support and inspire diverse groups within the AAO by helping to
47 develop tools and pathways to leadership so that many groups are

1 contributing as AAO Trustees, Delegates and Council/Committee
2 Members.

- 3 2. Identify obstacles for involvement in the AAO and make
4 recommendations to encourage changes in governance, communication
5 and recruitment that will help the unique needs and issues that diverse
6 orthodontists face and decrease the obstacles for AAO membership
7 among all members, but especially diverse members.
- 8 3. Identify the unique needs and issues that face diverse orthodontists and
9 implement plans to address these needs and issues thereby increasing
10 the value of membership for all AAO members.

11
12 The special committee will report back to the Board of Trustees by February 15 each year and
13 the House of Delegates at the Annual Session each year.

14 **SPECIAL COMMITTEE ON WOMEN ORTHODONTISTS**

15 May 6, 2019

16 Amended November 21-22, 2025

17
18
19 The AAO President shall appoint a special committee for Women Orthodontists, and be it
20 further

21
22 The committee shall be composed of 8 female AAO members, of which one shall be a New and
23 Younger Member with priority given to a recent Leadership Development Conference attendee,
24 a staff liaison and a Trustee. Candidates should have demonstrated expertise by serving in
25 leadership positions of the AAO. The terms and selection process for vice-chair and chair of the
26 committee shall follow the same policies for other councils and committees.

27
28 Each member will serve a two-year term with an option for renewal for up to three terms. The
29 committee will meet via conference calls and communicate by electronic means, and be it
30 further

31
32 The committee has the following charges:

- 33
34 1. Work to support and inspire Women Orthodontists by helping to develop tools
35 and pathways to leadership so that women are contributing as AAO trustees,
36 Delegates and Council Members.
- 37 2. Identify obstacles for involvement in leadership and make recommendations to
38 our current leaders. Encourage changes in governance, communication and
39 recruitment that will help shape the future of AAO leadership to reflect the
40 diversity of its membership.
- 41 3. Strive to recognize the unique needs and issues that face Women Orthodontists
42 and make recommendations to improve the value of membership in the AAO for
43 all members, and be it further

44
45 The committee will report back to the Board of Trustees by February 15 each year and the
46 House of Delegates at the Annual Session each year. Annually, the committee will internally
47 evaluate to determine that their charges have been met and make recommendations as to
48 whether the committee shall continue or shall sunset.

1 **COMMITTEE ON CONFERENCES AND MEETINGS**

2 November 21-22, 2025

3

4 That the Past-Chair position on the Committee on Conferences and Meetings (CCon) be
5 eliminated effective for the 2026-27 AAO council and committee year.

6

7 That each year, CCon's immediate past chair is allowed to attend the committee's annual in-
8 person meeting as a consultant for the purpose of assessing the Annual Session that was just
9 completed and assisting in planning for the following Annual Session. This will be inserted as a
10 policy into the Council and Committee Manual upon approval.

APPENDIX 1: 2025-26 COUNCILS, COMMITTEES AND TASK FORCES

Updated 05.11.25

COUNCILS

Entity	2025-26 Chair
Council on Benefits	Dr. Tasha Hall
Council on Communications	Dr. Alexandra Pischke Thomas
Council on Orthodontic Education	Dr. Sercan Akyalcin
Council on Government Advocacy	Dr. Valerie Martone
Council on Membership, Ethics and Judicial Concerns	Dr. Christopher Murphy
Council on New and Younger Members	Dr. Darshit Shah
Council on Orthodontic Practice	Dr. Lana Helms
Council on Scientific Affairs	Dr. Jacob Helder

BOARD OF TRUSTEES COMMITTEES AND TASK FORCES

Entity	2025-26 Chair
AAO Liaison to CDABO	Dr. Steven Siegel
AAO/ABO Communications Committee	Dr. Trista Felty
ADA Advisory Committee	Dr. Steven Siegel
Annual Session Registration Task Force	Dr. Michael Durbin
Board Planning Session Planning Committee	Dr. Richard Williams
Board Policies and Procedures Review Committee	Dr. Ryan Frost
Budget and Finance Committee	Dr. Richard Williams
Business Development Committee	Dr. Stephen Robirds
Central Office Advisory Committee	Dr. Steven Siegel
Clinical Practice Guidelines Review Committee	N/A (Board liaison: Dr. Ryan Frost)
COAC Chief Executive Officer Review Advisory Committee	Dr. Steven Siegel
Committee C – Policy/Communications	Dr. Kaitrin Kramer
Committee on Conferences and Meetings	Dr. Dale Anne Featheringham
Committee on Nominations	Dr. Michael Durbin
Committee on Report to the House	Dr. Richard Williams
Committee on Technology	Dr. Lisa Alvetro
CTech AI in Orthodontics Task Force	Dr. Heather Hopkins
Electronic Health Records (EHR) Informatics Group	Dr. Carla Evans
Executive Committee	Dr. Steven Siegel
International Presence Task Force	Dr. Richard Williams
Investment Committee	Dr. Michael Sherman
Library Advisory Committee	Dr. Morris N. Poole
Member Education Task Force	N/A (Board liaison: Dr. Stephen Robirds, Dr. Kenneth Webb)
Member Interest Group Steering Committee	N/A (Board liaison: Dr. Trista Felty, Dr. Enrique Cruz)
Mental Wellness Task Force	Dr. Kevin Kurtzner

OSO/DSO Roundtable	N/A (Board liaison: Dr. Michael Sherman)
Professional Advocacy Conference Committee	Dr. Ryan Frost
Rapid Response Committee	Dr. Steven Siegel
Sleep-Related Disorder Breathing Task Force	Dr. J. Martin Palomo
Special Committee on Inclusion and Engagement	Dr. June Harewood
Survey Review Committee	Dr. Michael Durbin
TAL Task Force	Dr. Ryan Frost
Think Tank Task Force	Dr. Kyle Fagala, Dr. Natalie Parisi
Trustee At-Large Search Committee	Dr. Enrique Cruz

HOUSE OF DELEGATES COMMITTEES

Entity	2025-26 Chair
Committee on Bylaws	Dr. Luis Toro, Jr.
Committee on Credentials	Dr. Christy Savage
Committee on Rules and Order	Dr. Marie Lathrop
Constituent Merger and Assimilation Task Force	Dr. Michael Sherman
Distinguished Service Award Committee	Dr. Nahid Maleki
Honoraria Review Committee	Dr. Philip Mansour
Leadership Development Conference Planning Committee	Dr. Stephen Robirds
House Policy Review Committee	Dr. Louis Toro, Jr.
Reference Committee 1 - Bylaws	Dr. John Trotter
Reference Committee 2 – Governance/Policies	Dr. Christian Kenworthy
Reference Committee 3 – Budgetary/Assessments	Dr. Mike Ragan
Special Committee on Women Orthodontists	Dr. Dale Anne Featheringham

MISCELLANEOUS ENTITIES

Entity	2025-26 Chair
AAO Foundation	Dr. Lili Horton
AAO Political Action Committee	Dr. Edward Davis

**APPENDIX 2: AAO POLICY MANUAL REFERENCES TO COUNCILS, COMMITTEES AND
TASK FORCES**

Updated 05.11.25

ANNUAL SESSION POLICY MANUAL

Topic	Section/Page
Committee on Conferences and Meetings (CCon)	Page 2
Annual Session VIP Amenities for Council Chairs	Page 8
Conference Change Requests from Councils/Committees	Page 9

BOT POLICY MANUAL

Topic	Section/Page
Board Committee Appointments: Executive Committee and Special Committees	Chapter 4
Council Member Continuity	Chapter 5.7.
Communications and Interactions Among the Board of Trustees, Councils and Staff	Chapter 5.8.
Council Chairs' Attendance at Board Meetings	Chapter 7.2.
AAO Member Interest Groups	Chapter 11.2.

BYLAWS

Topic	Section/Page
Member Privileges	Article III.C.
Councils	Article VIII
Committees	Article IX

FINANCIAL POLICIES

Topic	Section/Page
Board/Council/Committee Members	Part 2, page 18
Financial Guidelines, Re: Sponsored Meetings and Conferences	Part 2, page 24
CONYM Students/Residents	Part 2, page 24

HOD POLICY MANUAL

Topic	Section/Page
Antitrust Compliance Policy: General AAO Guidelines	Page 3
Whistleblower Policy Statement	Page 13
Reporting Requirement House of Delegates' Task Forces/Committees	Page 22

ORGANIZATIONAL POLICIES AND PROCEDURES MANUAL

Topic	Section/Page
Surveys	Chapter 4.9.
Councils and Committees	Chapter 6
Leadership Indemnification	Chapter 9.2.
Communications and Interactions Among the Board of Trustees, Councils and Staff	Chapter 18.1.3.
AAO Political Action Committee	Chapter 16.2.1.

STANDING RULES AND ORDERS

Topic	Section/Page
Councils: Criteria for an AAO Council Member	Page 8
Councils: Terms of Office	Page 9
Councils: Desired Qualifications	Page 9
Self-Assessment of Standing Committees and Councils	Page 10
Closed Session Policy	Page 11
Duality or Conflict of Interest Policy	Page 11
Active AAO Committees Listed on the AAO Website	Page 20