



MINNESOTA

BOARD OF DENTISTRY

Internal Operating Policies and Procedures (IOPP)

Minnesota Board of Dentistry
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Mission Statement

“The mission of the Minnesota Board of Dentistry is to promote and protect public health and safety; and ensure that every licensed dental professional practicing in the state meets the requirements for safe, competent and ethical practice”.

The Board strives to achieve its mission by:

- Carrying out activities authorized by Minnesota statutes and rules
- Formulating policy relevant to the health and safety of the public
- Developing and influencing effective public policy related to dentistry
- Pursuing collaborative alliances with the public, dentists, dental therapists, dental hygienists, licensed dental assistants, educators, state agencies, and legislators
- Disseminating information to the public and to dentists, dental therapists, dental hygienists and licensed dental assistants
- Operating an agency that utilizes human and fiscal resources efficiently and effectively
- Requiring ongoing professional development and education of all dental professionals licensed in the state of Minnesota
- Utilizing remediation tools and education to help dental professionals achieve compliance with rules and regulations
- Affiliation and participation with regional and national testing agencies for the purpose of conducting examinations for dental professional licensure

General Overview of Policies and Procedures

Minnesota Statutes [§§ 214](#) and [150A.02](#) authorize the Minnesota Board of Dentistry (BOD). The statutes provide for the composition, governance, and powers of the Board. The scopes of practice, credentialing and licensure, requirements of examination, grounds for discipline, listing of duties, etc. are contained in [Chapter 3100](#) of the Minnesota Rules. Various state laws govern the Board, such as [Chapter 214](#), the [Administrative Procedures Act](#), and the [Minnesota Government Data Practices Act](#).

The Board is comprised of nine members: five dentists, one dental hygienist, one licensed dental assistant, and two public members, each appointed by the Governor. Board members bring the expertise from their professions and experience to the Board to allow them to serve the best interests of public health and safety, but each represents the public, not their profession or professional associations. The Board elects officers (President, Vice-President, and Secretary). The Executive Committee is comprised of the elected officers and the immediate Past President. The Board has established standing committees to conduct work of the Board as delegated. The Board also appoints members as liaisons to represent the Board to Health Professional Services Program (HPSP), the Council of Health Boards, American Association of Dental Boards (AADB), and Central Regional Dental Testing Service (CRDTS).

The major function of the Board is to protect the public. Board members articulate the mission and sustain the vision of the Board. To accomplish these functions, the Board creates policy to establish education and testing requirements for the dental professions, examines and licenses duly qualified applicants, ensures continued competence of the regulated dental professionals by establishing Professional Development requirements, and enforces the laws and rules of dental practice.

The Board employs an Executive Director to serve as the Chief Executive Officer for the Board and to oversee the agency. The Executive Director interprets and implements the laws, regulations, and policies of the Board and represents the Board to the public, consumer groups, dental community, dental health care industry, legislature, institutions of higher education, media, and other public and private agencies and organizations. The Executive Director provides leadership and works collaboratively with the Board members to achieve agency goals and objectives. The Executive Director is responsible for Board operations, management of the budget, and the staff.

Table of Contents

Mission Statement	Page	1
Table of Contents	Page	2
Part 1—General Provisions	Page	4
A. Internal Operating Policies and Procedures		
B. Creation of the Board		
C. Duties of the Board		
D. Data Practices		
E. Use of Board Resources		
F. Delegation of Authority		
Part 2—Board Members	Page	7
A. Expectations and Responsibilities		
B. Communications		
C. Code of Conduct		
D. Board Member Development, Orientation and Mentoring		
E. Board Policy of Per Diems		
F. Board Policy on Expenses		
G. Board Policy on Conferences		
H. Board Member Self-Reflection		
Part 3—Board Officers and Past-President	Page	17
A. General		
B. Elections		
C. Duties of President		
D. Duties of Vice-President		
E. Duties of Secretary		
F. Duties of Past-President		
Part 4—Meetings	Page	21
A. Open Meeting Laws		
B. General		
C. Regular Board Meetings		
D. Special Board Meetings		
E. Closed Board Meetings		
F. Quorum for Board Meetings		
G. Voting		
H. Minutes of Board Meetings		
I. Meetings via Phone, Interactive Television, & Internet		
J. American Institute of Parliamentarians Standard Code of Parliamentary Procedure		
K. Committee Meetings		
L. Properly Noticed Committee Meetings		
Part 5—Committees	Page	25
A. Executive		
B. Complaint A & B and Joint Complaint		
C. Licensure and Credentials		
D. Policy		
E. Jurisprudence/Professional Development		
F. Allied Dental Education		
G. Health Professionals Service Program Representative		
H. CRDTS Steering Committee Representative		
I. AADB Liaison		
J. Council of Health Boards		
K. Clinical Licensure Examination		
L. Sedation		
M. Dental Therapy Program Review		

Part 6—Board Staff	Page	42
A. Executive Director and Board Staff		
B. Other Staff		
C. Staff Organization		
D. Complaints About Staff		
E. Data Practices Act		
F. Delegation		
Part 7—Adoption of Internal Operating Policies and Procedures: Reviews and Revisions	Page	46
APPENDIX FARB Model Code of Conduct	Page	48
APPENDIX Executive Director Performance Evaluation Template	Page	55

PART ONE
GENERAL PROVISIONS

Section A. Internal Operating Policies and Procedures

The Board is not required to adopt formal rules to govern its proceedings under the Administrative Procedures Act. The Development of these Internal Operating Policies and Procedures was voluntarily pursued to clarify function and process. The Executive Committee will review the IOPP every two years to determine if any updates are necessary.

Section B. Creation of the Board

The Minnesota Legislature established the Board of Dentistry in 1885. The requirements for the composition and operation of the Board are contained in the Board's Practice Act, Minnesota Statutes, Chapter 150A. Additional authorities, processes, and requirements are delineated in Minnesota Statutes § 214, which contain requirements that apply to all health-related licensing Boards.

Section C. Duties of the Board

Under [Minnesota Statute § 214](#) and the [Dental Practice Act](#), the Board has the responsibility to:

1. Adopt and enforce rules for licensure of dentists, dental therapists, dental hygienists, and licensed dental assistants and for regulation of their professional conduct. Public protection guides rulemaking.
2. Adopt rules establishing standards and methods of determining whether applicants and licensees are qualified. The rules provide for examinations, standards for professional conduct, and requirements for professional development.
3. Issue licenses to qualified individuals.
4. Establish and implement procedures, including a standard disciplinary process, to ensure that individuals licensed as dentists, dental therapists, hygienists and dental assistants will comply with laws and rules governing the practice of dentistry in Minnesota.
5. Enable public consumers and dental professionals to file complaints against licensees.
6. Periodically review the Dental [Practice Act](#) to ensure its relevance.
7. To the extent possible, establish licensing fees so that the total fees collected by the Board will equal anticipated expenditures.

Section D. Data Practices

The collection, creation, receipt, maintenance, and dissemination of data maintained by the Board are governed by the Minnesota Government Data Practices Act, ([Minnesota Statutes, Chapter 13](#)). Staff and Board members need to be aware of the status of Board related data. Data handled by the Board is classified under direction of the Act as either private or public.

Data Category	Classification	Meaning of Classification
Data on Individuals	Public	Available to anyone for any reason
Data Not on Individuals	Public	Available to anyone for any reason
Data on Individuals	Private	Available to: Data subject, those whose work requires access, entities authorized by law, those authorized by data subject
Data Not on Individuals	Private	Available to: Data subject, those whose work requires access, entities authorized by law, those authorized by data subject

Section E. Use of Board Resources

The Minnesota Board of Dentistry utilizes financial, goodwill, facilities and human resources for Board member and staff activities and operations that support required duties and align with the mission of the Board, while maintaining sound fiscal responsibility.

Section F. Delegation of Authority

Scope of Authority for Board Members

Board members may not attempt to exercise individual authority over the Board or Board staff except as explicitly set forth in Board policies. - See Board Members Section of IOPP

Scope of Authority Board President

Preside at meetings of the Full Board and Executive Committee, establish approved agenda items for the named committees, call special Executive and Board meetings as necessary, cast vote on all Board motions, and sign official minutes upon approval by Board. Along with Executive Director, serving as principal spokesperson for the Board. With the approval of at least one other member of the Executive Committee, taking emergency action on behalf of the Board. Assuming the duties of the Executive Director during any vacancy in the position. - See Duties of President section of IOPP.

Scope of Authority Board Executive Director

All Board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff can be considered the authority and accountability of the Executive Director. The Executive Director is authorized to make all decisions, take all actions, and develop all activities that are true to the Board's policies. The Board may, by extending its policies, restrict areas of the Executive Director's authority. No individual Board member, officer, or Committee (except the Executive Committee) has authority over the Executive Director. Delegation is formally executed by agreement in the Minnesota Delegation of Authority and signed by the Board President. – See Board Staff- Executive Director section of IOPP.

PART TWO
BOARD MEMBERS

Section A. Expectations and Responsibilities

Board members assume responsibility of being prepared for and fully participating in Board functions.

1. Board Meetings

- a) Meetings are typically scheduled 3-4 times per year and typically all day on a Friday.
- b) Agendas and background materials are sent to Board members at least 1 week prior to the scheduled meeting.
- c) Professionalism and consideration dictate that all materials will be reviewed by each Board member in preparation for the meeting.
- d) Respectful communication is essential, especially at public meetings. Members may certainly disagree and are welcome to request clarification or more information from one another, staff, or guests, provided that the communication is professional.

2. Committee Involvement

- a) A great deal of the Board's work is conducted within committees. To ensure diversity of opinion and to share the burden, all Board members are expected to volunteer for and accept appointments to committees.

3. Commission on Dental Accreditation (CODA) Site Visits

- a) The Commission on Dental Accreditation (CODA) schedules mandatory site visits of all schools of Dentistry, Dental Hygiene, and Dental Assisting. Eligible Board members are expected to volunteer for site visits as part of their Board responsibilities.
- b) The Commission notifies the State Board of Dentistry when an accreditation visit is scheduled in its jurisdiction. The Board of Dentistry has a legitimate interest in the accreditation process. The Commission encourages the State Board to accept invitations to participate in the process.
- c) When invited, the Executive Committee submits at least two (2) names as its representatives to the Commission.
- d) The Commission provides the names of all site visit members, including the two State Board members, to the program site. The program site may choose one of the Board members.
- e) The selected Board member receives the self-study document from the program, and the background information prior to the site visit. The Board member participates in all site visit conferences and executive decisions. The Board reimburses its representatives for expenses incurred during the site visit. (See "Reimbursements" section).
- f) Typically, the representative from the Commission contacts the Board member prior to the visit and invites the Board member to a meeting the evening prior to the site visit. This meeting is an essential part of the team process for the accreditation site visit.
- g) The selected Board members must review all of the materials prior to the visit, and bring with them the Minnesota Board of Dentistry Rules and Statutes. During the visit, special attention should be given, to compliance with the rules for infection control, record keeping, display of licenses, emergency preparedness, and annual renewal, etc.
- h) The basic purpose of the site visit is to permit peers to examine a program's compliance with its own stated goals and objectives. Information provided in the self-study is confirmed, documentation is reviewed, interviews are conducted, and the program observed by the visiting committee. Site visit information is confidential.
- i) At the site visit, members issue a final report to the school. The Board member is a part of that deliberation, writing, and attending the exit presentation to school administration.

4. Clinical Examiner

- a) Dentist and Dental Hygiene members of the Board, are expected to participate, as eligible, with clinical examinations for Board-approved clinical examining bodies.

Section B. Communications

Board members shall refrain from making presentations, speaking to the media, writing letters or engaging in other kinds of communication in the name of the Board, unless the President or the Executive Director of the Board has specifically authorized such communications.

Section C. Code of Conduct

The Code of Conduct is a set of behavioral expectations intended to assure the Public that the Board and its individual members uphold the highest level of integrity and ethical standards. Please refer also to the Federation of Associations of Regulatory Boards (FARB), Model Code of Conduct. (Attached)

1. Ethical Conduct

The Board expects of itself and its members ethical and businesslike conduct. This commitment includes proper use of authority and appropriate decorum in-group and individual behavior when acting as Board members.

The Board values:

- A supportive and respectful work environment for our members and employees
- A diverse and representative work force
- A workplace where employees and those we serve are treated fairly and equitably
- Appreciation, acknowledgment and acceptance of individual differences
- Employees and Board members who take responsibility for modeling appropriate behavior and assuring respectful behavior of others
- Punctuality and attendance at all Board and assigned Committee meetings and functions
- Support of decisions of the Board to peers and the public

2. Public Service

Regardless of whether a member of a regulatory Board for a licensed profession is a licensee in that or some other profession, a consumer, or any other type of member, it is essential for each Board member to represent the public. Board members do not represent the profession, or any other private group. Public service is a privilege, not an earned or inherited right.

3. Committee Service Expectations

- a) Serve on committees or task forces as appointed.
- b) Review agenda and supporting materials prior to Board and Committee meetings.
- c) Actively participate in Committee meetings.
- d) Assist the Board in carrying out its fiduciary responsibilities, such as reviewing the financial statements and reviewing and approving biennial and special appropriations requests to the legislature.

4. Statutes and Rules

Board members are to comply with all state laws and regulations that are applicable to public officials

- a) Be knowledgeable of and uphold the [Minnesota Dental Practice Act](#).
- b) Review and make decisions on all issues presented to the Board regarding the regulations of dental practice from the perspective of protection of the public.
- c) Demonstrate knowledge of the purpose, philosophy, strategic plan, and goals of the Board.
- d) Recognize the Board's role to make policy and staff's role to implement policy as adopted by the Board.
- e) Abide by required [open meeting laws](#), both in-person or in the use of electronic communications.

5. Conflict of Interest

Members of regulatory Boards must strive to avoid any actual or perceived conflict of interest that may compromise the integrity of the Board.

- a) Reveal actual or perceived conflicts of interest and recuse oneself from Board decision making when appropriate.
- b) Refrain from self-dealing or any conduct of private business or personal services between any member and the Board.
- c) Board members must not use their positions to obtain employment within the agency for themselves, family members or close associates.
- d) Board members are not eligible for consideration for employment by the Board. Resignation from the Board is required prior to the submission of application for employment by the Board.
- e) Those affiliated with the Executive Branch of state government are prohibited from accepting gifts, meals or any item of value according to Minnesota Statutes, [Chapter 43A.38, Subd 2](#)

6. Scope of Authority

Board members may not attempt to exercise individual authority over the Board or Board staff except as explicitly set forth in Board policies.

- a) Board members shall not be involved in the day-to-day management, operations, and personnel issues of the Board office.
- b) Board members' interactions with the Executive Director or with staff must recognize the lack of authority in any individual member.
- c) In their interactions with the public, press or other entities, Board members shall not speak on behalf of the Board unless specifically directed by the Board, or as authorized by the Board President and/or Executive Director.

7. Advocacy

Board members shall not appear before the Board while acting as an advocate. Board members shall not represent, directly or indirectly, any business entity in any action or proceeding against the interest of the Board, or in any litigation in which the Board is a party. The only exception to this would be responding to a formal complaint filed with the Board.

8. Abuse of Power

Board members shall not use their official position to secure a special privilege or exemption for the affected person or others, or to secure confidential information for any purpose other than official duties.

9. Confidential Information

- a) Board members shall not intentionally or knowingly disclose any confidential information gained by reason of the affected person's position concerning the property, operations, policies or affairs of the Board, or use such confidential information for personal or pecuniary gain.
- b) Board members shall not engage in a business or professional activity that the affected Board member might reasonably expect would require or induce the affected Board member to disclose confidential information acquired because of the official position.

10. Recusal

Board members will recuse themselves from participating in complaint reviews where a conflict of interest exists relative to the complainant or the licensee. Every effort should be made by individual Board members to determine whether their relationship with the complainant or licensee creates a situation that would negatively affect objectivity.

11. Violations of Code of Conduct

Complaints related to violations of this Code of Conduct must be referred to the Executive Committee via the Executive Director and Board President. The Executive Committee, in consultation with the Attorney General's Office, will determine an appropriate course of action.

If the complaint is against a member of the Executive Committee, the member must excuse himself or herself from the Committee's deliberations and decisions on the complaint. An Executive Committee member may also be removed for cause by a majority vote of Board members. The vacancy shall be filled in the manner provided in section B, Executive Committee Elections.

Section D. Board Member Development, Orientation & Mentoring

1. Board Member Orientation

- a) The Executive Director arranges a mutually acceptable date prior to the new Board member's first Board meeting to provide a general overview of Board responsibilities and overall mission, and an introduction of staff members to the new Board member where each will discuss the individual areas of expertise.
- b) When possible, the Board member will also have an opportunity to meet with a representative from the Attorney General's office to review the "Board Member's Handbook of Legal Issues," and with a representative of the Health Professional Services Program (HPSP) to become familiar with the Board's relationship with this organization.

2. Mentoring

A Board member mentor encourages and assists a new Board member to develop a sense of comfort with the Board member role, and to foster effective working relationships with other Board members.

1. Recruitment and Assignment

Mentors are experienced Board members who demonstrate awareness of the Board's governance and regulatory processes. Mentors may volunteer or be recruited by the Board's President. The Board President will assign a mentor to a new Board member, in consultation with the Executive Director.

2. Mentoring Commitment

The mentor is expected to initiate the relationship at the time of assignment. Either party may initiate subsequent contacts. A mentoring relationship usually lasts one year. The new Board member may change mentors as desired.

3. Suggested Mentoring strategies to welcome the new Board member:

- Initiate contact within 2 weeks of acceptance of mentoring assignment.
- Contact new Board member, using a variety of communication tools, a minimum of once prior to the first Board meeting the new Board member will attend and a minimum of once after the Board meeting.
- Share contact information (email address, telephone numbers, etc.)
- Establish boundaries and expectations for the relationship.
- Facilitate introduction to other Board members.
- Sit next to the new Board member at regular meetings of the Board for one year and assist the new Board member with the proceedings.

4. **Mentoring Timeframe**
New Board members should plan on a transition period leading up to full involvement in any Committee. The amount of information can be overwhelming, and the processes somewhat foreign. The Board member mentor and Board staff can assist with this transition.
5. **Training**
New Board members will generally be asked to attend a regulatory conference, such as CLEAR, FARB or another organization in which Board has membership, within 6 months following appointment to the Board. When possible, the Board's Executive Director will accompany Board members.

Section E. Board Policy on Per Diems

1. Per Diem Policy

It is the policy of the MN Board of Dentistry to authorize payment of one per diem (at the rate set by the Legislature) and expenses, when applicable (at rates set by the Commissioner's Plan) to Board members for the following activities:

- a) Each day in attendance of a public-noticed open or closed Board meeting, as well as attendance at (or electronic participation) special meetings of the Board
- b) Each day in attendance at public-noticed open or closed meetings of Committees of the Board, *if a member of the Committee*
- c) Attendance at regional and national meetings of the American Association of Dental Boards (AADB), the Council on Legislation, Enforcement and Regulation (CLEAR), and attendance at meetings of similar organizations by resolution of the Board
- d) Travel to and from CRDTS examinations, Executive Committee meetings, Steering Committee Meetings, and workshops on days when CRDTS does not pay a per diem (honorarium), when travel must occur on the day before or after the activity
- e) Travel to and from National Board Examination sites to participate as proctors, and to participate in Joint Commission Accreditation Site Visits, when travel must occur on the day before or after the activity
- f) Attendance at legislative hearings, meetings with legislators, or meetings with other parties relating to legislative activities when acting as a Board appointed representative
- g) Attendance, participation, and/or presentation at a meeting or conference when invited to attend, participate, or present as a Board approved representative
- h) Attendance at meeting only when acting as the Board of Dentistry's official representative

2. Collecting Double Benefit Prohibited

- a) A per diem shall not be paid to Board members who are being otherwise compensated by another organization for their Board work that day.

3. Prep Time

- a) Activities related to preparation for and participation in Board and Committee activities, such as reading materials, telephone calls, and travel are eligible for per diem payments.
- b) Per diems shall be calculated on the basis on one per diem granted for every five (5) hours of actual accumulated time. Time will not be calculated on days for which a per diem is already authorized, such as on a regularly scheduled Board meeting day or Committee meeting day.

Section F. Board Policy on Expenses

The Minnesota Department of Management and Budget (MMB) establishes expense reimbursement policies that are periodically revised. Board members' expense guidelines are specified in the Commissioner's plan. In addition to those policies, the Board adopts the following supplemental policies:

1. Hotel

- a) Board members and staff traveling on Board-approved business will be reimbursed for hotel expenses for themselves only
- b) Board members and staff must get the lowest possible hotel rate by requesting a government, AAA, business, AARP, or other discounts
- c) The Board will reimburse for a standard room size, unless no standard rooms are available at the time
- d) Board members/staff must submit the original lodging receipts, which show the detail of charges with their expense report

2. Flights

- a) Board members/staff are to determine whether a Saturday stay, even if it extends the travel time, results in cost savings to the Board (e.g., airfare, meals, lodging, transportation, etc.) and to opt for the most reasonable alternative(s)
- b) Airline travel credit (frequent flyer miles) accrue to the State, not to the employee or Board member ([MN Statute 15.435](#))
- c) Per state contract requirements, all airline travel that is to be paid by the Board of Dentistry must be booked using the most [current contract](#) with the state of Minnesota.

3. Ground Transportation

- a) Mileage reimbursement rates are per the Commissioner's Plan
- b) Car rental is seldom the most cost effective means of transport, due to rental costs, parking, fuel, insurance, and gratuities. When it can be demonstrated otherwise, car rental will be reimbursed when detailed receipts are submitted

4. Meals

- a) Meal reimbursement rates are itemized in the Commissioner's Plan. Reimbursement rates are adjusted for "High Cost Metropolitan Areas."
- b) Board members are reimbursed for the actual cost of a meal, up to the maximum established in the Commissioner's Plan. Cost of meals includes tax and a reasonable gratuity and does not include alcoholic beverages.
- c) Board members may not claim reimbursement for breakfast unless required to leave home before 6:00am or to be away from home overnight.
- d) Board members may not claim reimbursement for lunch unless traveling more than thirty-five (35) miles from their temporary or permanent work location and travel extends over the normal noon meal period.
- e) Board members may not claim reimbursement for dinner unless state business caused him/her to return home from travel after 7:00pm or to be away from home overnight.
- f) Sometimes the cost of commercial transportation, conference registration fee, or hotel lodging includes a meal. In these cases, those provided meals are not eligible for additional reimbursement.

5. Other

- a) Original receipts are required for all expenses except meals, parking meters and baggage handling or other gratuities.

6. Submission of Expense Reports

- a) Board members, Executive Director and staff shall submit expense reports **monthly** to the Office Manager. The Executive Director shall review expense reports for staff and Board members. The Office Manager reviews the Executive Director's expense reports.
- b) Expense reports submitted 60 days or more after the activity are subject to State and Federal tax withholding.

Section G. Policy on Conferences

In order to perform their duties, Board members need to be fully informed on issues relating to the regulation of licensed professionals. Accordingly, Board members are expected to attend at least one conference or training session during each term they serve on the Board.

Section H. Board Member Self-Evaluation

Board Members will take the following Self-Evaluation annually and use it as a way to reflect on their performance as a Board Member. The Self-Evaluation document is for personal use only and not to be shared.

**Board Member
Self-Evaluation
Questionnaire**

**A Tool for Improving
Governance Practice**

For period from _____ to _____

Self-Reflection for Individual Board Members (For personal use - not to be shared)

Questions should be answered by all Board members. Circle the response that best reflects your opinion.

The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. I am aware of what is expected of me as a Board member.	1	2	3	4	5
2. I come to meetings prepared.	1	2	3	4	5
3. I have a good record of meeting attendance.	1	2	3	4	5
4. I do a good job of encouraging and dealing with different points of view.	1	2	3	4	5
5. I read the minutes, reports and other materials in advance of our Board meetings.	1	2	3	4	5
6. I am familiar with what is in the organization's governing policies	1	2	3	4	5
7. I frequently encourage other board members to express their opinions at Board meetings.	1	2	3	4	5
8. I am a good listener at Board meetings.	1	2	3	4	5
9. I follow through on things I have said I would do.	1	2	3	4	5
10. I maintain the confidentiality of all non-public Board information.	1	2	3	4	5
11. When I have a different opinion than the majority, I raise it.	1	2	3	4	5
12. I support Board decisions once they are made, even if I do not agree with them.	1	2	3	4	5
13. I stay informed about issues relevant to our mission and bring information to the attention of the Board.	1	2	3	4	5
14. I have a clear understanding of where the Board's role ends and the Executive Director's role begins.	1	2	3	4	5
15. I have good two-way communication with the Executive Director.	1	2	3	4	5
16. I trust the judgment of the Executive Director.	1	2	3	4	5
17. I provide direction to the Executive Director by setting new policies or clarifying existing ones.	1	2	3	4	5
18. The Board has discussed and communicated the kinds of information and level of detail it requires from the Executive Director on what is happening in the organization.	1	2	3	4	5
19. I act in a respectful manner in all dealings with members of the Board and Public.	1	2	3	4	5

PART THREE
BOARD OFFICERS AND PAST-PRESIDENT

Section A. General

Minnesota Statutes, 150A.03, Subdivision 1, [as referenced in Chapter 3100.0400](#) states: “The Officers of the Board shall consist of President, Vice-President, Past President and Secretary.”

Section B. Elections

Elections are to be held during last scheduled public Board meeting of the calendar year, with new officers assuming their roles at the following public Board meeting.

1. Nominations for each office will be separately taken from the floor.
 - a) Candidates may self-nominate
 - b) Nominations from the floor do not require a second
 - c) Nominators may make a brief endorsing statement
 - d) Nominees may make a brief position statement
2. Elections will proceed in the following order:
 - a) President
 - b) Vice President
 - c) Secretary
 - d) Past President (Awarded position, no election required)
3. If the Past President has met their term(s) on the Board and is unable to serve, the Executive Committee will be comprised of three members.
4. Voting will be conducted by secret (paper) ballot.
5. Tallying will be conducted and reported in public, with ballots reviewed/confirmed by the current President, the Executive Director, and a Board staff member.
6. A candidate must achieve a simple majority of the participating Board member votes to become elected to the particular office
 - a) In the event of a tie for most votes received or lack of a simple majority, the top two vote getters will remain eligible, and balloting will be repeated. In the second round of balloting, an individual receiving a plurality of the legal votes will prevail.
 - b) In the event of a second tie, balloting will be repeated. An individual receiving a plurality of the legal votes will prevail. In the event of a third tie, the determination will be made by coin toss or other agreed-upon game of chance (with the senior-serving Board member making the call of the coin; the coin will be tossed by the staff member appointed to tally the votes).

Section C. Duties of President

Duties of the President include but are not limited to:

1. Presiding at meetings of the Board and Executive Committee.
2. Establishing/approving agendas for Board and Executive Committee meetings.
3. Calling meetings of the Executive Committee and special meetings of the Board as necessary
4. Serving as principal spokesperson for the Board. The President is the only person authorized to represent the Board except for (1) Executive Director, (2) other Board members or staff who are specifically authorized to represent the Board on particular issues.
5. Ensuring that the Board has a strategic plan.
6. With the approval of at least one other member of the Executive Committee, taking emergency action on behalf of the Board. Any emergency action taken is to be reported immediately to the Board.
7. Informing the Governor of a Board member missing three consecutive meetings, or of any other concerns that may be considered justification for removal with cause.
8. Appointing mentor(s) to assist newly appointed Board members.
9. Serving on committees. Assigning committee positions, leadership and liaison assignments. The President is allowed to serve as Committee chair.
10. Despite American Institute of Parliamentarian's Standard Code of Parliamentary Procedure guidelines that may suggest otherwise, casting a vote on all Board motions.
11. Working closely and cooperatively with the Executive Director to advance the work of the Board.
12. Assuming the duties of the Executive Director during any vacancy in the position.
13. Maintaining confidentiality regarding Board personnel and other sensitive information.
14. Signing the official minutes of Board meetings as approved by the Board.
15. Review training requirements for Board members.
16. Calling for a vote of no confidence of the Executive Director as determined by the Executive Committee
17. Review training requirements for Board members.

Section D. Duties of Vice President

Duties of the Vice-President include but are not limited to:

1. Presiding at Board or Executive Committee meetings in the absence of the President.
2. Assisting the President as requested.
3. Serving on the Executive Committee.
4. Working with the President and Board staff on strategic planning and direction.
5. Maintaining confidentiality regarding Board personnel and other sensitive information.

Section E. Duties of Secretary

Duties of the Secretary include but are not limited to:

1. Maintaining a record of Executive Committee and Board meeting attendance, motions, and votes.
2. Reviewing draft minutes of Board and Executive Committee meeting prior to their distribution.
3. Serving on the Executive Committee.
4. Providing written notification of a member missing two consecutive meetings that the member may be removed for missing the next meeting.
5. Maintaining confidentiality regarding Board personnel and other sensitive information.

Section F. Duties of Past President

Duties of the Past-President include but are not limited to:

1. Serving on the Executive Committee.
2. Following up on initiatives from Presidential term.\
3. Maintaining confidentiality regarding Board personnel and other sensitive information.

PART FOUR

BOARD AND COMMITTEE MEETINGS

Section A. Open Meeting Law

All meetings of the Board, its committees, and task forces are subject to the [Minnesota Open Meeting Law, Minnesota Statutes, Chapter 13D](#), and shall be open to the public, unless closure is required or authorized by law. Observers at all meetings are given an opportunity to provide input for Board consideration, at the discretion of the President or chair.

Section B. General

Meetings involving the Board are generally required to be open (public) meetings. The meetings must be posted (announced) to the public a minimum of three days in advance of the meeting. [Chapter 3100.0300, Subparts 1-4](#), of Minnesota Rules outline meeting requirements, quorum requirement, and parliamentary procedures.

Section C. Regular Board Meetings

The Board is required under rule to hold at least two regular meetings each year. A schedule of the regular meetings of the Board is posted at the Board's office and on the Board's web site and sent out to a list of interested parties by email. When the Board decides to hold a regular meeting at a time or place different from that which is stated in the regular meeting posting, it shall give, at a minimum, the same notice that is required for special meetings. The frequency of meetings may vary depending on the business facing the Board. The President, Chair, or Executive Director may cancel any meeting due to inclement weather, hazardous travel conditions, or other unforeseen circumstance.

Section D. Special Board Meetings

The President or the Executive Committee may call special meetings in order to conduct essential business. For special meetings, the Board shall post written notice of the date, time, place, and purpose of the meeting at the Board's office and on the Board's web site. Electronic attendance of special board meeting is acceptable, providing that at least one Board member is present in person.

Section E. Closed Board Meetings

1. The Board shall close the portion of a meeting in which the Board discusses allegations or charges against an individual subject to the authority of the Board. A meeting must be open however, if requested by the individual who is the subject of the meeting.
2. The Board shall close the portion of a meeting in which the Board exercises quasi-judicial functions involving disciplinary proceedings, pursuant to [Minnesota Statutes, section 13D.01, subdivision 2 \(2\)](#).
3. The Board shall close the portion of a meeting in which an appeal of a Committee or Administrative Determination is heard.
4. The Board may close the portion of a meeting in which the Board evaluates the performance of an individual subject to the authority of the Board, and shall identify the person prior to closing the meeting. At the next open meeting, the Board shall summarize its conclusions regarding the evaluation. The meeting must be open if requested by the individual who is the subject of the meeting.
5. Prior to closing any meeting, the Board shall state on the record the specific grounds permitting a closed meeting. The Board will describe the subject matter to be discussed.

Section F. Quorum for Board Meetings

The presence of a majority of the voting Board members constitutes a quorum at Board meetings. A quorum is required to conduct official business.

When a quorum is present at any meeting, the Board may take action on items by a simple majority of the voting members present.

When a quorum of the Board is present at any event, the event may potentially be considered a meeting of the Board, and is subject to restrictions.

Section G. Voting

Once a quorum is established, a simple majority vote (50%+1) of the members of the Board that are present is sufficient to take action. A show-of-hands or voice vote is sufficient for most votes. Voting results are listed in the official minutes, identifying the vote of individual Board members. The exception is the use of confidential paper ballot for election of officers or when requested by a Board member motion and approved by the Board prior to voting. Abstaining from voting should be avoided. A member must recuse, however, when the issue is one in which the Board member has a clear conflict of interest.

Section H. Minutes of Board Meetings

Minutes of all Board meetings are recorded and will be submitted to the Board for approval at the Board's next meeting. The minutes are official upon approval by the Board and signed by the President. Approved minutes are published online on the Board website.

Section I. Meetings via Phone and Interactive Television

1. [Minnesota Statutes Section 13D.015](#) allows the Board and/or Committee to conduct a meeting by telephone, which can include voting, if: all members can hear all discussion and testimony, members of the public present at the regular meeting location can hear all discussion and participate in testimony, at least one Board/Committee members participates from the regular meeting location, all votes are conducted by roll call, and proper 10-day notice is given.
2. In circumstances involving a closed meeting, the communication system must be a secure system that protects from eavesdropping.
3. Board members may participate in all proceedings of any meeting via interactive television pursuant to [Minnesota Statutes, Section 13D.02](#)
4. Board members may participate in web-based conferencing/other technology.

Section J. American Institute of Parliamentarians Standard Code of Parliamentary Procedure

American Institute of Parliamentarians Standard Code of Parliamentary Procedure, as outlined in [Minnesota Rule 3100.0300](#), governs the proceedings of the Board and all committees. Exceptions to this code are superseded in these Policies, Procedures, and applicable law.

Section K. Committee Meetings

As set forth in the law, Board committee meetings can be open or closed as needed and appropriate. Board Members will arrive to committee meetings prepared, having reviewed agenda and other materials sent in advance of the meeting. Votes of the committees are considered recommendations to the Board, and are not final decisions, unless the Committee has been granted specific authority of the Board.

Section L. Properly Noticed Committee Meetings

At properly noticed committee meetings, only appointed committee members may vote. Other Board members may attend and participate as members of the public, but may not vote.

PART FIVE

COMMITTEES

The following Committees constitute the core and continuous activities of the Board. Committee Chairs, along with Board staff, are required to make effort to distribute meeting materials/agenda in advance of the meeting and topics introduced and discussed at the meeting are at the discretion of the Committee Chair.

Section A. Executive Committee

1. Function

Elected Officers of the Board; empowered to act on behalf of the full Board and to establish Board direction as the main governing body of the Board.

The Executive Committee provides input and recommendations to the Board and Executive Director to ensure that the mission of the Board of Dentistry is met and that the Board of Dentistry is operating as an agency that utilizes human and fiscal resources efficiently and effectively.

2. Committee Membership

- a) President
- b) Vice President
- c) Secretary
- d) Immediate Past President

3. Chair

Board President serves as Chair of the Executive Committee.

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making
- b) Establish strategic direction for the Board of Dentistry
- c) Review/establish Board meeting agendas
- d) Evaluate and prioritize concerns to be brought before the Board
- e) Provide financial oversight; review issues related to budget and finance
- f) Make recommendations to the Board, as appropriate
- g) Serve as the editorial board of the Board's newsletter
- h) Conduct annual performance review of Executive Director using the following Minnesota Board of Dentistry Performance Evaluation for Executive Director document. Prepare results and written summary of review to be presented to the Full Board during an open session. Performance review will be initiated in November of each year.
- i) Authorize salary adjustments, achievement awards, and other compensation for Executive Director
- j) Act for the Board under delegated authority (Refer to Delegated Authority section of IOPP)
- k) Report to the Board at subsequent meetings regarding actions taken by the Committee
- l) Cooperatively establish goals with the Executive Director

5. Meetings

- a) Meetings of the Executive Committee are scheduled prior to regularly scheduled Board meetings, or as determined by Committee members and least two times per year
- b) Executive Committee will regularly conduct meetings in OPEN (public) forum
- c) Executive Committee is authorized to close meetings for specific, limited concerns (e.g., staffing, performance review)

- d) Rely on American Institute of Parliamentarians Standard Code of Parliamentary Procedure for meeting conduct ([Minnesota Rule 3100.0300](#))

6. Expectations/Committee Practices

- a) Discussion items for consideration by the Committee should be submitted to the Executive Director prior to the scheduled meeting, the meeting agenda is approved by the President
- b) Committee packets are prepared and distributed one week prior to the meeting to ensure that members are prepared for the meeting
- c) Communication between Committee members is respectful at all times
- d) Committee members will not disclose personnel, or other data, that is classified as private and/or confidential
- e) Minutes of meetings are to be distributed to the appropriate individuals as soon as possible following a meeting

7. Principal Staff Contacts

- a) Executive Director
- b) Administrative Assistant

Section B. Practitioner Review Committee

1. Function

- a) Evaluate and make recommendation for action regarding complaints against dental professionals and based on the laws and rules governing dental practice in Minnesota, including [Minnesota Dental Practice Act and Minnesota Administrative Rules Chapter 3100](#)

Mission Aligned Goal(s)

Ensuring safe, competent and ethical practice: Utilizing remediation tools; including discipline, corrective action, and education to help dental professionals achieve compliance with rules and regulations, carrying out activities authorized by Minnesota statutes and rules

2. Committee Membership (One Committee, Three to Four members)

Committee members are appointed by the President and are comprised as follows:

- a) At least one member of Practitioner Review Committee shall be a dentist, but no more than two dentists appointed
- b) One Public Member and One Allied Member
- c) President may appoint an alternate as needed

3. Chairs

Chairs of the Practitioner Review Committee are appointed by the President.

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making.
- b) Reinforce the [Dental Practice Act. and Minnesota Administrative Rules Chapter 3100.](#)
- c) Determine substance of received complaints and achieve resolution through appropriate action; dismissal, corrective action, or discipline.

5. Meeting Schedule

- a) Committee generally meets monthly in closed session.

6. Expectations/Committee Practices

- a) Objectively and consistently review complaints (approximately 300/yr. total), responses, and investigative materials.
- b) Maintain confidentiality of case materials; including investigative materials and other, non- public case related information. Committee Members shall refrain from discussions regarding complaint cases outside of committee.
- c) Committee members will recuse themselves from participating in complaint reviews where a conflict of interest exists relative to the complainant or the licensee (every effort should be made to determine whether the Committee member's relationship with the complainant or licensee creates a situation that would negatively affect objectivity.) [Minnesota Statute 214.10, Subd.8\(b\)](#).
- d) Direct how each complaint will be handled, scope of investigation, when to dismiss/pursue complaints, and how to resolve complaints.
- e) Determine appropriate remedies from options ranging from closing a case to suspending or terminating a dental professional's license, based on the individual circumstances.
- f) Commit time necessary to prepare and offer educated opinions on complaints.
- g) Communicate responses to complaints memos from staff in a timely manner.
- h) Act as case lead as assigned.
- i) Understand the disciplinary process and remediation tools used for licensees.
- j) Utilize designated Assistant Attorney General as Counsel.
- k) Disciplinary actions are initiated by the Practitioner Review Committee, and must be upheld and adopted by the full Board.
- l) No independent investigation is allowed by Board Members.
- m) Chair to follow up on any topics referred to another committee.

7. Principal Staff Contacts

- a) Senior Investigator, Complaints & Discipline
- b) Investigator, Complaint Analyst
- c) Senior Investigator, Compliance Officer
- d) Legal Analyst
- e) Executive Director

8. Expectations of Staff

- a) Board staff will prepare committee materials, maintain case files and provide follow up to committee requests for action; closure, record review, investigation, request for additional materials, scheduling and drafting conference materials.
- b) Staff responsibilities are overseen by Executive Director.

Section C. Licensure and Credentials Committee
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1. Function

Evaluates the credentials and eligibility of all candidates for licensure in Minnesota, from both CODA accredited and non-accredited dental education programs.

Mission Aligned Goal(s)

Competence: Affiliation and participation with regional and national testing agencies for the purpose of conducting examinations for dental professional licensure, requiring ongoing professional development and education of all dental professionals licensed in the state of Minnesota, carrying out activities authorized by Minnesota statutes and rules.

2. **Committee Membership**

Committee members are appointed by the President and are ideally comprised as:

- a) Dentist Board member
- b) Dentist Board member to serve as an alternate for record and application review
- c) Dental Hygienist Board member
- d) Public Board member or Licensed Dental Assistant Board member (determined by availability)

3. **Chair**

Chair of the Licensure and Credentials Committee is appointed by the Board President.

4. **Primary Responsibilities**

- a) Keep protection of public health and safety foremost in decision-making.
- b) Evaluate the credentials of all candidates for licensure and certification
- c) Conduct interviews with candidates as warranted.
- d) Review existing statutes and rules, and recommend changes as appropriate.
- e) Act on recommendations from the Board related to licensure and credentialing.
- f) Review applications for licensure from dentists and allied dental professionals from non-accredited programs.
- g) Manage Limited General License (LGL) process for non-accredited dentists through Minnesota [Statute 150A.06, Subdivision 9](#).
- h) Review requests for clinical examination waivers.
- i) Monitor the clinical examination process for licensure and certification candidates.
- j) Review relevant variance to rule requests under delegated authority from the Board.
- k) Manage the licensure and certification process for dental therapists and advanced dental therapists through [Minnesota Statute 150A.01 to 12](#).
- l) Monitor the Minnesota GPR (General Practice Residency) programs.

5. **Meeting Schedule**

- a) Meets in closed and/or open (public) session as required by agenda.
- b) Meets once per month generally, but determined by the number of candidates for licensure, legislative activity, Limited General License reviews, etc.

6. **Expectations/Committee Practices**

- a) Members will develop expert knowledge of the portions of the [Minnesota Dental Practice Act](#) pertaining to licensure and credentialing regulations.
- b) Meeting materials containing copies of the application materials for the meeting are available the week prior to the meeting.
- c) Members must be prepared by having read the information provided for the meeting.
- d) Maintain confidentiality of application materials and information.
- e) Evaluation forms/responses related to application materials must be completed in preparation for meetings.
- f) Evaluation forms for applicant interviews and for case presentations are to be completed immediately after the interviews and presentations.

- g) Minutes of meetings are to be distributed to the appropriate individuals as soon as possible following a meeting
- h) Chair to follow up on any topics referred to another committee

7. Principal Staff Contacts

- a) Director of Licensing and Professional Development
- b) Licensing Analyst
- c) Executive Director
- d) AGO attorney managing specific cases and licensure concerns.

8. Background Information on Applicants from Non-Accredited Programs

[Minnesota Statute 150A.06, Subd. 9](#) became law following the 2001 Legislative session. The law allows non-accredited graduates to apply for Minnesota licensure if the Board determines that their education was equivalent to that from an accredited program. The Committee, with Board support, has developed considerations to enable qualified candidates to apply for licensure under this statute. The Committee evaluates each application on a case-by-case basis to determine qualification to be allowed to sit for a clinical exam and ultimately obtain licensure. The 2009 statutes established a requirement that anyone obtaining license under this review process would initially be eligible only for a Limited General License (LGL), which the LGL dentist would be subject to for a three-year period.

Section D. Policy Committee

1. Function

Ensures that the [Dental Practice Act](#), [Minnesota Administrative Rules Chapter 3100](#) and Board protocols retain relevance.

Mission Aligned Goal(s)

Formulating policy relevant to the health and safety of the public. Developing and influencing effective public policy related to dentistry, disseminating information to the public and to dentists, dental therapists, dental hygienists and licensed dental assistants, carrying out activities authorized by Minnesota statutes and rules.

2. Committee Membership

Three to four Committee members including the Chair, are appointed by the President. At least one committee member shall be a Public Board member.

3. Chair

Chair of the Policy Committee is appointed by the Board President.

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making.
- b) Research and discuss changes in practice, technology, and scientific evidence that impact dental regulations.
- c) Assist Board staff in determining and communicating reasonable interpretation of laws and rules affecting dental practice and public safety.
- a) Assist in the rulemaking process from idea generation through development of Statements of Need and Reasonableness (SONARs), publication, presentation to the full Board, public hearings, and implementation.

5. Meeting Schedule

Meets at the call of the Chair in open session, typically in the evening.

6. Expectations/Committee Practices

- a) Develop expert knowledge of the [Minnesota Dental Practice Act](#) and
- b) [Minnesota Administrative Rules Chapter 3100](#).
- c) Appreciate impact of established and proposed dental regulations on the public, on dental practices, and on educational systems.
- d) Involve representatives from the professional associations, educators, practitioners, and experts in policy discussion.
- e) Respond to changes, trends in health care, regulations, technology, evidence based practice, and dentistry.
- f) Anticipate changes, trends in health care, regulations, evidence based practice and dentistry.
- g) Assist with research necessary to establish justification for Committee recommendation.
- h) Make recommendations to the full Board.
- i) Minutes of meetings are to be distributed to the appropriate individuals as soon as possible following a meeting
- j) Chair to follow up on any topics referred to another committee

7. Principal Staff Contacts

- a) Executive Director
- b) Administrative Assistant
- c) Legal Analyst

Section E. Professional Development and Jurisprudence Committee
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1. Function

Establishes requirements for regulated dental professionals to maintain competence through lifelong learning and assurance of current knowledge base in areas critical to public safety. Periodically updates questions for the required Jurisprudence examination; addressing statutes and rules regulating dental practice in Minnesota. Work in cooperation with testing agency to establish pool of test questions.

Mission Aligned Goal(s)

Ensuring competence and ethical practice: Requiring ongoing professional development and education of all dental professionals licensed in the state of Minnesota, affiliation and participation with regional and national testing agencies for the purpose of conducting examinations for dental professional licensure.

2. Committee Membership

Three Committee members, including the Chair, are appointed by the President.

3. Chair

Chair of the Professional Development Committee is appointed by the Board President.

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making.
- b) Establish standards for development specific to each regulated profession.
- c) Develop and revise self-assessment instruments for use by all regulated dental professionals.
- d) Advise Board staff regarding Professional Development portfolio audit process.
- e) Support and promote Professional Development and continuing competence
- f) Recommend test subject experts for testing agency to develop examination.
- g) Develop new pools of questions for the Jurisprudence exam to ensure reasonable turnover of questions and relevance of questions/answers as dental regulations change.

5. Meeting Schedule

Meets at the call of the Chair for meetings in open session, typically during the day.

6. Expectations/Committee Practices

- a) Maintain positive relationships with educators and representatives of professional associations.
- b) Develop promotional materials/presentations to enhance licensee awareness of Professional Development requirements and timelines.
- c) Act on complex requests for extensions based on audit findings and extenuating circumstances.
- d) Minutes of meetings are to be distributed to the appropriate individuals as soon as possible following a meeting
- e) Chair to follow up on any topics referred to another committee

7. Principal Staff Contacts

- a) Director of Licensing and Professional Development.
- b) Licensing Analyst
- c) Administrative Assistant

8. Background Information on Professional Development

In the 1970s, Minnesota became the first state to require continuing education for dental professionals. Changes to rule implemented in 2004 reestablished Minnesota as a leader in this area, rolling out a system based more broadly on the concept of Professional Development – the wide and varied forms of learning that encourage dental professionals to stay current with changes in dental practice, science, and technology. The changes also emphasize personal responsibility through maintenance of individual professional development portfolios that are subject to audit by the Board.

NOTE: If a committee member is an educator, he/she will recuse themselves from final review work for Jurisprudence examination.

Section F. Allied Dental Education Committee

1. Function

Establishes educational requirements for dental hygiene, and dental assisting functions.
Develop examination for licensure for dental assistants.

Mission Aligned Goal(s)

Competence: Pursuing collaborative alliances with the public, dentists, dental therapists, dental hygienists, licensed dental assistants, educators; disseminating information to the public and to dentists, dental therapists, dental hygienists and licensed dental assistants, requiring ongoing professional development and education of all dental professionals licensed in the state of Minnesota, Affiliation and participation with regional and national testing agencies for the purpose of conducting examinations for dental professional licensure.

2. Committee Membership

Committee members are appointed by the President, and are comprised of:

- a) Dental Hygienist member
- b) Dental Assistant member
- c) Public or Dentist Board member

3. Chair

Chair of the Allied Dental Education Committee is appointed by the Board President. Chair rotates annually between the Dental Assistant and the Dental Hygienist Board member (based on availability).

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making.
- b) Research and organize educational criteria for dental assisting, dental therapy, and dental hygiene expanded functions.
- c) Determine educational standards for courses.
- d) Determine equivalency of out-of-state education and training in expanded functions prior to credentialing.
- e) Solicit, then evaluate and review questions submitted from dental assistant education programs for possible inclusion in the Dental Assisting State Licensure Examination.
- f) Maintain connection with the Dental Assisting National Board (DANB) relative to dental assisting exam.

- g) Dental Assistant Board member determines the equivalency of dental assisting programs/training in other states for dental assisting applications for Minnesota licensure by credentials.
- h) Dental Assistant Board member determines whether any additional training for expanded functions must be completed prior to the applicants sitting for the Licensure exam.
- i) Examination revision requires that proposed questions, answers, distractors, and names of texts be presented for all members to review.
- j) Maintain confidentiality of test materials and questions.

5. Meeting Schedule

- a) Meets in open session. Meetings related to dental assisting state licensure examination questions, held with the testing agency, will be held in closed session.

6. Expectations/Committee Practices

- a) Educators representing the various dental, dental therapy, hygiene, and assisting schools and professional associations are relied upon by the Committee to collaborate on establishing educational requirements and providing input on the need for specific training needs for any proposed functions.
- b) Minutes of meetings are to be distributed to the appropriate individuals as soon as possible following a meeting.
- c) Chair to follow up on any topics referred to another committee

7. Principal Staff Contacts

- a) Director of Licensing and Professional Development
- b) Administrative Assistant
- c) Executive Director
- d) Legal Analyst

NOTE: If the Board's Dental Assistant member is an educator, he/she will recuse themselves and the Board's Dental Hygienist member will substitute as Committee Chair for final meetings approving changes to Dental Assisting Licensure Examination.

Section G. HPSP Representative

1. Function

Represents the Board of Dentistry in developing policies with and reviewing activities of the Health Professional Services Program.

Mission Aligned Goal(s)

Ensuring safe and ethical practice: Utilizing remediation tools and education to help dental professionals achieve compliance with rules and regulations, carrying out activities authorized by Minnesota statutes and rules, pursuing collaborative alliances.

2. Representative

The HPSP representative is appointed by the Board President.

3. Primary Responsibilities

- a) Act as liaison between the Board of Dentistry and the other members of the HPSP Program Committee in advising HPSP on its services.
- b) Develop functional understanding of HPSP mission and activities to enhance HPSP ability to provide services for impaired practitioners and to further Board members' knowledge of issues facing impaired professionals.
- c) Submit a written report for the next scheduled Full Board meeting following an HPSP meeting.

4. Meeting Schedule

Meets quarterly, or as necessary, in open session.

5. Principal Staff Contacts

- a. Executive Director
- b. Senior Investigator, Compliance Officer

Section H. CRDTS - Steering Committee Representative

1. Function

Represents the Board of Dentistry to the Central Regional Dental Testing Services (CRDTS) Steering Committee.

Mission Aligned Goal(s)

Competence: Affiliation and participation with regional and national testing agencies for the purpose of conducting examinations for dental professional licensure

2. Representative

The CRDTS representative is appointed by the Board President from among the Board members who are CRDTS examiners. This dentist and/or hygienist may be the same individual as the AADB liaison.

3. Primary Responsibilities

- a) Communicate Minnesota Board of Dentistry position relative to the clinical testing of dentist, dental therapy, and dental hygiene candidates to support and reinforce fair and reliable competency assessment methodologies.
- b) Attend regional CRDTS meetings on behalf of the Board, as possible.
- c) Inform the Board of activities and issues affecting clinical testing practices.
- d) Submit a written report for the next scheduled Full Board meeting following CRDTS meeting(s).

4. Meeting Schedule

Meets three times annually; requires (Board) approved travel.

5. Principal Staff Contacts

- a) Executive Director
- b) Office Manager

Section I. AADB Liaisons

1. Function

Along with Executive Director, liaisons represent the Board of Dentistry to the American Association of Dental Boards (AADB).

Mission Aligned Goal(s)

Gaining information for Policy Committee and Board that is relevant to the health and safety of the public, gaining information for development of effective public policy related to dentistry, pursuing collaborative alliances.

2. Committee Membership

The AADB representatives are appointed by the Board President.

3. Primary Responsibilities

- a) Communicate Minnesota Board of Dentistry position relative to the clinical testing of dental professionals.
- b) Attend national AADB meetings on behalf of the Board, as possible.
- c) Board members directly involved with AADB and the Board's Executive Director are provided membership in AADB, and have voting privileges when attending AADB meetings.
- d) Inform the Board of activities and issues affecting other state dental boards, including legislation, policy initiatives, and regional and national clinical testing practices.
- e) Disperse agency publications to the Full Board as part of a written report.
- f) Submit a written report for the next scheduled Full Board meeting following AADB meeting(s).

4. Meeting Schedule

Meets twice annually; requires (Board) approved travel.

5. Principal Staff Contacts

- a) Executive Director
- b) Office Manager

Section J. Council of Health Boards

1. **Function**

Established by the Health Licensing Boards and codified in statutes, the Council coordinates issues common to all 16 health related Boards, and addresses overlapping scope of practice and emerging professions issues.

Mission Aligned Goal(s)

Ensuring safe, competent, and ethical practice: Carrying out activities authorized by Minnesota statutes and rules, formulating policy relevant to the health and safety of the public.

2. **Representative**

The Council of Health Boards representative is appointed by the Board President and represents the Board of Dentistry jointly with the Board's Executive Director.

3. **Primary Responsibilities**

- a) Address common concerns of the Health Licensing Boards
- b) Evaluate applications by emerging health professions requesting State regulation
- c) Discuss scope of practice concerns
- d) Develop legislative strategies

4. **Meeting Schedule**

Meets as needed, at the call of the Council chair in cooperation with the Executive Director's Forum, in open session.

5. **Principal Staff Contacts**

- a) Executive Director

Section K. Clinical Licensure Examination Committee

1. **Function**

Establishes and reviews requirements for clinical licensure and examinations. Develops and maintains the Advanced Dental Therapy Certification Examination

Mission Aligned Goal(s)

Ensuring competence: Affiliation and participation with regional and national testing agencies for the purpose of conducting examinations for dental professional licensure; developing and conducting examination for licensed dental therapists seeking advanced dental therapy certification.

2. **Membership**

Committee members are appointed by the President, and are comprised of at least one dentist Board member and one allied dental professional Board member.

3. **Chair**

The Chair is appointed by the President.

4. **Primary Responsibilities**

- a) Keep protection of public health and safety foremost is decision making.
- b) Review existing statutes and rules, and recommend changes as appropriate.
- c) Periodically review national and international initial licensure examinations, and recommend acceptance or changes as appropriate.

- d) Participate with the University of Minnesota School of Dentistry via a signed agreement concerning the Board's acceptance of the National Dental Examining Board of Canada's exam for initial licensure.
- e) Develop the requirements for the Advanced Dental Therapy (ADT) Certification Exam including the protocols for each Part of the exam.
- f) Create and maintain a sufficient bank of questions to be used in Part II of the ADT Certification Exam.
- g) Review the questions used for Part III of the ADT Certification Exam
- h) Review the ADT Certification Exam regularly and recommend changes as required.
- i) Communicate with the Licensure and Credentials Committee regarding the ADT Exam administration.
- j) Review and construct questions for DASLE Examination

5. Meeting Schedule

Meets as needed, at the call of the Chair.

6. Expectations/Committee Practices

- a) Members will develop expert knowledge of the portions of the [Minnesota Dental Practice Act](#) pertaining to licensure and examination regulations.
- b) Involve representatives from the professional associations, educators, practitioners, and experts in discussions.
- c) Anticipate and/or respond to changes, trends in health care, regulations, and dentistry.
- d) At least one member from the Board should be actively involved with the American Association of Dental Boards (AADB), the National Dental Examining Board of Canada (NDEB), including test construction committees, Commission on Dental Competency Assessments (CDCA), Western Regional Examining Board (WREB), and Central Regional Dental Testing Service (CRDTS) by attendance at their appropriate conferences and reporting to the Committee.
- e) Make recommendations to the full Board.
- h) Chair to follow up on any topics referred to another committee

7. Principal Staff contact

- a) Executive Director
- b) Director of Licensing and Professional Development
- c) Administrative Assistant

Section L. Sedation Committee

1. Function

Established educational requirements, equipment, medications, and inspections for minimal, moderate and deep sedation, and general anesthesia.

Mission Aligned Goal(s)

Ensure safe practice: Formulating policy recommendations surrounding sedation in dentistry and medical emergencies, relevant to the health and safety of the public; pursuing collaborative alliances with the public, dentists, dental therapists, dental hygienists, licensed dental assistants, educators.

2. Committee Membership

Three committee members are appointed by the President, and are comprised of:

- a) 2 – Dentist Board Members
- b) 1 – Allied Board Member

3. Chair

The Chair is appointed by the President

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making.
- b) Research and discuss changes in practice, technology, and science that impacts sedation regulations.
- c) Review and approve sedation inspection reports submitted by contracted inspectors.
- d) Participate in annual calibration for sedation inspectors

5. Meeting Schedule

Meets as needed, at the call of the Chair, generally in the evening.

6. Expectation/Committee Practices

- a) Arrange in office inspections for sedation certificate holders.
- b) Determine educational standards for courses.
- c) Required and recommended equipment and medications.
- d) Make recommendations to the full Board.
- e) Minutes of meetings are to be distributed to the appropriate individuals as soon as possible following a meeting.
- f) Chair to follow up on any topics referred to another committee

7. Principle Staff Contacts

- a) Director of Licensing and Professional Development
- b) Executive Director
- c) Administrative Assistant

Section M. Dental Therapy Program Review Committee

1. Function

Review, evaluate and make recommendations to the Board regarding program approval for the dental therapy (DT) and advanced dental therapy (ADT) education programs.

Mission Aligned Goal(s)

Ensuring competence: Reviewing and approving dental therapy education programs.

2. Committee Membership

Committee members are appointed by the President, and are comprised of at least:

- a) One Dentist Board member
- b) One Dental Hygienist Board member

3. Chair

The Chair is appointed by the President

4. Primary Responsibilities

- a) Keep protection of public health and safety foremost in decision-making.
- b) Evaluate the six areas that comprise institutional readiness for program approval using Board approved documents such as Program requirements for DT and ADT Programs, Competencies for DT and ADT, and Initial Program Approval (IPA).
 1. institutional infrastructure: affiliation, accreditation, financial support and program control
 2. program planning and assessment
 3. educational program: degree, curriculum and assessment of students' competency
 4. administration, faculty, staff and other institutional resources
 5. educational support services
 6. patient care services
- c) Conduct Initial Site Visits for Developing Programs using the Initial Program Approval Application (IPA)
- d) Conduct annual site visits for "Provisional Board Approval" status school. Site visits are scheduled to assess progress in program implementation
- e) Conduct site visits for Program that have "Board Approval." Programs must renew their approval annually after gaining that status by means of an internal self-study and evaluation site visit
- f) Manage through Minnesota Statute [150A.105](#) and [150A.106](#)

5. Meeting Schedule

Meets as needed, at the call of the Chair. Site Visits will be conducted in closed sessions to review, evaluate, and discuss all aspects of the program, and its application for initial and subsequent reviews.

6. Expectation/Committee Practices

- a) Members will develop expert knowledge of the portions of the [Minnesota Dental Practice Act](#) pertaining to Dental Therapy and Advanced Dental Therapy
- b) Members should have intimate knowledge of the Boards documents utilized by the committee including Competencies-DT/ADT, Standards DT/ADT and the Initial Program Application (IPA)
- c) Meeting materials containing copies of the application materials for the meeting are distributed prior to the meeting. Members must be prepared by having read the information

- d) Members are expected to maintain professional relationship with educators and representatives of educational programs
- e) Members are expected to review all materials and to be familiar with academic and administrative aspects of the program as described in the application prior to the site visit
- f) Maintain confidentiality of application materials and information
- g) Site visit committee member must sign a confidential information agreement as dictated by the IPA

7. Principle Staff Contacts

- a) Executive Director
- b) Administrative Assistant
- c) AGO attorney managing specific cases and concerns

PART SIX
BOARD STAFF

Section A. Executive Director

The Board of Dentistry's Executive Director shall be the chief executive officer and shall comply with statutory requirements (see [Minnesota Statute 214.04, subd.3](#)). In addition to statutory requirements, the Executive Director shall be responsible for fulfilling the other requisites of the position description, which include Board administration, office administration, human resource management, financial management, Board administrative support, Board committee administration, licensing examination administration, complaint and disciplinary administration, and acting as a primary representative of the Board.

1. [Minnesota Statutes, section 150A.03, subdivision 2](#), states: "The Board shall hire an Executive Secretary who is not a member of the Board and who shall be in the unclassified civil service." The Board uses the title of Executive Director to describe the position for the Board of Dentistry.
2. The Executive Director shall conduct the office and carry out responsibilities in accordance with the job description. The Executive Director shall deal with verbal and written inquiries of the Board. Consultation with the President and/or Executive Committee is expected for responses that may be controversial or sensitive in nature, whenever possible.
3. The Executive Director shall not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent or in violation of commonly accepted government or professional ethics, law or state policy.
4. It is the policy of the Board to provide a work environment that ensures equal opportunities and mutual respect for all employees, and to place the dignity of these employees, as well as the citizens we serve, in the highest regard.
5. Response to information, progress of action items, and other advice to the Board will not have significant gaps in timeliness, completeness, or accuracy. Action items will be confidentially maintained a master spreadsheet, which contains all action items for each committee and the full Board. This will be available to all board members and staff to assist with timely implementation of action items.
6. There shall be no conflict of interest in awarding purchases or other contracts.
7. All Board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff can be considered the authority and accountability of the Executive Director.
8. The Executive Director is authorized to make all decisions, take all actions, and develop all activities that are true to the Board's policies. The Board may, by extending its policies, restrict areas of the Executive Director's authority, but will respect the Executive Director's choices so long as the delegation continues. This does not prevent the Board from obtaining information about activities in the delegated areas.
9. No individual Board member, officer, or Committee (except the Executive Committee) has authority over the Executive Director. Information may be requested, but if such request, in the Executive Director's judgment, requires a material amount of staff time, or is not appropriate, it may be refused.

10. The Board is the single official link to the operating organization and the Executive Director is accountable for all organizational performance and exercises all authority transmitted into the organization by the Board. Executive Director performance is synonymous with organizational performance.
11. Cooperatively establish goals with the Executive Committee

Vacancy

In the event of a vacancy in the position of Executive Director, the Board's Executive Committee shall appoint a Search Committee to coordinate the hiring of an Executive Director. The Search Committee shall include a dentist, dental assistant, dental hygienist and public member. The Search Committee shall make a recommendation regarding the candidates to the Board, who will make the hiring decision. The Board's President shall be responsible for appointing an interim Executive Director as needed, along with negotiating salary and coordinating orientation of new Executive Director.

Section B. Other Staff

The Executive Director, as the Board's hiring authority, shall have the responsibility to hire, discipline and promote staff consistent with a Board approved staffing plan.

Section C. Staff Organization

The Executive Director shall be responsible for establishing, operating, and enhancing staff effectiveness through the appropriate organizational structure.

Staff Organization

Office Manager

Reports to Executive Director

Licensing Staff

Reports to Executive Director

- Director of Licensing
- Provides direct supervision to; (1) Licensing Analyst, (2) Administrative Assistants

Investigative Staff

Report to Executive Director

- Investigator Senior, Complaints & Discipline
- Investigator Senior, Compliance Officer
- Legal Analyst
- Investigator, Complaint Analyst
- Dentist

Section D. Complaints About Staff

A Board member who has a complaint about the performance of Board staff should present the matter to the Executive Director. If the complaint is about the Executive Director, the President may address the issue directly with the Executive Director and must advise the Executive Committee for consideration.

Section E. Data Practices Act

The collection, creation, receipt, maintenance, and dissemination of data maintained by the Board are governed by the Minnesota Government Data Practices Act, ([Minnesota Statutes, Chapter 13](#)). Staff and Board members need to be aware of the status of Board related data. Data handled by the Board is classified under direction of the Act as either private or public.

Data Category	Classification	Meaning of Classification
Data on Individuals	Public	Available to anyone for any reason
Data Not on Individuals	Public	Available to anyone for any reason
Data on Individuals	Private	Available to: Data subject, those whose work requires access, entities authorized by law, those authorized by data subject
Data Not on Individuals	Private	Available to: Data subject, those whose work requires access, entities authorized by law, those authorized by data subject

Examples of Public Data include: Public Disciplinary Orders, Corrective Actions, Complaint History, Licensee Demographic Information

Examples of Private Data include: Complaint and Discipline Investigative Data, Applications before licensure is issued.

Section F. Delegation of Authority

All Board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff can be considered the authority and accountability of the Executive Director.

In the absence or at the direction of the Executive Director, the Director of Licensing will be allowed decision making authority to carry out essential activities and functions pertaining to internal operations.

PART SEVEN IOPP

The initial adoption of the Internal Operating Policies and Procedures is effective upon approval by two-thirds of the Board members at a regular or special Board meeting.

Revisions of these policies and procedures require a two-thirds vote of Board members at a regular or special Board meeting and become effective immediately.

The Executive Committee shall review the IOPP at least biennially, determine if revisions are needed, and report any recommended changes to the Board.

Authorized for Years _____

President

Date

Executive Director

Date

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Model Board Member Code of Conduct

Revised September 21, 2016

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INTRODUCTION

The Federation of Associations of Regulatory Boards (FARB) is pleased to introduce the *FARB Model Board Member Code of Conduct*. Whether the discussion concerns licensing or disciplinary decisions, open meeting or public record questions, or any of the myriad other topics included in professional regulation, one thing is clear: public protection starts with the board members. It is the hope of the FARB Board of Directors that introduction of this model document will provoke a conscious conversation among regulators about expectations for board member qualifications and behavior.

FARB is a not-for-profit and tax exempt association under 501(c)(3) of the Internal Revenue Code. FARB governing members are federations and associations of regulatory boards from a wide variety of the regulated professions. In addition to its educational conferences, FARB develops and distributes model documents which promote uniformity, benefitting both the regulatory community and the public.

The *FARB Uniform Model Practice Act*, the *Model Application for Licensure and Renewal*, the *Model Consent Agreement*, and this new *Model Board Member Code of Conduct* are guides for regulatory boards, departments, or agencies. To assist in its implementation, the FARB presents its *Model Board Member Code of Conduct* in legislative format. FARB recognizes that, in the short term, individual constituencies may find it more appropriate to adopt the Code as a rule or policy of the regulatory entity.

The *FARB Model Board Member Code of Conduct* sets forth behavioral expectations for individual members of the regulatory authority of a designated profession. It guides board members in the fulfillment of their regulatory roles. By establishing specific standards, it becomes a tool to assist in the recruitment and selection of members for regulatory boards and can serve as a means of evaluating potential nominees. It also establishes the expected behaviors and actions of individuals serving on the board and provides a rationale for removal of board members whose service fails to meet expectations or is otherwise unacceptable.

FARB is pleased to provide this new and improved document to legislators, regulatory boards, attorneys, appointing authorities, and the regulatory community. While the principles contained in this Code have widespread applicability, in adapting this Code for use in your particular jurisdiction, please consult your substantive and procedural state laws and seek legal advice as necessary. To the extent any users have comments or suggestions to improve the document, please forward your remarks to the FARB Executive Director at FARB@FARB.org.

AN ACT TO ESTABLISH A BOARD MEMBER CODE OF CONDUCT

Section 1. Statement of Purpose.

- (1) The purpose of this part is to set forth a code of conduct particular to members serving on professional and occupational regulatory boards, commissions, or councils. A board member code of conduct defines the expected character and conduct of such individuals and establishes a standard for removal from serving in order to sustain public confidence in the ability of a regulatory board to carry out its mission to protect the public health, safety, and welfare through the regulation of dental professions and occupations in the State of Minnesota.
- (2) Pursuant to Minnesota Statute 214, the practice of the regulated professions in the State of Minnesota is deemed to affect the public health, safety, and welfare and is subject to regulation and control in the public interest. It is further declared to be a matter of public interest and concern that the practice of Dentistry, as defined under Minnesota Statute 150A, or the "Dental Practice Act", merit and receive the confidence of the public and that only qualified persons be permitted to engage in the practice of dentistry in the State of Minnesota. This Act shall be liberally construed to carry out these objectives and purposes.
- (3) In the interest of this public protection perspective and to set forth the mandates of the relevant agency of the state legislatively delegated with the authority to enforce laws and promulgate and enforce rules, board members shall at all times maintain a perspective consistent with the enforcement of the relevant law in the interest of public protection. Board members are required to adhere to the code of conduct set forth herein and other applicable ethical obligations imposed upon public servants.

Section 2. Definitions.

- (1) Adjudicatory Proceedings – a proceeding before the board in which the legal rights, duties, or privileges of specifically named persons are required by constitutional right or by any provision of Minnesota law to be determined after an opportunity for a hearing before the board.
- (2) Agency – the state board, commission, department or officer authorized by law to make rules or to determine adjudicatory proceedings.
- (3) Board – the Board of Dentistry created in Minnesota Statute 150A.
- (4) Board Member – any individual appointee to the board, whether a licensed member of the profession or a public member.
- (5) Executive Director – an individual employed by the board who is responsible for the performance of the administrative functions under the oversight of the board and such other duties as the board may direct.
- (6) Good Standing – a license that is not restricted in any manner and which allows the licensee full practice privileges.

- (7) Industry Trade Association – an organization that promotes the business of the profession and participates in public relations activities that include, but are not limited to, advertising, education, political donations, lobbying, and publishing.
- (8) Presiding Officer – the individual or body of individuals in whom the ultimate legal authority of the agency is vested by any provision of law.

Section 3. Executive Branch Appointee. Pursuant to Minnesota Statute 150A.02, board members are appointed by and accountable to the executive branch of government. Each board member must adhere to relevant executive branch policies as well as the legislatively enacted practice act and rules duly promulgated thereunder.

Section 4. Personal Performance of Duties – Practice.

- (1) A board member shall:
 - (a) maintain a working knowledge of the laws, rules, policies, and procedures under the jurisdiction of the board,
 - (b) regularly attend and meaningfully participate in board meetings and other board proceedings that may be required,
 - (c) if practicing as a member of the regulated occupation or profession, be licensed in good standing, and
 - (d) act professionally in all interactions with other board members, executive director, board staff, consultants, advisors, other state officers and employees, and the public.

Section 5. Conflict of Interest – Ethics.

- (1) A board member shall:
 - (a) comply with conflict of interest and ethics laws and rules,
 - (b) decline to deliberate, participate, or otherwise attempt to affect the outcome of any matter before the board when to do so may result in a conflict of interest or the appearance of a conflict of interest,
 - (c) comply with the requirements of the open meetings and public records laws of this state regarding all communications, whether written or electronic, between board members and between board members and board staff including, but not limited to, emails, social media, and telephone text messages,
 - (d) follow applicable communication protocols regarding dissemination of board information, including maintaining confidentiality of matters discussed in executive session and under the attorney-client privilege, and
 - (e) exercise licensing and rulemaking decisions independent of external influences.

- (2) A board member shall not:
- (a) have private contracts or business dealings with the board, other than board member compensation or reimbursement as may be otherwise provided by law,
 - (b) receive any payment or benefit from transactions of the board, other than the benefit derived from licensure by the board if the board member is a licensee of the board,
 - (c) solicit or receive a gift or favor from any person, company, organization, or any intermediary interest which may compromise or appear to compromise the independent judgment of the board member regarding fulfillment of any board or board member obligations,
 - (d) attempt to obtain favorable treatment by the board for any individual or entity, and
 - (e) use his or her position on the board to advance any private interest.

Section 6. Membership in Professional Organizations – Industry Trade Association Prohibitions.

- (1) In fulfilling their responsibilities to the licensing board, a board member shall at all times maintain a perspective consistent with the enforcement of the relevant laws and rules in the interest of public protection, and not in protection of the professional interests of the licensees.
- (2) A board member shall not be an officer or hold any leadership position in state or national industry trade associations or other organizations serving the profession of dentistry during the term of the board member's appointment to the board. In this capacity, a leadership position is defined as including, but not limited to, a voting member of the executive board, service on an ethics committee, membership committee, examination committee, or other committee or similar position of the association or organization.
- (3) A board member shall not be a registered lobbyist for any professional organization or industry trade association.

Section 7. Communication Protocols.

- (1) As an agency of the state legislatively delegated with the authority to enforce laws and promulgate and enforce rules, board members shall recognize the parameters of the board's authority and ensure the board maintains its public protection mission in undertaking all of its duties and responsibilities,
- (2) Within the parameters of the board's authority, board members shall:
 - (a) ensure the effectiveness and efficiencies of the board,
 - (b) delegate to and oversee administrative functions of the board staff, including certain activities identified to occur between board meetings,
 - (c) select leadership of officers of the board to preside over the customary board activities including, but not limited to, board meetings, committee structures,

application and renewal processing, complaint processing, rulemaking, and matters related to board budgets, and

- (d) recognize the importance of communications related to board business and adopt policies that establish communication protocols and assure that the majority opinions of the board are promoted.

(3) A board member shall:

- (a) authorize and provide general direction to the executive director to address day-to-day administrative decisions including, but not limited to, personnel matters,
- (b) make requests for board staff assistance through approved procedures including, but not limited through, the presiding officer or the executive director,
- (c) refer board staff and members of the public who attempt to use individual board members as an avenue to influence board decisions to the executive director, and
- (d) provide other general direction and delegate functions and tasks to the executive director as appropriate under law.

Section 8. Disclosure of Board Information.

(1) A board member shall:

- (a) obtain the permission, vote, or approval of the board as to the information that may be shared when speaking on behalf of the board,
- (b) promptly refer any requests for comment by the media to designated board staff unless such comment has been previously sanctioned and approved by a board majority to speak on behalf of the board, and
- (c) exercise due diligence to avoid any breach of duty as a board member arising out of negligence, intentional action or omission, or unauthorized communication with any individuals.

(2) All information disseminated by board members shall be factual and limited to information that is otherwise appropriate to be disclosed to the public.

(3) This section shall not be construed to limit the freedom of expression of a board member as an individual member of the public.

Section 9. Removal from Service – For Cause.

(1) A board member may be removed from the board for cause including, but not limited to:

- (a) ceasing to meet the qualifications for board membership,
- (b) being found guilty of a felony or unlawful act that involves moral turpitude, or conviction of any crime other than a minor traffic offense,
- (c) being found guilty of malfeasance, misfeasance, or nonfeasance in relation to board duties,

- (d) being declared mentally incompetent by a court of competent jurisdiction,
- (e) a final adjudication by a recognized body, including the courts, that the board member has violated this Act or the board's practice act, or that the board member has misused the position to obtain any financial or material gain, or any advantage personally or for another, through such office,
- (f) the refusal or inability for any reason to perform the duties of a board member in an efficient, responsible, and professional manner, or
- (g) failing to attend two successive board meetings without just cause as determined by the board.

Section 10. Conflict with Other Laws.

- (1) The provisions of this Act shall not excuse any board member from adherence to any other state or federal law or rule and to the extent this Act conflicts with such law or rule, the state or federal law or rule shall prevail.
- (2) To the extent possible, the provisions of this Act shall be interpreted to coincide and be read to coexist with all other laws of this State. In the event this Act is alleged to conflict with any other provisions of law, this Act shall prevail to the extent the statutory provisions at stake involve substantive issues related to the practice of dentistry. If the alleged conflict addresses procedural issues related to administrative processes, the Administrative Procedures Act, Minnesota Statute 14, shall prevail. In all other respects, conflict of laws issues shall be determined by interpretation and construction principles.

Minnesota Board of Dentistry (2014)
Performance Evaluation for Executive Director

(Actual performance evaluation will be completed online via Survey Monkey, which will tally results automatically- the format below is only to show the questions included in the performance evaluation)

1. Please identify your relationship to the Executive Director (ED):

- Board Member
- Board Staff
- Colleague/Other ED

2. Staffing resources are managed effectively.

Please tell us how the Executive Director demonstrates this behavior:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe/not applicable

3. Coaches and Develops Staff Members: The Executive Director conducts regular performance and development discussions. Executive Director provides clear, constructive and timely feedback and recognizes and/or rewards exemplary performance. Executive Director encourages staff members to grow and achieve their career goals. Executive Director orchestrates learning opportunities to facilitate staff development. Executive Director identifies and develops staff members for growth and future opportunities.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe/not applicable

4. Involve and Engage Staff Members: The Executive Director engages staff members by appealing to individual motivations. Executive Director creates a work environment where team members are comfortable voicing diverse opinions. Executive Director involves and engages staff members in decision-making, problem-solving, and change initiatives. Executive Director creates opportunities for staff members to be involved and engaged. Executive Director inspires team members to excel and achieve high performance and shows appreciation and recognition for staff member contributions. Executive Director links individual job, responsibilities and contributions to the organization's mission and strategies.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe/not applicable

5. Breakthrough Thinking: The Executive Director encourages curiosity and open-mindedness to generate breakthrough ideas and solutions. Staff members' ideas/suggestions for improvement are solicited. Executive Director supports staff members in generating and testing new

ideas/solutions/approaches. Staff members are encouraged to take calculated risks. Executive Director encourages creative approaches to improving efficiency, minimizing waste and maximizing use of resources.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe/not applicable

6. **COLLABORATION/COMMUNICATION:** Executive Director develops and maintains effective working relationships with staff, Board members, the legislature, the public and other stakeholders. Executive Director recognizes the effects of his/her behaviors, words and actions

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

7. **INCLUSIVE CULTURE:** Executive Director connects effectively with everyone, regardless of personality, style and/or other differences. Invites input from a diverse variety of individuals, groups, functions, etc. Executive Director looks at issues and opportunities from different viewpoints, values differences and leverages individual uniqueness. Executive Director is accountable, as an individual and team member, for fostering a healthy workplace. Executive Director helps team members see that each individual is an essential and integral part of the organization.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

8. **Communicates Effectively:** The Executive Director communicates well, both listening and sharing. Executive Director communicates clearly and concisely in verbal and written communications. Executive Director keeps staff and Board members up to date with timely communications. Executive Director uses staff huddles and other effective communication methods to keep staff members informed. Executive Director manages his/her emotions, even in difficult circumstances.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

9. **Focus on Results:** Executive Director sets clear goals and expectations that are linked to the Board's mission, values, strategies and goals. Executive Director ensures that effective plans to implement,

manage and sustain results are addressed. Executive Director manages financial resources effectively and responsibly. Executive Director holds individuals and teams accountable for stated goals and expectations. The Executive Director stays focused on key priorities despite obstacles or failures. Executive Director applies specialized knowledge and expertise to achieve individual and organizational results.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

10. **Being Strategic:** Executive Director considers the effect of an individual decision or action on the broader system/process or organization. Executive Director balances short-term gains with long-term priorities. Executive Director evaluates alternatives and their effects/consequences. Executive Director keeps up to date with industry trends, knowledge, markets, and technology. Executive Director anticipates and plans for how external factors may affect the organization.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

11. **Demonstrate Integrity:** Executive Director acts with integrity and models ethical behaviors. Executive Director does the right thing despite any potential backlash/criticism/negative reactions. Executive Director requires ethical behaviors and results. Executive Director uses organizational policies and the IOPP (Internal Operating Policies and Procedures) as a guide. Complies with and monitors the regulatory and risk needs for the Board. Executive Director understands and supports the organization's regulatory and risk environment.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

12. **Sound Decisions:** Executive Director acts decisively and makes sound and timely decisions. Executive Director analyzes and clearly defines problems/issues. The Executive Director collaborates and seeks input and ideas prior to decision-making or problem-solving. Executive Director evaluates alternatives and their effects/consequences. Executive Director creates contingency plans.

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

13. **Resiliency: Adapts to change, ambiguous situations, or shifting priorities/demands effectively. Executive Director works effectively under stress and pressure. Executive Director handles setbacks, failures, and/or mistakes constructively. Executive Director maintains composure and self-control in stressful situations. Executive Director reflects and learns from past experiences and/or failures.**

Please tell us how the Executive Director demonstrates these behaviors:

- Strength
- Effective
- Opportunity to be more effective
- Unable to observe

14. **Please comment on this leader's professional knowledge and expertise.**

15. **Provide examples of what this leader does particularly well.**

16. **Provide examples of how this leader could be more effective**

17. **Any other feedback?**

