

American Dental Association Operations Update

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August 7, 2026

ADA Vision

Empowering the dental profession to achieve optimal health for all.

Mission

Help dentists succeed and support the advancement of the health of the public.



Leading Together

Guiding Principles



Guiding Principles





We are **listening to every voice**, so we can move dentistry forward together.

Operational Updates

- Governance & Organizational Health Evaluation
- ADA Finances
- Technology
- Membership



ADA Governance and Organizational Health Evaluation

A comprehensive governance and organizational health evaluation is underway per Resolution 521H-2025

An external firm is assessing the following:

- **Governance structure**
- **Management culture**
- **Financial and leadership accountability**
- **And other factors**

The evaluation is being overseen by the Board via Governance Committee and Advisory Task Force members.



Periodic progress reports are being delivered to the House of Delegates

ADA Governance and Organizational Health Evaluation Town Hall

An interactive session to review and provide feedback on evaluation findings and preliminary recommendations

October 9, 2026, from 1:00 to 4:30 p.m. ET in Indianapolis

Participants must be present to take part. The Town Hall will not be recorded.

2026 Budget and Finances

The 2026 budget reflects positive momentum; finances are improving.

- Compared to Fiscal Year 2024, accrual basis core net income in 2025 improved due to cost reduction and strong investment market based on unaudited results.
- 2026 year-end reserves are projected to be \$126 Million, however a \$4 million deficit in the operating fund is anticipated.
- 2027 budget planning is underway.



ADA 2027 Budget Target Goals & Principles

- **Our Commitment:** to build a 2027 budget for the Board that anticipates no net cash draw from reserve funds, meaning cash inflows equal or exceed cash outflows.
- **Our Process:** a step-by-step process that:
 - gathers information,
 - processes feedback,
 - generates conservative revenue projections and then
 - builds expense targets for all divisions.
- **Our Principles to create 2027 budget targets include:**
 - Focus on ADA core activities that *“Provide unified national leadership for the profession through activities that require coordinated, nationwide voice and scope; and are uniquely ADA’s role to deliver”*
 - Activities justified by future revenue must achieve breakeven in year 2 and profit in year 3
 - Reduction of overlapping efforts with states
 - Use stakeholder feedback to inform goals

ADA 2027 Budget Process: Key Dates

- **August**
 - Board of Trustees reviews initial 2027 budget
- **October**
 - ADA Treasurer presents budget at 2026 House of Delegates
 - Resolutions adopted with fiscal implications for 2027 budget will need to be accounted for in 2027 budget
- **November**
 - Board of Trustees, taking into account funding needed for adopted resolutions, adopts final budget
 - Overarching goal: Achieve a balanced 2027 operating budget

AMS: From Stabilization to Operational Stability

Goal: A reliable platform that supports recruitment, renewal and member service across the Tripartite

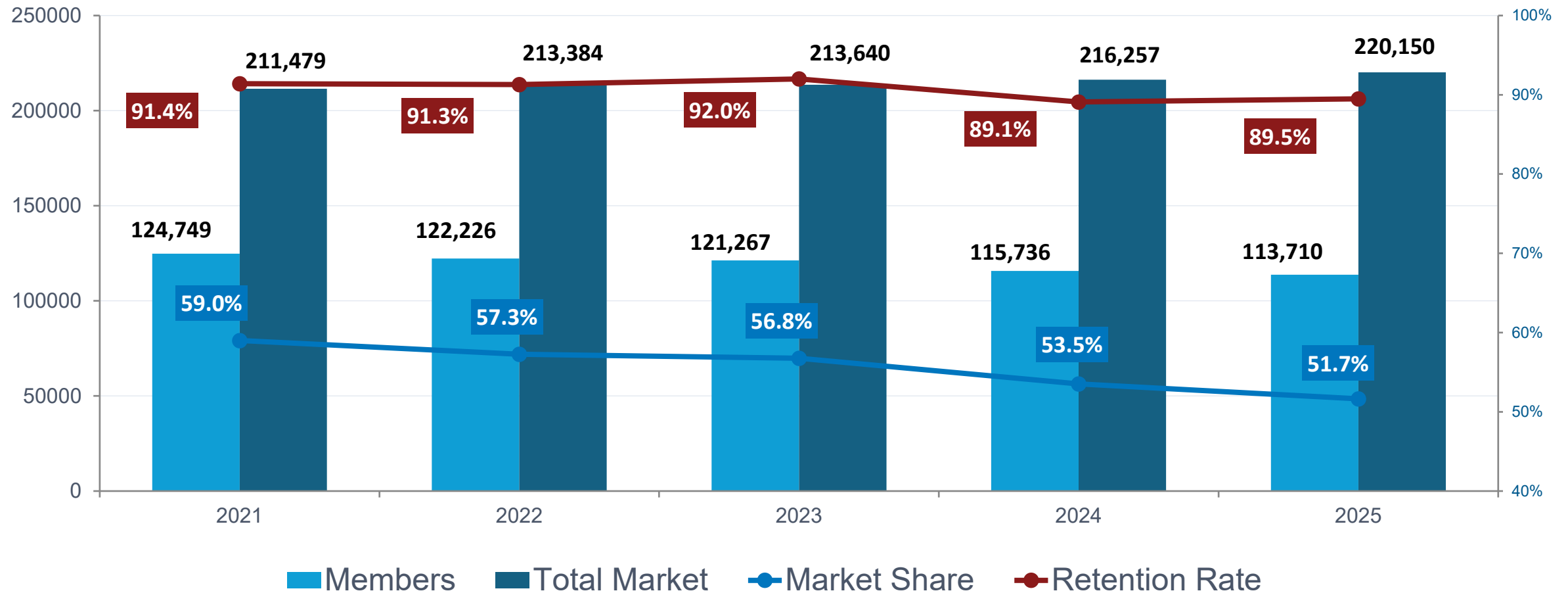
2025: established the foundation

- Put a disciplined stabilization model in place with clearer ADA leadership, priorities and reporting
- Resolved high-impact issues and supported a significantly improved renewal cycle
- Strengthened coordination, visibility and ownership across the AMS operating teams

2026 focus: operational stability

- Protect renewals through disciplined change control, testing and continued issue resolution
- Improve data visibility through the release of State Data Dashboards
- Begin planning a standardized approach for non-system state integrations
- Reduced Join/Renew errors, completed targeted cleanup and developed a broader user experience plan for future implementation

Active Licensed Dentists: 5-Year Trend



The Membership Engagement Model (MEM) Pilot

TENANTS OF THE MODEL



Affordability

Lower, flat dues — \$144 for dentists 2–5 years out, \$300 for dentists 6+ — to remove barriers to joining and staying.



Year-Round Engagement

Ongoing value tailored to members' needs, building loyalty and lasting membership relationships.



Added Value

Optional packages and benefits members choose — also a source of non-dues revenue that offsets lower dues.

TRENDS AFTER YEAR 1

ENCOURAGING EARLY RESULTS

Pilot states are attracting and retaining more early-career dentists than non-pilot states — the strongest response among the newest dentists, holding into 2026.

STILL EARLY — MEASURED VIEW

The pilot runs through the 2027 membership cycle. Year 1 signals are positive, but more data is needed to fully measure success.

The bottom line: More affordable membership is resonating, especially with early-career dentists. As the pilot runs through 2027, the full picture is still unfolding.

Membership Strategy

- The Council on Membership recently established an Ad Hoc Workgroup to develop a comprehensive strategy for strengthening membership, enhancing engagement, and delivering greater value while supporting the ADA's long-term sustainability.
- Your perspective is important to help shape this strategy.

Virtual Town Hall*, Sept. 16, 7 pm CT

- Current state of membership & engagement
- Trends & Challenges
- Council on Membership's strategic planning
- Opportunities to inform their work

*Registration required

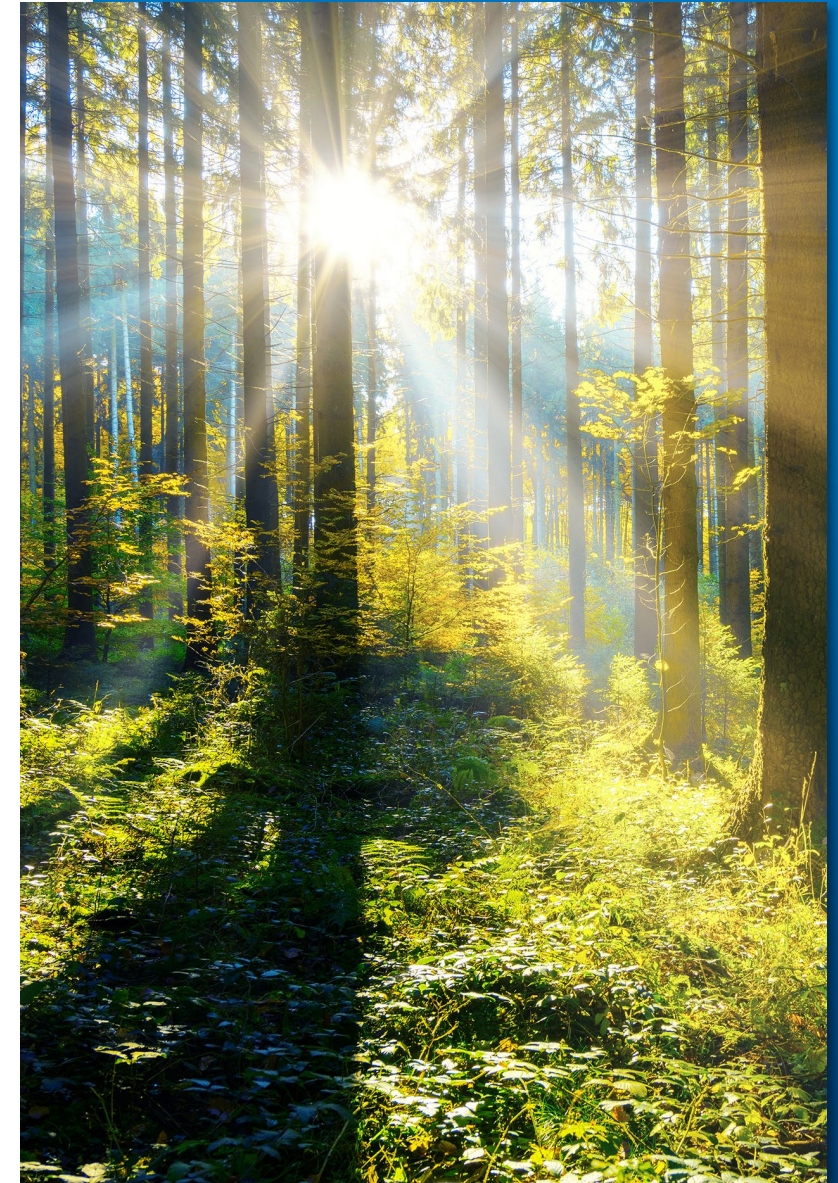
The Path Forward

The foundation of our Association is strong, our mission remains clear, and our values will continue to light our way.

Back to core strengths. We remain focused on advocacy, science, education, clinical resources, and member service.

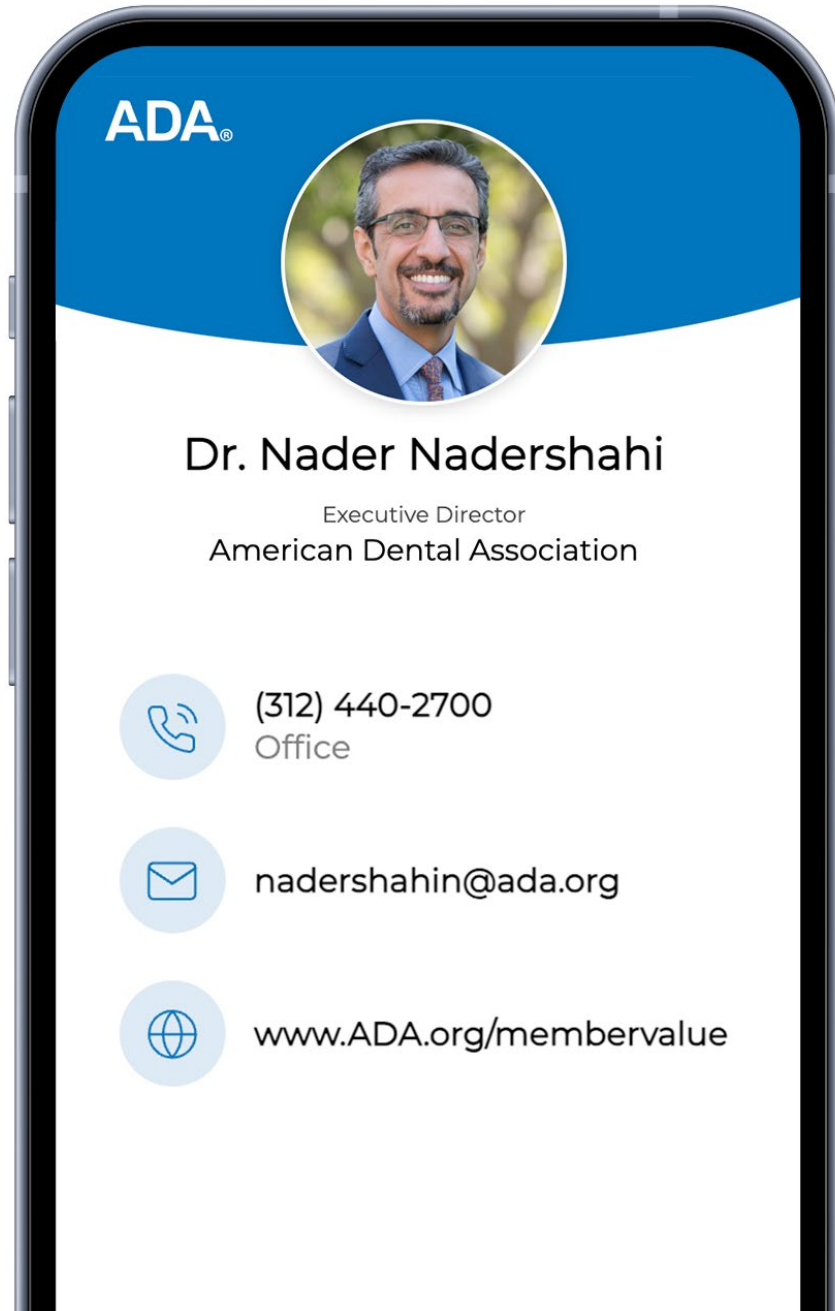
Innovation continues. We are focusing on the right work and doing it at a reasonable pace.

Leadership is fostering a culture of **listening, trust, and transparency.**



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Questions?



Contact Me!

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