



Dr. Frances Marcella Ross

After 35 years in dentistry, I would welcome the opportunity to contribute my experience in a new way by serving on Council and supporting the College's responsibility to protect the public. My career has given me experience as a clinician, practice owner, employer, educator and professional leader. I owned and operated dental practices for more than 20 years, with responsibility for patient care, staff, finances, regulatory compliance and the many decisions involved in running a health-care practice. I also served for six years on the executive of the Toronto Crown & Bridge Study Club, progressing from Secretary and Treasurer through Vice President and President. These roles taught me a great deal about accountability, preparation, collaboration, financial stewardship and making decisions in the best interests of an organization. Living and practising in Riyadh, Saudi Arabia, was also formative. Working with patients and colleagues from many cultural, religious and socioeconomic backgrounds taught me to listen carefully, question my assumptions and recognize perspectives very different from my own. It reinforced my belief that equity, diversity and inclusion require curiosity, respect and a willingness to keep learning. I understand that Council's role is to provide direction and oversight, not to represent dentists or manage College operations. Good governance requires integrity, sound judgment, active listening and a willingness to ask difficult questions, consider different points of view and change one's position when the evidence warrants it. I would bring experience, preparation, an open mind and a genuine commitment to taking this responsibility seriously and always keeping the public interest at the centre of Council's work.