



# ASTDD

ASSOCIATION OF STATE & TERRITORIAL DENTAL DIRECTORS

WHERE ORAL HEALTH LIVES

## Ask Matt Monday

**Charting the Future: ASTDD's Purpose, Vision, & Roadmap for Impact**

2026 Readiness Period | 2027-2030 Strategic Framework

June 29, 2026

# Welcome

- **Introductions**
  - Share in the chat: Name, affiliation
- **About *Ask Matt Mondays***
  - Increase readiness for upcoming organizational changes
  - Build alignment around organizational goals and strategic decisions
  - Create awareness of milestones and timelines
  - Build trust through transparent communication
  - Increase member engagement and participation

# Welcome

## Desired outcomes for today's session

- Understand the **purpose, vision, and roadmap** that will guide ASTDD's future
- Gain clarity on the **priorities and impact** ASTDD seeks to achieve
- Understand how the organization will **move from vision to action** over time
- Explore **how members can help** shape and support implementation
- Strengthen **alignment, confidence, and shared ownership** in ASTDD's future direction

# *Ask Matt Monday Format*

- **Information sharing**
  - Use chat to post questions
- **Discussion and Q&A**
  - Use raise hand feature
- **Member Pulse**
  - Questions posed throughout (chat), and time for discussion and questions (live)



# Today's Guest Speakers



**Debony Hughes, DDS**

Director, Office of Oral Health  
Maryland Department of Health  
ASTDD Board Member, President-Elect



**Stacey Chazin, MPH, MSODL**

Chazin Consulting and  
ASTDD Consultant



## Today's Agenda

### *Charting the Future: ASTDD's Purpose, Vision, & Roadmap for Impact*

- **Previous Ask Matt Mondays [AMMs]** (Matt)
- **Setting the Context** (Matt)
- **Who We Are & Why We Exist** (Debony)
- **A Closer Look at the Framework** (Stacey)
- **Timeline/Next Steps/Future AMMs** (Matt)
- **Questions & Conversation** (All)

FROM THE  
**Last AMM**

Survey responses & questions/comments follow-up

# Member Pulse

Your Feedback is Shaping Our Future

**75%**

feel their voice is  
being heard

**88%**

feel encouraged to  
participate

**88%**

are likely to join  
future AMMs



## What We Heard

“The rollout has been measured and thoughtful. This isn’t easy!”

# Member Pulse

Building Understanding Together

**80%**

understand what to expect during the Readiness Period

**75%**

feel informed about upcoming organizational changes

**88%**

have a clear understanding of why ASTDD is evolving



## What We Heard

“I appreciate the opportunity to ask questions and understand not just what is changing, but why.”

# Your Questions and Survey Responses

## What We Heard

“Concerns that changing the committee structure means losing valuable conversations, expertise, and institutional knowledge.”



**Committees**

Ongoing strategic leadership, governance, and member engagement

Advising the board and staff, identifying member needs, and advancing strategic priorities



**Communities of Practice (CoPs)**

Peer-learning, connection collaboration and professional connection

Creating member-driven spaces for knowledge exchange, shared learning, practical support, and professional connection and networking



**Workgroups**

Time-limited task-focused collaboration to accomplish board-approved specific objectives

Developing recommendations, tools, frameworks, resources, or other defined deliverables



**Advisory Committees**

Sustained subject- matter expertise and strategic guidance

Providing ongoing expertise and recommendations in specialized areas through the development of outputs that follow established methodologies and utilize evidence-informed guidance to create best practices and other technical resources, without serving as standing committees or workgroups



## The Transformation Committees

- **All existing committees will sunset effective 8/31/2026**
  - *This does not correlate to a change in ASTDD's priorities*
  - *ASTDD is evolving to improve our operational efficiencies = supporting member-driven efforts, centered around sustainable governance, and strategically aligned*
- **New committees will begin after 9/1/2026**
  - *Committees will be staff-facilitated, and supported by board members and ASTDD members*



## The Transformation

### *Communities of Practice (CoPs)*

- All Communities of Practice (CoPs) will become open to **all members**, not just CDC-funded states
  - *These will remain the heart of ASTDD*
- New CoPs will begin after **September 1**
  - *CoPs will be staff-facilitated, supported by subject-matter experts (ASTDD Consultants)*

## What This Means

- Members can expect clearer engagement pathways, stronger communication, more intentional committee structures and Communities of Practice, and better alignment between member needs and ASTDD's priorities.
- The goal is to make ASTDD easier to navigate and more useful to members as they work to achieve their own program goals.
- ASTDD is also exploring an enhanced, customizable dues structure to better support these improvements.

“Nonprofit leaders must have the courage to take risks and try new approaches, even in the face of uncertainty and challenges.” ~ Nancy Lublin

“People want to fund your impact, not your existence.” ~ Beth Brodovsky.

Nonprofits exist to meet **evolving** community needs, which means standing still is not an option; thoughtful **transformation** is part of staying true to our mission.

To deliver lasting **impact** in a changing world, nonprofits have to continuously **adapt, modernize, and refine** how they pursue their mission.



# A Quick AMM Recap

- **5/27 – Why We’re Evolving**

- Reflected on the Annual Business Meeting
- Introduced the Readiness Period
- Discussed why ASTDD must evolve to meet the future

- **6/1 – Understanding How ASTDD Will Evolve**

- Introduced the future organizational structure
- Explained the relationship between ASTDD + ASTDD Foundation
- Discussed why ASTDD must evolve to meet the future
- Shared that members will continue to be at the center of the work

## A Quick AMM Recap

- **6/15 – Where You Fit in ASTDD’s Future**
  - Introduced new committees and CoPs
  - Shared new pathways for member engagement & leadership
  - Discussed how members will help shape our future
- **Today – Charting the Future Together**

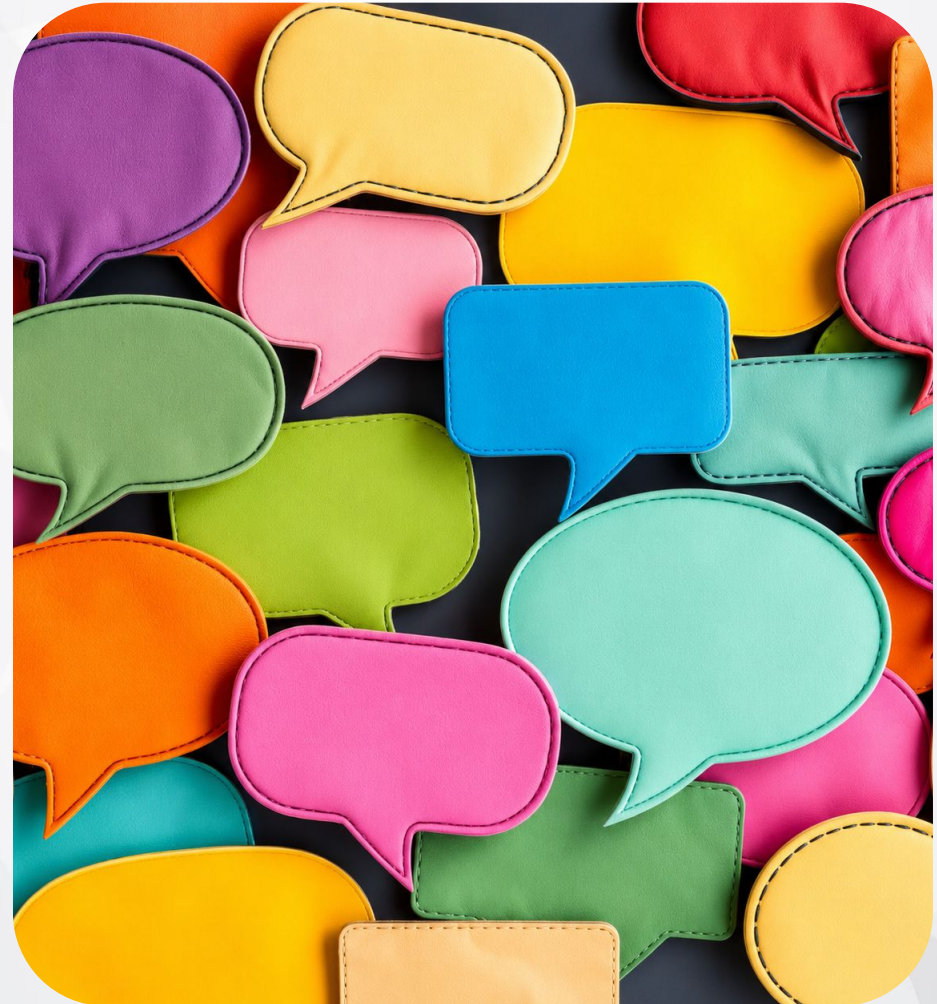


***This journey has been intentional. Each Ask Matt Monday has built on the previous one, moving from why we're evolving, to how we're evolving, and today, where we are headed together.***

## Share Out

What is one word  
or short phrase  
that you hope  
defines ASTDD  
over the next  
five years?

*Please use the chat*



# Who We Are, Why We Exist

The Vision, the Mission, the Future

# Who We Are

## The National Voice for Governmental Oral Health

- Support state and territorial oral health programs
- Build leadership and workforce capacity
- Foster collaboration and peer learning
- Advance evidence-informed policies and practices
- Improve oral health through public health leadership

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*Serving states, territories, and communities since 1948.*

*The place where “Oral Health Lives.” Where leaders connect. Where the future is shaped.*

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# Mission & Vision

## Our Mission

ASTDD provides strategic and meaningful support to those who **lead, empower, promote, and advance** state and territorial oral health programs.

## Our Vision

**Strong, effective, and inclusive** governmental oral health systems in every state, territory, and community that ensure integrated, optimal oral health for all through evidence-informed policies and practices.

# Our National Role & Trusted Stewardship

As ASTDD prepares for the future, our commitment remains rooted in:

- **Institutional continuity** – preserving our rich history, relationships, expertise, and organizational knowledge.
- **Member trust** – representing, listening to, and responding to member needs.
- **Organizational identity** – protecting ASTDD’s mission, vision, values, and role as an inclusive member-driven organization & remaining the national voice for governmental oral health.



ASTDD designed the strategic framework – **Charting the Future: ASTDD’s Purpose, Vision, and Roadmap** – to strengthen these pillars

# Core Values

ASTDD's work is guided by five core values:

- **Collaboration** — *Working together* across members, programs, partners, and sectors to advance shared goals.
- **Connection** — *Building trusted relationships* that support learning, problem-solving, and collective action.
- **Empowerment** — *Supporting members and leaders* with the tools, confidence, and opportunities needed to lead.
- **Integration** — *Advancing oral health as an essential part of overall health* and public health systems.
- **Accountability** — *Stewarding resources* responsibly, measuring progress, and learning from results.

# Where We Are Headed

## **Our Strategic Framework (2027–2030) will help ASTDD:**

- Strengthen state and territorial oral health programs (S/TOHPs)
- Advance leadership, innovation, and collaboration
- Expand partnerships and impact
- Align the work of ASTDD + ASTDD Foundation
- Improve oral health through evidence-informed action

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**Grounded in our mission. Guided by our values. Focused on the future.**

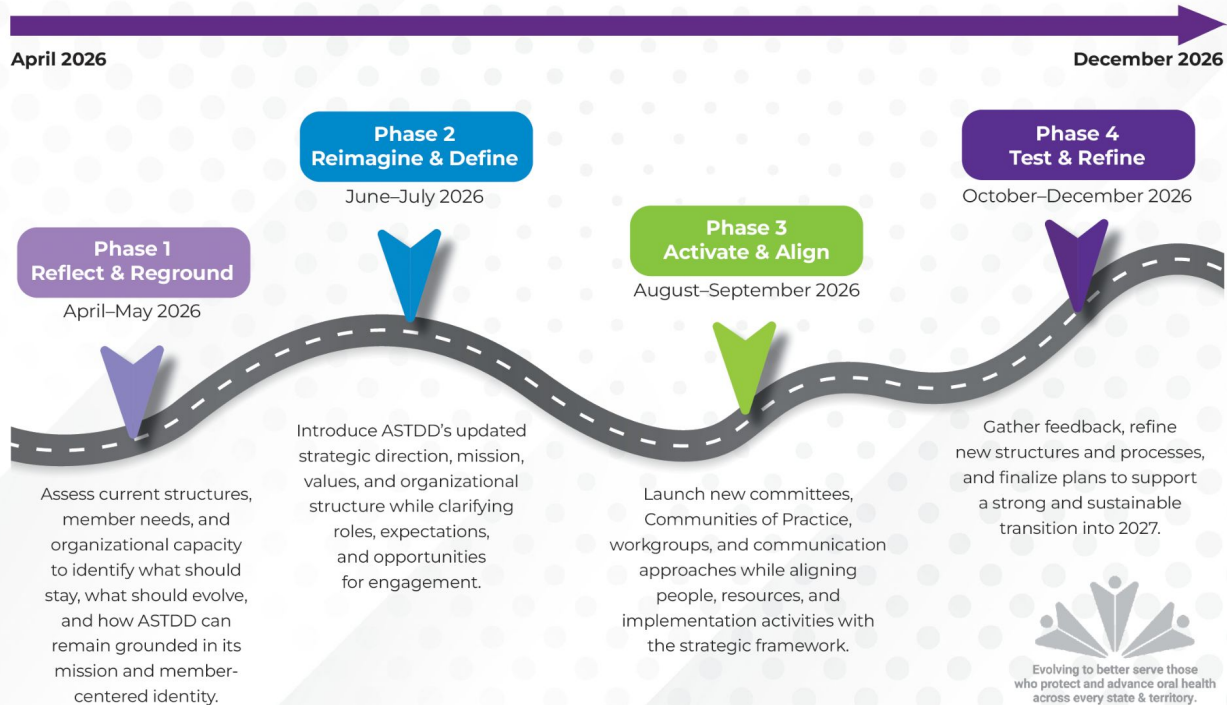
# A Closer Look at the Framework

Connecting Vision, Strategy & Action



## Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact 2026 Readiness Period

The April–December 2026 **readiness period** will bridge strategy development and full implementation beginning in 2027. During this time, ASTDD will clarify roles, organize member engagement pathways, transition existing committees into the new structure, strengthen communications and internal systems, and actively evaluate how the changes are working. ASTDD will use what it learns during this period to make needed adjustments and establish a practical 2027 annual work-planning process.



## Members will benefit from:

- Clearer engagement pathways
- Stronger peer learning
- Coordinated technical assistance
- Leadership development
- Practical resources
- A stronger national voice

# A Comprehensive Strategic Framework

## 2026 Readiness Period | 2027 – 2030 Strategic Direction

### Strategic Direction

Defines where ASTDD is going and what success looks like.

- Strategic Vision & Plan
- Future Direction

### Organizational Alignment

Clarifies how ASTDD and the ASTDD Foundation will work together.

- Shared Purpose
- Complementary Roles
- Coordinated Impact

### Readiness & Implementation

Outlines how ASTDD will prepare for successful implementation.

- Organizational Readiness
- Member Engagement
- Structural Alignment
- 2026 Transitional Activities

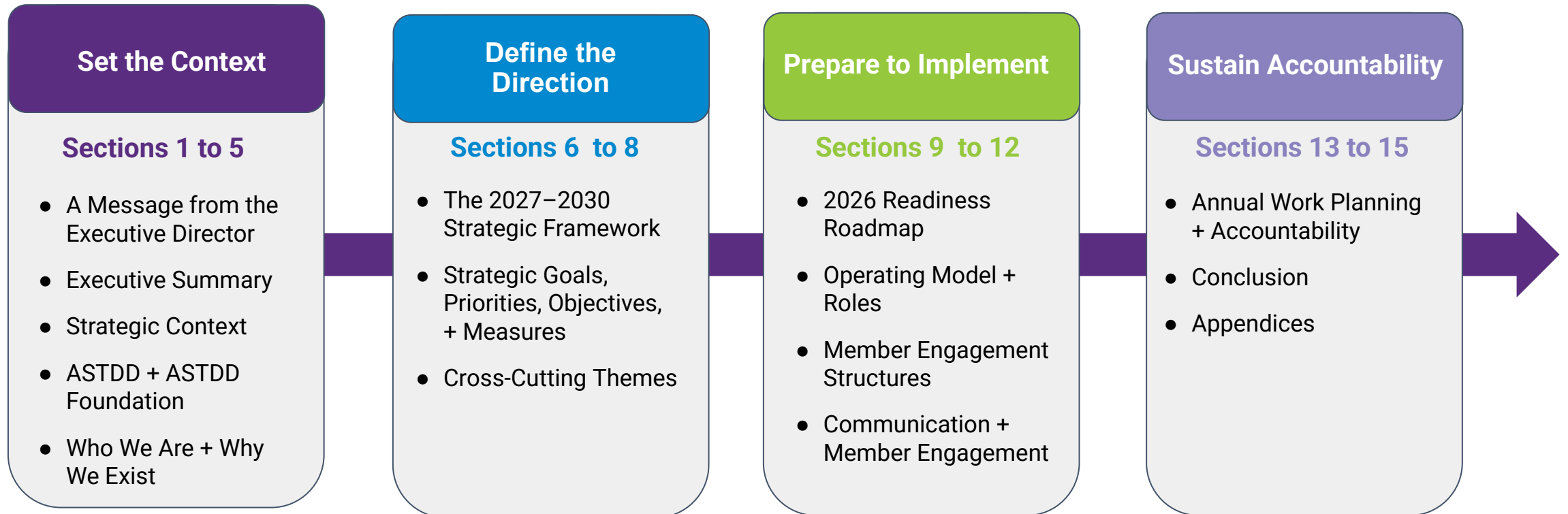


## Why this matters for Members

This Framework provides the roadmap that will guide ASTDD's evolution during the 2026 Readiness Period and supports successful implementation beginning in 2027.

# Document Structure & Sections

This structure helps readers understand the why, the direction, the implementation path, and how progress will be tracked.



## Section 2: Executive Summary

**Purpose:** Give readers the big picture in a concise, accessible way.

**Provides a high-level overview of:**

- Why ASTDD is evolving now
- What the Strategic Framework is designed to accomplish
- The three strategic goals
- What the 2026 Readiness Period will prepare ASTDD to do
- How ASTDD + ASTDD Foundation will work in alignment
- What ASTDD aims to become by 2030

## Section 3: Strategic Context

This section explains:

### External Environment

- Public health expectations
- Persistent oral health disparities
- Workforce and policy changes

### Organizational Readiness

- Capacity and sustainability
- Data and accountability
- Cross-sector collaboration

## Section 4: ASTDD and the ASTDD Foundation

This section explains:

- Why the Foundation was created
- The distinct role of ASTDD + the ASTDD Foundation
- How the organizations complement one another
- How they will work together to expand impact
- Why this alignment strengthens our future

## Section 5: Who We Are and Why We Exist

This section explains:

- Our Mission & Vision
- Who we are
- Our national role
- Our commitment to governmental oral health

## Section 6: The 2027-2030 Strategic Framework

### Purpose:

*Describe where ASTDD is headed and what success looks like by 2030.*

### Includes:

- The strategic framework for 2027-2030
- Core values
- How ASTDD advances its mission
- What success looks like by 2030

## Section 7: Strategic Goals, Priorities, Objectives, & Measures

**Why it matters:**

*Translates our Strategic Vision into measurable action.*

Each strategic goal includes:

- Goal statement
- Strategic intent
- Priorities
- Objectives (2027 – 2030)
- Measure of success

## Section 8: Cross-Cutting Strategic Themes

**Why it matters:**

*These themes guide how every strategic goal is implemented.*

- Health Equity and Community Voice
- Data and Evidence
- Communication and Storytelling
- Innovation and Learning
- Civility and Accountability

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*These themes ensure that while our goals may be different, they're all pursued with the same values, principles, and commitment to impact.*

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## Section 9: 2026 Readiness Roadmap

**Purpose:** Define what needs to happen in 2026 so ASTDD is ready to put the new strategic framework into action in 2027.

**Include:**

- Purpose of the readiness period
- Guiding principles for readiness
- Four readiness phases

## Section 10: Operating Model and Roles

**Why it matters:**

*Clearly defines roles strengthen collaboration, accountability, and implementation.*

- Board of Directors
- Staff
- Consultants
- Members
- Coordination with the ASTDD Foundation

## Section 11: Member Engagement Structures

**Why it matters:**

*Provides clear pathways for members to engage, contribute, and lead.*

- Committees
- Communities of Practice (CoPs)
- Workgroups
- Advisory Committees

## Section 12: Communication & Member Engagement

**Why it matters:** *Keeps members informed, engaged, and connected from readiness through implementation.*

### During the 2026 Readiness Period

- Explain what is changing and why
- Help members understand how to participate
- Gather questions, concerns, and feedback
- Prepare committees, CoPs, consultants, and partners
- Clarify roles, structures, and decision-making



### During 2027–2030 Implementation

- Share annual priorities and progress
- Highlight engagement opportunities
- Report on goals, measures, and milestones
- Share lessons learned and adjustments
- Tell the story of member, S/TOHPs, and field impact

## Section 13: Annual Work Planning and Accountability

**Why it matters:**

*Keeps the Strategic Framework active, measurable, and accountable.*

- Annual work planning (how and by whom)
- Measurement and review
- 2027 – 2030 implementation milestones
- Accountability and reporting

## Section 14: Conclusion

### Purpose:

*Reinforce what the framework makes possible.*

- Align vision, priorities, operations, member engagement, Foundation coordination, and accountability
- Strengthen its role as a professional home, capacity partner, and national voice
- Support members through clearer engagement, coordinated TA, leadership opportunities, and practical resources
- Advance oral health priorities through focused implementation

## Section 15: Appendices

**Purpose:** Preserve useful detail without crowding the main document.

**Include primary purpose and use of:**

- Appendix A: Committee Structure and Descriptions
- Appendix B: Proposed Advisory Committees
- Appendix C: Potential Communities of Practice
- Appendix D: Consultant Pool and Engagement Model
- Appendix E: ASTDD/Foundation Coordination Details
- Appendix F: Glossary and Definitions
- Appendix G: Acknowledgements

# One-Pager & FAQ



## Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact

2026 Readiness Period | 2027-2030 Strategic Framework



The Association of State and Territorial Dental Directors (ASTDD) is entering an important period of strategic transition. Amid federal policy and funding uncertainty, persistent oral health disparities, evolving workforce needs, and increasing demands on public health systems, ASTDD must strengthen its ability to support members and help state and territorial oral health programs (S/TOHPs) respond to current and emerging challenges. As the national voice for those who support, promote, and advance S/TOHPs, ASTDD is preparing for the future by aligning its vision, operations, member engagement structures, and partnership with the ASTDD Foundation into one integrated strategic framework.

### Why This Moment Matters

*Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact* presents ASTDD's strategic framework for 2027-2030. It clarifies:

- Where ASTDD is headed
- Why this direction matters now
- How ASTDD and the ASTDD Foundation will work in alignment
- What must happen during 2026 to support successful implementation beginning in 2027

At the heart of this work is ASTDD's commitment to strong, effective, and inclusive oral health systems in every state, territory, and community. The framework is grounded in ASTDD's mission to provide strategic and meaningful support to those who lead, empower, promote, and advance S/TOHPs. It also reaffirms ASTDD's core values of collaboration, connection, empowerment, integration, and accountability.


### Creating a More Connected Member Experience

For members, the framework is intended to make ASTDD easier to navigate, more responsive to their needs, and better equipped to help them achieve their goals. Members will benefit from clearer engagement

pathways, stronger peer learning, more coordinated technical assistance, leadership development support, and practical resources that are better aligned with the real-world challenges they face.

The framework for 2027-2030 is organized around three goals:

- Member Participation and Engagement:** ASTDD will strengthen and prioritize member participation and engagement to expand shared learning, coordination, and collective action in support of state, territorial, and community oral health priorities.
- Leadership:** ASTDD will build the skills and capacity of current and emerging leaders to drive policy, systems, and environmental changes that improve oral health outcomes.
- Organizational Excellence and Sustainability:** ASTDD will advance organizational excellence and sustainability by fostering inclusivity and investing in the systems and resources needed to remain a nationally trusted, high-performing partner over time.



## Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact

Frequently Asked Questions & Key Terms

### What is *Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact*?

This is ASTDD's strategic framework for the 2026 readiness period and the 2027-2030 implementation period. It clarifies ASTDD's strategic vision and plan, how ASTDD and the ASTDD Foundation will work together, and steps ASTDD will take in 2026 to set itself up for successful implementation of the strategic framework beginning in 2027.

### Why is ASTDD doing this now?

ASTDD is responding to a changing public health environment, including policy and funding uncertainty, persistent oral health disparities, evolving workforce needs, and increasing demands on state and territorial oral health programs (S/TOHPs). This strategic framework will help ASTDD focus its priorities, strengthen member support, clarify roles, and use its resources more strategically.

### What will change for ASTDD members?

Members can expect clearer engagement pathways, stronger communication, more intentional committee structures and Communities of Practice, and better alignment between member needs and ASTDD's priorities. The goal is to make ASTDD easier to navigate and more useful to members as they work to achieve their own program goals. ASTDD is also exploring an enhanced, customizable dues structure to better support these improvements.

### How are ASTDD and the ASTDD Foundation different?

ASTDD is the trusted national voice and leader for S/TOHPs. ASTDD leads membership, governance programs, technical assistance, peer learning, policy and practice support, and national partnership work. The ASTDD Foundation is ASTDD's 501(c)(3) philanthropic partner, helping secure and invest resources for work that supports ASTDD's mission, strengthens members, and builds capacity.

### Why are ASTDD and the ASTDD Foundation introducing new logos?

The refreshed logos are part of ASTDD's broader strategic transition. ASTDD's new logo shows members at the center of the work—connected, moving forward together, and leading efforts across states and territories to strengthen oral health—while giving ASTDD a modern identity that honors its mission and reflects where the organization is headed. The Foundation's logo represents leadership in motion. The forward-leaning star symbolizes guidance, aspiration, and national impact, while its upward momentum reflects progress and growth.

Together, the two logos reflect connection, partnership, leadership, and forward movement, while creating a shared visual identity between ASTDD and the ASTDD Foundation. They illustrate that the two organizations are working as a coordinated ecosystem while maintaining distinct roles and preserving ASTDD's mission, credibility, and member-centered identity.

### How will ASTDD decide what work continues, changes, or stops?

ASTDD will use its updated mission, vision, and values, strategic goals, ongoing evaluation and assessment of member needs, and continuous review of the organization's capacity and sustainability considerations to guide decisions. The focus will be on work that is most likely to benefit members, support S/TOHPs, and advance oral health systems.

### How will ASTDD keep members informed and involved?

ASTDD will use recurring communication and feedback channels, including *Ask Matt Mondays*, *Weekly Digest* updates, targeted communications, Board updates, surveys, and member-facing materials. These channels will help members understand what is changing, ask questions, provide feedback, and identify ways to participate.

“The Association of State and Territorial Dental Directors (ASTDD) is entering an important period of strategic transition.”

# Questions & Conversation

Your Voice Matters

# Conversation and Q&A

- **What is on your mind?**
  - Questions
  - Feedback
  - Concerns

*Use the chat or raise your hand to join the conversation.*



# Next Steps

Turning Vision Into Action

# The Journey Continues

- **July 13:** Release of *Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact*
- **Together & Beyond:** AMMs, Member Engagement, Implementation, Progress, Feedback, and Refinement
  - AMMs: July 20, August 24, September 21, October 19
  - Office Hours
  - Membership Survey
  - Membership Renewal: October 1



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THANK  
YOU

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