



ASTDD

ASSOCIATION OF STATE & TERRITORIAL DENTAL DIRECTORS

WHERE ORAL HEALTH LIVES

Ask Matt Monday

**Charting the Future: Implementation, Progress,
Feedback, and Refinement**

2026 Readiness Period | 2027-2030 Strategic Framework

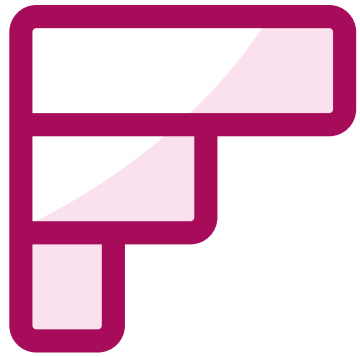
July 27, 2026



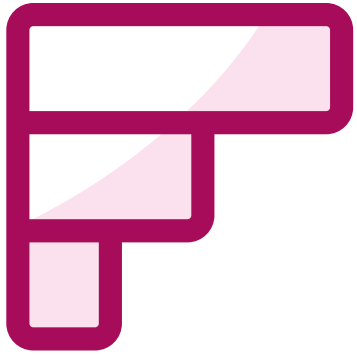
Where are you joining us from today?



How familiar are you with ASTDD's Charting the Future Strategic Framework?



What is your primary reason for joining today's session?



Which topic are you most interested in today?

Grounding

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

Serving states, territories, and communities since 1948.

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

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.



**Which part of ASTDD's mission
feels most relevant to your work
right now?**

Our National Role & Trusted Stewardship

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

- **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.

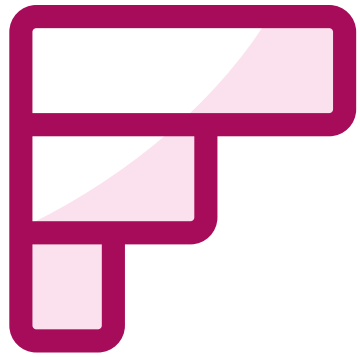


ASTDD designed the strategic framework — **Charting the Future: ASTDD's Purpose, Vision, and Roadmap** — to strengthen these pillars

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.



**Which core value will matter most
in the next 2 years, and why?**

A Coordinated Future



ASTDD is the **membership organization** and trusted national voice for State and Territorial Oral Health Programs.

Policy
Resources
Membership



The ASTDD Foundation is the **philanthropic arm** established to support and advance the mission of ASTDD.

Philanthropy
Innovation
Sustainability

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

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

The Strategic Framework

Connecting Vision, Strategy & Action

Strategic Direction

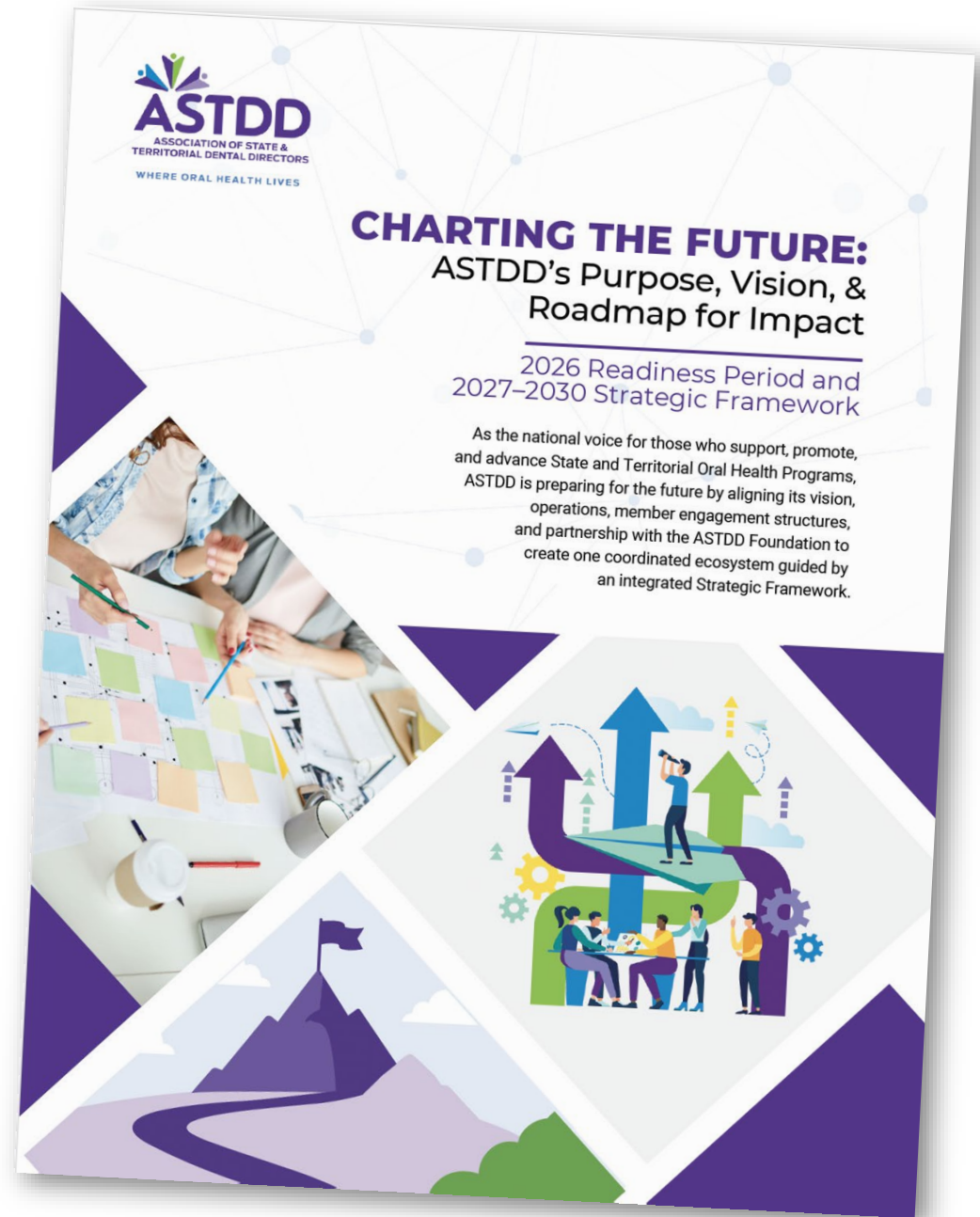
- Strategic Vision & Plan
- Future Direction

Organizational Alignment

- Shared Purpose
- Complementary Roles
- Coordinated Impact

Readiness & Implementation

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



The Strategic Framework At a Glance

Members will benefit from:

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

THE STRATEGIC FRAMEWORK AT A GLANCE



A core feature of this new Strategic Framework is the relationship between ASTDD and the ASTDD Foundation: working in alignment while maintaining distinct roles. **ASTDD** will remain the member-driven national voice and trusted steward for S/TOHPs. The **ASTDD Foundation** will serve as ASTDD's philanthropic partner, helping attract and invest resources that support leadership development, education, technical assistance, innovation, and long-term sustainability. Together, the two organizations will strengthen ASTDD's capacity to serve members and advance shared oral health priorities.



2026 Readiness Period Phases



GOAL #1: Member Participation and Engagement

GOAL #2: Leadership

GOAL #3: Organizational Excellence and Sustainability

2027 to 2030 Framework Goals

2026 Readiness Period Phases

1



Reflect & Reground Apr.–May 2026

Assess current structures, member needs, and organizational capacity to identify what should be preserved, what should evolve, and how ASTDD remains grounded in its mission and values.

2



Reimagine & Define June–July 2026

Introduce the Strategic Framework, clarify the roles of ASTDD and the Foundation, and define new structures and engagement opportunities for members.

3



Activate & Align Aug.–Sept. 2026

Launch new committees, Communities of Practice, workgroups, and engagement strategies while aligning people, resources, and implementation with the Strategic Framework.

4



Test & Refine Oct.–Dec. 2026

Evaluate new structures, gather feedback, refine the approach, and finalize the 2027 Annual Work Plan to ensure a strong launch.

GOAL #1
Member Participation
and Engagement

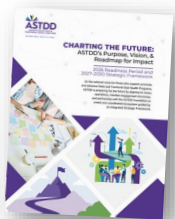
ASTDD will **strengthen and prioritize member participation and engagement** to expand shared learning, coordination, and collective action in support of state, territorial, and community oral health priorities.

GOAL #2
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.

GOAL #3
Organizational Excellence
and Sustainability

ASTDD will **advance organizational excellence and sustainability** by fostering inclusivity and investing in systems and resources to remain a nationally trusted, high-performing partner.



See the *Framework* pages 17–22 for detail about each goal’s **strategic intent, strategic priorities, 2027-2030 objectives, and example measures of success.**

2027–2030 Objectives

- ▶ **Member Reach:** Increase the percentage of S/TOHPs with sustained engagement in one or more ASTDD member pathways each year.
- ▶ **Learning Participation:** Increase participation in ASTDD educational programs, peer exchanges, technical assistance opportunities, and CoPs.
- ▶ **Technical Assistance and Value:** Expand practical tools, resources, and a la carte technical assistance offerings designed for adaptation and implementation in diverse state and territorial contexts.
- ▶ **Partner Collaboration:** Expand partner-informed and co-developed initiatives, tools, resources, and campaigns that support member needs and S/TOHP priorities.
- ▶ **Member Experience:** Strengthen member perception of ASTDD as a high-value professional home and trusted capacity partner.

2027–2030 Objectives

- ▶ **Leadership Development Participation:** Launch and sustain a leadership development framework that includes structured opportunities for current and emerging leaders.
- ▶ **Leadership Pipeline:** Increase the number of members participating in leadership, mentoring, committee, workgroup, or national service opportunities sponsored or supported by ASTDD.
- ▶ **Competency Use:** Increase awareness and use of ASTDD's State Oral Health Program Competencies by S/TOHPs to guide leadership development, workforce planning, staff development, onboarding, and professional growth.
- ▶ **National Influence:** Increase ASTDD's visibility and influence as a trusted national voice through coordinated messaging, partner engagement, and member-informed policy and practice resources.
- ▶ **Member Readiness:** Equip members with communication, advocacy, and resilience tools that support stronger decision-making, external engagement, and program sustainability.
- ▶ **Systems Impact:** Support and document policy, systems, or practice changes informed by ASTDD tools, technical assistance, leadership development, peer learning, or member engagement.

2027–2030 Objectives

- ▶ **Governance Effectiveness:** Improve the consistency, clarity, and effectiveness of internal governance and operational systems.
- ▶ **Operational Improvement:** Improve organizational systems, workflows, and operational processes to increase efficiency, effectiveness, and resilience.
- ▶ **Financial Sustainability:** Strengthen financial sustainability by diversifying revenue, aligning budgets with strategic priorities, supporting reserve planning, and coordinating philanthropic support through the Foundation.
- ▶ **Organizational Capacity:** Build organizational capacity in data, communications, technology, membership, and project management to support quality, efficiency, and strategic decision-making.
- ▶ **ASTDD + ASTDD Foundation Alignment:** Formalize and strengthen coordination so the organizations operate with aligned priorities and clear roles.



**Which strategic goal should
ASTDD focus on most in your
view?**



STRATEGIC FRAMEWORK WORKSHEET

This companion worksheet is for State or Territorial Oral Health Program leaders, ASTDD members, board members, and partners to reflect on the Strategic Framework and identify opportunities to contribute to shared success. We know there is a lot of information in the Strategic Framework document, and our intention with this worksheet is to provide a practical "hands on" resource to stimulate meaningful conversations, planning, and action.

The worksheet follows the four sections of the Strategic Framework—**Set the Context**, **Define the Direction**, **Prepare to Implement**, and **Sustain Accountability**. You might choose one area, or more, that are of particular interest and importance to your program or organization. We look forward to hearing back during a future Ask Matt Monday, and welcome emails if you have questions or want to share ideas in the meantime!



Set the Context

What This Means for You

This section of the Strategic Framework (pages 4–13) explains why ASTDD is evolving and the opportunities ahead. When we have a shared understanding of the context, future decisions and actions are grounded in member needs, organizational priorities, and the evolving public health landscape.

Reflection

What challenges are having the greatest impact on your organization or program?

What opportunities do you see for improving oral health leadership over the next 3–5 years?

Define the Direction

What This Means for You

This section of the Strategic Framework (pages 14–22) becomes meaningful when you see yourself in it.

Strategic Goal Alignment

Which goal(s) most closely align with your work?

- ☐ Member Participation & Engagement
- ☐ Leadership
- ☐ Organizational Excellence & Sustainability

Why?

Strategic Goal Alignment

Which priorities are most important to your organization?

- ☐ Leadership development
- ☐ Member engagement
- ☐ Technical assistance
- ☐ Partnerships
- ☐ Workforce development
- ☐ Policy & systems change
- ☐ Innovation
- ☐ Organizational sustainability
- ☐ Other:

My Contribution

How can your expertise help advance these priorities?

Prepare to Implement

What This Means for You

This section of the Strategic Framework (pages 23–32) translates strategy into action by introducing engagement opportunities, clarifying roles, and outlining how ASTDD will implement the Framework.

Areas of Interest

Which opportunities interest you?

- ☐ ASTDD Committee
- ☐ Foundation Committee
- ☐ Community of Practice
- ☐ Workgroup
- ☐ Leadership Development
- ☐ Member Events
- ☐ Special Projects
- ☐ Fundraising
- ☐ Volunteer Opportunities

Readiness

What resources or support would help you become more involved?

My Participation Plan

What activities will you participate in during the next year?

- ☐ Committee Interest Survey
- ☐ Ask Matt Mondays
- ☐ Webinar(s)
- ☐ Community of Practice
- ☐ Volunteer for a workgroup
- ☐ Attend ASTDD meetings
- ☐ Other:

Sustain Accountability

What This Means for You

This section of the Strategic Framework (pages 33–37) addresses accountability—we will only be successful when progress is measured, feedback is valued, and members remain engaged.

Staying Connected

How will you stay informed?

- ☐ ASTDD emails
- ☐ Website
- ☐ Ask Matt Mondays
- ☐ Committee meetings
- ☐ Communities of Practice
- ☐ National Oral Health Conference
- ☐ Social media
- ☐ Other:

Reflection

How will you know your participation is making a difference?

Feedback

What feedback or ideas would you like to share with ASTDD?

Looking Ahead

What opportunities should ASTDD consider in the future?

My Commitment

Over the next 12 months, I will:

- ☐ Stay informed about implementation progress.
- ☐ Share feedback and ideas.
- ☐ Participate in ASTDD engagement opportunities.
- ☐ Encourage colleagues to become involved.
- ☐ Continue developing my leadership skills.
- ☐ Support implementation of the Strategic Framework.

My Personal Action Plan

My top three commitments

1. _____
2. _____
3. _____

[Download](#) & [Online Link](#)



Which part of the Strategic Framework feels most urgent for ASTDD right now?



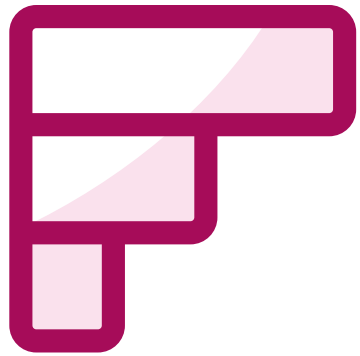
When you think about ASTDD's future, what one word comes to mind?

Questions & Conversation

Your Thoughts Matter



How confident do you feel that you understand how the Strategic Framework will affect your involvement with ASTDD?



When you think about ASTDD's Strategic Framework, what one word comes to mind?

Conversation and Q&A

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

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





What topic would you most like addressed in a future Ask Matt Monday or office hour?

Next Steps

Turning Vision Into Action

The Journey Continues

- **Together & Beyond:** AMMs, Member Engagement, Implementation, Progress, Feedback, and Refinement
 - AMMs: August 24, September 21, October 19
 - Office Hours
 - Membership Survey
 - Membership Renewal: October 1



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THANK
YOU

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