



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.

Strengthening Impact Through Alignment

A central feature of the framework is the relationship between ASTDD and the ASTDD Foundation, which will work in alignment while maintaining distinct roles. ASTDD will remain the member-driven national voice and trusted steward for S/TOHPs. The 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.

A Brand That Reflects the Future

ASTDD's refreshed logo and brand are part of this broader strategic transition. The new ASTDD and ASTDD Foundation logos share a visual connection that reflects alignment between the

two organizations, while allowing each to maintain its distinct role. The updated identity emphasizes connection, partnership, leadership, and forward movement—symbolizing members working together across states and territories to advance oral health. The shared visual identity reinforces the close relationship between ASTDD and the Foundation, while preserving ASTDD's mission, credibility, and member-centered identity.

How ASTDD Will Move Forward

The April to 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.

Through this framework, ASTDD will better support its members by engaging them more intentionally, strengthening capacity, aligning systems, and advancing collective impact across S/TOHPs nationwide.

ASTDD will perform this work in the following phases:

PHASE 1 Reflect & Reground: April–May 2026

ASTDD will take stock of current structures, member needs, organizational capacity, and strategic priorities. This phase will help confirm what should be preserved and what needs to change, and how ASTDD can stay grounded in its mission, values, and member-centered identity.

PHASE 2 Reimagine & Define: June–July 2026

ASTDD will communicate the new strategic direction; clarify the roles of ASTDD and the ASTDD Foundation; and define the structures, engagement pathways, and expectations needed for the transition. This phase will help members and partners understand what is changing and how they can participate.

PHASE 3 Activate & Align: August–September 2026

ASTDD will begin putting the new structures into motion by sunseting current committees, while launching new priority committees, Communities of Practice, workgroups, communication tactics, and planning processes. This phase will focus on aligning people, roles, resources, and early implementation activities with the strategic framework; members can expect to be engaged throughout this process.

PHASE 4 Test & Refine: October–December 2026

ASTDD will test and refine the new structures, gather member and partner feedback, prepare the 2027 Annual Work Plan, and make adjustments before full implementation begins. This phase will help ensure ASTDD enters 2027 with clearer roles, stronger engagement pathways, and a more sustainable foundation for implementation.