

CHARTING THE FUTURE: ASTDD's Purpose, Vision, & Roadmap for Impact

2026 Readiness Period and 2027–2030 Strategic Framework

As the national voice for those who support, promote, and advance State and Territorial Oral Health Programs, ASTDD is preparing for the future by aligning its vision, operations, member engagement structures, and partnership with the ASTDD Foundation to create one coordinated ecosystem guided by an integrated Strategic Framework.



HOW TO USE THIS STRATEGIC FRAMEWORK

Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact aligns ASTDD's vision, strategic priorities, operations, member engagement, ASTDD Foundation coordination, and accountability into one integrated Strategic Framework. It provides both a long-term direction and a practical roadmap for implementation.

- ▶ **For members,** this Framework strengthens ASTDD as a professional home, trusted capacity partner, and national voice. It is designed to make engagement more meaningful, technical assistance more coordinated, leadership opportunities more visible, and resources more responsive to the evolving needs of State and Territorial Oral Health Programs (S/TOHPs).
- ▶ **For partners and funders,** this Framework provides a clear understanding of ASTDD's strategic priorities, identifies where collaboration and investment can create the greatest impact, and demonstrates how ASTDD and the ASTDD Foundation will work together as a coordinated ecosystem to advance shared goals.
- ▶ **For ASTDD as an organization,** this Framework provides the building blocks for long-term sustainability, organizational excellence, effective governance, operational clarity, stronger communication, and disciplined implementation.
- ▶ **For the ASTDD Foundation,** this Framework provides a clear strategic context for philanthropy, resource development, and charitable investment, helping ensure that the ASTDD Foundation resources are aligned with ASTDD's strategic priorities while strengthening leadership, education, innovation, technical assistance, organizational capacity, and long-term sustainability.

Together with members, partners, staff, consultants, funders, and the ASTDD Foundation, ASTDD will translate this Strategic Framework into meaningful action that strengthens governmental oral health systems, advances integrated oral health, and improves the health of communities nationwide.

Ultimately, ***Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact*** is more than a Strategic Framework—it is a shared commitment to strengthening leaders, empowering members, advancing S/TOHPs, and creating lasting impact through collaboration, innovation, and collective action.

Together, these strategic priorities, actions, and outcomes reaffirm ASTDD as the trusted professional home for those who support, promote, and advance governmental oral health, and remains the place ***where oral health lives***.

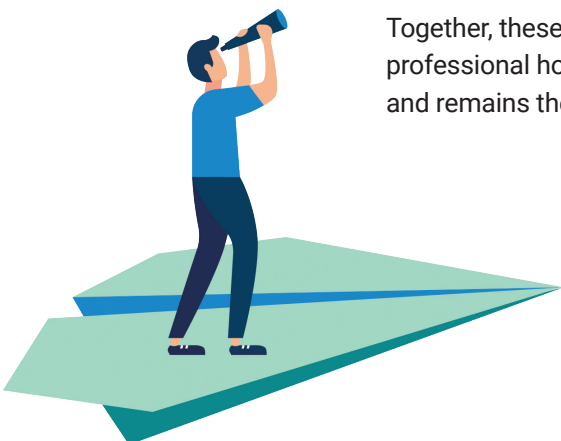


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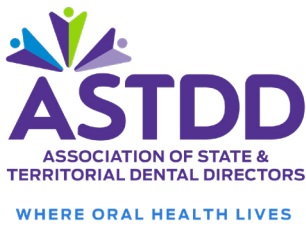
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THE STRATEGIC FRAMEWORK AT A GLANCE



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

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

GOAL #2: Leadership

GOAL #3: Organizational Excellence and Sustainability

2027 to 2030 Framework Goals



Set the Context

What This Means for You

The Strategic Framework begins by explaining why ASTDD is evolving and the opportunities ahead. Understanding the context helps ensure that future decisions and changes are grounded in a shared understanding of member needs, organizational priorities, and the evolving public health landscape.

Your Next Steps

- ▶ Reflect on the challenges and opportunities facing your S/TOHP.
- ▶ Learn how ASTDD and the ASTDD Foundation will work together to strengthen support for members.
- ▶ Consider how your experiences and perspectives can help shape ASTDD's future.

A MESSAGE FROM THE EXECUTIVE DIRECTOR

*This opening message introduces **Charting the Future** as a shared commitment to ASTDD's future, grounded in the organization's mission, history, and member-centered identity. It introduces the Strategic Framework as ASTDD's response to a changing public health environment and an opportunity to strengthen leadership, member engagement, technical assistance, organizational excellence, and alignment with the ASTDD Foundation.*

Dear Members, Partners, Colleagues, and Friends,

Organizations are often remembered for the programs they deliver, the initiatives they launch, or the milestones they achieve. While those accomplishments matter, they are not what ultimately define an organization.

What endures is its purpose, the trust it earns, the people it serves, and the legacy it leaves for those who follow.

For nearly eight decades, the Association of State and Territorial Dental Directors (ASTDD) has existed because of a shared belief that governmental oral health leadership matters. Across generations, members, volunteers, partners, and leaders have built an organization dedicated to strengthening State and Territorial Oral Health Programs (S/TOHPs), advancing evidence-informed public health practice, and improving the oral health of communities throughout the nation.

Each generation inherits the responsibility to preserve that legacy while preparing ASTDD for the future. **Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact** reflects our commitment to fulfilling that responsibility—not only for today's members, but also for those who will look to ASTDD in the years and decades ahead.

Throughout ASTDD's history, our strength has never been defined solely by the services we provide or the initiatives we undertake. It has been defined by our ability to bring people together around a shared purpose—to learn from one another, strengthen one another, and advance governmental oral health through collaboration, leadership, and service. That commitment remains unchanged and continues to guide every decision we make.

As you read this Framework, I hope you see more than a roadmap. I hope you see a shared vision for the organization we are building together—one that is member-centered, resilient, innovative, and prepared to meet both today's responsibilities and tomorrow's opportunities. It reflects our commitment to strengthening leadership, fostering meaningful member engagement, advancing technical assistance and education, embracing innovation, and ensuring that ASTDD remains a trusted steward of governmental oral health for generations to come.

“Leadership is not measured by the plans we create, but by the people we empower, the partnerships we build, and the lasting impact we make together.”

~Matthew Zaborowski

Our responsibility is not simply to respond to change, but to ensure that ASTDD continues to be the trusted professional home where leaders connect, learn, and grow; the indispensable capacity partner supporting S/TOHPs; and the national voice advancing governmental oral health through collaboration, evidence-informed practice, and strategic partnerships.

No Strategic Framework, however thoughtfully developed, creates impact on its own.

Our impact comes from people.

It comes from members who generously share their knowledge and experiences, volunteers who step forward to lead, partners who collaborate toward shared goals, consultants and staff who transform vision into action, funders who invest in our mission, and supporters who believe that stronger governmental oral health leadership improves the health of every community.

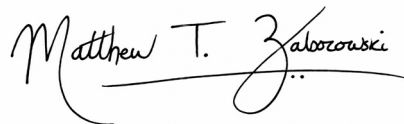
That collective commitment is ASTDD's greatest strength.

Thank you for your partnership, your trust, and your unwavering commitment to ASTDD. I invite you to join us as we bring this Strategic Framework to life—not as a document to read once, but as a shared commitment that will guide our decisions, strengthen our partnerships, and shape our future together.

The future of ASTDD will not be defined by any one framework or any one leader. It will be defined by the collective dedication of members, volunteers, partners, staff, consultants, funders, and supporters who believe in the power of governmental oral health leadership to improve lives.

It is both an honor and a privilege to steward this work alongside you. Together, we will strengthen leaders, empower members, advance S/TOHPs, and continue building the trusted professional home, indispensable capacity partner, and national voice for governmental oral health—ensuring that ASTDD remains the place where oral health lives for generations to come.

With gratitude,

A handwritten signature in black ink that reads "Matthew T. Zaborowski". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

Matthew Zaborowski, MPH, CPH

Executive Director, Association of State and Territorial Dental Directors
President & CEO, ASTDD Foundation

EXECUTIVE SUMMARY

The Executive Summary provides a high-level overview of why ASTDD is entering a period of strategic transition and how the Framework will guide the 2026 Readiness Period and 2027–2030 implementation. It introduces the three strategic goals, the role of ASTDD and the ASTDD Foundation as a coordinated ecosystem, and the intended benefits for members and S/TOHPs.

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 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 (the “Foundation”) to create one coordinated ecosystem guided by an integrated Strategic Framework.

Charting the Future: ASTDD’s Purpose, Vision, and Roadmap for Impact (the “Framework”) outlines ASTDD’s April–December 2026 Readiness Period and 2027–2030 implementation approach. It connects long-term vision with practical implementation, enabling ASTDD to enter 2027 with clearer roles, stronger engagement structures, streamlined ASTDD/Foundation coordination, and a disciplined annual work-planning process.

The Framework is organized around three goals:

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

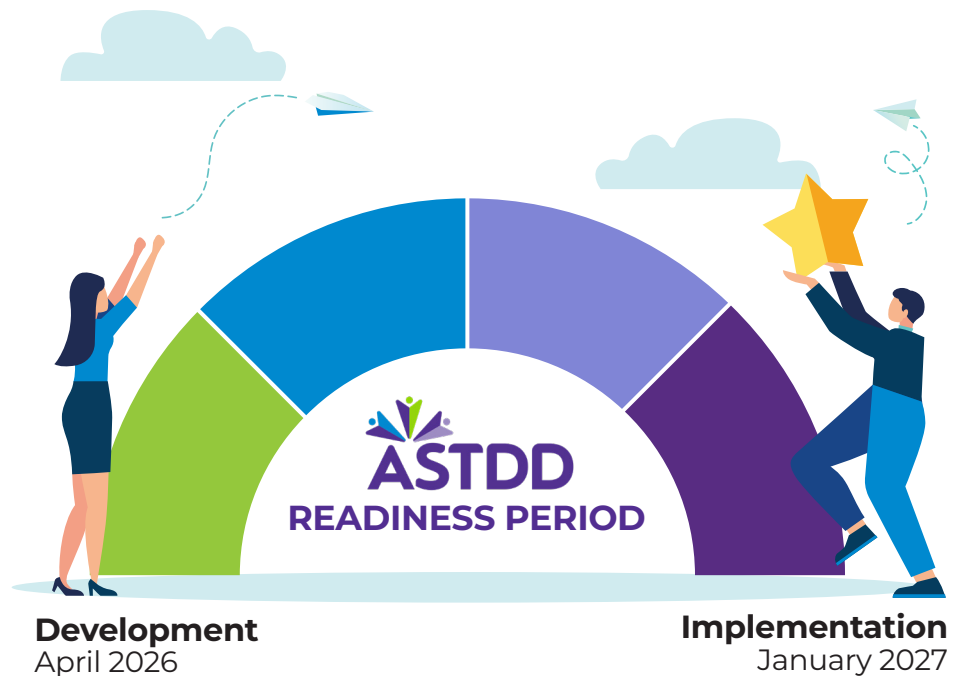
ASTDD will advance organizational excellence and sustainability by fostering inclusivity and investing in systems and resources to remain a nationally trusted, high-performing partner.



The Framework will make ASTDD easier to navigate, more responsive to member needs, and better equipped to help S/TOHPs achieve their goals. Members will benefit from clearer engagement pathways, stronger peer learning, coordinated technical assistance, leadership development, practical resources, and a stronger national voice.

The April–December 2026 Readiness Period will bridge development of the Framework and its full implementation beginning in 2027. During this period, ASTDD will:

- ▶ Clarify roles and organizational priorities
- ▶ Establish member engagement pathways
- ▶ Transition existing committees into the new structure
- ▶ Strengthen communications and internal systems
- ▶ Evaluate how the changes are working
- ▶ Establish a practical 2027 work-planning process



Together, ASTDD and the Foundation will function as a coordinated ecosystem while maintaining distinct roles. ASTDD will remain the member-driven national voice and trusted steward for S/TOHPs, while the Foundation will attract, invest, and steward resources that support leadership development, education, technical assistance, innovation, capacity-building, and long-term sustainability.

By 2030, ASTDD will be a more aligned, sustainable, member-centered, and influential organization that strengthens S/TOHPs and advances oral health priorities nationwide.

STRATEGIC CONTEXT: WHY THIS MOMENT MATTERS

This section explains the external and organizational conditions that make this Framework necessary now, including policy and funding uncertainty, workforce needs, oral health disparities, and rising expectations for data, accountability, and collaboration. It also describes why ASTDD is well-positioned to respond and how the launch of the ASTDD Foundation creates new opportunities for sustainability, capacity-building, innovation, and coordinated impact.



ASTDD enters this strategic transition period in a changing public health environment shaped by policy and funding uncertainty, persistent oral health disparities, evolving workforce needs, increased expectations for data and accountability, and growing demand for cross-sector collaboration.

S/TOHPs continue to need timely technical assistance, leadership support, practical tools, peer learning, and national representation. Members are navigating limited staffing, changing public health priorities, funding constraints, workforce shortages, and the ongoing need to elevate oral health within broader health and public health systems.



ASTDD is well-positioned to respond. Its nearly 80-year history, active membership, national reputation, public health expertise, and strong relationships with S/TOHPs uniquely position ASTDD to help shape the future of governmental oral health programs.

The launch of the Foundation creates an important opportunity to strengthen sustainability, expand resources, and invest in leadership, capacity-building, innovation, and organizational impact. It also reinforces the need for clearly defined roles and intentional alignment, enabling ASTDD and the Foundation to function as one coordinated ecosystem that leverages complementary strengths, aligns resources, and advances a shared mission.



ASTDD AND THE ASTDD FOUNDATION: A COORDINATED FUTURE

This section clarifies the distinct but connected roles of ASTDD and the ASTDD Foundation. It explains how the two organizations will align strategy, resources, and priorities while maintaining separate governance, decision-making, fundraising, resource development, and programmatic responsibilities.

A central feature of this Framework is the relationship between ASTDD and the Foundation. The two organizations will operate as a coordinated ecosystem, intentionally aligning strategy, resources, and priorities while maintaining distinct roles, responsibilities, and purposes. This Framework clarifies those roles to ensure shared work remains aligned and guided by ASTDD's mission, member needs, and strategic priorities (see Appendix E for more details).

ASTDD's Role and Purpose

ASTDD is the national nonprofit, inclusive membership organization for those who support, promote, and advance S/TOHPs. It serves as the member-driven national voice and trusted steward for strong governmental oral health programs in every state, territory, and community.

ASTDD leads member engagement, governance, education, technical assistance, peer learning, policy and practice support, convening, and national partnership work. Its role is grounded in member trust, institutional continuity, public health expertise, and organizational identity.

ASTDD's value extends beyond the resources it develops. It also includes how the organization convenes, listens, connects, represents, and supports the people and programs advancing oral health within governmental public health systems.

The ASTDD Foundation's Role and Purpose

The ASTDD Foundation is ASTDD's 501(c)(3) philanthropic partner. Its purpose is to attract, steward, and invest resources that strengthen leadership development, education, technical assistance, innovation, capacity-building, and long-term sustainability.

The Foundation expands ASTDD's capacity by attracting and investing resources that complement ASTDD's membership, governance, or programmatic responsibilities. Its work will remain aligned with ASTDD's mission, Strategic Framework, and member-centered priorities.



How the Two Organizations Work Together

ASTDD and the Foundation will align around shared priorities while maintaining clear distinctions in governance, decision-making, fundraising, resource development, and program implementation. By leveraging complementary strengths and coordinating investments, expertise, and relationships, the two organizations will expand organizational capacity and enhance support for members and S/TOHPs. Together, ASTDD and the Foundation will advance oral health priorities through a coordinated approach grounded in greater collaboration and collective impact.



Working together, they extend ASTDD's mission by supporting the leadership, partnerships, and infrastructure that expand its reach and strengthen oral health nationwide.

ASTDD: WHO WE ARE AND WHY WE EXIST

This section grounds the Framework in ASTDD's mission, vision, history, and national role as the trusted voice and professional home for those who support S/TOHPs. It also defines ASTDD's national role through leadership, stewardship, and trust, emphasizing institutional continuity, member trust, and organizational identity.

Mission

ASTDD provides strategic and meaningful support to those who lead, empower, promote, and advance State and Territorial Oral Health Programs (S/TOHPs).

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.

Who We Are

ASTDD is a national nonprofit, inclusive membership organization, and the national voice for those who support, promote, and advance strong S/TOHPs. Organized in 1948, ASTDD is an affiliate of the Association of State and Territorial Health Officials (ASTHO) and is dedicated to maintaining a robust governmental oral health presence across every state, territory, and community. Through partnerships, leadership, technical assistance, resources, learning networks, and conferences, ASTDD equips members with the tools needed to shape meaningful oral health policy, design and implement prevention-focused programs, and elevate oral health in broader public health systems.

ASTDD strengthens the oral health workforce and advances the field by developing evidence-informed, data-driven resources, convening networks and conferences, and fostering collaboration. In this way, ASTDD serves as the national backbone for governmental oral health infrastructure by connecting members and partners, supporting peer learning, and fostering collaboration across public health, dental public health, and health care systems.

ASTDD's National Leadership and Stewardship

ASTDD's national role is defined not only by what it delivers, but also how consistently and credibly it represents, supports, and advocates for S/TOHPs. As ASTDD implements this Framework, every organizational decision should reinforce what makes ASTDD irreplaceable: its unwavering commitment to serving as the national, membership-driven steward, champion, and advocate for S/TOHPs. ASTDD's trusted national leadership and stewardship are grounded in three enduring commitments:

- ▶ **Institutional continuity**—Preserving ASTDD's history, relationships, expertise, and organizational knowledge.
- ▶ **Member trust**—Listening to, representing, and responding to the needs of members.
- ▶ **Organizational identity**—Protecting ASTDD's mission, values, and role as an inclusive, member-driven organization.

The Framework strengthens these pillars by intentionally aligning leadership, member engagement, consultant expertise, strategic partnerships, staff, and coordination with ASTDD and the Foundation to ensure ASTDD remains a trusted, responsive, and sustainable national organization.



Define the Direction



What This Means for You

The Strategic Framework becomes meaningful when you see yourself in it.

Your Next Steps

- ▶ Identify which strategic goal aligns most closely with your work.
- ▶ Explore the priorities that will guide ASTDD through 2030.
- ▶ Consider where your expertise can contribute to achieving these goals.
- ▶ Begin thinking about how you want to engage.

THE 2027–2030 Strategic Framework: WHERE ASTDD IS HEADED

*This section describes
ASTDD's future direction
and the values that will
guide its work through 2030.
It explains how ASTDD
will advance its mission
by engaging members,
strengthening capacity,
aligning systems, and
advancing collective impact.*

The Framework outlines priorities for January 1, 2027–December 31, 2030, that move oral health and dental public health from aspiration to implementation—and ultimately, to lasting impact. Through collaboration and strategic partnerships, ASTDD will support and advance the efforts of S/TOHPs while strengthening organizational excellence, operational efficiency, and long-term sustainability.

This Framework is member-centered, grounded in public health practice, focused on systems change, guided by ASTDD's core values, and driven by a commitment to leadership, innovation, and measurable impact.

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.

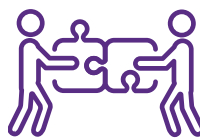
How We Do This

ASTDD advances its mission by engaging members, strengthening capacity, aligning systems, and advancing collective impact. In practice, this includes:

- ▶ Delivering targeted technical assistance and capacity-building to S/TOHPs.
- ▶ Convening national, state, territorial, and cross-sector partners to align oral health strategy.
- ▶ Developing evidence-informed tools, policy guidance, and data resources.
- ▶ Strengthening leadership pipelines and workforce development.



Technical assistance and
capacity-building



Evidence-informed tools, policy
guidance, and data resources



Convenings to align
oral health strategy



Leadership pipelines
and workforce development

What Success Looks Like by 2030

By 2030, ASTDD will:

- ▶ Strengthen S/TOHPs through leadership support, evidence-informed resources, peer learning, education, and technical assistance.
- ▶ Deliver a high-value, inclusive, member-driven experience that prioritizes engagement, relevance, and professional connection.
- ▶ Build a resilient, high-functioning organization with the governance, people, systems, and financial sustainability needed for lasting impact.
- ▶ Be recognized as a trusted national leader and strategic partner in oral health policy, practice, and innovation.
- ▶ Operate as a coordinated ecosystem with the Foundation to expand reach, strengthen capacity, and increase collective impact.

The organization we are building:

- ▶ **The indispensable capacity partner** for S/TOHPs.
- ▶ **The trusted professional home** where governmental oral health leaders connect, learn, collaborate, and lead through meaningful, member-driven experiences.
- ▶ **A resilient, high-performing organization** with the systems and talent to support long-term impact.
- ▶ **The trusted national voice and strategic partner** advancing oral health policy, best practices, and innovation.
- ▶ **A coordinated ecosystem with the Foundation** that expands reach, strengthens capacity, and amplifies impact.



STRATEGIC GOALS, PRIORITIES, OBJECTIVES, AND MEASURES

This section translates ASTDD's vision into three strategic goals: Member Participation and Engagement; Leadership; and Organizational Excellence and Sustainability. For each goal, it defines strategic intent, priorities, objectives, and example measures that will guide annual work planning and accountability.

The Framework is organized around three strategic goals that translate ASTDD's vision into focused areas of action. Each goal includes a goal statement, strategic intent, strategic priorities, 2027–2030 objectives, and example measures of success.

Moving forward, ASTDD will develop annual work plans that identify specific initiatives, owners, timelines, resources, and SMART (or SMARTIE) objectives in support of each goal. This approach will allow ASTDD to remain adaptive while maintaining clear direction and accountability. Each work plan will run on the calendar year, support ASTDD's priorities and goals, and align with this Strategic Framework.

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.

Strategic Intent

ASTDD will strengthen its community of members and partners by creating clearer, more meaningful ways to engage, learn, contribute, and lead. This work includes education, technical assistance, peer learning, member engagement, partnerships, and capacity-building support that help S/TOHPs address current and emerging needs.

The intent of this goal is to make ASTDD easier to navigate for members and more responsive to real-world program needs. Members will be able to find the right support, connect with peers, participate in ways that match their interests and capacity, and see how their input informs ASTDD's priorities.

Strategic Priorities

- ▶ Expand high-value education and partnership opportunities that convene state, territorial, and national stakeholders around common oral health priorities.
- ▶ Maintain a coordinated technical assistance hub and expanded a la carte menu of technical assistance offerings that connect members with timely expertise, practical tools, and resources aligned with S/TOHP needs.
- ▶ Foster meaningful engagement pathways through committees, workgroups, Communities of Practice (CoPs), and other opportunities tailored to different roles and capacities.
- ▶ Strengthen S/TOHP capacity through leadership and skills development, peer exchange, and tailored supports related to policy, data, workforce, planning, and management.



The Framework is organized around three strategic goals that translate ASTDD's vision into focused areas of action.

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.

Example Measures of Success

Measure	Indicator of Success
Member Reach	Percentage of S/TOHPs participating in at least one ASTDD engagement pathway annually
Learning Participation	Number of members participating in webinars, institutes, CoPs, peer exchanges, and educational offerings
Technical Assistance and Value	Number of technical assistance requests fulfilled and member usefulness ratings
Partner Collaboration	Number of co-developed initiatives, tools, or campaigns with partners
Member Experience	Member feedback on relevance, connection, accessibility, and value of ASTDD offerings

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.

Strategic Intent

ASTDD, in partnership with the Foundation, will invest in people, programs, and platforms that strengthen the leadership of S/TOHPs and elevate oral health within broader public health, dental public health, and health care systems.

Through leadership development, mentoring, advocacy support, strategic communication, and peer engagement, members will have clear pathways to contribute to ASTDD's national work and lead change in their own states, territories, and communities.



ASTDD will develop annual work plans that identify specific initiatives, owners, timelines, resources, and SMART (or SMARTIE) objectives in support of each goal.

Strategic Priorities

- ▶ Implement a leadership development framework for current and emerging S/TOHP leaders.
- ▶ Create opportunities for members to lead within ASTDD and through committees, initiatives, partnerships, and workgroups.
- ▶ Establish, through the Foundation, the ASTDD Leadership Lab—a strong and diverse pipeline of leaders equipped with the skills, peer support, and resources needed to drive policy, systems, and practice change.
- ▶ Strengthen ASTDD’s national voice by refining and disseminating messages that articulate the value of governmental oral health programs and the infrastructure needed to sustain them through coordinated messaging, strategic partnerships, and member engagement.
- ▶ Help members anticipate and respond to emerging challenges, including workforce shortages, public health emergencies, and changes in the policy and practice environment.

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.



Example Measures of Success

Measure	Indicator of Success
Leadership Development Participation	Number of members participating in leadership cohorts, mentoring, or leadership activities
Leadership Pipeline	Number of members serving in ASTDD committees, workgroups, and external leadership roles
State Oral Health Program Competency Use	Number or percentage of S/TOHPs reporting use of ASTDD's State Oral Health Program Competencies for workforce development, onboarding, leadership development, staff assessment, or professional growth
National Influence	Number of policy, messaging, or advocacy resources developed and disseminated
Member Readiness	Member feedback on confidence and preparedness related to leadership, communication, and resilience
Systems Impact	Examples of policy, systems, or practice changes informed by ASTDD tools, technical assistance, or leadership supports

GOAL #3: Organizational Excellence and Sustainability

Goal Statement

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

Strategic Intent

ASTDD will strengthen its internal systems, governance, culture, staffing, consultant engagement, technology, communications, and financial model so the organization can continue to deliver high-quality services, adapt to change, and steward resources effectively.

This goal is essential to member value. A stronger ASTDD infrastructure means members receive more consistent communication, clearer engagement opportunities, better coordinated technical assistance, more reliable support, and stronger national representation. Sustainability allows ASTDD to remain a trusted professional home and capacity partner for S/TOHPs.



Strategic Priorities

- ▶ Enhance governance practices and clarify roles and responsibilities for the Board, committees, staff, consultants, and members.
- ▶ Refine internal systems and processes related to finance, human resources, project management, data, communications, membership, and technology.
- ▶ Foster a values-driven culture that prioritizes collaboration, learning, equity, inclusion, transparency, and staff well-being.
- ▶ Maintain and grow a diversified revenue portfolio that supports core operations, strategic initiatives, innovation, and aligned philanthropic support through the Foundation.
- ▶ Strengthen coordination with the Foundation so the two organizations operate as aligned and complementary vehicles for mission impact and sustainability.

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.

Example Measures of Success

Measure	Indicator of Success
Governance Effectiveness	Role clarity, meeting effectiveness, governance calendar completion, and policy alignment
Operational Improvement	Priority improvements completed in finance, HR, project management, communications, technology, and member systems
Financial Sustainability	Revenue diversification, reserve planning, and budget alignment with strategic priorities
Organizational Capacity	Staff capacity indicators, internal process performance, and use of data for decision-making
ASTDD and ASTDD Foundation Alignment	Documented shared planning, coordination mechanisms, and jointly advanced initiatives

CROSS-CUTTING STRATEGIC THEMES

This section identifies themes that will guide implementation across all strategic goals. These themes—health equity and community voice, data and evidence, communication and storytelling, innovation and learning, and civility and accountability—serve as filters for decision-making, communication, accountability, and continuous improvement.

These cross-cutting themes guide implementation across all strategic goals and inform decision-making, communication, accountability, and continuous improvement:

Health Equity and Community Voice

ASTDD will embed a focus on health equity and community perspectives in programs, resources, and decisions so that strategies help reduce oral health disparities and reflect the lived experiences of the communities S/TOHPs serve.

Data and Evidence

ASTDD will ground its work in high-quality data, surveillance, evidence-informed practice, and practical tools that help members use data to guide decisions and tell compelling stories.

Communication and Storytelling

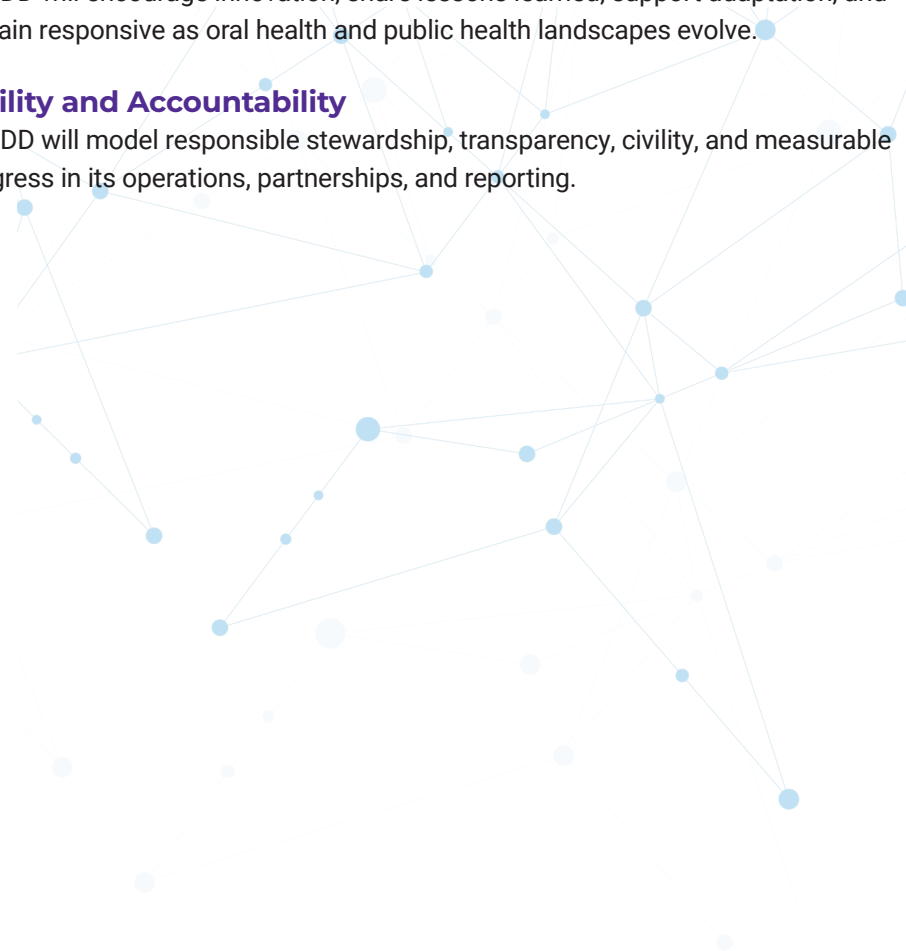
ASTDD will use clear, consistent, and compelling communication to elevate the importance of integrated oral health as an essential part of overall health and public health systems, demonstrate the impact of S/TOHPs, and strengthen ASTDD's national voice.

Innovation and Learning

ASTDD will encourage innovation, share lessons learned, support adaptation, and remain responsive as oral health and public health landscapes evolve.

Civility and Accountability

ASTDD will model responsible stewardship, transparency, civility, and measurable progress in its operations, partnerships, and reporting.



Prepare to Implement



What This Means for You

This section translates strategy into action by introducing new engagement opportunities, clarifying roles, and outlining how ASTDD will implement the Framework. It shows how you can participate in meaningful ways that align with your interests, expertise, and capacity.

Your Next Steps

- ▶ Explore the new committees, Communities of Practice, and workgroups.
- ▶ Complete the Committee Interest Survey and identify areas where you'd like to contribute.
- ▶ Participate in member discussions, webinars, and implementation activities.
- ▶ Find the engagement opportunities that best match your interests and expertise.

THE 2026 READINESS ROADMAP

This section outlines the April–December 2026 Readiness Period as the bridge between development of the Framework and full implementation beginning in 2027. It describes the guiding principles, four readiness phases, readiness review focus areas, and the steps ASTDD will take to prepare its roles, structures, communications, systems, and annual work-planning process.

The April–December 2026 Readiness Period marks the beginning of ASTDD's next chapter, serving as the bridge between development of the Framework and full implementation beginning in 2027. Together with members, partners, consultants, and the ASTDD Foundation, ASTDD is positioned to strengthen S/TOHPs and advance oral health for years to come. During this time, ASTDD will:

- ▶ Clarify governance and operational roles.
- ▶ Organize member engagement pathways.
- ▶ Communicate the Strategic Framework, implementation approach, and future direction.
- ▶ Transition committees and prepare CoPs, consultants, staff, and partners for implementation.
- ▶ Establish the annual work-planning process for 2027.
- ▶ Clarify how ASTDD and the Foundation will coordinate priorities, resources, and implementation support.

Guiding Principles for Readiness

Six principles will guide ASTDD's work during the Readiness Period:

- ▶ **Alignment with the Framework**—Readiness activities should support ASTDD's mission, vision, values, and goals.
- ▶ **Preparation**—The 2026 period should focus on readiness, structure, and sequencing.
- ▶ **Member-centered design**—Changes to committees, CoPs, communications, and engagement pathways should strengthen member participation and trust.
- ▶ **Operational clarity**—Roles, reporting relationships, and implementation ownership should be explicit.
- ▶ **Adaptive management**—ASTDD should review progress regularly and refine the Framework based on feedback, capacity, and emerging needs.
- ▶ **Clear ASTDD/Foundation coordination**—The two organizations should align around shared priorities while maintaining distinct roles and responsibilities.



By intentionally aligning leadership, governance, member engagement, partnerships, and organizational capacity, ASTDD will enter 2027 prepared to implement the Strategic Framework with clarity, purpose, and accountability.

2026 Readiness Timeline

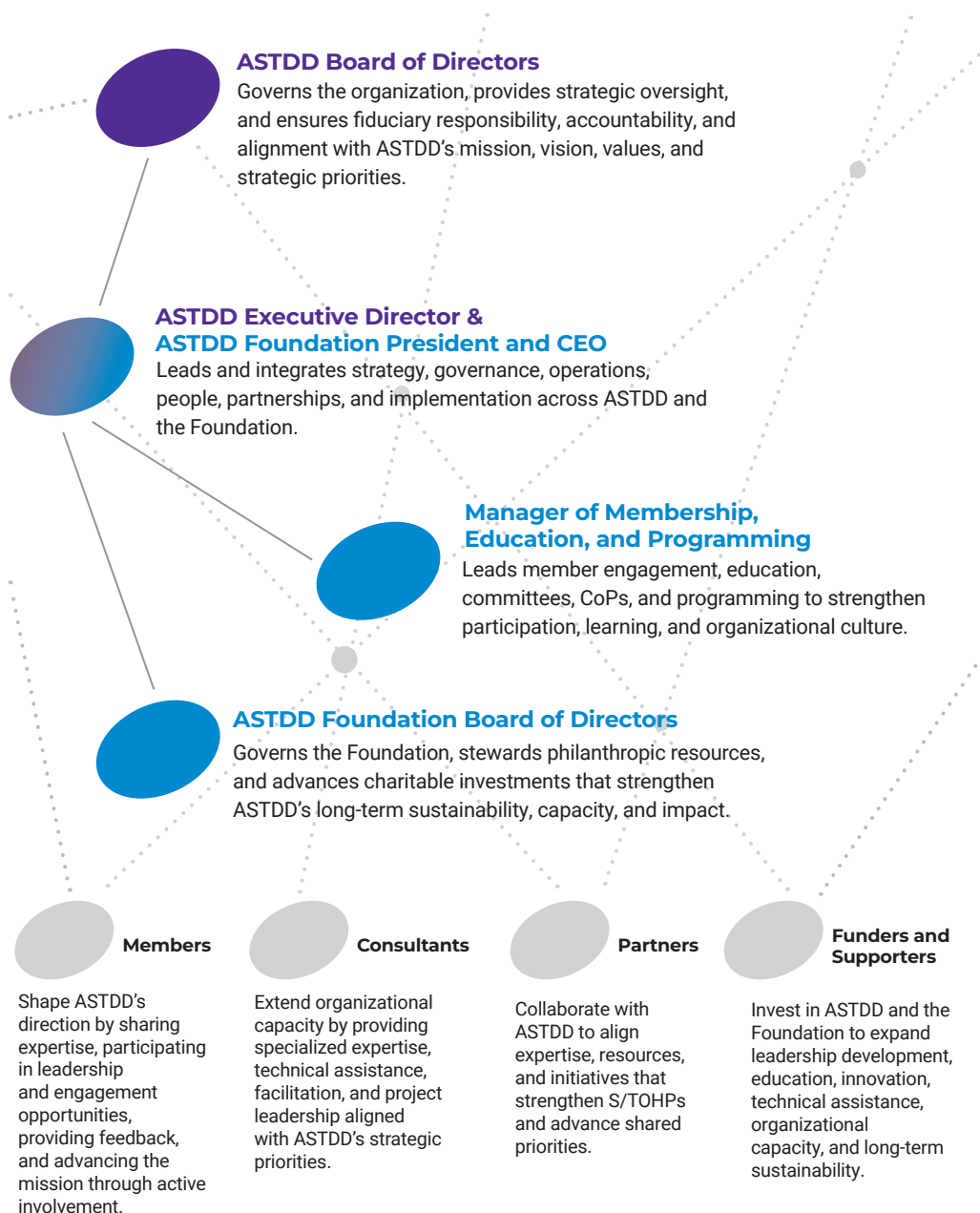
Phase	Focus	Key Activities
Phase 1: Reflect & Reground (April to May 2026)	Confirm what should be preserved, what should change, and how ASTDD can stay grounded in its mission, values, and member-centered identity.	Assess current structures, member needs, organizational capacity, and strategic priorities.
Phase 2: Reimagine & Define (June to July 2026)	Help members and partners understand what is changing and how they can participate.	Communicate the Framework; clarify ASTDD/ Foundation roles; define structures, engagement pathways, and transition expectations.
Phase 3: Activate & Align (August to September 2026)	Put the new structure into motion and align people, roles, resources, and early implementation activities.	Sunset current committees; launch priority committees, CoPs, workgroups, communication tactics, and planning processes.
Phase 4: Test & Refine (October to December 2026)	Test, refine, and prepare for full implementation in 2027.	Gather feedback; refine structures; prepare the 2027 Annual Work Plan; make final adjustments.

Throughout the Readiness Period, ASTDD will use regular Board check-ins, structured feedback from members, consultants, partners, and staff, and ongoing implementation reviews to assess progress, identify opportunities for improvement, and make informed adjustments (see Appendix F for details). Lessons learned during the Readiness Period will strengthen the Framework, inform implementation decisions, and shape the 2027 annual work-planning process. ASTDD will share key updates and progress with members and partners throughout this time.

OPERATING MODEL AND ROLES

This section clarifies the roles and responsibilities needed to implement the Framework effectively. It describes how the ASTDD Board, ASTDD Foundation Board, ASTDD Executive Director, ASTDD Foundation President & CEO, staff, consultants, members, partners, funders, and supporters contribute to governance, implementation, coordination, and long-term impact.

To successfully implement this Framework, ASTDD's operating model clarifies organizational roles, decision-making responsibilities, and implementation accountability. Together, these roles strengthen coordination, support member engagement, and ensure consistent implementation of ASTDD's mission, vision, values, and strategic priorities. They include the following:





To support effective governance, coordination, and implementation, ASTDD and the Foundation have distinct but complementary leadership and staff roles. The following summarizes the primary responsibilities of each:

ASTDD Board of Directors

The ASTDD Board of Directors (the “Board”) provides governance, strategic oversight, fiduciary responsibility, policy decision-making, and oversight of implementation progress and strategic alignment. The ASTDD Board developed and adopted this Framework and is responsible for monitoring its organizational performance and ensuring ASTDD remains strategically focused, financially responsible, and accountable to its mission, vision, values, and strategic priorities. While the Board establishes organizational direction and oversight, it does not manage day-to-day operations.

ASTDD Foundation Board of Directors

The ASTDD Foundation Board of Directors (the “Board”) provides governance, fiduciary oversight, and strategic direction for the Foundation. It oversees philanthropy, resource development, stewardship, and Foundation investments while ensuring Foundation priorities remain aligned with ASTDD’s mission, Strategic Framework, and long-term sustainability goals. The Foundation Board advances the Foundation’s mission and charitable purpose, strengthens organizational sustainability, and supports coordinated investments that build leadership, innovation, education, technical assistance, and organizational capacity. Working closely with the ASTDD Board, it helps ensure the Foundation functions as an integral part of the coordinated ecosystem while maintaining its distinct governance responsibilities.

Executive Director/President & CEO

The Executive Director of ASTDD and President & CEO of the ASTDD Foundation serves as the Chief Executive Officer of both organizations and leads strategic execution, organizational management, operational excellence, financial stewardship, staff leadership, board support, and implementation of the Framework. This role integrates governance, operations, member engagement, partnerships, consultant engagement, and coordination with the Foundation to ensure the organization remains aligned, responsive, and member-centered.

Manager of Membership, Education, and Programming

The Manager of Membership, Education, and Programming leads member engagement and orientation, committee and workgroup coordination, peer support, and education and programming that strengthen participation, learning, collaboration, and organizational culture. This role helps ensure engagement pathways are meaningful, accessible, and aligned with ASTDD’s goals.

Consultants

Consultants extend ASTDD's organizational capacity by providing specialized subject-matter expertise. They are guided by member needs, organizational priorities, staff capacity, and coordination with the Foundation, where appropriate. Consultant engagement may include supporting CoPs, leading or supporting workgroups, and completing specialized projects under clear scopes of work, and participating in an approved consultant pool that provides technical assistance to members (see Appendix D for more details).

Members

Members are central to ASTDD's operating model and strategic success. Through committees, CoPs, workgroups, leadership opportunities, and ongoing feedback, members contribute expertise, inform organizational priorities, and advance ASTDD's mission and strategic goals.

Partners

Partners collaborate with ASTDD to align expertise, resources, and initiatives that strengthen S/TOHPs, expand organizational capacity, and advance shared public health priorities.

Funders and Supporters

Funders and supporters invest in ASTDD and the Foundation to strengthen leadership development, education, innovation, technical assistance, organizational capacity, and long-term sustainability, helping expand the impact of both organizations.



MEMBER ENGAGEMENT STRUCTURES

This section explains how ASTDD will use Committees, Communities of Practice, Workgroups, and Advisory Committees for different purposes. It shows how these structures will create clearer, more meaningful pathways for members to contribute expertise, build leadership skills, collaborate with peers, and advance ASTDD’s mission and strategic priorities.

Note: The Executive, Awards and Nominating Committees are formed and seated at the discretion of the officers as set out in the bylaws, and are not open to membership applications.

ASTDD will use a variety of engagement structures to provide members, staff, consultants, and partners with clear, meaningful, and purposeful opportunities to contribute in ways that align with the Framework. As described below, these include:

Structure	Purpose	Best Used For
Committees	Ongoing strategic leadership, governance, and member engagement	Advising the Board and staff, identifying member needs, and advancing strategic priorities
Communities of Practice	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 sustained subject-matter expertise and recommendations to inform best practices, guidance, and technical resources without functioning as standing committees or workgroups

Committees

Committees provide ongoing strategic leadership, governance, and member engagement. They advise the Board and staff, identify emerging needs, support alignment with ASTDD’s Strategic Framework, and create leadership opportunities for members. Each committee will submit up to two recommendations annually for consideration during the annual work-planning process and complete an annual self-assessment (see Appendix A for more details).

Following the sunset of all existing committees effective August 31, 2026, ASTDD will launch the following standing committees beginning September 1, 2026:

- ▶ Education and Programming Committee
- ▶ Finance Committee
- ▶ Governance Committee
- ▶ Membership Committee

Communities of Practice

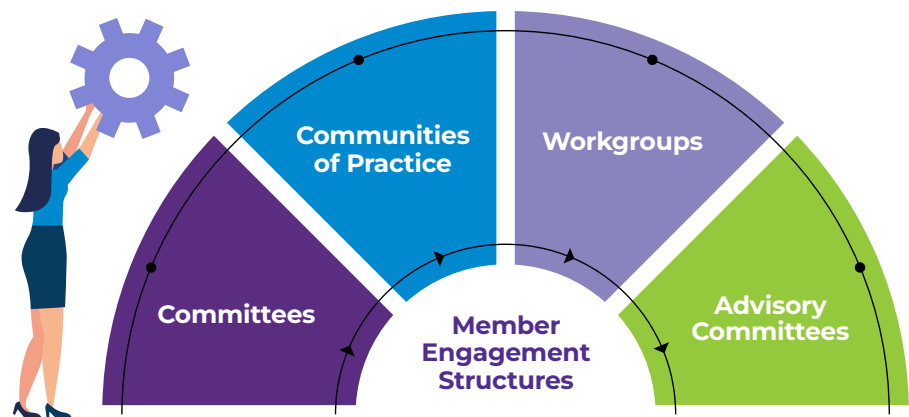
Communities of Practice (CoPs) are member-driven spaces for peer learning, knowledge exchange, collaboration, practical problem-solving, and professional connection and networking. They provide flexible opportunities for members to share experiences, discuss emerging issues, identify promising and evidence-informed practices, and learn from one another in a supportive environment. CoPs are not intended to manage projects, make governance decisions, or produce formal deliverables unless separately chartered as a workgroup. They will remain responsive to member interests and needs, and will be supported by staff and consultants. CoPs may be added, modified, combined, or sunset over time based on member engagement, ASTDD capacity, strategic priorities, and emerging needs (see Appendix B for more details).

Workgroups

Workgroups are time-limited, task-focused teams. They are created to complete a specific task, produce a defined output, support a strategic or grant-related objective, and conclude when the task is complete. Each workgroup may include staff, consultants, members, and partners.

Advisory Committees

Advisory Committees provide sustained subject-matter expertise and recommendations in specialized areas through the development of outputs that follow established methodologies and utilize evidence-informed approaches to produce best practices, guidance, recommendations, and other technical resources. They are established when ASTDD benefits from ongoing expertise without the need for a standing committee and may report to the Board or an appropriate standing committee, as determined by the Board. (see Appendix C for more details).



Together, these engagement structures provide flexible pathways for members to contribute their expertise, build leadership skills, collaborate with peers, and help advance ASTDD's mission and strategic priorities. They may also help identify member technical assistance needs that can be addressed through ASTDD staff, consultants, partners, or ASTDD's approved consultant pool.

COMMUNICATION AND MEMBER ENGAGEMENT

This section describes how ASTDD will communicate with members, partners, consultants, funders, and other stakeholders during both the Readiness Period and the 2027–2030 implementation period. It emphasizes transparency, feedback, accountability, shared ownership, and the communication channels ASTDD will use to keep stakeholders informed, engaged, and connected.

ASTDD’s communications will promote transparency, accountability, and shared ownership of the Framework. During the 2026 Readiness Period, communications will help members and partners understand the transition, organizational changes, and opportunities to engage. Beginning in 2027, the focus will shift to implementation progress, organizational accountability, member engagement, and continuous improvement informed by feedback and emerging needs.

Clear and consistent communication will explain what is changing, why it matters, how the Framework is being implemented, and how members can contribute to ASTDD’s mission and priorities.

Communication During the 2026 Readiness Period

From April through December 2026, ASTDD will use coordinated communication channels to build awareness of the Framework, support the organizational transition, gather feedback, and prepare members for implementation in 2027 (see table below).

Communications Tactics During 2026 Readiness Period

Purpose	Communication Focus	Primary Channels
Awareness and updates	What is happening and when	Weekly Digest, website updates, board updates
Dialogue and feedback	How members can react and shape the work	Ask Matt Mondays, member surveys, listening sessions, targeted outreach
Education and visibility	Learning about the Framework and priorities	Lunch & Learns, ASTDD Spotlights, webinars, website updates
Role-specific onboarding	What specific groups need to know or do	Targeted emails, onboarding materials, committee and CoP communications, consultant briefings
Transparency and governance	How decisions are made and how input is used	Board updates, member updates, Weekly Digest, Ask Matt Mondays
Structure and alignment	How the pieces fit together	One-page visual structure map, website updates, onboarding materials, targeted communications
External identity	How ASTDD explains itself publicly	Website updates, partner communications, Foundation communications, public-facing materials

Communication During Framework Implementation

During the 2027–2030 implementation period, ASTDD will use integrated communication strategies to keep members and stakeholders informed of annual priorities, implementation progress, engagement opportunities, lessons learned, and adjustments made based on continuous evaluation and member feedback. The table below summarizes the communication approaches that will support implementation of the Strategic Framework.

Communication Tactics During Framework Implementation

Purpose	Communication Focus	Primary Channels
Progress updates	What is happening and what comes next	Weekly Digest, website updates, Board updates, annual member updates
Member engagement	How members can participate	Weekly Digest, targeted emails, listening sessions, committee and CoP communications
Accountability	How ASTDD is tracking progress	Board reports, member updates, dashboards or progress summaries, annual reports
Learning and adaptation	What ASTDD is learning and changing	Member surveys, listening sessions, committee reports, annual reflection updates
Partner and funder alignment	Where collaboration or investment can strengthen impact	Partner briefings, Foundation communications, targeted outreach, website updates, annual impact summaries
Visibility and storytelling	What members, S/TOHPs, and the field are achieving	ASTDD Spotlights, Lunch & Learns, website stories, newsletters, conference sessions, social media

Communication during both periods will reflect ASTDD’s values of collaboration, connection, empowerment, integration, and accountability. This includes sharing what ASTDD hears from members and partners, the decisions that are made, why those decisions matter, and how member input helps shape implementation over time.

Sustain Accountability



What This Means for You

A Strategic Framework is only successful when progress is measured, feedback is valued, and you remain engaged. This section explains how ASTDD will evaluate progress, adapt over time, and ensure accountability while continuing to respond to your needs.

Your Next Steps

- Stay informed about implementation progress and annual priorities.
- Share feedback on what is working and where improvements are needed.
- Celebrate successes and help identify future opportunities.
- Continue contributing your leadership, expertise, and ideas to strengthen ASTDD.

ANNUAL WORK PLANNING AND ACCOUNTABILITY

This section explains how ASTDD will turn the Framework into annual work plans beginning in 2027. It describes how ASTDD will define priorities, assign ownership, track progress, report results, use member feedback, and adapt implementation over time.

Beginning in 2027, ASTDD will translate the Framework into annual work plans, define annual priorities, use SMART or SMARTIE goals and objectives, monitor progress, report results, and continuously refine implementation through 2030.

Annual Work Planning

Each year, ASTDD will develop an annual work plan that translates the three strategic goals (Member Participation and Engagement, Leadership, and Organizational Excellence and Sustainability) into a focused set of priorities, initiatives, and deliverables. Annual work plans will be realistic, prioritized, and aligned with staff capacity, consultant capacity, member needs, funding requirements, Foundation coordination, and strategic priorities. They may identify priority technical assistance offerings, including updates to ASTDD's a la carte menu based on member needs, available expertise, and emerging S/TOHP priorities.

Each annual work plan will identify:

- ▶ Specific initiatives
- ▶ Owners or lead roles
- ▶ Timelines
- ▶ SMART or SMARTIE objectives
- ▶ Deliverables
- ▶ Progress indicators
- ▶ Resource needs
- ▶ Opportunities for member engagement
- ▶ Opportunities for coordinated implementation across ASTDD, the Foundation, members, consultants, and partners.

This process will help ASTDD focus its resources on the activities that matter most to members and will have the greatest impact. It will also connect the long-term strategic direction to the specific work ASTDD undertakes each year to support members, strengthen S/TOHPs, and advance oral health systems.

Measurement and Review

ASTDD will track progress on implementation of the annual work plans through measures aligned with the three strategic goals. This process will help ASTDD understand what is working, and where support and adjustments may be needed. It will include:

- ▶ Baseline measures (where available)
- ▶ Annual work-plan progress indicators
- ▶ Dashboards or progress summaries
- ▶ Member feedback
- ▶ Standing Committee, Advisory Committee, Workgroup, CoP input
- ▶ Staff and consultant reports
- ▶ Review of coordination efforts between ASTDD and the Foundation

Implementation Timeline and Milestones: CY 2027–2030

The following timeline includes key milestones for implementation of the Framework through each year's annual work plan:

Calendar Year	Strategic Focus	Key Milestones
2027: Mobilization and Alignment	Put the Framework into action	Launch the 2027 work plan; establish baseline measures; clarify implementation roles; activate priority standing and advisory committees, workgroups, and CoPs; begin initial leadership and member engagement priorities.
2028: Expansion and Refinement	Scale and strengthen what works	Expand high-value programs and supports; strengthen technical assistance and leadership development infrastructure; refine communications based on member feedback; improve internal systems and sustainability efforts.
2029: Sustainability and Next-Cycle Readiness	Evaluate impact and prepare for the next strategic cycle	Evaluate progress against strategic objectives; assess organizational and financial sustainability; document member and S/TOHP impact; review ASTDD and Foundation alignment; identify priorities for the next strategic cycle.
2030: Transition and Next Strategic Cycle	Share impact and begin the next strategic cycle	Complete final assessment of the 2027–2030 strategic period; share findings with members, partners, and funders; identify lessons learned; begin the next strategic visioning and planning process.

Accountability and Reporting

ASTDD will maintain a disciplined and adaptive approach to accountability, reporting progress to the Board and members in accessible formats. Reports will confirm what ASTDD committed to do, what has been accomplished, what has changed, what has been learned, and where adjustments are needed.

Accountability during implementation will include:

- ▶ Regular Board review of annual work-plan progress
- ▶ Review of progress toward goal-level measures and annual objectives
- ▶ Documentation of major accomplishments, challenges, and lessons learned
- ▶ Assessment of ASTDD and Foundation coordination
- ▶ Annual reflections to inform the subsequent year's work plan

This accountability approach will demonstrate how annual work advances ASTDD's strategic goals, strengthens support for members and S/TOHPs, informs organizational learning, and ensures the Framework continues to deliver meaningful, measurable, and lasting impact.



The work planning and accountability process will help ASTDD focus its resources on the activities that matter most to members and will have the greatest impact.

YOUR ROLE IN ASTDD'S FUTURE

Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact is more than a Strategic Framework—it is a shared commitment to the future of ASTDD, the oral health profession, and the communities we collectively serve.

Its success will not be measured solely by the completion of strategic initiatives or organizational milestones. Rather, it will be measured by the strength of our relationships, the engagement of our members, the impact of our partnerships, the growth of S/TOHPs, and the meaningful improvements we help create in oral health across the nation. Collectively, these represent who we are, demonstrate our value, define ASTDD as an organization, and reflect the lasting impact we strive to achieve.

Every member, volunteer, Board member, staff member, consultant, partner, funder, and supporter has a role in bringing this Framework to life. Whether through leadership, collaboration, innovation, mentorship, advocacy, technical assistance, philanthropy, or participation, each contribution strengthens ASTDD's collective impact and advances our shared mission.

As this Framework is implemented, ASTDD will continue to listen, learn, adapt, and evolve. We will measure progress, welcome feedback, and refine priorities to ensure the organization remains responsive to the changing needs of S/TOHPs, members, partners, and the broader public health landscape.

This Framework is not the conclusion of a planning process—it is the beginning of the next chapter in ASTDD's history. Together, we will continue building a stronger organization, cultivating exceptional leaders, advancing evidence-informed public health practice, and ensuring that every S/TOHP has the support it needs to succeed.

Thank you for your partnership, your leadership, and your commitment to shaping ASTDD's future. We invite you to be an active part of this journey as, together, we continue strengthening leaders, advancing oral health, and ensuring that ASTDD remains *where oral health lives*.

Together, we will continue building a stronger organization, cultivating exceptional leaders, advancing evidence-informed public health practice, and ensuring that every S/TOHP has the support it needs to succeed.

Appendices



APPENDIX A: COMMITTEE STRUCTURE AND DESCRIPTIONS

Committees provide ongoing strategic input, governance support, and member leadership opportunities. They advise the ASTDD Board and staff, identify emerging needs, inform organizational priorities, and help advance implementation of the Strategic Framework. The following standing committees will support ASTDD's governance and strategic priorities:

Standing Committees

Governance Committee

Supports governance effectiveness, policy review, strategic alignment, Board development, and ongoing planning support.

Education and Programming Committee

Supports high-quality educational and professional programming, including the National Oral Health Conference, ASTDD Lunch & Learns, ASTDD Spotlights, and other education-related activities.

Finance Committee

Supports financial oversight, fiscal stewardship, budget alignment, revenue planning, and sustainability strategy.

Membership Committee

Promotes membership growth, engagement, and retention. Helps ensure ASTDD remains a high-value, member-driven professional home.

Board-Appointed Committees

Executive Committee

Provides Board leadership between Board meetings and acts on urgent matters within delegated authority as needed.

Awards Committee

Solicits and reviews nominations for ASTDD awards and presents recommendations consistent with ASTDD's policies and timelines.

Nominating Committee

Supports Board succession and presents a slate of nominees consistent with bylaws and established processes.

APPENDIX B: PLANNED COMMUNITIES OF PRACTICE

ASTDD may establish, continue, combine, modify, or sunset CoPs based on member interest, strategic alignment, staff capacity, consultant availability, and demonstrated value. Their purpose is to create member-driven spaces for peer learning, knowledge exchange, practical problem-solving and support, and professional connection.

Planned CoPs include:

- ▶ Basic Screening Survey Implementation
- ▶ Communications Planning & Implementation
- ▶ Community Water Fluoridation Approaches
- ▶ Data and Oral Health Surveillance Strategies
- ▶ Evidence-Based Preventive Dental Services
- ▶ Healthy Aging Strategies
- ▶ Large Cities Network
- ▶ Medical-Dental Integration
- ▶ Maternal, Perinatal, and Head Start Collaboration
- ▶ State Dental Directors and Oral Health Program Leads
- ▶ Oral Health Program Capacity and Collaboration
- ▶ Rural States Network
- ▶ Tribal Health Partnerships

APPENDIX C: PROPOSED ADVISORY COMMITTEES

Advisory committees report to specific committees and may be used at the discretion of the Board when ASTDD needs sustained guidance on key issue areas. They provide longer-term, subject-matter input without the need for a full-committee.

Proposed advisory committees include:

Advisory Committee	Reporting Relationship	Focus of Guidance
Annual Meeting / NOHC Advisory Committee	Education and Programming Committee	Annual meeting and NOHC-related planning
Best Practices Advisory Committee	Governance Committee	Best practices resources and related review processes
Dental Public Health Policy Statements Advisory Committee	Governance Committee	Subject-matter expertise on policy statements and related materials

APPENDIX D: CONSULTANT POOL AND ENGAGEMENT MODEL

Consultants have long been an important part of ASTDD's history, organizational capacity, and impact. ASTDD will engage consultants to provide specialized expertise in ways that are flexible, strategic, and aligned with organizational priorities.

Consultant engagements will:

- ▶ Be guided by clear scopes of work, timelines, deliverables, and reporting relationships.
- ▶ Support one or more strategic goals, annual work-plan priorities, or organizational initiatives.
- ▶ Support member needs, organizational priorities, and ASTDD's role as the trusted national voice and professional home for governmental oral health.
- ▶ Extend staff capacity without replacing internal leadership or governance responsibilities.
- ▶ Be coordinated through established governance, staff, and project management processes.
- ▶ Be evaluated to confirm continued value, alignment, and sustainability.

Where appropriate, consultants may support CoPs, workgroups, advisory committees, technical assistance, education, leadership development, communications, evaluation, resource development, strategic initiatives, Foundation-supported activities, and ASTDD's expanding a la carte menu of technical assistance offerings. ASTDD will maintain an approved pool of consultants with expertise in priority areas relevant to S/TOHPs and may connect members with consultants from this pool to provide technical assistance. Consultant engagement will complement staff leadership, provide specialized expertise, strengthen organizational capacity, and advance implementation of the Strategic Framework.

APPENDIX E: ASTDD AND ASTDD FOUNDATION COORDINATION

ASTDD and the ASTDD Foundation will operate as a coordinated ecosystem, aligning around shared strategic priorities while maintaining distinct missions, governance responsibilities, and organizational roles. Through intentional coordination, the two organizations will strengthen leaders, expand organizational capacity, steward resources responsibly, and maximize collective impact in support of S/TOHPs. Areas for coordination will include:

- ▶ Shared strategic direction and planning
- ▶ Leadership development
- ▶ Education and technical assistance
- ▶ Capacity-building and organizational excellence
- ▶ Innovation and emerging initiatives
- ▶ Consultant engagement
- ▶ Resource development and philanthropy
- ▶ Communications and stakeholder engagement
- ▶ Evaluation, learning, and impact reporting

Guidelines

ASTDD will use the following guidelines to ensure that coordination with the Foundation maintains its scope and purpose:

- ▶ ASTDD will retain its membership, governance, programmatic, and national voice roles.
- ▶ The Foundation will support aligned priorities through fundraising, stewardship, and investment.
- ▶ Roles, funding responsibilities, decision-making authority, and reporting expectations will be explicit.
- ▶ Foundation support will remain aligned with ASTDD's mission, member needs, and strategic goals.
- ▶ Coordination will strengthen—not duplicate—the complementary roles of ASTDD and the Foundation.
- ▶ Both organizations will regularly review shared priorities, coordinated initiatives, and organizational outcomes to ensure alignment, accountability, and continuous improvement.

APPENDIX F: EVALUATION OF READINESS PERIOD

ASTDD designed the 2026 Readiness Period to establish the governance, operational, and organizational foundation necessary for successful implementation of the Framework. Evaluating readiness ensures that the organization has the structures, resources, communication, and capacity needed before entering the 2027–2030 implementation period. The areas below provide guidance for assessing readiness, identifying strengths and opportunities for improvement, and informing any adjustments before implementation begins.

Focus of Readiness Review	Key Questions	Sample Readiness Indicators
Roles and decision-making	Are governance roles, operational responsibilities, reporting expectations, and decision-making pathways clear and being followed?	Percentage of priority roles clarified; percentage of committee chairs confirmed; completion of role descriptions or onboarding guidance
Communication and engagement	Are members, consultants, and partners receiving clear information and understanding how to participate?	Number of readiness communications sent; member participation in feedback opportunities; survey results on member understanding of the new structure
Work structures	Are committees, workgroups, advisory committees, CoPs, and consultant structures operating within their intended purposes?	Number of priority structures launched; percentage of priority committees or CoPs activated; completion of committee and CoP onboarding materials
Capacity and support	Are priority bodies and initiatives appropriately supported with staff, consultant time, member participation, and resources?	Percentage of priority structures with identified staff or consultant support; number of consultant scopes or support roles clarified; participation levels in priority groups
2027 work planning	Is ASTDD prepared to enter 2027 with an actionable Annual Work Plan, clear owners, and SMART or SMARTIE objectives?	Draft and final 2027 Annual Work Plan completed; percentage of priority initiatives with owners, timelines, and draft objectives; Board review completed
Member input and adaptation	Are member feedback mechanisms informing decisions about engagement pathways, membership structure, priorities, and needed adjustments?	Number of feedback opportunities offered; number or percentage of members participating; documented themes from feedback; adjustments made based on member input

APPENDIX G: GLOSSARY AND DEFINITIONS

The following definitions are provided to promote a shared understanding of key terms used throughout the Framework.

Advisory Committees

Groups that provide sustained subject-matter expertise and recommendations through the development of evidence-informed guidance, best practices, and other technical resources using established methodologies.

Annual Work Plan

A yearly implementation plan (centered on calendar years) that identifies specific initiatives, owners, timelines, resources, deliverables, and SMART or SMARTIE objectives.

ASTDD

The Association of State and Territorial Dental Directors, a national nonprofit, inclusive membership organization and the trusted national voice for those who support, promote, and advance state and territorial oral health programs.

ASTDD Foundation

ASTDD's philanthropic partner that attracts, stewards, and invests resources to strengthen leadership, education, innovation, technical assistance, organizational capacity, and long-term sustainability in support of ASTDD's mission.

Capacity-Building

Activities that strengthen the knowledge, skills, leadership, systems, infrastructure, and resources needed to improve organizational and program effectiveness.

Collective Impact

The combined results achieved when members, partners, funders, and organizations align around shared priorities, coordinate their efforts, and work toward common goals.

Committees

Ongoing groups that provide strategic input, member perspective, and governance support.

Communities of Practice

Member-driven spaces for peer learning, knowledge exchange, collaboration, practical problem solving, and professional connection.

Coordinated Ecosystem

The intentional alignment between ASTDD and the ASTDD Foundation, where each organization maintains distinct governance, roles, and responsibilities while working together to advance shared strategic priorities and maximize collective impact.

Cycle

The complete strategic planning period during which a framework guides ASTDD's vision, priorities, implementation, evaluation, and organizational development. At the conclusion of each cycle, ASTDD assesses progress, identifies emerging priorities, and develops and adopts the next framework.

Governance

The systems, policies, structures, and decision-making processes that guide ASTDD and the ASTDD Foundation, ensuring effective leadership, fiduciary responsibility, accountability, transparency, and alignment with their missions and strategic priorities.

Governmental Oral Health Programs

State, territorial, tribal, local, and other publicly supported oral health programs that promote oral health, prevent disease, strengthen public health systems, and improve access to evidence-informed oral health services and population-based interventions.

Integrated Oral Health

The recognition and advancement of oral health as an essential component of overall health and public health systems through coordinated policies, programs, partnerships, and care.

Leadership Development

Intentional opportunities that strengthen the skills, knowledge, confidence, and capacity of current and emerging leaders within S/TOHPs.

Leadership Lab

ASTDD's leadership development initiative designed to prepare current and emerging leaders with the knowledge, skills, peer connections, and practical experiences needed to strengthen S/TOHPs and advance oral health through policy, systems, and practice change.

Member-Centered

An approach that places the needs, perspectives, experiences, and success of members at the center of organizational planning, decision-making, and service delivery.

Member Engagement Pathways

The various opportunities through which members participate, contribute, collaborate, learn, lead, and provide feedback, including committees, Communities of Practice, workgroups, advisory committees, educational programs, and other engagement opportunities.

National Voice

ASTDD's role in representing, advocating for, convening, and communicating on behalf of S/TOHPs at the national level.

Operational Excellence

ASTDD's commitment to continuously improving its governance, systems, processes, technology, communications, financial stewardship, and organizational performance to deliver high-quality services, strengthen member value, and achieve long-term sustainability.

Organizational Capacity

The people, systems, partnerships, technology, resources, and infrastructure needed to successfully achieve ASTDD's mission and strategic priorities.

Organizational Excellence

ASTDD's commitment to effective governance, operational efficiency, continuous improvement, sound financial stewardship, and high-quality member service.

Peer Learning

Collaborative learning that enables members to exchange experiences, share promising practices, solve problems together, and strengthen professional relationships.

Public Health Infrastructure

The people, systems, partnerships, policies, data, workforce, and resources that enable public health organizations to effectively protect and improve the health of communities.

Readiness Period

The April–December 2026 transition period focused on preparing ASTDD, its members, leadership, governance, and operations for full implementation of the Framework beginning in 2027.

S/TOHPs

State and Territorial Oral Health Programs.

SMART Objectives

Objectives that are specific, measurable, achievable, relevant, and time-bound.

SMARTIE Objectives

Objectives that are specific, measurable, achievable, relevant, time-bound, inclusive, and equitable.

Strategic Alignment

The intentional coordination of decisions, resources, initiatives, partnerships, and organizational activities to support ASTDD’s mission, vision, values, strategic goals, and annual work plans.

Strategic Framework

The multi-year roadmap that translates the organization’s vision into strategic priorities, goals, objectives, and measures of success.

Strategic Priorities

The major areas of focus that guide implementation of the Framework and Annual Work Plans.

Technical Assistance

Guidance, consultation, tools, resources, training, and other support provided to strengthen the capacity of S/TOHPs.

Vision

The long-term direction and desired future state that guides ASTDD’s priorities and impact. Often referred to as the “north star.”

Workgroups

Time-limited and task-focused groups created to produce a specific tool, recommendation, framework, resource, or deliverable.

APPENDIX H: ACKNOWLEDGEMENTS

Charting the Future: ASTDD's Purpose, Vision, and Roadmap for Impact reflects the collective leadership, expertise, and commitment of many individuals who generously contributed their time, perspectives, and experience throughout the strategic planning process. ASTDD extends its sincere appreciation to everyone who helped shape this Framework and the organization's future.

ASTDD Board of Directors

ASTDD gratefully acknowledges the ASTDD Board for its vision, leadership, governance, and unwavering commitment throughout the development of this Framework. Through thoughtful discussion, strategic guidance, and dedicated stewardship, the Board helped shape, refine, and ultimately adopt a shared direction that will guide ASTDD's future.

The following 2026-2027 Board members have demonstrated an extraordinary commitment to advancing ASTDD's mission, strengthening State and Territorial Oral Health Programs (S/TOHPs), and positioning the organization for its next chapter of leadership, innovation, and impact. Their service, collaboration, and forward-thinking leadership have helped establish a clear vision and strong foundation for ASTDD's future.

- ▶ Robin Miller, RDH, MPH (VT), President
- ▶ Russ Dunkel, DDS, BS, BA, FACD, FICD, FPFA (WI), Immediate Past President
- ▶ Julia Wacloff, MSPH, RDH (AZ), Second Immediate Past President
- ▶ Debony Hughes, DDS, MPH (MD), President-Elect
- ▶ Shelley Guinn, RDH, MPH (WA), Secretary
- ▶ Rachel Sizemore, DDS, MHSA (AR), Treasurer
- ▶ McAllister Castelaz, DDS, MS (WI), Associate Member Director
- ▶ Prasida Khanal, BDS, MPH (MN), Director
- ▶ Cheri Kiefer, BRN, BSN, RDN, RD (ND), Director
- ▶ Frances Wise, PhD (AK), Director
- ▶ Tooka Zokaie, MAS, CPH (CA Dental Assoc.), Associate Member Director

Consultants

ASTDD extends its appreciation to the consultants who contributed their expertise, institutional knowledge, and thoughtful perspectives through interviews, strategic discussions, logic model development, environmental scan planning, and review of this Framework. Their experience and commitment helped ensure this work reflects both ASTDD's history and its vision for the future.

Members

ASTDD also extends its gratitude to the members who generously shared their time and insights in reviewing the draft Framework and offering thoughtful feedback. To Heather Beavers (MI), Gwen Sullentrup (MO), and Janis Valmond (VI), thank you for your careful review, constructive comments, and commitment to helping ensure this Framework is clear, practical, and meaningful for ASTDD's members and partners. Your perspectives strengthened this work and helped us better align it with the realities of S/TOHPs.

2025 Member Environmental Scan

ASTDD sincerely thanks the members, partners, and stakeholders who participated in the 2025 Member Environmental Scan through surveys, interviews, and other engagement opportunities. Their candid feedback, thoughtful insights, and willingness to share their experiences helped shape the priorities, goals, and direction reflected throughout this Framework.

ASTDD also recognizes the members of the 2025 Member Environmental Scan Workgroup (including Steve Geiermann, Sandy Sutton (MI), John Welby (MD), and three board members), whose leadership, guidance, and thoughtful review helped ensure the planning process remained member-centered, collaborative, and forward-looking.

Strategic Planning Facilitation & Project Leadership

ASTDD extends its deepest appreciation to Grace Linn and Stacey Chazin, whose vision, perseverance, and exceptional leadership, partnership, and dedication made this Framework possible.

Through their expertise in strategic planning, facilitation, organizational development, systems thinking, and implementation planning, Grace and Stacey guided ASTDD through a thoughtful and collaborative process that engaged the Board, members, consultants, partners, and staff. Their ability to listen, facilitate meaningful dialogue, and translate complex stakeholder input and diverse ideas into a clear and actionable Framework was instrumental to the success of this effort. Without their guidance, coordination, and stewardship of this process, this Framework—and the clarity it provides—would not have been feasible.

More than helping develop a Strategic Framework, they helped ASTDD articulate its purpose, clarify its future direction, and establish a shared North Star that will guide the organization, its members, and the ASTDD Foundation for years to come. Their contributions have fundamentally shaped this roadmap and will continue to influence ASTDD's evolution in the years ahead. ASTDD is deeply grateful for their partnership, wisdom, dedicated support, and lasting contribution to the organization's future.

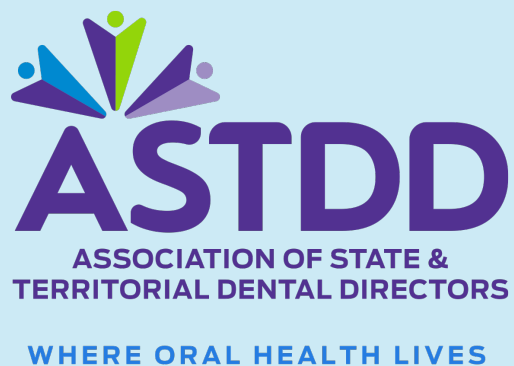
Looking Forward

This Strategic Framework reflects the collective wisdom, collaboration, and shared commitment of the ASTDD community. Together, we have created a roadmap that honors ASTDD's legacy while positioning the organization for its next chapter of leadership, innovation, and impact. ASTDD looks forward to working alongside its members, partners, consultants, funders, and the ASTDD Foundation to bring this shared vision to life.

Together, we will continue strengthening leaders, empowering members, advancing S/TOHPs, and improving oral health for generations to come.

Because when we invest in people, strengthen systems, and work together toward a shared purpose, we create lasting impact.





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