

STRATEGIC MAP 2027-2030

ASTDD has identified three strategic goals that translate ASTDD’s vision into focused areas of action and will develop annual work plans that identify specific initiatives, owners, timelines, resources, and SMART (or SMARTIE) objectives in support of each goal.

Goal	Strategic Priorities	Objectives
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.	▶ 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, data, workforce, planning, and management.	▶ 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.
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.	▶ 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.	▶ 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.

Goal	Strategic Priorities	Objectives
Organizational Excellence and Sustainability 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.	▶ 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	▶ 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

GOAL #1: Member Participation and Engagement

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

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

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 Foundation Alignment	Documented shared planning, coordination mechanisms, and jointly advanced initiatives