



# CDA Strategic Plan

As revised November 2017

**Mission:** CDA is committed to the success of our members in service to their patients and the public

**Membership Goal: Robust membership comprised of members who are loyal to and engaged with CDA**

**Objective 1: Develop recruitment programs that result in at least 1% annual membership growth with the goal of reaching a California market share of 75% by 2020**

- 1.1 Develop a membership structure that meets the needs of students, present and future dentists, is sustainable and administratively sound
- 1.2 Refine, develop and implement recruitment programs utilizing evidence-based data

**Objective 2: Ensure member programs and services improve retention, loyalty metrics and optimize the member experience**

- 2.1 Implement the TDIC/TDIC Insurance Solutions, TDSC and CDA Presents business plans, market and promote key member programs
- 2.2 Promote key member benefits with focus on students and new dentists
- 2.3 Develop and implement a comprehensive communications plan that promotes a positive image of the profession and improves membership value
- 2.4 Identify opportunities to partner with component dental societies to strengthen the member experience and maximize member value at all levels of the tripartite

**Community and Advocacy Goal: CDA is recognized by the profession and the public as the leading advocate for dentistry and the oral health of Californians**

**Objective 3: Improve the oral health of the public and the practice interests of our members through advocacy and programs**

- 3.1 Advocate for programs and services that improve access to oral health and eliminate barriers to care including implementation of the CDA Access Plan and collaboration with the state dental director
- 3.2 Promote the importance of oral health and dentistry's role in the changing health care environment
- 3.3 Seek solutions to members' concerns and patient care with private and government-sponsored benefit plans
- 3.4 Support CDA Foundation programs that provide dental care to underserved communities including CDA Cares and the Student Loan Repayment Grant

## **Organizational Goal: Optimal organizational leadership and infrastructure to meet member needs**

### **Objective 4: Ensure CDA volunteer leaders have the knowledge and skills that enable achievement of organizational goals**

- 4.1 Develop and implement a customized training program that delivers education based on CDA volunteer leaders unique needs
- 4.2 Refine volunteer pipeline development and selection processes based on a volunteer placement needs assessment
- 4.3 Provide sufficient, meaningful and inclusive volunteer opportunities

### **Objective 5: Improve the organizational infrastructure to support business operations**

- 5.1 Develop and implement a technology plan that supports the current and future business needs of the organization
- 5.2 Develop an enterprise risk management strategy to continually evaluate risks facing the organization
- 5.3 Address long-term space and location requirements to support CDA's future growth

## **Finance Goal: Financial structure and forecasting that ensures organizational sustainability**

### **Objective 6: Increase non-dues revenue or reduce expenses to ensure net income offsets average yearly reserve spending**

- 6.1 Develop current and evaluate new sources of non-dues revenue
- 6.2 Increase member awareness and utilization of existing revenue generating products and services
- 6.3 Offer revenue generating products and services to new markets
- 6.4 Reduce expenses in the delivery of programs and services

### **Objective 7: Target reserves at 85% of total CDA operating expense and not fall below 70%**

- 7.1 Create an annual operating budget with surplus net income to fund annual reserve spending
- 7.2 Ensure prudent annual reserve spending