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