TDA Strategic Plan 2020

The Texas Dental Association presents its Strategic Plan 2020:

Helping All TDA Member Dentists Succeed

The strategic plan is based on a set of goals and a workflow, or process, for determining how best to allocate the TDA’s resources over the several years. As with any plan, it is subject to revision based on changes in organized dentistry or the challenges we face.

Further, this plan focuses less on the “what” and more on the process for making decisions and instilling discipline into the Association’s activities.

Goals: A Framework for Strategic Decision-Making. The following goals serve as guideposts for the TDA in determining where to allocate resources for new or continuation of existing programs.

GOALS:

- Increase NON-DUES revenues by 3-4% annually (based on for-profit subsidiary)
- Achieve NET GAIN in combined program areas with revenue streams (based on fixed cost savings of 1-2%)
- Increase MARKET SHARE by 1/2 -1% annually
- Maintain 95% RETENTION RATE and INCREASE CONVERSION RATE of new dentists
- Structure of TDA will provide valuable RESOURCES TO COMPONENT SOCIETIES
- TDA will have DATA ON MEMBER NEEDS

Core Assets

Core Assets. The Texas Dental Association is in the Association business, which uses member dues and non-dues revenue to generate a member value that is greater than what the member could afford on their own.

The Association’s Core Assets, taken together, become the platform for delivering the member value:

- The Texas Dental Association
- TDA Smiles Foundation
- TDA Financial Services, Inc. (FSI)
- DENPAC
- Outward Facing Brand & Messaging
- Financial Strength
- Organizational Capacity of TDA Volunteers, Staff, & Alliance
**Work Organization.** Associations have basic functions that must continue in order to be successful, and relevant. In the case of the TDA, the work can be organized into three *functions*:

- Membership Growth & Retention
- Governance Structure and Policy
- Support of the Membership Bodies, such as councils and committees
Timeframe & Actionable Projects. There are many project ideas to be considered, ranging from large to small in scale. What remains paramount, however, is measuring the ideas against the stated GOALS, sticking to the discipline of the WORK, and better utilizing CORE ASSETS when determining allocation of People, Time, and Money.

Equally important is knowing the extent of your organizational capacity. From a practical standpoint, the Association has the capacity to take on a limited number of initiatives per 12 month period, which contains overlapping leadership and fiscal years. This would include projects in each of the three functional areas: Membership, Governance, and Support. Additionally, in growing an organization, there are basic functions to perform: Member surveys, brand awareness, feasibility studies, new member outreach, communications strategy, etc.

The following timeframe establishes a general schedule for staging new projects:

<table>
<thead>
<tr>
<th>Q4 2015</th>
<th>2016 - Q1 2017</th>
<th>Q2 2017 - 2020</th>
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<tr>
<td>Commence with planning and survey development</td>
<td>Execute on initial project selections in three functional areas: Membership, Governance, and Support</td>
<td>Re-evaluate and determine next project cycles</td>
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The Strategic Planning Cycle

The planning cycle begins with the Future Focus Committee and culminates with a plan spanning the next five years. The Future Focus Committee will be responsible for updating the plan as approved by the Board throughout the year, and will advise councils and committees of revisions so that action plans can be changed.