

**Michigan Dental Association  
2021-2025 Strategic Plan  
Updated March 4, 2022**

Goal	Objective	Strategies	Potential KPIs
<b>Goal 1: Define and deliver exceptional member value</b>	Objective 1: Improve Net Promoter Score (NPS) among new dentists	Strategy 1.1: Develop and implement action plan to increase New Dentist NPS to 40 or higher  Strategy 1.2: Assess current MDA Products (programs, products, and services) to enhance, maintain, or eliminate; monitor on an ongoing basis; assess MDA Products for target groups/demographics and market appropriately	1.1 – Overall 40; New Dentist 35  1.2 – Increase % of new dentists who use MDA Products
<b>Goal 2: Engage and develop relationships with members</b>	Objective 2: Increase member engagement with the MDA	Strategy 2.1: Enhance engagement through technology (remote participation, video, social media)  Strategy 2.2: Develop analytics for measuring engagement at the individual member level	2.1 - Increased number of interactions through digital platforms 2.1- Growth in app utilization  2.2 - Member engagement scoring
	Objective 3: Increase leadership engagement with the MDA	Strategy 3.1: Develop a leadership development program for MDA components  Strategy 3.2: Incorporate leadership opportunities using remote participation (such as mentor program)	3.1 – Number of components using program 3.1 - Number of members participating in program 3.1 – Growth in new volunteers

Goal	Objective	Strategies	Potential KPIs
			3.2 – Development of new opportunities. 3.2 – Number of volunteers participating in new opportunities
<b>Goal 3: Ensure organizational sustainability</b>	Objective 4: Enhance financial outcomes	Strategy 4.1: Evaluate and increase member awareness of current MDA Products (programs/services/ endorsements) to enhance member utilization  Strategy 4.2: Establish benchmarks and set goals for MDA Products (programs/services/ endorsements); assess and modify annually	4.1 - % Awareness 4.1 - % utilization  4.2 – Growth in nondues revenue by product - report monthly/quarterly/annually
	Objective 5: Increase organizational capacity	Strategy 5.1: Identify needs that drive member value, conduct gap analysis, and align resources to build capacity where needed	5.1 – Complete analysis and adjust capacity
<b>Goal 4: Understand and improve diversity, equity, and inclusion at all levels</b>	Objective 6: Build relationships and increase collaboration with diverse dental populations	Strategy 6.1: Collaboratively implement identified programs.  Strategy 6.2: Develop DEI initiatives and programs, incorporating component societies and patient care, through the CDEI	6.1 – Participation of invited organizations. 6.1 – Successful completion of at least one project. 6.2 New tools and initiatives developed and implemented
	Objective 7: Increase leadership participation among under-represented segments	Strategy 7.1: Develop a recruitment plan to enhance participation in volunteer leadership among under-represented populations  Strategy 7.2: Evaluate opportunities and implement practices to enhance diversity, equity, and inclusion for MDA staff	7.1 – Increase number and percent of volunteer leaders of diverse background.  7.2 – Document employee perceptions of DEI. 7.2 – Establish staff DEI policies/plan

Goal	Objective	Strategies	Potential KPIs
<b>Goal 5: Advocate effectively for the dental profession and the public's oral health</b>	Objective 8: Engage effectively with legislators, public officials, and stakeholders	Strategy 8.1: Increase component engagement with legislative efforts  Strategy 8.2: Increase individual member engagement with legislative efforts  Strategy 8.3: Recruit dentists to run for public office	8.1 – Increase number of components hosting legislative events. 8.2 – Evaluate demographics of Phone 2 Action participants and enhance participation in lagging segments. 8.2 – Document demographics of participants in grassroots meetings. 8.3 – Number of prospective candidates, number of prospective candidates trained, number who run
	Objective 9: Increase member awareness of advocacy efforts	Strategy 9.1: Develop and implement a multi-channel member communications plan	9.1 – Increase percentage of members who are aware of MDA advocacy efforts. 9.1 – increase percentage of members who are satisfied with MDA advocacy efforts.