

**National Association of Dental Laboratories
National Board of Certification in Dental Laboratory Technology
Joint Strategic Planning Goals
2011 - 2013**

A strategic plan guides an organization for a span of three to five years. It is a key document to ensure continuity through volunteer leadership transitions. It guides committees and influences the budget. This multi-year plan was developed at a period when the economy was in a recession --- affecting association resources and member profitability. The industry continues to transform from regulation and international influences. Several times it was mentioned that members benefit through 1) fellowship, 2) representation, 3) education and 4) profitability.

Mission and Vision Statements

The combination of the mission and vision statements distinguish the organizations from others. By reading these statements the purpose and aspirations should be clear to stakeholders. The **mission** is the purpose or reason for existence, usually one sentence answering "who we are, who we serve, and what we do." The **vision** is an aspiring description of the organization's future. **Values** are the timeless principles that guide governance and management decisions (i.e. innovative, member-driven, excellence, compassionate.)

Previous

NADL Mission

The NADL shall be the recognized advocate for the dental laboratory technology industry by promoting professionalism, setting standards and providing valued services to its membership.

NADL Vision

The NADL will be the recognized advocate for commercial dental laboratories. It shall provide strategic leadership; deliver the highest standards of dental technology; and promote the dental technician as a valued member of the dental health team.

NBC Mission

To provide professional certification to both dental technicians and dental laboratories.

New (adopted)

NADL Mission

The National Association of Dental Laboratories aggressively advances the dental laboratory technology industry and its members through advocacy, education, standards and services.

NADL Vision

The National Association of Dental Laboratories is the dental laboratory industry's respected authority, delivering the highest standards to ensure our members are viewed as valued professionals on the dental health team.

NBC Mission

The National Board for Certification in Dental Laboratory Technology provides professional certification to both dental technicians and dental laboratories.

NBC Vision

The National Board for Certification in Dental Laboratory Technology is dedicated to administering and promoting globally recognized certification programs to assess the knowledge, skills and abilities of dental technicians and to review facility and staff training criteria for dental laboratories.

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Goals for 2011 to 2013

Goals are the long-term statements that indicate where the organization should focus its resources to achieve its mission and vision. Goals are often associated with the timeless “core competencies” or “pillars” in the organization. **Strategies** are approaches to achieving the goals. **Tactics**, action steps and metrics or performance measures are short-term projects and activities to advance the strategies during the span of the plan.

Five goals were recommended to span three years; 2011-2013. To achieve these goals, adequate resources must be allocated and committees responsible for advancing them.

1. Build a Stronger Association through Membership
2. Assess Industry Standards and Laboratory Operations
3. Advocating and Government Relations
4. Create and Transferring Knowledge
5. Public and Professional Awareness



Goals and Strategies for 2011 - 2013 – Summary

Building a Stronger Association through Membership – Strengthening dental technology laboratories and technicians through highly effective associations.

- A) Component Relations
- B) Membership Recruitment
- C) Retiring Status
- D) Membership Retention
- E) Technician Membership Category
- F) Corporate-Manufacturer Relations
- G) Journal of Dental Technology
- H) Association Structure, Leadership and Finances

II) **Setting and Assessing Industry Standards and Laboratory Operations** – Identifying and measuring core competencies to result in certification and improved outcomes.

- A) Implants
- B) Central CE Registration Service
- C) Modularization
- D) Mentoring
- E) Global Recognition of CDT and NADL/NBC
- F) Job Test Analysis
- G) Certifications Integrity

III) **Advocating for the Industry** – The preeminent voice of the industry at the national and state levels.

- A) State Registration and Minimum Standards

- B) Federal Regulation
- C) Collaboration

IV) **Creating and Transferring Knowledge** – Developing the knowledge, research and data and making it available to benefit the industry.

- A) Management Training
- B) Continuing Education
- C) Research and Data Collection and Distribution
- D) Conferences
- E) Standards and Best Practices

V) **Public and Professional Awareness** – Positioning the industry and members as equals in the oral health team.

- A) PR Campaign
- B) Branding and Awareness of the Associations
- C) Representation at Allied Meetings
- D) Printed Publications
- E) Website and Technology

Strategies to Advance the Goals

The board identified strategies to advance the goals. The executive officers, staff and committees will develop metrics, assignments and deadlines.

I) **Building a Stronger Association through Membership** – Strengthening dental laboratories and technicians through highly effective associations.

A) **Component Relations** - *Strategically* work to strengthen the state and regional components to improve the effectiveness of NADL and NBC. (Strategies to be developed and monitored by Component Representative.)

- 1) Organizational Structure
- 2) Leadership Development
- 3) Communications, Website Resources
- 4) Membership Exchanges
- 5) Coordinated CE Offerings – consolidating multi state meetings into regional meetings with coordination by NADL.

B) **Member Recruitment** - Appoint a task force to improve recruitment and retention, exceeding current market penetration levels.

- 1) Identify the baseline data for measuring market share and setting realistic metrics; set metrics for monitoring growth and trends.
- 2) Explore federated membership or package for dual memberships.
- 3) Identify key companies (75 to 100) that are absent from NADL and approach them strategically to recruit.
- 4) Approach membership by *segments* to customize and promote benefits and services by the unique needs of each segment. Utilize customer service approaches to serving members.

- C) **Retiring Status** – Explore ways to engage experienced CDTs who can contribute in-kind services to the association (i.e. mentoring, teaching) in exchange for credits and membership.
 - D) **Member Retention** – Maintain member retention rate approaching 90 percent.
 - E) **Technician Membership Category**
 - 1) Promote availability.
 - 2) Expand to senior managers working in labs.
 - F) **Corporate-Manufacturer Relations** – Continue to build beneficial partnerships with manufacturers to help them by offering opportunities in sponsorship, advertising, education, exhibits, etc.
 - 1) Consider adding second Manufacturers Representative seat on the board of directors.
 - 2) Plan a Manufacturers Section meeting.
 - G) **Journal of Dental Technology** – Identify ways to increase circulation and revenue; utilize existing Task Force and expand charges.
 - 1) Include CDTs.
 - 2) Periodically circulate to prospects with special inserts for membership.
 - 3) Increase advertising revenue.
 - H) **Association Structure, Leadership and Finances** – Maintain sufficient leadership, professional staff and revenue resources to fulfill the mission and goals of NADL and NBC. Utilize standing and ad hoc committees to engage members and advance the strategic plan.
- II) **Setting and Assessing Industry Standards and Laboratory Operations** – Identifying and measuring core competencies to result in certification and improved outcomes.
- A) **Implants** – Explore roll out of sixth specialty course in implants.
 - B) **Centralized CE Registration Service**
 - 1) Explore means to approve CE services; generating new revenue while adding a significant industry benefit.
 - 2) Position the service to be a benefit to manufacturers, educators and members (CDTs and non-CDTs.)
 - 3) Propose to board of trustees.
 - C) **Modularization** – Evaluate current program and delivery at a time when the economy is in recession. Make recommendation to put program on hold, eliminate or develop a marketing program.
 - 1) Consider modularization prep/fun course.
 - 2) Promote at conference.
 - 3) Develop a badge of recognition.
 - D) **Mentoring** – Create methods for RGs and CDTs to tap potential candidates and help them to acquire designations. Utilize school-ambassadors to promote certification.

- E) **Global Recognition of CDT and NADL/NBC** - Proceed cautiously in positioning CDT internationally. Advance the NBC vision of global recognition of certification.
 - 1) Develop a message as a response to the political impact of certification programs in other countries.
 - 2) Consider if globalization applies to foreign nationals coming to the US for certification or offering certification globally.
 - 3) Position NBC to maintain credibility globally and not be usurped by other certification programs.
 - 4) Until international accreditation is undertaken, continue to approve foreign testing on a case by case basis.

- F) **Job Test Analysis** – Explore developing programs in additional languages, including cost and ROI; i.e. Korean, Spanish.

- G) **Certification Integrity** – Set and exceed performance metrics.
 - 1) **CDT** – Seek net growth of 10 percent and renewal of 90 percent.
 - 2) **RG** – Increase conversions to 50 percent.
 - 3) **CDL** – Reevaluate impact of the credential, demonstrating value and working to improve market penetration and renewal of laboratories. Develop CDL breakout group.
 - 4) Create short guide to the benefits and ideas for “marketing your credentials.” (Reference Goal V- Professional Awareness.)

- III) **Advocating for the Industry** – The preeminent voice of the industry at the national and state levels.
 - A) **State Registration and Minimum Standards** – Maintain an effective network to monitor and influence state regulation.
 - 1) Fulfill the membership’s desire for state regulation.
 - 2) Combat dentists’ perception that laboratories are registered in every state.
 - 3) Identify or establish financial resources to advance state regulations.
 - (a) Consider special assessment of members.
 - (b) Evaluate potential use of savings reserves for this purpose.
 - 4) Build a compelling case and statistics for the benefits of regulations. Demonstrate the pros and cons of regulation.
 - 5) Define metrics that identify success in 3, 5, 10 years.
 - 6) Promote model regulation to the states.
 - 7) Collaborate with allied organizations, including ADA’s “Council on Dental Practice.”
 - 8) Educate public to *seek* quality technology products.
 - 9) Consider acquisition of a GAO Report.
 - 10) Consider NADL’s position globally and other organizations supporting mandatory regulators and minimum standards.

 - B) **Federal Regulation** – Monitor federal proposals affecting the industry.

 - C) **Collaboration** – Maintain relations with allied oral health care organizations with which to collaborate and best position the industry.

- IV) **Creating and Transferring Knowledge** – Developing the knowledge, research and data and making it available to benefit the industry.
- A) **Management Training**
- 1) **NADL University**
 - (a) Maintain benchmark of enrolling 12 to 25 students.
 - (b) Explore reducing content into modules that can be taken as needed or in shorter periods than a week; i.e. sales and marketing, cad cam, dentist communications, business finance, leadership, etc.
 - (c) Enhance marketing through JDT, testimonials, press releases, etc.
- B) **Continuing Education** – Be the preeminent source of continuing education for the industry.
- 1) **Resource Library** – “Wealth of Knowledge”
 - (a) Consider costs to update.
 - (b) Call for members to contribute educational resources; vetting them for standards, accuracy and copyright.
 - (c) Identify additional packages resources for consideration of partnerships, revenue agreements with authors, instructors, etc.
 - 2) **Educational Delivery** - Provide education in various formats (technology applications) and making best use of technology for archival and retrieval. Identify a means to store the increasing body of knowledge to make available to members and other customers.
 - 3) **Foundation** – Make best use of foundation in knowledge development and delivery.
- C) **Research and Data Collection and Distribution** – Maintain the integrity of data, package and sell to industry.
- 1) Continue surveying key data in the industry --- package and make available with revenue to the association.
 - 2) Increase marketing through JDT, display ads, press releases, etc.
- D) **Conferences** – Facilitate opportunities to convene industry members.
- 1) Visions
 - 2) NADL U
 - 3) Educators Meeting
 - 4) Components Meeting (consider template for regional meetings to replace or supplement multiple state meetings in underserved markets.)
 - 5) Participation at Component Meetings.
- E) **Standards and Best Practices** – Educational support and resources for certifications – MOD, RG, CDT, CDL, DAMAS and FDA/GMP
- 1) Prepare study guides and tests to support preparation.

- 2) Consider the relationship with third parties that assist in certification to maximize benefit to association.
 - 3) Identify a turn-key certification process with photo-assistance, etc. to expedite preparations and to reduce barrier to CDL and DAMAS.
- V) **Public and Professional Awareness** – Positioning the industry and members as vital members of the oral health team.
- A) **PR Campaign**
- 1) Clarify the expectations of a PR campaign and seek proposals to support the multitude of programs and goals (i.e. advocacy) that need additional marketing.
 - 2) Consider PR funding through special assessment or other sources.
 - 3) Break into smaller campaigns and measure effectiveness (rather than a major initiative.)
 - 4) Work with other groups that use “cause-marketing” (re: smiles campaigns).
- B) **Branding and Awareness of the Associations** – With or without professional PR help, enhance branding and awareness of NADL and NBC programs.
- 1) Develop guide or booklet, “marketing your credentials”.
- C) **Representation at Allied Meetings** – Continue staff and leadership participation at allied organizational meetings as opportunities to promote the industry.
- D) **Printed Publications** – Maintain quality and enhance.
- E) **Website and Technology** – Maintain quality and enhance.