This strategic plan guides the organization’s activities over the next three to five years. It is a key document to ensure continuity through volunteer leadership transitions. It guides committees and influences the budget. The industry continues to transform from regulation, automation and technology integration and international influences.

### Mission and Vision Statements

**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 and skills of dental technicians and to review facility and staff training criteria for dental laboratories.

### Goals for 2013 to 2015

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

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

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

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

V) **Public and Professional Awareness** – Positioning the industry and members as equals in the oral health team.
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** – Increase NADL laboratory market penetration and emphasize the importance and value of state and regional dental laboratory associations.

A) **Establish Benchmarks** – Create benchmark of 2,500 members to dramatically increase strength of NADL.
   1) 150 new members at full rate
   2) 1,500 new members through promotional rate (see additional action items)
   3) Maintain current members

B) **Health Insurance** – Secure health insurance partner to offer umbrella health insurance benefit to NADL Members.

C) **Tiered Membership** – Develop task force to create membership tiers to extend NADL’s membership offerings.
   1) No intent to modify dues structure.
   2) Explore express membership (i.e. card, certificate, online subscription and healthcare)
   3) Membership tiers can offer additional member benefits for premium price.

D) **Component Joint Membership** – Develop task force to explore the creation of a state add on membership opportunity for state component organizations.
   1) State component members can receive reduced rate to join national association.
   2) Portion of additional revenue can go back to state to encourage states to support national association.

E) **Expand Member Incentive Program** – Explore expansion of the member incentive program.
   1) Target vendor representatives by offering program where supplier members can sign employees up for membership at reduced cost.

F) **Flexible Billing Options** – Explore incorporating automatic billing and quarterly billing options for membership payment.
   1) Make current flexible billing options more prominent.
   2) Explore discount for early pay/full pay.

II) **Setting and Assessing Industry Standards and Laboratory Operations** – Identifying and measuring core competencies to result in certification and improved outcomes. Enhance certification value and market relevance by both internal and external communities.

A) **Share CDT Value** – Provide new CDT letter to laboratory owner outlining the value the CDT brings to their employer.
   1) Send CDT marketing materials along with letter so that lab can provide to dentists.

B) **Understand Barriers** – Create a task force to survey and analyze barriers to entry for the technician to become a CDT.
   1) Understand barriers such as cost, waiting period, value etc? Determine if potential changes could reduce barriers to entry?
2) Explore reaching people that are not CDTs and not NADL members for outside/new perspective.

C) **Develop Testing Options** – Explore alternative options for practical and written examination process.
   1) What options exist beyond current format? Explore online testing? Explore alternate practical formats? Do we need the practical exam?

D) **Digital Standards** – Explore the value of certification and/or core competencies to assess digital technician standards.
   1) Is this separate or part of the CDT process? What does this look like? Where does this fit into the CDT?

III) **Advocating for the Industry** – Be recognized as the voice of the dental laboratory industry before allied organizations, government entities and the press.

   A) **Upgrade DOL Classification** – Work to reclassify DLT profession from unskilled to skilled labor.
      1) Work with ADA, Federal Department of Labor to lobby for early survey and reclassification for DLT.

   B) **State Registration and Minimum Standards** – Promote minimum standards for the industry at the state level.
      1) Identify key parties such as the ADA, state and regional dental associations, state and regional dental laboratory associations, state legislators, malpractice insurers and industry press to promoting standards at state level.

   C) **Political Advocacy Committee** – Form Political Advocacy Committee charged with monitoring federal proposals affecting the industry and promoting minimum standards for the industry at the state level.
      1) Involve NADL leadership and members, state component leadership and members, industry manufacturers, allied organizations, etc.
      2) Create a PAC to raise and donate money to officials that support DLT.

IV) **Creating and Transferring Knowledge** – Offer relevant educational programming through NADL U, NADL Vision 21 and NADL Fulfillment House to help technicians and laboratories excel at business, management and technology. Develop, analyze and share relevant market data to enable laboratories and suppliers to make informed decisions on operational benchmarks and market trends.

   A) **NADL U** – Continue to offer NADL University as a Business Management focused meetings.
      1) Develop Task Force to visit NADL U topics such as, but not limited to, program topics, delivery, facilitators, day pattern, location, venue, etc.
      2) Explore a format update for NADL U to create a hybrid course (where a portion is online with facilitation and a portion in person).

   B) **Vision 21** – Continue to offer Vision 21 as the premier industry meeting.
      1) Explore different formats for delivering content (i.e. roundtables, live streaming, purchased video content, etc.)
      2) Explore different topics and speakers both industry and non-industry
      3) Calibrate moderators for panel sessions
      4) Run Beta-Test for single live streaming course and one filmed course in 2014.

   C) **Resource Library** – Evaluate current educational offerings to ensure that items are relevant.
      1) Launch and enhance the NADL Dashboard.
2) Develop peer review committee to determine which Fulfillment House offerings are still relevant.
3) Continue to transition static documents to online.

D) **Online Education** – Increase the online offerings that teach theory and science of DLT.
   1) Work with Foundation to develop additional content
   2) Partner with organizations offering online courses to funnel through NADL Dashboard
   3) Peer review committee to review all educational offering prior to acceptance by NADL.

E) **Component Support** – Develop mechanism to assist component members with providing high quality technical education.
   1) Sponsor educational courses at state component meetings (up to four meetings in the first year).
   2) Explore partnering with the Foundation to create state component education grant.

F) **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.

V) **Public and Professional Awareness** – NADL shall conduct consistent market outreach within its resources to ensure that dental laboratory technicians and dental laboratories are recognized and respected as equal members of the oral health team.

A) **Public Awareness Campaign** – Continue to build on the “What’s In Your Mouth” Campaign to highlight “the role and value of a trained and educated dental technician as part of the dental restorative team”

B) **CDL Awareness** – Develop an advertisement for clinical publications that highlight CDL State by State
   1) List CDLs on advertisement by state
   2) Place in ADA News (2nd Issue of Year)
   3) Consider special marketing assessment for CDLs to be included

C) **CDT Awareness** – Develop advertising campaign aimed at highlighting the benefits of certification to DLT community
   1) Explore “Did You Know” theme
      (a) Average earnings
      (b) Hiring and Promotional considerations

D) **CDL Plus Package** – Explore creation of a marketing package for CDLs
   1) Include quarterly webinar on items such as HR, financial management, sales, marketing, regulatory compliance, etc.
   2) Possibility of additional tier that includes marketing consultation

E) **Dentist Perception Change** – Develop advertising campaign to DLT community that highlights ADA survey results recording importance of certification.
   1) Highlight how results of ADA Dentist have changed related to importance of working with CDT/CDL

F) **CDL/DAMAS Cross Promotion** – Develop series of house ads that highlight CDL and DAMAS and their relationships to OSHA and FDA.
   1) Include 3 – 4 house ads in JDT and JDT Unbound