
TAC Strategic Planning - Part 3

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This is the final of a series of articles describing the strategic planning process undertaken at the request of the Executive Committee. In the December issue of TACTalk, I described the motivation for conducting this process, what it entails, the people involved, and how the TAC Mission Statement and Objectives were developed. In the March issue, the second article focused on the work undertaken to develop Values and Vision statements for TAC. This third article describes the three primary goal areas and their associated strategic objectives. The committee organized all the great ideas generated from the SWOT analysis and discussions of its vision for TAC's future into a plan of action for the next five to six years.

Goals, Strategic Objectives, and Actions

Based on the new Mission, Values, and Vision statements, and the organization's objectives, the planning committee developed long-term goals for TAC and then generated strategic objectives that would allow TAC to achieve those goals by the end of 2028. Each objective was crafted using the SMART guideline (Specific, Measurable, Attainable, Results-oriented, and Time-bound). Using these criteria, the TAC Executive can measure progress made against the objectives. The goal areas are:

Finance and Administration: Achieve financial strength, effective administration, and the use of enhanced technology through fundraising and expansion of leadership roles among the membership.

Teacher Development: Create a teacher development program that recruits and supports new teachers and offers growth and learning opportunities for experienced teachers at TAC's Teacher Conference Weekend, Summer School, and during the year.

Promotion of Scottish country dancing and TAC: Increase the visibility of and participation in SCD and TAC in North America.

Each of these areas was assigned to a subcommittee that was tasked with developing SMART strategic objectives and actions for implementing them. In order to prioritize and schedule actions in the overall plan, they were then assessed regarding the ease or difficulty of implementing them, the impact each will have on members and the TAC, and the monetary cost involved.

Member and Non-Member Surveys

This spring the planning committee surveyed current TAC members to help validate or modify its proposals, identify issues that may not have been recognized, and inform priorities for the goals and objectives. The team received a gratifying 126 responses to the simple three-question survey. The team also reached out to non-member teachers to ascertain what services, events, or resources might inspire them to join TAC. The committee had already captured most of the concerns found in both surveys, but several new ones were identified.



Goal Areas and Strategic Objectives

This section lists the objectives for each of the three goal areas. Although they have been developed using the SMART criteria, they are not listed as such below to simplify the presentation. Each objective has a series of supporting actions that include task breakdowns, responsible entities, and proposed timelines. This level of detail is captured in the committee's report.

(continued on page 10)

Finance and Administration Objectives:

1. Through creative means, including fundraising, achieve financial strength and flexibility by 2028, with zero debt, \$50,000 available for strategic initiatives, and no reliance on upfront attendee deposits for initial funding of events.
2. Implement IT platforms for programming, resources, and communication based on modern technology.
3. Examine the TAC Executive Committee's responsibilities for supporting TAC's strategic plans and make necessary revisions.
4. Establish an easily accessible (as feasible) physical and digital archive of TAC-related materials
5. Review business models of TACSound and TACBooks and revise as needed.



Teacher Development Objectives:

1. Create a mentorship program for new teachers.
2. Provide opportunities for group discussion and support for new teachers.
3. Offer varied **in-person** and **online** growth and learning opportunities, with a focus on experienced teachers and open to all.
4. By 2024 expand program offerings for teacher development and increase participation to 33% of TAC membership in annual TCW and SS.
5. By 2026 train 15 additional Fully Certificated North American SCD teachers and add 20 CTI instructors through recruitment and training support.

Promotion of SCD and TAC Objectives:

1. By 2026 define a compelling rationale for membership.
2. Increase the proportion of dancers under 35 attending TAC events (e.g., reduced SS fees, Youth Weekend, Newcastle North America).
3. Develop a Winter School by 2027 as an additional opportunity for dancing and teaching.
4. Place an online information hub on the TAC website for SCD events and resources in North America (e.g., musicians for hire, demo teams).

Plan Implementation

Without implementation and monitoring, this plan becomes a document that takes up space. To make this plan a reality, it needs the support of the TAC Executive Committee and, more importantly, the support and engagement of TAC members. There are many components to this plan, and many opportunities to participate. The plan envisions the creation of several new committees to implement and oversee the various activities, such as a fundraising committee, an information technology group, and an education committee. The Executive Committee will be responsible for monitoring the action items for each of the strategic objectives. Progress will need to be measured at least quarterly, with a reporting mechanism established by the Executive.

Next steps

The planning committee will meet in June to consider the feedback received from the April Area Representatives meeting and the two Zoom meetings in May that were open to the general TAC membership. The plan will be sent to members as part of the AGM package. The membership will be asked to approve the Committee's report at the AGM.

The latest version of the plan, videos and slides from the three meetings, and other documentation can be found on the TAC website (<https://tac-rscds.org/index.php/about-us/strategic-plan>).

The planning committee believes that the goals, objectives, and actions described in this document will enable TAC and Scottish country dancing in North America to be thriving, dynamic and enormous fun.
