



TAC Strategic Plan

Report-to-Membership Meetings

May 2022

By

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San Diego Branch





Why Strategic Planning? Why Now?

- Declining membership
- Aging membership
- Financial challenges
- New & emerging technology tools
- Keeping TAC healthy, vibrant, and relevant for another 60 years



Committee Participants

SWOT Committee		Planning Committee	
Cheryl Durnin	Alison Moen	Cheryl Durnin	Charles Liu
Don MacQueen	David Booz	Don MacQueen	Gael Forster
Ellen Sears	Eileen Hsu	Ellen Sears	Kathy Simonsen
Geoffrey Selling	Elinor Vandegrift	Geoffrey Selling	Marion Hamilton
Gordon Robinson	Fiona Miller	Gordon Robinson	Moira Korus
Marjorie McLaughlin	Mel Briscoe	Marjorie McLaughlin	Tiffany Howard
Melissa Whitson		Melissa Whitson	
Robert McOwen		Robert McOwen	
Tracy Applebee		Tracy Applebee	
Ward Fleri		Ward Fleri	

Mission and Vision Statements

Mission statement – Answers “why do we exist?” “What is the purpose of TAC?”

To teach, inspire, and connect Scottish country dance teachers in North America and beyond.

Vision statement – Answers “where are we going and why?”

By 2028, we envision a vibrant TAC that supports a thriving SCD community in North America through additional and diverse events, a sound financial foundation, and compelling membership value.

Values Statement

Values statement – highlights TAC’s core guiding principles and philosophical ideals. It informs and guides decisions.

We value:

1. **The joy of Scottish Country Dancing.**
2. **Teaching Skills:** Training, mentoring, and lifelong learning that allows all teachers to lead instructive and enjoyable classes.
3. **Community:** A welcoming community that demonstrates respectful engagement, inclusivity, and sociability.
4. **Collaboration and Communication:** The cooperative and transparent exchange of information.
5. **Stewardship:** The preservation of the history of Scotland's dance and music and their continuing development as living traditions.
6. **Governance:** Effective and responsible leadership to ensure the success and future of the organization.
7. **Health and Safety:** Environments and practices that respect the well-being of participants and support their learning.

TAC Organizational Objectives Revisited

1. To train and support all levels of teachers and instructors of SCD within the RSCDS framework.
2. To foster high quality teaching that supports individual dancers and all types of classes.
3. To encourage involvement in Scotland's heritage of country dancing by promoting its learning, enjoyment, and sociability.
4. To make available and promote resources for reference and instruction, including dance descriptions and recorded music.
5. To nurture the development of musicians for Scottish country dancing.
6. To facilitate communication and relationships between dance teachers, instructors, supporters, organizations, and musicians.
7. To archive and preserve, in an accessible form, TAC's history of supporting Scottish country dancing.

TAC Non-Member & Member Surveys

Non-member Survey (23 responses)

1. Are you aware of the TAC as an organization and its work to promote Scottish country dancing and teaching in North America?
2. Have you ever been a member of TAC? If yes, why are you no longer a member?
3. What supports, events or resources could the TAC offer, particularly as you consider your role as a Scottish country dance teacher, that would make you want to join the organization?

Member Survey (126 responses)

1. Why have you chosen to be a TAC member?
2. What services, events or resources of TAC do you particularly value?
3. What additional supports and resources could the TAC offer you, particularly in your role as a Scottish country dance teacher, that would make the organization more valuable to you?

TAC Member Survey

Word Cloud Summary

3. What additional supports and resources could the TAC offer you, particularly in your role as a Scottish country dance teacher, that would make the organization more valuable to you?





Three Goal Areas

Finance & 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 TCW, SS, and during the year

Promotion of SCD and TAC

Increase the visibility of and participation in SCD and the TAC in North America

Finance and Administration Objectives

1. 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. Reorganize the TAC Executive Committee's responsibilities to support TAC's strategic plans
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 and provide a mentorship program for new teachers
2. Provide opportunities for group discussion and support for new teachers
3. Offer varied **online** growth and learning opportunities, with a focus on experienced teachers but open to all
4. Offer varied growth and learning opportunities **in-person**, with an emphasis on experienced teachers and open to all (e.g. regional teachers' workshops)
5. By 2024, increase participation to 33% of TAC membership in annual TCW and SS teacher development activities and expand program offerings
6. By 2026, train 15 additional Fully Certificated North American SCD teachers and add 20 CTI instructors through recruitment (particularly of younger teachers) and training support

Promotion of SCD and TAC Objectives

1. By 12/31/25, define a compelling rationale for membership
2. Increase the proportion of under 35 dancers attending TAC events (e.g., reduced SS fees, Youth Weekend, Newcastle N.A.)
3. Develop a Winter School by 2027 to increase opportunities to participate in TAC events
4. Place an online information hub on the TAC website for SCD events and resources in N. America (e.g., musicians for hire, demo teams)

Ex: 1. By 12/31/25, define a compelling rationale for membership, make it visible and used by TAC leaders

STRATEGIC ACTIONS	Completion Date	Responsible Entity	Cost	Degree of Difficulty
1.1 Establish a Membership Committee.	9/30/22	TAC EC	0	Moderate
1.2 Define value proposition and membership strategies.	7/31/23	Mem Com	\$ May be costs for communication materials	Complex
1.3 Obtain TAC EC approval for membership value proposition, related implementation plan and budget.	9/30/23	Mem Com	0	Easy
1.4 Implement plan	10/1/23 to begin; ongoing thru 2025	Mem Com	\$\$ Cost of potential discounts/membership perks	Complex

Plan Implementation

- The plan is ambitious and will need to evolve over time
- Not all objectives and timelines may be met
- The plan requires greater engagement of TAC members
- Progress will be monitored at least quarterly

Engagement opportunities:

- Fundraising Committee
- Tech Group
- Archive Committee
- Education Committee
- Advertising Committee
- Membership Committee
- Youth Committee

Next Steps

- Present the penultimate version of the plan to the TAC Exec for approval on May 15
- Make detailed plan available to the membership in June
- Present the report of the strategic planning committee at the July AGM
- Start implementation in August
- Recruit TAC members to participate in new committees
- Monitor progress quarterly

Summary

- The plan is designed to enhance the value of TAC to its members and the SCD community in three main goal areas
- Fundraising to enable investment in technology; expanded programming; support of younger dancers/teachers/instructors and emerging teachers/instructors/musicians
- Enhance teaching resources – TACBooks, TACSound, archive
- Full cycle teacher training from recruiting, examination prep, early year mentoring, and master classes
- Host/sponsor additional events and classes, esp. for younger dancers/teachers



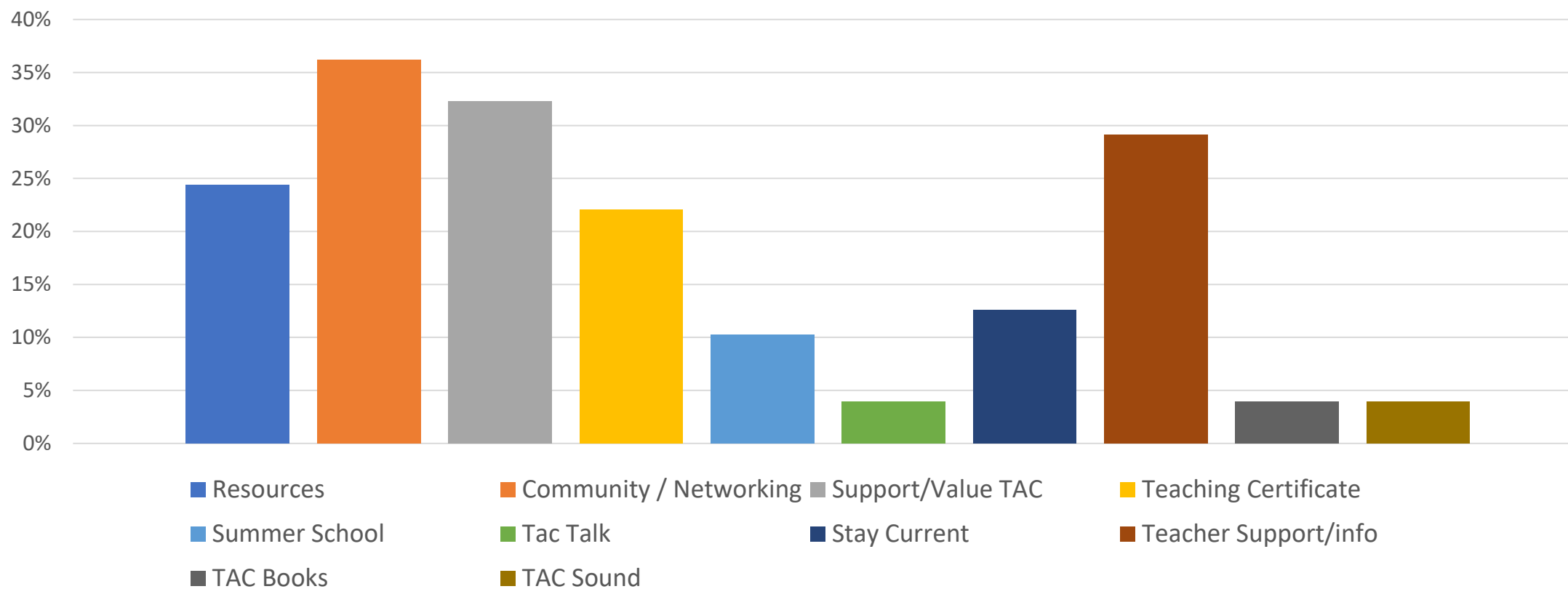
Questions?



Back-up Slides

1. Why have you chosen to be a TAC member?

Why have you chosen to be a TAC Member?



2. What services, events or resources of TAC do you particularly value?

What Do You Value from TAC?

