

**The Australian Ceramics Association
Strategic Plan for 2020-2022**

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1. Introduction

The Australian Ceramics Association (TACA) begins its new three-year plan from a strong position. TACA is the peak national ceramics organisation in Australia and is a not-for-profit company limited by guarantee. It receives no government funding. Starting in 1956 in Sydney as the Potters Society of NSW, it soon after became the Potters Society of Australia. It currently has approximately 1330 members, 3 part-time staff, including the Executive Officer, and a Board of 7 voluntary Directors from different parts of Australia. TACA works from a rented office at Square One Studios in Alexandria, Sydney.

The purpose of this strategic plan is to build TACA's strength into the future. This plan follows a strategic plan developed in 2015 and a new Constitution and Board structure adopted by members in 2016.

Currently TACA offers a range of activities and services to members and the ceramics community.

There are two extensive websites, www.australianceramics.com with information about the organisation and www.australianceramicscommunity.com, a directory of makers, suppliers, groups and societies, educational institutions, workshops, opportunities, galleries and shops.

The Journal of Australian Ceramics (JAC) is published by TACA three times a year. Events are hosted around Australia to launch the latest issue, the aim being to connect and engage with ceramic communities around the country. Activities include artist demonstrations, a panel discussion and talks by artists featured in the latest journal.

Liability insurance packages, tailored to suit ceramic artists, are offered to members. This enables insured members to hire spaces, sell their work at markets, teach in their studios and open their studio to the public.

Every 2 years TACA co-ordinates a major members' exhibition. Historically these have been held at Manly Art Gallery & Museum, but more recently at the Australian Ceramics Triennale.

Every August, TACA co-ordinates a national event, Australian Ceramics Open Studios, in which members can open their studios to the public.

In 2018, TACA launched the Australian Ceramics Online Masterclasses, providing access to skills-based learning to anyone in the world.

TACA has an active social media presence. On Instagram @australianceramics has a growing international following of over 53,000. On Facebook, TACA has a Page (The Australian Ceramics Association) and a Group, (Australian Ceramics Forum) for discussion, support and advice. TACA publishes Touch Clay Weekly, an email update of exhibitions, events, workshops, and anything ceramics-focused around Australia.

TACA supports the holding of the Australian Ceramics Triennale (ACT), a not-for-profit, national conference held every three years in a different location around Australia. A local Triennale Committee is formed to co-ordinate the event. To help communities run this event TACA has set up a not-for-profit company limited by Guarantee called the Australian Ceramics Triennale Limited (ACT Ltd). This provides an ongoing legal entity under which to run the event. Through participation in the ACT Board, TACA helps facilitate the local Triennale Committee, offering support, advice and

mentorship. TACA is the only member of ACT Ltd and holds a majority of the Board positions. TACA manages a seed fund for Triennale events. This fund was passed to TACA after the success of the NSW Triennale in 2009.

TACA has built reserves which will support change and growth. There are more opportunities ahead, and this Strategic Plan will allow TACA to realise many of these.

2. Our Community

The Australian Ceramics Association works within a generous grass-roots ceramics community, drawing our membership from all states and territories. Foremost to our Strategic Plan are our members, our aim being to provide services for the benefit of their ceramics practice and to create connections between them and the broader arts community.

Membership is open to everyone interested in Australian ceramics, including professional ceramicists and potters, hobbyists, teachers, students, curators, collectors, writers and enthusiasts.

We aim to connect with established ceramic groups such as societies, clubs, study groups and associations and to those who exhibit ceramics such as galleries, artist-run spaces, retail shops, online stores and public institutions.

We value and support those who provide services and opportunities to ceramic practitioners, such as suppliers, competition organisers, artist residencies, workshops, classes and tertiary ceramics education.

We advocate for and on behalf of our members, and our community, to strengthen ceramics in Australia.

We reach out to the broader public to inspire, inform and connect people with Australian ceramics. We work to spread the excitement and passion of ceramics throughout Australia so that everyone has the opportunity to recognise, experience and value ceramics in their daily lives.

This is our community.

3. Vision

To be Australia's highly respected peak body for ceramics in Australia.

4. Mission

Foster a lively, diverse and engaged ceramics community throughout Australia.

5. Purpose

The TACA Constitution defines our purpose to advance culture in the area of ceramics by:

- 1.1 Fostering a lively, engaged ceramics community throughout Australia
- 1.2 Publishing The Journal of Australian Ceramics
- 1.3 Supporting ceramic artists in their studio practice
- 1.4 Providing opportunities for members of the Australian public to recognise experience and value ceramics in their daily lives
- 1.5 Advocating for and promoting excellence in ceramics education in all sectors

6. Values

TACA strives for excellence by:

- Connecting community
- Adopting and using the highest ethical standards
- Honouring the history and heritage of Australian ceramics practice
- Responding to and embracing change within the field

7. Goals

GOAL 1: Strengthen TACA's standing as the peak body for ceramics in Australia

GOAL 2: Foster and develop TACA services to members

GOAL 3: Provide opportunities for the general public to recognise, experience and value ceramics in their daily lives

GOAL 4: Build and expand the ways in which TACA provides educational content

GOAL 5: Strengthen TACA operations and governance

8. Financial Planning

The Australian Ceramics Association (TACA) is a well-run and efficient organisation that demonstrates an exemplary level of fiscal responsibility. This high level of care has created healthy surpluses, putting TACA in a strong position to re-invest funds into strengthening member services and the organisation's governance policies and procedures.

TACA does not receive government funding, and therefore must ensure its projects and member services are self-sufficient. The Journal of Australian Ceramics (JAC) and TACA membership continues to grow showing a ground-swell of interest in Australian ceramics. This, along with the initial 2018-2019 Masterclass Series, have contributed to continued growth and healthy surpluses.

Australian Ceramics Triennale

It is important to note TACA does not receive any funds from the Australian Ceramics Triennale – surpluses offered back from a successful event are paid to ACT Ltd. The aim is to build the seed fund to ensure this support is available into the future.

The future

In 2019 the Board of Directors committed to a more national focus of the organisation, and over the three years of this Strategic Plan, TACA will invest its financial and human resources in the following areas.

Financial Plan Annual Focus Year 1: 2019-2020

The following areas have been identified as priorities for Year 1.

GOAL 1: Strengthen TACA's standing as the peak body for ceramics in Australia

1:1 Establish communications mechanisms with members to see what their advocacy priorities are

GOAL 2: Foster and develop TACA services to members

2.1 Review, maintain and build new exchanges with curators, galleries and museums to create more opportunities for members

2.3 Provide a platform for members to promote their work and connect to audiences

2.4 Continue to build membership numbers

GOAL 3: Provide opportunities for the general public to recognise, experience and value ceramics in their daily lives
3.2 Develop communications and social media plan to promote members and ceramics more broadly

GOAL 5: Strengthen TACA's operations and governance
5.1 Review, update and maintain governance policies and procedures
5.4 Establish active working groups to increase board participation and engagement and provide a greater depth of skills and knowledge for projects
5.7 Build human resources to take on new projects and support roles
5.8 Package projects to attract partnerships, sponsorship and donations

APPENDIX 1: FINANCIAL PLAN ANNUAL FOCUS: YEAR 2: 2020-2021

APPENDIX 2: FINANCIAL PLAN ANNUAL FOCUS: YEAR 3: 2021-2022

9. Objectives and Actions

Goal 1: Strengthen TACA's standing as the peak body for ceramics in Australia

- G1.1 Establish communications mechanisms with members to see what their advocacy priorities are.
- G1.2 Build advocacy for ceramics through relationships with peer groups, policy makers and funding bodies
- G1.3 Increase TACA's brand profile in Australia
- G1.4 Use The Journal of Australian Ceramics to build an international profile for TACA, its ceramic community and Australian ceramics

TACA actions as the peak body will include:

- Create opportunities for board directors to meet members, as well as through social media
- Defining advocacy message and outcomes for TACA
- Meeting with arts leaders and key organisations, museums, galleries and stakeholders
- Continuing initiatives to present and increase reach of national events
- Advocating for the appointment of ceramic advocates to relevant boards

GOAL 2: Foster and develop TACA services to members

- G2.1 Review, maintain and build new exchanges with curators, galleries and museums to create more opportunities for members
- G2.2 Facilitate the Open Studios event with local and national marketing strategies to support participation by TACA members, individuals and groups
- G2.3 Provide a platform for members to promote their work and connect to audience
- G2.4 Continue to build membership numbers
- G2.5 Build a more diverse membership
- G2.6 Review and maintain relevance of the content of The JAC to members, subscribers and readers

TACA actions to foster and develop services to members will include:

- Reviewing structure of members' exhibition with options to be considered
- Hold exhibitions with partner organisations
- Promote the Open Studios event as a key strategy for connecting members to their local communities
- Review and upgrade the community website regularly

- Continuing to develop social media to promote members and the ceramics studio
- Using TACA awards for graduates and emerging artists
- Promoting TACA's insurance package
- Joining cultural and educational institutions, including TAFE, in promoting events and opportunities for emerging artists
- Targeting diverse groups

GOAL 3: Provide opportunities for the general public to recognise, experience and value ceramics in their daily lives

- G3.1 Facilitate opportunities for audiences to connect with members and ceramics more broadly
- G3.2 Develop communications and social media plan to promote members and ceramics more broadly
- G3.3 Explore partnerships and relationships to connect the general public with members and ceramics more broadly

TACA actions to provide opportunities for the general public to engage in ceramics will include:

- Developing and promoting podcasts
- Developing relationships with radio, magazine and traditional news outlets (nationally)
- Review social media strategies
- Review the ways TACA uses partnerships to engage the general public

GOAL 4: Build and expand the ways in which TACA provides educational content

- G4.1 Support the Australian Ceramics Triennale to strengthen it as a key event for members and ceramics more broadly, and a platform to reach more practitioners and stakeholders
- G4.2 Continue to develop and promote online masterclasses
- G4.3 Explore the use of innovative technology to activate TACA resources and develop new audiences.

TACA actions to build and expand educational content will include:

- Defining the aims and objectives of ACT and benefits for members
- Defining TACA and The JAC resources used to support the Triennale
- Provide the Triennale Organising Committee with templates and packages to attract partnerships and funding to supplement seed funding
- Explore hosting masterclasses in business development
- Review current masterclasses
- Define the reason for and function of the app

GOAL 5: Strengthen TACA operations and governance

- G5.1 Review, update and maintain governance processes and policies and procedures
- G5.2 Structure Executive Office role to allow time for compliance management, strategic planning and implementation
- G5.3 Develop a succession plan
- G5.4 Establish active working groups to increase board participation and engagement, and provide a greater depth of skills and knowledge for projects
- G5.5 Maintain surplus generated by The JAC
- G5.6 Build TACA'S sustainability
- G5.7 Build human resources to take on new projects and support roles

G5.8 Package projects to attract partnerships, sponsorship and donations

TACA actions to strengthen its operations and governance will include:

- Reviewing and updating of TACA policies and procedures including risk management, compliance, succession plan, value statements on diversity (gender, culturally and linguistically diverse communities, disability artists) and bullying; membership criteria
- Conducting regular Human Resources reviews to ensure administrative and membership servicing resources are adequate to meet demand of membership growth
- Maintain a budget for professional contractors for short-term projects
- aiding the development of editorial and production skills for The JAC
- develop staff skills in project management and editing

10. Tracking Change: Key Performance Indicators and evaluation processes

The Board will review the Strategic Plan annually, and consider the progress in its implementation. The Executive Officer will report to the Board at each board meeting on overall progress in implementing the objectives and actions. The Annual Report will provide membership with a review of the Strategic Plan and its impact.

Although some goals will require qualitative discussion and consultation in tracking impact, the Board will use the following KPIs to monitor and evaluate outcomes.

Goal 1: Strengthen TACA's standing as the peak body for ceramics in Australia

- Members surveyed and input included in advocacy message
- Advocacy message defined and outcomes for TACA identified
- Successful appointments of ceramic advocates on relevant boards, panels and committees

Goal 2: Foster and develop TACA services to members

- Exhibition structure reviewed and new partnerships developed
- Exhibition policies and procedures developed with input from member's survey
- Review of communications strategies and initiatives, and the use of social media to connect members with their audiences
- Increased membership targeting diverse groups, students and demographics
- TACA administrative services reviewed to ensure it meets demand of membership growth
- The JAC reviewed- its content and relevance to members, subscribers and readers, and the potential for an app

Goal 3: Provide opportunities for the general public to recognise, experience and value ceramics in their daily lives

- A Communication Plan developing strategies and initiatives to promote and increase visibility of TACA's events and programs, podcasts, members, and the ceramics community with the general public and media outlets
- New partnerships developed

Goal 4: Build and expand the ways in which TACA provides educational content

- Expansion of masterclasses into business development explored and decision made
- Documentation to support the Australian Ceramics Triennale completed
- Potential for the development of an app to connect members to audiences scoped and decision made whether to proceed

Goal 5: Strengthen TACA operations and governance

- Review of TACA governance policies and procedures completed
- Workforce plan developed and succession plan completed
- Working groups successfully established
- Review of advertising revenue, stockists and shared costs between TACA and The JAC completed
- Staff reviews completed
- Member's survey of relevance of TACA membership services completed
- Sponsorship document reviewed and EOI for education scholarship completed

See: APPENDIX 3: Strategic Plan TABLE

The Strategic Plan TABLE is a detailed overview of TACA's Goals, Objectives, Actions, KPI's and Evaluation of the Strategic Plan.

11. Target audiences

As part of the TACA 2019-2022 Strategic Plan, a Communication Plan will be developed. It will take into account TACA's goals and objectives over the 3-year period and will build on TACA's existing standing as the peak body for ceramics in Australia. A key focus of the Communication Plan will be to promote TACA events and programs, its members and the ceramics community, and to increase audiences and connect them with opportunities to experience ceramics in their daily lives.

11.1 Aims

TACA's communication and social media strategies and initiatives aim to:

- connect members with curators, collectors and audiences
- connect with the Australian ceramics, thereby building community
- increase public engagement with, and participation in, the field of ceramics
- create interest in the broad field of Australian ceramics practice
- promote discussion and the sharing of knowledge between the ceramics community, with a focus on Australian ceramics
- increase TACA's visibility, and thereby revenue for the organisation
- build on and communication existing organisational value in order to increase sponsorship and philanthropic support
- build strong, long-term relationships with media and specialists
- create and maintain marketing campaigns to promote TACA and its membership services, and The JAC, both print and online
- use a variety of social media platforms as required
- monitor progress using web analytic tools

11.2 Objectives

TACA's communication objective is to focus on increasing visibility of the organisation, promoting our members and the ceramics community, building TACA's standing as the peak body, and expanding

the appreciation for ceramics in Australia.

The organisations communication, marketing and promotional initiatives are multi-faceted. Externally they are directed at engaging with TACA members; educational, arts, cultural and business sectors; and the general public. Internal communications will focus on clear and open dialogue with and between staff and the board of directors

11.3 Target Audiences

- TACA members and potential members – artists (professional and amateur), students, teachers, suppliers, galleries, museums, retailers, collectors, writers, restaurateurs
- JAC subscribers and potential subscribers – artists (professional and amateur), students, teachers, suppliers, galleries, museums, retailers, collectors, writers, restaurateurs
- Potential event partners
- The general public – local, national and international ceramics consumers and enthusiasts
- Media and public relations
- Journal stockists
- Educators – tertiary, secondary and primary
- Business and industry
- Cultural and collecting institutions
- Sponsors and philanthropists
- Board of Directors

(a) Target audiences for TACA platforms which connect members to the general public
Platforms: The JAC, Open Studios, members' exhibition in galleries and at conferences, TACA websites, TACA social media,
Audiences include:

- People curious about makers and objects who have heard of Australian artists practitioners through interest in home decoration (buyers)
- People who collect ceramics as art form (collectors)
- People interested in making who may progress to classes (potential members)
- Makers

(b) Target audiences for advocacy to grow exhibition and retail space for members in public galleries and museums, and for fund-raising
Platforms: The JAC, JAC launch events, face-to-face meetings and follow-up from contacts made at art events
Audiences include:

- Curators of galleries and museum with temporary exhibition and acquisition budgets
- Grant-makers at Australia Council and state agencies
- Policy makers in Federal, state and local government in arts, community well-being and Indigenous areas; ministers.
- Indigenous curators and arts centre managers in urban, regional and remote Australia including Indigenous festivals

(c) Target audiences in education, training and libraries

Platforms: The JAC (through subscription and relevant content), TACA awards for graduates; direct advocacy for restoring TAFE creatives arts; representing teacher and researcher

members on school curriculum panels/groups

Audiences include:

- Australian Council for University Arts and Design Schools (ACUADS)
- TAFE Directors Australia
- Regional Schools
- Curriculum agencies
- Key course administrators and leaders for undergraduate and master programs

- (d) Activating relationships with other art forms and arts advocates with aim of TACA speakers and presenters at key conferences and a higher profile for ceramics including appointment of a ceramics practitioner to key boards.

Platforms: Relationships developed by EO and Board, submissions to inquiries and consultations on grants; Directory, launch events and round tables, Australian Ceramics Triennale, The JAC

Audiences include:

Other ceramics groups
Other art forms or umbrella groups including NAVA Regional Arts NSW's
Artstate; Regional Arts Australia; Artlands
Australian Craft and Design Centres (ACDC)
Australia Council visual arts staff, leadership staff

11.4 Marketing and media mix

Marketing and media mix includes:

- (a) Media and public relations – print, radio and television

- Public relations staff in cultural institutions, government departments and embassies.
- Relationships with local and national newspapers, magazines, television and radio talk-back programs.
- Relationships with media contacts who are interested in:
 - the craft and design sector including theory, practice and history
 - innovation, new technologies and research
 - artistic profiling
 - social and cultural history

- (b) Networks – local, regional, national

- (c) Business and industry, cultural and educational institutions, and arts organisations;

- (d) Galleries, artists, educational institutions and TAFE;

- (e) State and regional ceramics groups and organisations;

- (f) Strategic partnerships

- (g) TACA websites

- (h) Online resources: Expand exposure through online resources such as electronic newsletters (members and non-members), blogs, social media and discussion lists.

11.5 Measures of success and statistics

- Statistical reporting of website usage, traffic and subscriptions
- Facebook and Instagram follows
- Interaction through comments and likes
- Partnership programs, outcomes and exposure
- Media coverage and associated outcomes
- Artistic program – exposure and outcomes

- Distribution of printed material
- Audience participation

12. SWOT Analysis

Strengths and weaknesses are internal to the company. You can change them over time but not without some work.

Opportunities and threats are external. They are out there in the market, happening whether you like it or not. You can't change them.

Strengths

- reliable and skilled team
- engaged members
- growing membership
- good opportunities for members to grow their studio practice (ACOS, insurance, promotion)
- our longevity in the ceramics community
- our inclusive, diverse membership
- unique position as peak body (no other organisations are currently offering what we do)
- financially self-sufficient (not reliant on funding)
- board members selected nationally, from metropolitan and regional areas

Weaknesses

- challenging to be national whilst being located in Sydney human resources stretched too thin
- tight budget
- reliance on a small team to manage organisational and financial administration, compliance, membership, communications and projects
- national Board means more difficult/expensive for active engagement

Opportunities

- build JAC readership through increase in subscriptions/membership
- engage more with regional/national membership
- more exhibitions for TACA members
- develop projects and opportunities for members around partnerships and collaborations
- to become a more recognisable body in the arts community
- to build our online interaction with members (via an App)
- build professional skills development in our national ceramics community

Threats

- Covered in Risk Management document
- negative press
- change in requirement for members to need insurance
- another group starting up which offers the same as TACA
- having to move offices and/or increased rent

13. Risk Management			
Identified Risk	Description of Risk	Level of Risk Low/Medium/High	Measures Taken
Reputation risk	*Incorrect use of social media by TACA members and non-members	High	(a) Clear policies and procedures around who monitors social media and how/who responds to issues (b) Policies published on website and social media
	*Perceived bias in allocation of opportunities to members. *Poor quality of applicant/s chosen for opportunities.	Medium	(a) Clear and transparent protocols and procedures with clear criteria (b) Panel selection with a range of professionals including board directors, EO and qualified professionals
	*Board directors perceived as using position to gain advantage	Medium	(a) Clear and transparent Conflict of Interest policies and procedures (b) Public/membership awareness of policies and procedures
Defamation risk	*Accusations of persons by persons on social media	High	(a) Close monitoring of TACA social media (b) Be informed on current laws (c) Clear guidelines accessible to members and non-members.
Relevance of TACA to ceramics in Australia	*Declining membership	Low	(a) Strategic Business Plan accessible to membership (b) Survey members annually (c) EO and board aware of and engaging with Australian ceramics (d) Outreach programs (e) National focus in decision making
Succession planning EO+ Staff	*No succession plan in place *Burn-out of staff	High	(a) Develop a succession plan (b) Document Job Descriptions for all positions (c) Staff training (d) Develop capacity to build human resources
Australian Ceramics Triennale	*Financial risk to TACA	Medium	(a) Clear documentation and understanding for the return of seed funding by host organisation (b) Develop a resource list of funding opportunities for the Triennale (c) Share previous Triennale

			budgets
	*Reputation risk to TACA		(a) Develop MOU between TACA and the Triennale Organisation Structure (b) Develop MOU between Triennale and host organisation (c) Document relationship and responsibilities and make accessible to TACA members and non-members
Fire	*Loss of office archives and equipment *Loss of income	Low	(a) Off-site backups (b) Copy of JAC archives in independent library (c) Adequate insurance
Decrease in JAC advertising income	*TACA and JAC become unsustainable	Low	(a) Increase income from TACA projects so less reliant on JAC profits
Decrease in membership income	*TACA becomes unsustainable	Low	(a) Building marketing strategies to maintain/increase membership (b) Review annual budgets and human resources
Lack of accessibility for members to TACA policies and procedures	*Loss of membership, impacting on TACA sustainability	Low	Develop transparent policies and procedures for publication on the TACA website
Poor governance	* Board not effective * Financial management of organisation not overseen by board appropriately * Non-compliance with legal requirements	Low	(a) Board training conducted as required (b) Governance and compliance reporting to Board (c) Board executive actively involved in checking procedures (d) Annual report produced in a timely manner for AGM
Financial Mismanagement	*TACA become financially at risk or insolvent due to poor procedures or fraud	Low	(a) Internal financial procedures documented in operational manual (b) Staff managed to ensure procedures are being followed (c) Audited every year (d) Monthly statements prepared for Treasurer (e) Highly experienced Treasurer (f) Two signatory authorisation for payments (g) Annual budget approved by board

IT failure	*Unable to process core business, social media or systems	Low	(a) File backup system in place (b) Password manager
Project risks		Low	

APPENDIX 1: Financial Planning Annual Focus

Over the remaining two years of this Strategic Plan, TACA will invest its financial and human resources in the following areas.

Financial Plan Annual Focus Year 2: 2021 (page 15)

The following areas have been identified as priorities for Year 2.

GOAL 1: Strengthen TACA's standing as the peak body for ceramics in Australia

1.2 Build advocacy for ceramics through relationships with peer groups, policy makers and funding bodies

1.3 Increase TACA's brand profile in Australia

GOAL 3: Provide opportunities for the general public to recognise, experience and value ceramics in their daily lives.

3.1 Facilitate opportunities for audiences to connect with members and ceramics more broadly

GOAL 4: Build and expand the ways in which TACA provides educational content

4.1 Support the Australian Ceramics Triennale to strengthen it as a key event for members and ceramics more broadly, and a platform to reach more practitioners and stakeholders

4.2 Continue to develop and promote online masterclasses

GOAL 5: Strengthen TACA's operations and governance

5.2 Structure Executive Officer role to allow time for compliance management, strategic planning and implementation

5.3 Develop a succession plan

Financial Plan Annual Focus Year 3: 2022 (page 15)

The following areas have been identified as priorities for Year 3.

GOAL 1: Strengthen TACA's standing as the peak body for ceramics in Australia

1.4 Use JAC to build an international profile for TACA, its ceramic community and Australian ceramics

GOAL 2: Foster and develop TACA services to members

2.2 Facilitate the Open Studios event (ACOS) with local and national marketing strategies to support participation by TACA members, individuals and groups

2.5 Build a more diverse membership

2.6 Review and maintain relevance of the content of The JAC to members, subscribers and readers

GOAL 3: Provide opportunities for the general public to recognise, experience and value ceramics in

their daily lives.

3.3 Explore partnerships and relationships to connect the general public with members and ceramics more broadly

GOAL 4: Build and expand the ways in which TACA provides educational content

4.3 Explore the use of innovative technology to activate TACA resources and develop new audiences

GOAL 5: Strengthen TACA's operations and governance

5.5 Maintain surplus generated by The JAC

5.6 Build TACA's sustainability