
**Developing and
Preserving Celtic
Culture in the New
World**

**Strategy for a NWC
Chapter-Based
Initiative**

January 10, 2010

DRAFT

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Introduction

This report represents the work of the New World Celts (NWC) International Executive Committee's Long Range Planning Committee based initiative, produced with the assistance of the New World Celts membership, to establish policy and strategy for preserving and developing the Celtic culture in the New World. The report has four objectives:

1. To summarize a) the current situation, b) the International Executive Committee Long Range Planning Committee's initiative to take a leadership role, and c) the careful process taken to arrive at this report.
2. To present the long- term strategy developed through professional research and member consultation.
3. To identify the first actions needed to begin the implementation of this long-term strategy.
4. To identify the role of the International Executive Committee as a critical partner in supporting chapter efforts to revitalize the Celtic culture and to expand the Celtic economy (by supporting Celtic artists).

Current situation

Celts comprise one of the New World's largest ethnic groups. The Celtic culture contributes tens of millions of dollars of direct revenue and perhaps hundreds of millions of dollars in multiplier spending per year to local economies.

It is acknowledged that Celtic heritage is in a perilous state.

The most pressing need for investment is in renewing the cultural base. At the moment Celtic economic activity in the New World relies upon the natural transition of the culture within the community. By renewing Celtic channels for cultural transmission such as the Ceiligh, Highland games and Renaissance festivals, the New World Celts can give aid to Celtic artists by providing a venue for them to promote their arts, and scholarships to improve their arts.

Celts have been very effective organizers on the local community levels, but larger coordinated efforts have not been as successful. Organizations such as the New World Celts provide a mechanism for organizing social behavior on a larger scale than is possible through kinship networks and local community organizations. The ultimate outcome of generations of effective institutional exclusion of Celtic culture in the New World has resulted in fragmentation, ambivalence, low confidence, and low morale.

NWC Long-range Planning Committee's Initiative

Although Celtic cultural expression have been in decline for many decades, there is still widespread interest and pride. Many Celts continue to identify themselves along linguistic or ethnic lines, i.e. Gael, Scots-Irish, Highland Scot, Manx, Welsh, Cornish, or Galician. This identity reinforces the argument for the preservation and development of Celtic culture. In addition, there are distinct qualities of Celtic culture which differ significantly from their modern New World counterparts. This has been noted especially in the maritime provinces of Canada, who have sent Gaelic language experts back to Scotland to aid the Scots in documenting changes in the Gaelic language.

The underlying strengths remaining in the Celtic cultural base are:

1. The unique survival of Celtic culture in the New World
2. The attractive and accessible music and dance culture
3. A hospitable, welcoming culture
4. A strong local involvement in cultural events
5. A wide variety of Celtic cultural arts dispersed throughout the New World
6. Contribution to the economy through the staging of cultural events like the Highland games
7. The ability to draw upon goodwill within the wider non-Celtic community, to work with and support Celtic initiatives.

The process for the NWC to support developing and preserving the Celtic culture must be led at the chapter level. NWC can be the experts and key stakeholders needed to spearhead this initiative. The process must also reflect careful investment into chapter-based programs by the International Executive Committee (IEC). This approach, endorsed by research, is commonly accepted in community economic development and is the clear desire of New World Celts chapters.

In the planning Charette, there was a broad consensus that any revival of Celtic traditions in the New World must be led by the local NWC chapters themselves. This implies decentralized decision-making for chapter-based planning and programming, local organization and networking.

At the first level, this effort will require initiatives to empower New World Celt chapters and individuals to view themselves as primary factors in strengthening Celtic culture and the organization. Efforts to strengthen existing groups such as the Celtic Senate and the building of new networks of local musicians, artists, and educators will be required.

Long-range strategy

The purpose of the NWC Long Range Planning Committee's work is to create a strategy to preserve maintain and develop Celtic culture in the New World. This strategy includes a vision statement, mission statement and goals for a 20-year time frame. It is the duty of the Celtic Senate to review and ratify (or reword and ratify) these key guiding statements based upon the data and analysis section of this report.

Vision

Our Celtic culture will thrive in the New World. Those things we value are maintained in each chapter of the New World Celts, because Celtic culture lives.

This is a statement of the vibrancy of the Celtic culture in the New World. It is a vision to be applied at the chapter level which will in turn benefit the entire New World Celts organization. This vision statement is focused on revitalizing and developing a thriving Celtic culture for the future. The objective is to ensure Celtic culture becomes more visible, and in this context encompasses music dance literature and all forms of expressions and values which form part of the Celtic community life.

Mission statement

To create the environment that makes New World Celts a place where Celtic language and culture thrive.

This mission statement is simple but comprehensive, focused on accomplishing the vision for Celtic culture in the New World

Goals

1. To promote awareness of the outstanding contributions and history of the Celtic peoples in the formation and continuance of the New World.
2. To provide a forum for the exchange and promotion of Celtic cultural information between the Celtic associations of the New World, and to act as liaison for coordination of and assistance to these organizations.
3. To provide a vehicle for charitable donations to promote Celtic culture in the New World in the areas of cultural awareness, music, dance, athletics, re-enactments, and other areas deemed appropriate by the International Board of Directors.
4. To support all Celtic cultural non-political, non-religious, non-racist organizations that espouse the same high ideals as ours, regardless of whether they are Scot, Irish, Galician, Manx, Welsh, Breton, or Cornish.

5. To perpetuate Celtic Culture and history in the New World.
6. To provide a fraternal atmosphere for members.

Actions Arising from the Strategy Process

The strategic planning process undertaken by the NWC Long Range Planning Committee has helped create a dialogue and shared understanding between Chapters and International Executive Committee on the issues involved in preserving and developing Celtic Cultures in the New World. The Long Range Planning Group has developed a shared vision, mission, and goals and has built a consensus on the need to take action on many fronts.

The Long Range Planning Group's accomplishments have created clarity, focus, and forward momentum. A smooth transition from strategy development to coordinated action requires:

- Maintaining the forward momentum.
- Focusing initial efforts on a limited number of initiatives (10) to prevent diluting efforts and expanding the scope beyond the limits of resources available.
- Staying true to the strategic planning process, which includes ongoing evaluation and adjustment, building on what has been learned, and continuing the partnership of Chapters and IEC.
- Demonstrating progress and accountability for implementation of programs.
- Ensuring that broad benefits, perspectives, and participation take precedence over narrow and personal agendas.

To ensure the continued implementation of the strategy, the NWC Long Range Planning Committee makes the following recommendations:

1. Modify the structure and operations of the International Executive Committee as necessary.

The role of the IEC is to develop a priority list of actions and prepared coordinated action plans for implementation; encourage the Celtic community to engage in strategic activities; help identify leaders, partners and supporters for specific initiatives, address organization-wide issues and priorities; monitor and communicate progress on the implementation of the strategy; and promote awareness of the strategy.

Actions:

- Improve the organizational structure of the group (e.g. Committee teams, chairs, minutes) to distribute the workload, improve communications, and facilitate the process. If a member of the IEC is unable to perform their appointed task to level required by the organization, the President of the IEC shall remove them from the position. This position will be replaced by an interim person until such time as an election is held and a replacement elected
- Poll current members on their interest in continued participation and roles.
- Invite new members from the chapters into the IEC Group and/or its Committee teams.
- Create project teams or working groups on the various components of the strategy.
- Plan meetings – dates, communications, locations, materials needed, facilitators, etc.
- Work with the Celtic Senate in appropriately structuring that organization to become an umbrella organization for this entire initiative.
- Secure any resources necessary for the efficient operation of the International Executive Committee and its committees.

Timeframe:

Complete this action as soon as possible. The IEC should hold its first meeting within two months of the release of this strategy report, and meet regularly thereafter.

2. Develop 5-year strategic action plans for each of the six goals

To achieve the 20 year vision the strategy must be broken down into a series of 5-year units so that detailed strategic action plans can be developed and progress measured as the community moves toward its vision. Within each 5-year plan there will be programs under each of the six goals.

Actions:

- Work with the key initiatives identified by the membership of the New World Celts within this report by 5-year units of time within a 20-year strategy.

- Establish project committees with at least one member of the International Executive Committee on each Committee. Each team will draft the strategic actions in the first 5-year action plan for area of the strategy and will maintain contact and report progress to the International Executive Committee.
- Discuss and finalize a draft 5-year plan which will be discussed with the community in the next set of meetings.

Timeframe:

Begin as soon as possible. Hold meetings to discuss draft 5-year plan.

- 3. Promote awareness of the strategy with NWC Chapters communities, stakeholders, and potential partners (sponsors, Dance schools, Bands etc.).**

The International Executive Committee has an ongoing need to promote understanding and awareness of the progress made to date and the overall process.

Actions:

- Provide the Chapters with access to this document via Internet download.
- Identify all other key audiences who should receive information on the strategy.
- Determine the most appropriate method for reaching each audience.
- IEC will create appropriate communications materials and distribute as required.
- Maintain a continued Internet presence for the strategy.
- Seek out opportunities to promote awareness and understanding of the strategy.
- E-Mail copies of this report to everyone who attended the June 2009 Planning Charette and alert the Stakeholders of the plans to hold another series of meetings in 2014.

Timeframe:

- Start immediately and continue indefinitely.

4. Hold chapter forums on the drafted strategic action plan in 2010.
 - Once a plan of specific actions has been developed, the Chapters should be consulted again, through another set of meetings.

Actions:

- Develop a forum plan, budget, and timeline.
 - Schedule and plan for a second set of meetings in the same Chapters as in June 2009. These sessions should facilitate an understanding of the strategy and solicit input, and confirm Member-based support for the strategic plan.
- 5. Use the meetings to recruit further participation in the implementation process. (Sponsors, Dance schools, Bands etc.).**

Timeframe:

Hold forums in 2014, once 5-year action plans have been developed.

Initiatives

A number of initiatives were identified by the membership and are presented here in no particular order

Initiative: 1

Establishment of a New World Celts genealogical database.

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5.

Initiative: 2

Celtic Cultural Center

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Initiative 3

Publishing music videos and CDs

This initiative meets the New World Celts Goals: 1, 2, 3.

Initiative 4

Educational materials for the improvement of the New World Celts Website

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Initiative 5

Educational materials for schools

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5.

Initiative 6

Publications: Cook Books, calendars, music books, haggis lore and other legends, histories, etc.

This initiative meets the New World Celts Goals: 3, 4, 6.

Initiative 7

Workshops

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Initiatives 8

Sponsorships, memberships and grants

This initiative meets the New World Celts Goals: 1, 2, 3, 6.

Initiatives 9

This initiative meets the New World Celts Goals: 1, 2, 3, 6.

Initiative 10

Festivals and events

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Partnership with government

The New World Celts depends upon the good will of government at all levels, and will continue to do so as long as it exists. The organization's tax status, ability to raise funds, special event permits and many other functions depend upon good government relations. The support of all levels of government is important to the mission; the local government is a critical partner in this process.

The role of government should be an enabling one. For example, the cooperation of local governments is needed for parades, festivals and special events for permits and permissions. Many local and state government departments can be involved, including Tourism, Education, Transportation and Public Works, and Economic Development.

Enabling may extend to knowledge transfer, such as in assisting organizations to access funding programs, establishing suitable organization structures, or making other expertise available from various departments. Enabling will also involve cooperative programs where the government entity such as Tourism Florida is provided with the expert Celtic knowledge for state publications, tourist documents, maps, etc. for incorporation in state initiatives.

The rewards from such a partnership can be substantial for New World Celts, its members, its stakeholders, and its pride.

Detailed strategic 5-year plans and yearly project plans will be provided to government as these are developed. The following is requested at this point:

Long Range Planning 2009

1. Support in principle for this strategy.
2. Continued involvement of key departmental personnel to work with the NWC Long Range Planning Committee in its ongoing efforts.
3. A meeting with State Tourism, Culture and Heritage and appropriate departmental personnel to discuss available resources and opportunities for assistance with the implementation of the strategy.

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Chapter 1

Statement of the problem

The New World Celts are a charitable corporation [USA 501 (c) (3)] dedicated to promoting Celtic History and supporting Celtic Culture in the New World.

This study will address a twofold question. First one of the issues involves behaviors, and attitudes of members towards the organization; the second issue, what will be the program that the New World Celts will follow, over the next five years, based upon the memberships wants, needs and values.

Chapter 2

Introduction of the problem

Who are the New World Celts?

The New World Celts are defined by their mission statement as are most not-for-profit organizations. The current mission statement of the New World Celts International Inc. is as follows:

The Mission:

- To promote awareness of the outstanding contributions and history of the Celtic Peoples in the formation and continuance of the New World.
- To provide a forum for the exchange and promotion of Celtic cultural information between the Celtic Associations of the New World; To act as liaison for coordination of and assistance to these Organizations.
- To provide a vehicle for charitable donations to promote Celtic culture in the New World in the areas of Cultural awareness, music, dance, athletics, re-enactments, and other areas deemed appropriate by the International Board of Directors.
- To support all Celtic cultural non-political, non-religious, non-racist organizations that espouse the same high ideals as ours, regardless of whether they are Scot, Irish, Galician, Manx, Welsh, Breton, or Cornish.
 - To perpetuate Celtic Culture and history in the New World.
 - To provide a fraternal atmosphere for members.

The organization which was conceived in 2000 has had eight years of strong development. From an original membership of ten, the organization now has hundreds of members and is represented in several nations.

Early in 2008, Michael Dunlap, International President of the New World Celts created the position of Vice president Long Range Planning. One of the jobs of

the VP Long Range planning is to work with the membership to determine how the membership wants to accomplish the organization's mission. Tracy Mullins was asked to take the position and achieve this goal.

Polling the membership of the New World Celts internationally is the first step in this process. In November of 2008, a membership wide questionnaire was sent out to the membership over the internet, using Survey-Monkey Software

There are thousands of not for profit organizations worldwide and these organizations demonstrate considerable diversity in purpose, structure, management and output. It is easily observed that some not for profit organizations are highly professional, while others struggle to exist. The reason is the organization's culture. Organizations which have a more professional and business like structure tend to acquire more resources and achieve more goals. Key internal characteristics of these organizations are: commitment, incentives, leadership and decision-making.

Organizational research has revealed five stages of organizational growth: origin; informal organization; emergence of leadership; formalization and professionalism. With time and growth not for profit organizations tend to mature through these stages of growth. Some voluntary groups avoid the last two stages (formalization and professionalism) through a desire to stay "local" and maintain community involvement. Organizations can lose effectiveness as they become more structured, but this can be reversed by replacing ad hoc management of the organization with rational management techniques. Over-bureaucratization, however, could eventually destroy gains in organizational effectiveness as it can cause goal displacement, rigidity and dehumanization.

E. Schein in his book Organizational Culture and Leadership described the staged process as follows. The early stage of an organization's evolution is likely to be dominated by the founders, with the organizations culture being an integrative and identifying force. Getting new members of the group familiar with the organizations culture is stressed as important by the leadership. A possible crisis occurs with leadership succession, and then culture can become a battleground between conservatives and those favoring radical change. "Midlife" spawns sub-cultures, so that acceptance of the common organizational culture declines within the organization. A crisis of identity might accompany the loss of key values and goals, but there is an opportunity to manage cultural change. During maturity internal stability might emerge, or stagnation sets in; there is likely to be little interest in change. In this context, the organizations culture can be a limitation on innovation and is used as a defense or source of esteem. However, transformation can occur which move the organization forward.

Organizational culture change is necessary and inevitable, but not all elements must change. Essential elements must be identified and preserved and culture change can be managed or allowed to change. Looking at Schein's model of

growth stages, the hypothetical stages can have some predictive value. For example, anticipation of a crisis precipitated by the departure of key founders could allow the organization to prepare transition strategies. Similarly anticipation of a mature stage in which an imbedded organizational culture becomes a limitation on growth or adaptation could lead to the formulation of policies governing the length of terms for officers and the planned recruitment of new leaders.

As we can see all organizations go through a series of changes through time: (1) Origin, (2) Informal Organization, (3) Emergence of Leadership (4) Formal Organization (5) Professionalism. By periodically checking with the membership, and managing how change occurs, many of the potential “road bumps” which all not for profit organizations face, can be mineralized.

Chapter 3 Methodology

Significance of the study: This study will help to focus this organization by providing goals, objectives and programs that are member driven, based upon the collective vision of the membership. The study will also contribute to the body of knowledge used by the International Executive Committee and individual chapter presidents to address the needs of the membership. In addition, the results of the study can help define the initiatives of the New World Celts organization for the next five years, and beyond

Research questions.

The research included collection of baseline information on the attitudes and behaviors of members of the New World Celts organization. By using a non-experimental methodology, the researcher collected the data, subjected the data to analysis and displayed the analysis in this paper. A non-experimental methodology does not use experimentation to get data, but observation and description of the phenomenon to survey research techniques. This non-experimental methodology is not intended to establish cause and effect, as does an experimental methodology. Rather, it is intended to describe circumstances were phenomenon does or does not occur and how it changes with changing circumstances.

The test instruments included a broad mix of questions used in similar research studies and other disciplines, as well as questions dealing directly with New World Celts international.

The primary research questions where

Research question1:

What are the values held by members of the New World Celts?

Research question 2:

What are the strengths weaknesses opportunities and trends faced by the New World Celts organization?

Research question 3:

What do the members of the New World Celts expect of the International Executive Committee of the New World Celts?

Research question 4:

How do the members of the New World Celts organization feel about current vision, mission, goals, objectives, and programs of the New World Celts Organization?

A test survey was given to the Lakeland Chapter of New World Celts with a response of 7 completed surveys. This same survey was e-mailed to 576 members of the New World Celts Worldwide. 8 members opted out of the survey. 126 of the surveys were bounced back due to bad email addresses. Of the 450 members who received the survey 77 members responded to the survey (17%) There were 77 responses. A number of members submitted their email addresses and a "Second Chance" at the first survey. This iteration of the survey was sent out to the membership and received 26 respondents. The total number of respondents for the first survey was 112 responses out of a possible 576 respondents. These responses were agglomerated and are presented in Appendix 1

The second questionnaire was sent out on Survey Monkey as a follow up to the New World Celts Charette, which was held at Molly McHugh's pub on June of 2009. This, was sent out to 577 members with a return of 18 respondents. This questionnaire tackled the mission statement, goals and objectives of the organization.

The third questionnaire was sent out to 560 recipients with 65 respondents 517 un- responded, 5 opting out and 24 incorrect emails bouncing back.

The final questionnaire was sent out to 533 recipients with 33 respondents, 500 and responded, one member opted out, and one bad e-mail bounced back.

Following the analysis of the questionnaires, Tracy Mullins met with Michael Dunlap, President of the New World Celts International to fine tune a potential program for the organization based upon the wants and needs of the membership and the goals and objectives of the organization as a whole.

Chapter 4 Analysis

Here are the results of the first questionnaire given to the members of the Lakeland Chapter as a test of their interest in the strategic planning process.

Results and analysis

“Each Chapter should have events whether it is a section of the meeting or a separate night where they explain different areas of Celtic Culture. When we started this organization we hoped that the members that where knowledgeable would pass on this knowledge and make others as interested in our heritage as we were. Each of us have certain aspects that we excelled in, we had a great piper, one that lived history, one that knew genealogy, one born in Ireland and several strong organizers. So the chapters should have their strong people give presentations and teach others the fun of our heritage”

QUESTIONNAIRE 1

The results of the 14 questions are below. The actual responses are found in Appendix 1

Question 1:

What programs could the New World Celts offer for members to enjoyably and easily learn more about Celtic Culture?

There are 9 major themes which were revealed through the data collected in question 1:

Celtic language classes

One of the most desired programs for the membership of the NWC are Celtic language classes. This should be a high priority, and is easily accomplished. Language classes can be delivered through classes organized at the chapter level. The NWC website can be used to post a glossary or easy to memorize phrases. CDs or tapes can be created by members or the organization can purchase them and create a media loan program. This project needs a committee and a budget.

Genealogy Research Resources.

The members are very interested in genealogy. How to conduct genealogical research, where to start, what resources are available, and/or a computer access program for clan name search information. This can be easily accomplished at a chapter level by hosting self learning workshops. The NWC website can host a genealogical database or chat group. In the long term, this project needs a committee, a budget and a fund raising effort.

Education Programs and volunteer services

Members would like to create hobby and self improvement educational programs for the membership and as an outreach program to attract new members. These programs should be outside of regular membership meetings, presented as seminars by experts. This will require programming to create the content and train the trainer programs to teach people to deliver the programs. Classes, seminars, plays, craft demonstrations, and occasional book discussions are desired. Accomplishing this will require an organization-wide inventory of members' skills, and a committee to match the educational requirements of the members with appropriate teachers. Chapters should have their members give presentations and teach others about the fun of our heritage. Educational courses can be delivered as one-on-one sessions, classes and workshops. Presentations could be done by knowledgeable members. Sessions can be videotaped or shared as a live internet feed. An appeal to all Celts with teaching experience should be made and a 2 day conference should be created to kick off the educational effort. This is a major undertaking which will require a committee and budget.

Database: Visual arts, Crafts

A greatly enhanced website that is truly interactive with a message board. A fee based lending library, both at meetings and available through the NWC site (links to all types of interesting materials,) the membership would like to see a central repository for all things Celtic. The NWC website will need to have a "Sweets Directory" or "Celtic Wikipedia" with Celtic Wisdom, links to websites for all the Celtic history, arts, crafts, sports, music, history of clans and movements, clothing, weaponry, etc. "Best Practices" should be included, such as how to run a meeting, how to put on a fundraiser, Burns Night, Haggis hunts, wine tasting, whiskey tasting, and traditional games. Best practices need to be collected from all of the chapters and shared on the NWC website. In addition, a lending "library" of books, music, movies and other materials should be accumulated and stored somewhere. Create professionally made videotapes. A Media/ Library committee should be formed and policy created for loaning out materials. In the long term, National and International offices should be the location for these resources. Each chapter should be encouraged to collect resources on their own. The Triskele needs to be put on the web. A LEARNEX directory of kilt makers, knife makers, storytellers, historians, entertainers

Travel and Tourism

A number of members have expressed an interest in travelling to the Old World. This can be accomplished through group trips, trips as raffle prizes and travel tips (where to go what to see, good food, great pubs, and tours). A geography course cumulating in a trip to Celtic countries. Trips and speakers worth hearing (not your neighbor who has pictures of his trip to Scotland)

Sports, games and athletics

There is a great deal of support for sports in the organization. The heavy athletics, Highlands Games, athletic scholarships are all areas which the membership seeks to support. Some have suggested small sporting events throughout the year, perhaps a demonstration sport afternoon. Events like Celtic wrestling with explanations of the rituals and traditions of the Celts.

Festivals and Events

The membership is interested social recreation that focuses on bringing people together and the resulting interaction. Programs in this category include festivals, picnics, reunions, retreats, parties and dances. Festivals and events are important to the members, where to attend them, how to organize them, when to schedule them, etc. Each National office should have a festivals and events committee, which maintains a schedule of NWC events as well as festivals and events of interest to NWC. As festivals and events can be of major interest to local economic development offices; the organization's involvement can gain some political influence for the organization. More cultural events, social and community support affiliations, group events at the performing arts centers

Suggestions include pot lucks, kilt nights, open mikes, or jam sessions at pubs (such as O'Keefe's), Celtic style dinners, and dance lessons for fun instead of for competition, presence at Celtic events and Ren/Medieval fairs and appropriate historical re-enactments. Perhaps a booth at the Renaissance Festival; "The Krewe of Celts" for parades; old time "Pig and Whistle" or "Irish Rovers" Pub Nights; as well as small concerts where music is the main theme.

Cook-off's, fund-raising Haggis Cook-Off, Scone Cook-Off, etc. An annual dinner with minimal entertainment (taped music or members performing for free) with everyone bringing an outstanding Celtic recipe that they have tested and a charge to cover the venue.

Also an art show or a camp out. A "Celtic boot camp" like Boy Scout camp is for the Native American but all Celtic crafts, ways of life, and so forth

Children related programs. Brandon Chapter has several children within the family memberships and it would be nice to have special programs for them occasionally. Brandon Chapter is currently pursuing this for the holiday meetings. Are there many children memberships within the organization? More family based events and not just drinking events.

Performing arts.

The membership is very interested in the performing arts including music, drama and dance. A poetry reading or essay written by a Celtic author or about New World Celtic culture. Supporting piping and drumming and its importance in history tin whistle, bodhran, etc

"I am thinking some additional programs about culture---art, music, literature. Some of us spoke about an idea at the golf tournament where we might sponsor a fun thing watching Monty Python's..."Holy Grail," dress up in character.... Maybe an event with music and readings..."

Question two

What programs could the New World Celts offered to expose and excite more adults about Celtic Culture?

Many of the answers related to question 2 centered around: traveling to other organizations in Celtic costume and providing educational workshops, creating lists of Celtic oriented films and music, creating language classes and various history classes. Celtic language classes were high on the lists as was a high quality Internet site where information can be posted with an online library of resources for history and beyond, written stories, a library of DVDs and maybe do video podcasts. The members felt we need to expand Internet communications platforms to communicate with all members worldwide using Skype not just Yahoo groups. The organization need to become more sophistication in the use of media. The members call for a travelling squad of storytellers, historians and entertainers.

Question three

What programs could the New World Celts offer to expose and excite more students (Elementary, High School, and University) about Celtic culture?

The main thrust of the answers to this question dealt with creating fun and educational information group first-person interpretation and the Internet website. Visits to schools in heritage costume to deliver workshops on dancing music and Celtic history, stories and lessons on what life was like in the early days for Celts. In addition the membership values supporting Celtic rock and encouraging membership in pipe bands, dance groups and Celtic sports.

Question four

The New World Celts would like to have 'fresh participants '. Whom should we recruit and how did we reach them?

The answers to this question centered on having a strong presence at Highland games and other Celtic festivals. Many members mentioned a lack of advertising in a timely manner. The members wished to have more media involvement in radio interviews, TV interviews and newspapers. The consensus of the members is that the New World Celts don't use the media well enough

Question five

What could the New World Celts do to cause new members to become more active volunteers from the day they join?

Answers to this question revolve around: mentoring programs, expanding the website, gathering information from new members accurately and get them involved in programs as soon as possible. Members suggest that old member's partner with the new member to get them adjusted to the organization, sort of a buddy system. The organization needs to ask new members what their interests are and then see if we can match them up with someone who can help them in their pursuits of that interest. One of the strongest suggestions which current members have expresses is that the New World Celts organization gets better at administration. In addition it was strongly suggested that we step out of our cliques and be genuinely friendly to new visitors and two new members. "Buy them a drink, ask what their heritage, encourage them to step forward and don't smoke around new people, smoke outside please".

Question six

What specific activities could the New World Celts and its members undertake to recruit new members

Answers to this question centered on activities such as: nontraditional holidays, tailgate parties, family days, attendance at festivals, setting up workshops and demonstrations at Highland games and Renaissance festivals. A key concept here is to heighten visibility of the New World Celts within the community, recognition before peers.

Question seven

What programs/activities could the New World Celts undertake to convert more of its current members into active volunteers?

Answers to this question revolve around more activities that may not necessarily be related to being Celtic such as: canoeing, day trips, fly-fishing, and camp-outs, in addition to Celtic activities like folk dance. The memberships recognized the need for more communications, an award system, and more recognition for volunteers.

Question eight

What can be done to reduce the number of dropouts from either membership or volunteering?

Answers to this question addressed the problems of volunteer burnout, having fun activities like Lakeland Finnegan's wake, or perhaps a friendly game of Celtic softball. Numerous complaints about drama and cliques were prevalent in the answers. Each chapter president should try to conduct an exit interview or any member who quits the organization

Question nine

How should the New World Celts recognize and thank volunteers for their service? What activities or programs would be meaningful to volunteers?

Answers to this question centered on a general awards banquet and appreciation night, certificates and thank you letters, small awards pins and patches. Thank you gifts could include T-shirts, being recognized in the newsletter or on the Internet web page.

Question 10

In your opinion, what do you see as the biggest strength of the New World Celts?

Answers here centered on, rather re-fellowship family atmosphere the history and the culture. The main emphasis is on fun. Celtic activity supporting academic scholarships locally.

Question 11

In your opinion, what you see as the biggest weakness of the New World Celts?

Answers here centered around: poor communications, lack of organization, poor public image and drinking. Several comments were made about the organizational structure and founder's syndrome, an organizational cult of personality restricting the growth of leadership within the organization. Other problems included: People with agendas contrary to mission and individuals on the International Executive Committee making too many decisions without the consensus of the International Executive Committee as well as members of the IEC coming to local events and making decisions contrary to those made by the local chapter's officers. Insufficient transparency as to how funding is spent was a major concern.

Question 12

In your opinion, what you see as the biggest threats to the New World Celts?

Answers here centered on: a lack of planning, a lack of guidance and lack of motivation by the leadership for new and existing chapters. Lack of communication and lack of marketing and public relations efforts on the part of the officers of the IEC and poor scheduling of events. People with an agenda contrary to the mission were mentioned as a concern

Question 13

In your opinion, what priorities exist for the long-range survival of the New World Celts?

Answers to this question centered around: creating better communications, widening our scope of activities and membership pool to increase the visibility of the New World Celts. The need for better communications and a better website which includes more content added by more members, for the education of the membership. Recruiting new members and reorganization of vision mission and bylaws is seen as a priority. The New World Celts have the opportunity to be the source for all things Celtic through the use of the Internet.

Question 14

Do you have any other suggestions or comments about the New World Celts?

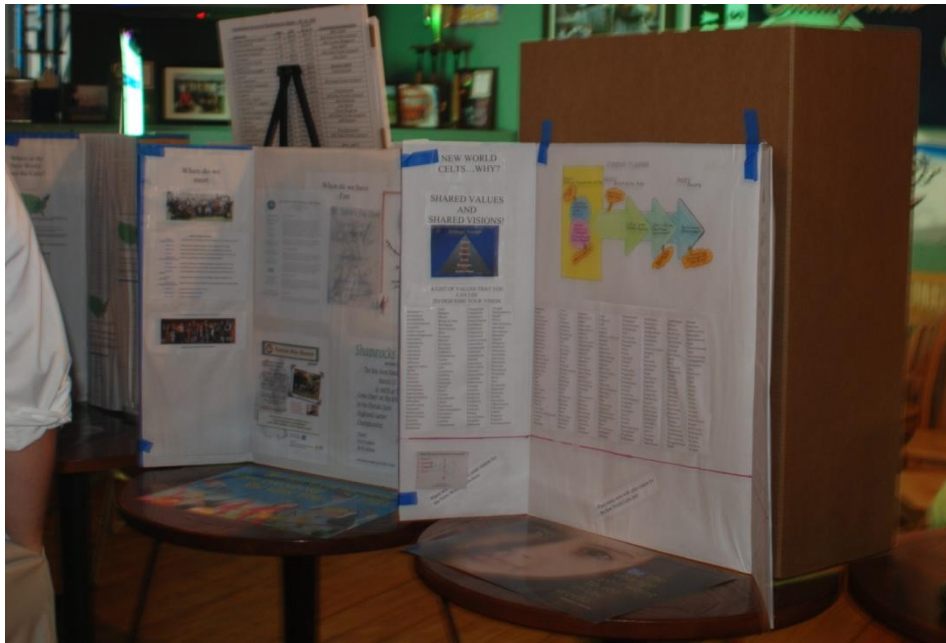
Most of the answers here were congratulatory in nature but there was encouragement for officers of the International Executive Committee, to rethink how the organization operates as it is felt that the organization is going through growing pains.

The New World Celts Charette: June 12 & 13, 2009

Friday evening at “the Gym”.

The assembled New World Celts discusses the vision, the mission and the goals of the organization and came to the following decisions. The current Mission Statement was an excellent tool to start up the organization, as it served as a mission, a vision and goals for the new World Celts, however now that the organization has matured, it has become too long and unwieldy. The old mission statement shall be replaced with a shorter mission statement, a vision statement and the old mission statement will act as the organizational goals until such time as they are updated.







Saturday's session was conducted at Molly McHugh's Pub, and the discussion's and presentations centered on programming



Long Range Planning 2009



Long Range Planning 2009





The Report on the New World Celts Planning Charette

The New World Celts Strategic Planning Charette was held June 12 & 13, 2009 in Lakeland, Florida. Facilitating the weekend events were Tracy Mullins, AICP; Jon Adams, and Marcia Mullins, MNM. Approximately 50 NWC members participated. Key activities included Stakeholder Activity Management Planning, a Visioning exercise, SWOT Analysis, Competition & Collaboration Analysis, Issue Identification, an Open Space workshop, and stakeholder presentations. Key planning discussions addressed several questions facing NWC: How do we expect our organization to change, nationally and internationally? What are the primary areas of programming for our organization? What core values should guide our decision-making? What goals, projects, or initiatives should we pursue over the next five years? What criteria should we use in selecting new events? What specific steps should we take to improve the quality of meetings and programming?

The members present identified several Organizational Values. These include fellowship, cultural stewardship, charity, inclusion, respect, dignity, engagement, energy, having fun, friendship, philanthropy, originality, Celtic dance & music, boldness, communal cultural support, and responsibility.

A visioning exercise, in which members described where NWC might be in the year 2020 if there were no barriers to its progress, produced several descriptive

and energetic thoughts. Members envisioned the 10th anniversary of the NWC Highland games with NWC running all Highland games in the SE, NWC sponsoring over \$1M in sponsorships, a Celtic Studies program (at Harvard!), NWC sponsoring the world's largest Celtic cultural center, and NWC sponsoring International Celtic Music and Art festivals the world over. Of course, this would all be documented by the NWCNN (New World Celts News Network)! After dreaming big, a more realistic vision emerged. Five years from now, members envision:

- NWC will be recognized as one of the premier Celtic organizations in the country, with well-respected programs and serves as a Celtic artistic incubator, which has the capacity for growth.
- NWC will have long-term sustainable funding, with major corporate sponsors, major individual donors, and a planned giving program and financial reserve.
- NWC will have a sound organizational structure with a governing Board that embraces nonprofit best practices.
- NWC members will be able to look back and say, "We have done well."
- NWC will have members as guest performers and a large number of scholarship and sponsorship recipients from a widely dispersed area
- Each NWC's chapter will be responsible for their programming and operations
- NWC will be conducting outreach with community liaisons and schools.

While it is important to envision the future, it is equally important to have a good grasp of organizational strengths and weaknesses, as well as outside opportunities and threats. NWC's strengths were identified as a strong group of volunteers bonded through a network of friendship; varied member interests; excellent artistic direction; charitable gifts; and commitment to cultural heritage. Identified weaknesses include volunteer burnout, weak policies and procedures, the lack of a defined focus or well-communicated goals, communications issues, leader fatigue, an unclear public image, and IEC focusing on 'nuts and bolts' instead of governance. Identified opportunities include the potential of becoming a clearinghouse for all things Celtic, the potential of expanding the NWC scholarship program, and sponsorship of leisure activities (Celtic festivals, Highland Games, music, genealogy, etc.). Threats to the organization's future include time commitments, lack of multigenerational involvement, members with personal agendas that are contrary to mission, lack of strict compliance to IRS regulations, and potential liability issues with Barbarians at the Gate.

The current Mission statement was discussed, with an explanation that a nonprofit should review its mission statement every 3-5 years to determine whether there is still good 'fit' between the organization's mission and reality. In a member-based organization such as NWC, members should be able to easily memorize and recite the mission statement. This ensures that all members are 'rowing in the same direction.' Several suggestions for a new mission statement

surfaced, as well as a suggestion that the current statement is fine. These suggestions will be passed along to the Celtic Senate for a final determination.

The group was then asked to look at the original Mission Statement as a though it is a set of goals. If the following items were reworded as goals, how might we accomplish them?

GOAL 1: To promote awareness of the outstanding contributions and history of the Celtic peoples in the formation and continuance of the New World

GOAL 2: To provide a forum for the exchange and promotion of Celtic cultural information between Celtic Associations of the New World, and to act as liaison for coordination of and assistance to these organizations

GOAL 3: To provide a vehicle for charitable donations to promote Celtic culture in the New World

GOAL 4: To support all Celtic cultural, non-political, non religious, non-racist organizations that espouse the same high ideas as ours, regardless of whether they are Scot, Irish, Galician, Manx, Welsh, Breton or Cornish

GOAL 5: To perpetuate Celtic Culture and history in the New World

GOAL 6: To provide a fraternal atmosphere for members

Finally, the Open Space exercise provided members with the opportunity to discuss several topics in greater detail. Small group discussions were held on the following topics: Cultural Center, Scholarships, Finances, Participation, Meeting Content, and NWC Image: Not a Drinking Club. Stakeholder Presentations were made by the Jacobites, Mark Brafford, Mike Davis, Tracy Mullins, Mike Dunlap, Tom Morrison, Donald Ryburn, Mike O'Neil, Rob Pierson, and Mike Lonigan. A sneak preview of the new NWC website was provided, as well.

The next steps in the planning process will include several questionnaires dealing with the formulation of goals, objectives and action steps. The final report will be presented to NWC Senate, IEC and membership for approval and implementation.

QUESTIONNAIRE TWO

After the Charette a questionnaire was posted on Survey Monkey to get feedback on some of the discussion. Here are the results.

Question 1

A vision statement describes what the world will be like when the organization has achieved its mission. Here is an example of a vision statement: “Our daily language and culture thrived in Nova Scotia. Those things we value are maintained in each community because Gaelic lives” (Gaelic development Steering Group) please give us your suggestion for a mission statement for the New World Celts.

Analysis

Members of the organization clearly feel that we need a vision statement for the organization. Keywords in this vision statement could include the following: Celtic culture, history, guardians, stewards, stewardship, promotes, preserve, pride, plan, study, teach and learn, respect, Celtic community, celebrate, contributions, heritage, seven Celtic nations.

Recommendation

The Celtic Senate, using the answers from the questionnaire, should create a vision statement for the new world Celts organization looking at a 20 year time frame. This vision should be similar to that created at the Charette.

Our Celtic culture will thrive in the New World. Those things we value are maintained in each chapter of the New World Celts, because Celtic culture lives.

Question 2

A mission statement clearly and concisely conveys the purpose and primary direction of the organization. It briefly answers the question, “why do we exist?”, and easy for members to memorize and recite. Here is a sample mission statement: “ to create the environment that makes a place where Gaelic language and culture thrive. (Gaelic Development Steering Group). It is important to review the mission statement every few years for its continued relevance to the organization and members. Please give us your suggestion for a Mission Statement for the New World Celts.

Analysis

The mission statement for the new world Celts has been determined by the membership could be too long and that the current mission statement would function better as a set of goals for the organization. The creation of a new mission statement could include the following keywords: raspberry and celebrate,

heritage, preserving, Celtic culture, promote, traditions, culture, heritage, awareness, histories and traditions.

Recommendation

The Celtic Senate, using the answers from the questionnaire, should create a Mission statement for the new world Celts organization looking at a 20 year time frame. This mission statement may sound something like the following;

“To create the environment that makes New World Celts a place where Celtic language and culture thrive”.

Question 3

If the following statement was a goal of the New World Celts, how could we achieve the goal? “To promote awareness of the outstanding contributions and history of the Celtic peoples in the formation and continuance of the New World.”

Analysis

This statement has a good potential to be a goal for the organization.

Recommendation

The Celtic Senate, should use this statement as an interim goal, and use the answers from the members to this question as a basis to build long-term objectives for this goal. The resulting objectives will determine the short term program attached to this goal.

Question 4

If the following statement was a goal of the New World Celts, how could we achieve the goal? “To provide a forum for the exchange and promotion of Celtic cultural information between Celtic Associations of the New World, acting as liaison for coordination of and assistance to these organizations”

Analysis

This statement has a good potential to be a goal for the organization.

Recommendation

The Celtic Senate, should use this statement as an interim goal, and use the answers from the members to this question as a basis to build long-term objectives for this goal. The resulting objectives will determine the short term program attached to this goal.

Question 5

If the following statement was a goal of the New World Celts, how could we achieve that goal? “To provide a vehicle for charitable donations to promote Celtic culture in the New World in areas of cultural awareness,

music, dance, athletics, reenactments, or other areas determined appropriately by the International Executive Committee.

Analysis

This statement has a good potential to be a goal for the organization.

Recommendation

The Celtic Senate, should use this statement as an interim goal, and use the answers from the members to this question as a basis to build long-term objectives for this goal. The resulting objectives will determine the short term program attached to this goal.

Question 6

If the following statement was the goal of the New World Celts, how could we achieve the goal? "To support all Celtic cultural, non-political, non-religious, non-racist organizations espouse the same high ideals as ours, regardless of whether they are Scot, Galician, Manx, Irish, Welsh, Breton, or Cornish.

Analysis

This statement has a good potential to be a goal for the organization.

Recommendation

The Celtic Senate, should use this statement as an interim goal, and use the answers from the members to this question as a basis to build long-term objectives for this goal. The resulting objectives will determine the short term program attached to this goal.

Question 7

If the following statement was a goal of the New World Celts, how could we achieve that goal? "To perpetuate Celtic culture and history in the New World"

Analysis

This statement has a good potential to be a goal for the organization.

Recommendation

The Celtic Senate, should use this statement as an interim goal, and use the answers from the members to this question as a basis to build long-term objectives for this goal. The resulting objectives will determine the short term program attached to this goal.

Question 8

If the following statement was the goal of the New World Celts, how could we achieve the goal? To provide fraternal atmosphere for members.

Analysis

This statement has a good potential to be a goal for the organization.

Recommendation

The Celtic Senate, should use this statement as an interim goal, and use the answers from the members to this question as a basis to build long-term objectives for this goal. The resulting objectives will determine the short term program attached to this goal.

Question 9

From your perspective as a new world Celt member, please indicate your reaction to each statement below.

Members feel good about their membership in the New World Celt organization

- Nope 5.6%,
- maybe 44.4%,
- Yup 50.0%

Members have well-defined goals on how they will contribute to the New World Celts

- Nope 38.9%,
- Maybe 55.6%,
- Yup 5.6%.

Members practice a proactive attitude about meetings and special events

- Nope 16.7%.
- Maybe 50.0%
- Yup 38.9%

Members feel secure in their choice about membership in the New World Celts

- Nope 16.7%,
- maybe 39.9%,
- yup 44.4%
-

Members bitch/whine/complain a lot but offered few constructive insights

- Nope 22.2%
- maybe 44.4%,
- yup 33.3%

Member slide long with maximum party effort and minimal volunteer effort

- nope 11.1%,
- maybe 50.0%,
- yup 44.4%

Members have a clearly thought out values/ethics relative to sponsorship of Celtic culture

- Nope 33.3%,
- maybe 55.6%,
- Yup 11.1%.

Members Comments

- Members are not motivated with recognition or clearly defined goals.
- Changes need to be made from the chapter is up to the International Executive Committee, not the other way around
- Members don't always agree on issues, but do seem to accept decisions based on majority opinion.
- Based my responses on what I think the majority of my chapter is like.
- Hopefully this will change/is changing as the members leaders mature.

- This is not currently a member driven International Executive Committee board, if we can accomplish that goal, I feel a lot of changes will happen for the betterment of the organization as a whole.
- From talking to various clan members and others active in the Celtic community up here in Virginia, we have ascertained that the New World Celts has gained something of a reputation for being "rowdy", as in those who like to party rather than being serious about their heritage. The group needs to work towards combating this reputation. Maybe public and highly visible presentations of some of our donations to foster the Celtic culture as injuring the opening ceremonies at games, could be made at area games and festivals, while, at the same time squelching those activities that seem to foster the "rowdy" reputation. Also, news releases regarding other donations would help as well. This would point out our seriousness towards our goal of charitable contributions to keep the Celtic heritage alive and give our group a more respectable reputation.
- I don't think that there is a conflict of interest in each chapter also helping out his local community. I believe that the Breast Cancer fundraisers, or other charitable fundraisers decided by individual chapters they know their local communities needs, do not run contrary to recent polls. They make us look very good in our community. Our pet cause and priority should naturally be the promotion of Celtic culture, but I think there is room for us to help the community, too. I would love it if some were the cause didn't know where to turn in one of their members said let's call the Celts. This just doesn't sound bad to me. Look at Dunedin, they ask for "Barbarians" for special city events, now! And everyone in the city knows who we are. How is that a bad thing? I talk too much, but I'm Irish myself, so at least I come by it honestly parentheses make her). Now I've said had my say and that pleases me and that's all I'll say on the matter.
- The New World Celts is going through a maturation process and since the organization's model is more like a franchise model than a hierarchy, it is

going to be messy with fits and starts. Everyone needs to keep that in mind to avoid frustration. So say George and Lisa. Tracy Marcy thanks for all your hard work with this planning process!

- I have heard from outsiders that the New World Celts is just a drinking club and I would like to quell that opinion by showing the community that is not all there is.
- Keep up the good work; I enjoy seeing in filling these out. We will get to know what our membership wants the direction of the New World Celts to go.
- I think the leadership of the New World Celts not at the chapter level ought to get more involved in some oversight. Also each chapter can certainly raise money but not have some guidelines. Guidelines for spending that raised money ought to be laid out more clearly.
- Outstanding job.
- San Diego chapter seems inactive, we have a large interested Celtic/Gaelic group and some members of North Country Scots want to support New World Celts. I don't know if the San Diego chapter is a lot, I send an e-mail to the last president, but to no avail. I remain a New World Celts member at large. I hope to see all

QUESTIONNAIRE NUMBER THREE

Questionnaire number three released in August of 2000

Question one

I have a clear understanding of the New World Celtic mission

- Yes 50.0%
- Pretty much a team 8%
- Somewhat 18.8%
- Poor 6.3%
- No 6.3%

Analysis: When only 50% of the organization has a clear understanding of the mission, some remedial education is in order.

Recommendations: The IEC should create a traveling workshop to educate the membership on the mission, vision, goals and objectives of the organization.

Question two

The mission of the New World Celts is in line with my personal membership goals

- Yes 62.9%
- Somewhat 32.3%
- No 4.8%

Analysis: The membership should be queried as to their personal goals

Recommendations: a series of questionnaires should be put to the membership to determine the member's goals, the organizations goals and the degree of fit between them.

Question three

Please provide any comment you may have that would enhance/improve the mission statement

More direct and clear.-Simplify/short group decision not just one person.-.Make it brief-.I wrote it and think it is covered all we wanted-.I was an athlete in the area, and a member, told at the time we would be set to receive the Dunedin Tartan to throw in and represent Dunedin where ever we compete. Never heard another thing about it. Was under the impression that we would start being sponsored for travel to games away, never heard anything else about this either? Some sort of inclusion in the organization for the athletes.-A little difficult to figure out the mission since we're been a bit removed up here in Homosassa-To involve other

Scottish/Irish organizations that support youth activities and preserve our history and the contributions we made in the New World.-What is the mission of the New World Celts? I have never received any information about this group.-New World Celts is a nonprofit organization which through the process of promoting Celtic awareness in the 'New World' (USA/Canada/Australia/New Zealand) celebrating that heritage, is also a charitable organization in several facets.-What is the mission statement?-Get a more active membership to do demonstrations of Celtic history.-Don't try to give a huge list. Mission is to promote Celtic culture in the New World, and the New World is America. Period.-Shorten it.-I don't know the mission statement at all.-Make it shorter, combined, and to the point.-Shorten it to a mission, not goals. Make it short and understandable.

Analysis: the membership would like a short, direct and clear mission statement to replace the current mission statement.

Recommendations: rewrite the mission statement

Question four

Which benefits of membership are most important to you?

- Support the mission of the New World Celts 50.0%
- Prestige in the community 6.5%
- meeting new friends with a common heritage 69.4%
- special events like Highland games 62.9%
- Having fun and socializing 58.1%

Analysis: membership promotion should be based upon fraternity, fun and service to special events.

Recommendations: rewrite the mission so that more than 50% support it and membership promotion should be based upon fraternity, fun and service to special events.

Question five

What New World health initiative would you actively support by fundraising, data input, lobbying or other volunteer time?

- Genealogical data base 37.7%
- Celtic cultural Center 37.7%
- Music videos and CDs 21.3%
- Educational materials for the website 27.9%
- Educational materials for schools 31.1%
- Publications; books, songbooks, histories. 24.6%
- Workshops; piping, quilt making, leather work etc. 47.5%

- Sponsorship of music concerts, Island games, etc. 44.3%
- Fund raising for scholarships 42.6%

Analysis: The members would actively support: Workshops, Sponsorship of events, fundraising for scholarships, a genealogical data base and a cultural center.

Recommendations: Create initiatives in the targeted areas and form committees to drive them.

Question six

What new initiatives, if any, would you like to see New World Celts undertake?

Up to the clearinghouse for all things Celtic on the website.-Celtic dance school in Polk County.-Guest speakers.-Year-long scholarship fundraiser.-Build a strong genealogical database.-Involvement of military veterans US and her allies-Re-enactment-More genealogy and history.-Materials for schools.-A living Celtic village that can cover a broad period.-Recognition of Celts outside of Dunedin Florida. If Dunedin is our entire focus, change the name to "Dunedin Celts".-Heraldry Armiger use and research of same.-Teaching Gaelic.-A band perhaps?-Our very own Celtic Festival.-More public awareness of our group.-Membership and chapter expansion.

Analysis: members are looking for new initiatives

Recommendations: Invite the members to create separate committees to drive their favored initiative, and provide support through the NWC website

Question seven

The New World Celts leadership are attuned to my needs as a member?

- Strongly 38.3%
- Somewhat 36.7%
- Weekly 18.3%
- Too busy with internal power struggles to care 6.7%

Analysis: Leadership is not attuned to the needs of the membership

Recommendations: A leadership workshop should be created and a series of questionnaires created to connect the leadership with the membership

Question eight

I find the membership meeting to be worthwhile and informative?

- Great time, great people, great program, 44.1%
- Weak but worthwhile, we are still in the learning mode 32.2%
- Only good for the gossip 0%
- I hardly attend anymore 25.4 %

Analysis: Less than 50% of the organization are happy with meetings

Recommendations: Best practices for meeting should be collected and then distributed to all chapters

Question nine

Please indicate any additional topics or activities you would like to add to the meetings

Creative activities, music, dance, language.-Ability to show videos without as much setup time/effort involved.-Dance lessons.-We are snowbirds so cannot be actively involved.-Personal family histories and heritage.-San Diego North country needs an active chapter of the New World tells.-When was the membership meeting? Did you send out notices?-More visual aids with history lessons and less reading of someone else's work.-Live too far away to attend meetings.-The only meeting I went to drinking was the major activity to the point I don't care to attend-Plaids and relationships the clans, local historic Celtic leaders.-Gaelic language instruction-More input/discussion from members rather than being told this is what we are doing.-Interactive histories, with less recitation from Wikipedia.-I'm not attended meetings in several years.-Language lessons.

Analysis: Additional topics are desired

Recommendations: Members should be encouraged to add activities to the meetings

Question 10

Which New World tells special events have you attended?

- Highland games 91.4%
- Powwow 22.4%
- Parades 46.6%
- Golf tournament 20.7%
- Whiskey tasting 37.9%
- Planning session 25.9%
- Burns Dinner 34.5%

Analysis: NWC prefer highland games

Recommendations: Programs should be created to help members attend Highland games

Question 11

Other events not listed?

-Ceiligh-Family fun day-Finnegan's wake, bed race, St. Patrick's day, and halfway to St. Patrick's day, -Ceiligh-Concerts-Celtic Festival-Celtic fun day; bagpipes, BBQ and brave heart.-Breakfast-I've attended the whiskey tasting-No New World Celt events to date in San Diego area.-Renaissance Festival, board meetings-Tattoo-Concerts.- Kilt nights.-Chapter meetings and Chapter Ceiligh.- The events In question 10 where my old locally organized.-Beer barbecue and Brave heart.-Half way to St. Patrick's Day.-Ceiligh's.-I don't know about any of the events except the one I joined. I received very little correspondence for over a year.-Concerts.-Kilt nights both locally and regionally.-Beer Barbeque and Brave heart.-Halfway to St. Patrick's Day.-Boxing Day at Marcy and Tracy.

Question 12

I find New World Celt events well worth attending?

- Frequently 53.2%
- Occasionally 35.5%
- Seldom 3.2%
- Never 8.1%

Analysis: More must be done to improve events

Recommendations: An events committee should be formed and best practices spread to the chapters

Question 13

The New World Celts Communications channels currently in place to keep me well informed?

- Yes I feel I am in the loop 33.3%
- Yes, but I feel outside the loop 11.1%
- Yes 14.3%
- Kind of, but too many last-minute surprises 19.0%
- No, I miss events because I heard about them too late to go. 22.2%

Analysis: Communications is very poor with over 60% of the membership feeling like they are out of the loop.

Recommendations: The best tool we currently have for communications is the website. A committee should be formed to channel more information to the membership

Question 14

How would you like to be involved in the next five years?

- International committee level 17.7%
- American national level or your nation of residences. 9.7%
- The state/provincial level 9.7%
- At the local level 45.2%
- As a member only 45.2%

Analysis: Members are not inclined to take leadership roles in the organization.

Recommendations: The IEC should put together a leadership manual and work toward raising the status of chapter leadership, taking away as much of the pain as possible, by making the position as easy as possible using standard forms and policies, consistently applied.

Question 15

What would keep you from a more active membership?

- Complacency, someone else will do the work. 1.8%
- Politics, just too much melodrama behind the scenes 23.2%
- Prior commitments, school, church, sports etc. 67.9%
- Free riding, I'm just here for the party. 0%
- Courtesy, I'll help but a need to be asked, not told 21.4%
- Cliques, I feel like I'm on the outside and I don't like 16.1%

Analysis: NWC members are involved in their communities. Members do not care for the excessive amount of internal politics

Recommendations: NWC members should be encouraged to participate in their community, hopefully their example will encourage members of the community participate in NWC

Question 16

Has membership in the New World Celts increased your number of close personal friends?

- | | |
|--|-------|
| • Yes by more than 5. | 37.7% |
| • Yes by less than 5. | 27.9% |
| • All of my friends are members | 0.0% |
| • None of my friends are members | 31.1% |
| • I would never expose my friends to the New World Celts | 3.3% |

Analysis: NWC can expand your number of friends

Recommendations: members should be queried as to why they would not recommend NWC to their friends

Question 17

Do you have any professional skills or services that you would be willing to offer your chapter?

Organization of special events-Banking, data entry, computers-Typesetting.-Just willing hands.-Art-I'm a musician who plays Irish and Scottish music.-Event planner.-I work for a large general contractor in the area and have building skills.-I play the bagpipes at meetings, etc.-Whiskey nosing and education, 18th Century customs.-No, we are snow birds and are only there for the winter.-Legal research and an accomplished cook.-Writing questionnaires and long-range planning.-Celtic traditional sports and games.-Piping and a music teacher.-CERT member and amateur radio operator.-You already know.-What is my chapter?-I did, but too far away now.-Traditional tilt rolling/wearing, sword work and farming-Already offered.-Knowledge of names, heraldry in Celtic countries, history.- I am a Heraldic Artist and Officer of Heraldry.-Chef/Baker/party planner.-I think I already am.-Design layout typesetting.-I already do -piper-I feel I am a motivator and could speak on that.-Desktop publishing.-Probably.- Special operations weapons specialist.-Band manager Tampa Bay Pipes and Drums can provide pipers.

Analysis: NWC has a great number of talented people

Recommendations: Take an inventory of NWC talent and then put them to work.

Question 18

What topics or issues would you like to learn more about at meetings?

Language, history, personal experiences.-Celtic history that I can remember and share/my memory sucks/short and sweet.-Celtic history, old and new world.-Genealogy.-Open to suggestion.-Current events in Celtic regions/books/music introductions.-Genealogical language-Getting a chapter started in North San Diego County.-Less old wives tales and more historic fact.-Scottish history.-Personal histories. Local historical leaders.-How to trace family genealogy in the old country.-The meetings are quite informative.-Literature, poetry, drama.-The Celtic nations.-Galician, Welsh, Manx etc. Not just Scots and Irish.

Analysis: The membership has a diverse number of interests which can be addressed.

Recommendations: Topics can be addressed on the NWC website, that way it can be downloaded and presented at meetings

Question 19

What subgroups should be created within the organization to better meet your needs as a member? A music group? A New World Celts genealogical Society? A historic reenactors or theater group? Barbarians at the gate? Beer-barrians at the tap? Etc.

Irish dance group support, local music group's support, genealogical group.-Genealogy.-Celtic families with school-age kids.-Highland games chapter, to support local athletes.-Beerbarians!-Duinedin heavy Athletics re-organized.-Something cerebral, crafts, history, poetry, songs.-Music group and theater group are two good ideas that are of interest.-Re-enactors, traditional sports and games other than just highland games.-I like barbarians! Is it is good-.I like re-enactors, genealogy, music, and theater.-Genealogical Society-Genealogical Society, re-enactors-Re-enactors, music and theater group.-There are already too many subgroups that put the organization at risk such as Barbarians at the Gate.-Name study group.-Not a member long enough to answer.-A music group, I love to sing.-Don't know.-Historical re-enactors, Oooh! Beerbarians sounds great.-Barbarians at the gate.-A music group.-Language groups.-Barbarians at the gate should be separate organization for insurance purposes.

Analysis: Many subgroups can be created under the banners of the NWC organization.

Recommendations: Create an atmosphere where subgroups can flourish

Question 20

After this questionnaire there will be one more questionnaire before I write up the final recommendations for the membership and the New World helps governance. If you had one question that you would like to see in the final questionnaire please added here.

- How do you feel about having a dictator appoint all the executive committee?
- Do you realistically think the New World Celts will be around five years from now/
- Should we have an elected international board?
- It's tough to say, but I'd be interested in seeing what other members are saying maybe they've got ideas I'd like to support.
- Is there a way to bridge the gap with other Celtic groups and bring some of the old Scots into the fold? We can learn so much from them. Also perhaps include some of the old world tells to join us. I don't like the renegade aspect all of the time. Thank you.
- Difficult to say, because we are still kind of on the outside looking in, or from these questions you appear to believe the New World Celts have some real issues.
- More personal contact from the International Executive Committee at local membership meetings. Put a face to the international executive committee.
- Why is there not enough representation at the Highland games by New World Celts throughout Southern California?
- What is/are the events in your life that sparked your interest in your heritage?
- What is there in southern Florida?
- Can we get some financial clout with suppliers?
- How has New World Celts kept you as an active member and how can New World Celts continue to serve you and other to continue growth
- Add health to question 15.
- Where are our goals for the year ahead?
- What make you, as a member, come to the New World Celts meetings and is it an enjoyable experience?
- Why does there seem to be so little concern with chapters outside of Dunedin?
- Where do you think the New World Celts ranks in relationship to other organizations?
- Should we have a membership or gathering type of a conference once a year?

QUESTIONNAIRE NUMBER 4

Questionnaire number four release in October of 2000

Question one

One of the strongest requests members have made for the New World Celt sponsorship and delivery of workshops on everything from genealogy, to leather craft, the music and leadership. Please give me response to each question below.

Should New World Celts chapters organize quarterly workshops for their members?

- Yes 68.8%
- No 31.3%

Should New World Celts chapters organize a day of workshops once a year?

- Yes 83.3% yes
- No 16.7%

Should the New World Celts International Executive Committee organize quarterly regional workshops?

- 60.0% yes
- 40.0% no

Should the New World Celts International Executive Committee organize yearly regional workshops?

- 70% yes
- 30% no

Would you volunteer to put on a workshop?

- 60.7% yes
- 39.3% no

Do you think this is a waste of time?

- Yes 0%
- No 100%

Member Comments

- I would volunteer to assist with the workshop presentation as long as the presentation material has developed has been developed and has some significance.
- The International Executive Committee should be dissolved and elected Board of Directors established to run the organization.
- Let's get a list of topics for workshops and get interested members to get it to work on a workshop
- Depends on cost, where and when.

- Organizing workshops both on both chapter and international base will optimize opportunities for members to be able to attend the chosen workshops. With a growing membership with a rotation of quarterly workshops, they should remain full of those wanting to learn. If we lived closer, I'd volunteer to do a workshop on genealogy, but we live too far away to be of service.
- I could possibly help at a Highland bagpipe workshop if it were for beginners, but am not qualified to run one.
- I would volunteer to run one, if I had any special talent or information.
- We need to do something other than have a business meeting and kilt night and man booths to tell people that all we do is have a business meeting and a kilt night in order to man booths to...
- Our chapter is small, I don't know if we have the manpower and expertise to put on a workshop on our own. I would certainly volunteer to help with a workshop, I just don't have the time and resources to be put on such an event at this time.
- I cannot put on a workshop because I have no skills in these fields.
- I already give talks on Heraldry and Celtic topics to U3A and schools. I have also written several books on heraldry.
- I have no skills to put on a workshop but I am eager to learn. More than one day may lead to brain overload.
- All of the above depends on the subject matter.
- It is still a little fuzzy as to what the workshops would entail. What would the chapter workshops be and what would the executive committee workshops be?
- It's hard enough to get members to attend regular meetings here in Jacksonville
- Workshops can be a great way to provide continuance of cultural activities from music, cooking, clothing, etc.

Analysis: members would like to have workshops

Recommendations: Form a workshop committee

Question two.

New World Celts members seem to have strong feelings about supporting Highland games. Please give your response to each question below.

Should New World Celts start their own Highland games within the next five years?

- Yes 48.3%
- No 51.7%

Should New World Celts officially support the Highland games with other organizations over the next five years?

- Yes 100%
- No 0%

Should supporting the Highland games of other organizations be an unofficial activity of the New World Celts?

- 56.7% yes
- 43.3% no

Should supporting the Highland games of other organizations be an individual member's choice and not a New World Celts activity?

- 37.9% yes
- 62.1% no

Are you interested in Highland Games?

- 93.8% yes
- 6.3% no

Comments

- Question three is confusing. My answer means that the support should be official instead of unofficial.
- New World Celts Highland games would give much-needed focus and function to a really great concept organization.
- Confusing choices here.
- If members are disappointed with leadership, are you going to organize your own games?
- I love the games.
- New World Celts should not compete with Highland games organizers but help them instead. The New World Celts should help most the games that best support the New World Celts. Highland Games are a great place to recruit folks who love the culture, but do not qualify for Clan membership. By the same token requiring Games Sponsorship to be in the New World Celts is a bad idea.
- Many of the Highland games are broadening the scope to Celtic festivals. People interested enough to attend Highland games may be interested enough to join the New World Celts. I first met New World Celts at the Central Florida Highland games.
- There is probably no need for New World Celts to become involved in individual gatherings, they are already well-established.
- All Highland games should be supported regardless of the sponsorship/organization. These are expensive to produce and the widest support is needed.
- To be successful, Highland games the lot of volunteers. The recent Ocala games as an example. Dunedin has a good organization. Where would the New World Celts games be?

- Games can be a tremendous drain on resources. It would be better for the New World Celts to help support, but never be financially responsible for games.
- It is a good that we show a collective effort on behalf of the Celts and not just as individuals.

Analysis: The members of the NWC like the highland games and wish to assist but not run the games

Recommendations: Form a committee to support highland games and other special events.

Question three

Previous questionnaires have revealed some unhappiness with the advertising, promotion, and marketing of the New World Celts Inc. Please indicate your reaction to each question below

Should New World Celts spend a limited amount of money to have a professional advertising, promotion and marketing materials he created?

- Yes 63.3%
- No 36.7%

Should New World tell volunteers for me marketing committee to create advertising, promotional, and marketing materials?

- Yes 83.3%
- No 16.7%

Are the advertising, promotional, and marketing materials of the New World Celts currently use sufficient current needs

- Yes 35.7%
- No 64.3%

Do you think we need more advertising than word of mouth?

- Yes 83.3%
- No 16.7% no

Comments

- Free advertising via Face book, events, promotion of events with flyers, newspaper, websites, networking basically word-of-mouth...
- We need a modern website that could serve many of these purposes.
- Get rid of the vice president for marketing and find someone who'll get off their butt and do the job. No work = no title.

- What advertising? Word-of-mouth and links to other activities (i.e. Highland games Renaissance festivals etc.) we piggyback on is all I am aware of.
- Word-of-mouth is good but we need written materials the button and the prospective members listing our mission and activities.
- Knowledge of the New World Celts is vaster than you realize. People and other far-flung parts of the country are already aware of the New World Celts.
- Not really in favor of paying big bucks for an ad campaign. But if it happens we need to be like the capital one Vikings with more fun.
- Volunteers should originate ideas and the overall thrust the advertising campaign, but without specific advertising experience, “you get what you pay for.” That’s where the professionals come in. What we have been doing is atrocious. Everyone thinks they’re a designer. The people currently in charge of this aspect of the organization need to move aside.
- We need to get the word out but for what? What we do besides business meetings and manning booths and telling people that we have business meetings, and manning booths and kilt nights.
- Our professional contracts should be with those who have experience in promoting Gaelic activities organizations and events
- I am not really familiar with current advertising and promotional materials. However I think that for an organization to grow and prosper it needs a certain degree of visibility outside of its immediate membership.
- I am involved in advertising is a graphic designer. I do all my own advertising for my local group of Celts. But I would be prepared to assist if possible with the broadest new world Celt activities in advertising and promotion.
- Anyone within New World Celts have any advertising connections/experience? Sufficient for current needs ...yes-for future growth probably not.
- How big you want to get? Let’s not overdo it to the point of losing control. Our chapter Orlando, as a great turnout for meetings and events. To assess the other chapters that continually struck by meetings.
- This is a difficult question to answer without understanding the New World Celts long term objectives. What are you trying to accomplish? One thing is clear, unless the volunteers doing the marketing collateral are professionals, you will get amateur results. Amateur may be adequate, unless you have a plan to be more polished and professional organization.
- I don’t think there’s enough promotion through media channels... A public relations committee should release official announcements of New World Celts activities of these channels. (The press public radio and the TV.) These announcements include invitations to potential members.
- Of course it is a cost-benefit relationship; currently the website is early marketing device other than our presence at events.
- We are currently using Café Press for promotional tour. If possible, it would be great if the New World Celts international decade of committee

established his own printing and warehouse items per chapters. This could be everything from T-shirts to various Celtic items. This of could be a way of generating capital for the International Executive Committee.

Analysis: the current methods are completely inadequate, and persons currently in charge of these activities should be replaced

Recommendations: Form a committee to address advertising and promotion

Question four

To fulfill the requirements of the New World Celts 501C3 tax status, we are required to provide scholarships and educational programs. Please indicate your response to each question below.

Should fund raising efforts be concentrated at the local chapter level for local chapter sponsorships?

- Yes 82.8%
- No 17.2%

Should the New World Celts international executive committee engaged in fund raising a regional level for regional sponsorships

- Yes 83.3%
- No 16.7%

Should money raised for a specific project be earmarked for that specific project

- Yes 87.5%
- No 12.5%

Should money raised for a specific project be placed into a general fund with the possibility of some of the funds going to a different project

Yes 16.7%
No 83.3%

Should sponsorship money be kept separate from general funds?

- Yes 78.8%
- No 21.2%

Comments

- Depends on amount of money whether it should all go for a specific project or sponsorship. Determine on a case-by-case basis
- Sponsorship should be clear, transparent and highly promoted. Again, the international executive committee should be dissolved and committees elected board members oversee the program.

- The answers to the bottom three questions are answered from knowledge of accounting principles and the legalities thereof. Only after all monies connected within earmarked projects are spent should any leftover monies be put into the general fund with proper documentations in the minutes of the approval of such a transfer.
- Small sponsorships can be raised at the local level, larger ones i.e. two or four year college scholarships and Celtic studies should be raised regionally. To maintain favorable tax deductibility with the IRS, I believe we are hired to keep educational funds separate from Whiskey Money
- Do all awarded scholarships have to go students for dance, drumming or piping? Could we not award funds in the form of prizes for students based on essay contest, art shows and such, on the chapter level? Let the international executive committee be the scholarships that are not chapters raise and spend money locally
- When people give to a specific project it is dishonest to direct that money elsewhere. In fact it might even being considered fraud
- Our chapter is fairly new and small. We are not yet in the position to set in motion a major fund-raising event, although we recognize the need for fundraising.
- Why would you raise money for a specific project and then not use those funds for that project was sounds like big government to me.
- Some of these questions are best answered by your accountant or lawyer, but if a fund raiser for a specific project should be kept separate. You can probably augment the earmarked funds for some additional money for the general fund, but those raised for specific project were donated by people for that purpose.
- One bank account probably would accrue better dividends a number of them dividends go to a 'slush' fund to cover incidentals, etc.
- Some projects change midstream. There should always be flexibility regarding this, with documentation and responsible actions by spenders on the local and international executive committee levels. We promote chapters raising money to be spent at their local at their locales, as long as it meets the mission.

Analysis: The membership is very unhappy with the status quo. Current policies are not working for the membership

Recommendations: IEC should address the concerns of the membership through new policies and procedures which reflect the MEMBERS wishes as long as they align with 501c3 legislation

Question five

Many members have voiced their disappointment with the performance of officers at both the chapter and international levels. This is common in

organizations; however actions can be taken to mitigate some of this unhappiness. Please indicate below what steps should be taken.

Create job descriptions for every position, with performance standards attached to each

- Yes 93.1%
- No 6.9 %

Provide a mechanism for members to remove nonperforming officer with a single majority vote

- Yes 86.7 %
- No 13.3%

Provide orientation for all board members

- Yes 93.3%
- No 6.7 %

Creating ongoing training program for leadership development

- 87.1 % yes
- 12.9 % no

No action need be taken, everything is fine

- Yes 0%
- No 100%

Comments

- Having served as a board member with little communication or direction, I would say that more structure and definition would help. We can get grants, however I need a business plan. I drafted an e-mail to other board members and I didn't receive any feedback and was not invited to any further board meetings.
- Dissolve the international executive committee and replace the elected board of directors.
- Get rid of nonperformers, no work equals no title
- I would want to boot off an officer on a simple majority vote but there should be a mechanism in place to address member's complaints. Job descriptions and mandatory orientation of officers are a good start.
- This is what we tried to do in Lakeland, but the incoming board knew better and ignored at the transition meeting idea that was originated by Marcy Mullins
- I am happy with the leaders of my chapter, it's the vision of the whole organization needs to be refined to include more fellowship, workshops and meeting times for Celtic history, crafts,, genealogy, travel etc.
- I have no complaints with the current board.

- I am currently not well informed regarding the concerns being voiced about officer performance. However, I think that job descriptions and orientation/training are certainly sound practices in any organization.
- Not that informed to answer the last question.
- As volunteers, life should be merely fairly easy for board members, but that they must adhere to the rules that govern the procedures of the New World Celts. Communication is essential.
- Regardless if there are specific problems, you should have some sort of procedure to help board members understand their responsibilities, especially new elected once.
- There are cursory job descriptions in the chapter manuals, but without performance standards. Needs to be taken that officers are not merely the most popular.

Analysis

Recommendations: Create job descriptions for every position, provide a mechanism for members to remove nonperforming officer with a single majority vote, provide orientation for all board members, creating ongoing training program for leadership development

Question six

As New World Celts increases in membership, it becomes more visible requires more intense volunteer effort, volunteering can become more intimidating. Please indicate your response to each question below.

Would you attend a weekend workshop on volunteering?

- Yes 50%
- No 50%

Would you help create materials for weekend workshop on volunteering?

- yes 66.7%
- no 33.3%

Would an International Executive Committee traveling workshop on volunteering, conducted either before or after your regular meeting be better for your chapter?

- Yes 83.3%
- No 16.7%

I do not feel that volunteer training is needed at all

- Yes 12%
- No 88%

Comments

- A volunteer action committee could be formed from the elected board of directors.
- The entire concept of the New World Celts is volunteering. Some are better at it than others, but with help can be improved. I believe volunteer classes should be held as part of full membership meeting.
- We live too far away to be able to volunteer for anything any longer
- International executive committee should have volunteering workshops available for chapter officers as needed. You want success, train your people. Me, I'm a drone not a leader.
- Travel is both expensive and time-consuming, but the international executive committee would need to be taught Volunteer strategies before hosting any workshops
- .I work with volunteers on a daily basis for decades. I don't need training, but I would be happy to Share putting together a process.
- I have neither the time the energy to be active in volunteering more than I am with RSVP.
- Currently, it is doubtful I would travel any distance to attend a workshop on any topic. However at traveling workshop even prepared materials on volunteerism could be useful. Suggestions on practically utilizes to those who do volunteer would be good. On many occasions I have volunteered and felt that my efforts could have been more productive with a little more organization by the sponsoring group.
- Would gladly attended work schedule permits?
- Sounds like you're stirring a pot that doesn't mean stirring. Don't over think this. I'm using the Orlando chapter as an example.

Analysis: more work is required to encourage volunteers

Recommendations: create a traveling volunteering workshop and supply volunteering information on the website

Question seven

Fund-raising and sponsorship has been for the most part internal with money raised from members attending an event, donations of money and materials and purchase raffle tickets and services. Please indicate your response to each question below

Should the international executive committee put on a half day workshop on fundraising and sponsorship?

- yes 71.4%
- no 28.6%

Does fundraising and sponsorship committee need to be created?

- yes 75.9%
- no .4 .1%

Do our bylaws regarding sponsorship fund raising need to be overhauled?

- yes 57.1%
- no 42.9%

Do we need to hire outside help in our fundraising efforts

- yes 7.1%
- no 92.9%

Comments:

- We have the talent in the organization to do this, we need members of the international executive committee other than just the president, to step up to the plate and show some leadership.
- Consistent recruiting must be emphasized. More Celts make more money and more fun. A bigger chapter has a larger pool of potential volunteers.
- Resistance to events geared to the nonmembers has always been high. We need to get the message out that some of the fundraising focus has to reach beyond what the members want to do. You cannot raise enough money from the same people doing the same things over and over.
- I have done extensive fundraising for nonprofit groups, I bet others have as well, people have who have actually done Nonprofit fundraising to help out
- Again what are your goals? I don't know the bylaws regarding fundraising, never saw them. Hiring an outside company to help of fundraising is an ideal way to alienate the membership and your supporters. They are money grubbing thieves.

Analysis: work is needed on fundraising and sponsorship

Recommendations: Fundraising workshops should be created

Question eight

Many members have expressed their support of online questionnaires as a method of keeping in touch with the membership. Should the long-range planning committee continue send out questionnaires?

- No. Our Chapter President takes all of our concerns to the Celtic Senate and they deal with them there 6.7%
- Yes. The long-range planning committee should send out an annual questionnaire 46.7%

Long Range Planning 2009

- Yes. The long-range planning committee should send in the quarterly questionnaire 40.0%
- Member should be able to request a questionnaire to be sent out by the long-range planning committee 6.7%

Comments

- Quarterly as well.
- A section of the questionnaire should evaluate the chapters officers perceived performance
- Quarterly, it does not call for them that often. At least annually to assess reaction to the ongoing efforts to improve the organization
- Member should be allowed to request the topic be added to the quarterly questionnaire.
- Once a year question would probably be sufficient at this point, too frequent questionnaires would probably go unanswered.
- Keep questionnaire short and succinct.
- A yes or no answer to some of the questions is not enough. I'd rather not answer question is just yes or no on any more information in order to answer.
- But write better questionnaires

Analysis: members appreciate questionnaires as a form of communications

Recommendations: annual questionnaires

Question nine

Several members have voiced concern about consistently receiving last-minute notice of upcoming events and/or being told that chapter events have to be rescheduled because it conflicts with other chapters on published event. How would you resolve this? Please check all that apply

Post a one-year schedule of events on the website	46.9%
Post a six-month schedule of events interest in Triskele	34.4%
Send a quarterly "save the date" e-mail to all members	68.8%
Chapter events should not be rescheduled if they conflict with non-New World Celt event's	31.3%
I don't attend event so it doesn't matter to me	0%

Comments

- Depends on the event if they should reschedule, if it would be really affect the event to schedule it at the same time as another event (whether New World Celt or not), then of course it needs to be rescheduled.
- A more modern website would help this problem
- My Orlando chapter does an excellent job of announcing upcoming events. I usually can't attend a lot because of my crummy job.
- Repeat repeat, repeat, post information everywhere and keep the website up to date. In fact, every chapter should they be regularly updated website linked to the national.
- I'm not the liberty to travel to many events, but a listing on the website would certainly be of interest.
- Orlando chapter has no issues with this.
- What's a Triskele?
- Most events are far enough away to not read you realistically "complete"

Analysis: event scheduling has been poorly thought out in the past

Recommendations: The NWC website should be kept up to date with updates at a minimum of twice weekly. Events must be scheduled at least 2 months in advance

Question 10

Volunteer recognition is very important to the long-term health of the organization. Which do you favor?

Plaques and trophies	39.3%
Badges, pins and metals	57.1%
Drinking cups, small weapons and other regalia	35.7%
Letters of appreciation and parchments	60.7%
Recognition an annual dinner/fundraiser/Celtic ball	60.7%

Comments

- Periodic announcing of appreciation from all members at regular meetings.
- It depends on the circumstances and how much involvement with the volunteerism.
- A form of recognition is welcome.
- Host a volunteer appreciation event where it is not potluck, or bring something, but food and drink are provided for by New World Celts out of general funds. David White should be consulted as he knows all about volunteers.
- The best encouragement is visual. Something worn to show how a member supports New World Celts is best
- These could easily be worn on a hat or a sash for bragging purposes.

- All of the above. Photo and mention in Triskele would be good too. How about a gift card from a Celtic vendor? The bigger the effort the larger the recognition.
- Any and all of the above ideas are fine ideas.
- No opinion on this. Recognition is good, but as to what type award, there is no one-size-fits-all, People respond to and appreciate different types of recognition.
- Any of the above is fine. It is more the recognition then the prize that is given. Again, the Orlando chapter has no problem in this regard.
- Never enough.

Analysis: members support volunteer recognition

Recommendations: a standardized volunteer reorganization program must be created immediately.

Question 11

Some members feel the problems never get resolved. How is this best addressed?

- Create an ombudsman whose job it is to investigate and bring to resolution problems(IE International Executive committee Sgt. at Arms) 46.2%
- Create a 2 to 3 person committee with a deadline to produce results 26.9%
- Keep the present process, but add a deadline to resolution 23.1%
- Keep the presence Process but with no deadline for resolution 3.4%

Comments

- Ombudsman also need a deadline
- How about we just eliminate the F**ing drama
- Have an elected Board of Directors responsible to the members
- One wise and fair amended minded mediator would get faster results than a committee with differing viewpoints, which could lead infighting among the committee members themselves.
- I have not had any problems, except that time when the Guinness ran out.
- Accountability leads to improvement.
- Obviously there's a chapter out there that can't function very well. Again, Orlando chapter has none of the problems. That must be why members of other chapters come to our meetings.

- Hard to say specifically without knowing the problems. Are they real or just the usual unresolved pitching.
- It would be good for the international executive committee to send questionnaires to the membership to ask them how their local officers are doing. Sometimes we the officers won't hear the membership concerns and they just leave. This way the chapter officers are held accountable to the international executive committee and the good name of the New World Celts is not diminished by side by the chapter leadership.

Analysis: An ombudsman's position is required

Recommendations: Create a position of ombudsman

Question 12

Members have suggested creating an updated display for use at festivals and events, the purpose of attracting new members. Please indicate your reaction each question below.

Should the New World Celts seek a sponsor to pay for professional to create an international executive committee display?

- Yes 41.1%
- No 58.3%

Should the New World Celts seek a sponsor to offset the cost of creating and International Executive Committee display ourselves

- Yes 60.9%
- No 39.1%

Are the current displays sufficient for now?

- Yes 40.9%
- No 59.1%

Should each chapter create upkeep a local display?

- Yes 85.7%
- No 14.3%

We do not need to spend any funds on display

- yes 10.5%
- no 89.5%

Comments

- Depends on chapter and on international executive committee pool of talents but those who have the abilities and inclinations to volunteer them

should first be sought out before creating and spending money each chapter could have some members who contribute to creating the display.

- The last question is confusing, by answering no I mean we should ...a promotional committee for an elected board
- I am sure with all the members in place that someone has this expertise and for a nominal fee and reimbursement for materials could come up with something clever.
- The New World Celts need a display that is big and bold as we are as Celts. Any sponsor should be a Celtic company or product not Nike or Nissan.
- At festivals, the tent is staffed by competent members, does more to attract new members than any stand-alone display.
- Update to display all you want, and television is refined, what we are inviting them to join calm? A drinking club? We also need strong focus on women's areas if you want to attract and keep them.
- An attractive display would probably be an asset in member recruitment and New World Celt public recognition
- I have my own displays, PowerPoint presentations and materials. Local chapter shoes lead to promotions that locality.
- Orlando chapter seems do quite well in this respect
- .Less need for new displays more need to be inviting example the focus of New World Celts at the Ocala game was deftly turned inwardly. New World Celts folks chatted among themselves were not being very inviting.

Analysis: more displays are needed

Recommendations: displays should be created by several committees, sharing information

Question 13

It has been suggested that New World Celts have become large enough and capable enough to produce a large event. What would you choose to do? Check all that apply

Only support other festivals and events as a large group of volunteers who actively support the event	34.5%
Create a musical historic reenactment or fair	31.0%
Creating a Highland games event	31.0%
Create a weekend of Celtic workshops open to the public	51.7%
Create a grand ball/grand regalia event for a specific cause	48.3%
We should not consider a large event; we do enough already	6.9%

Comments

- Medium sized events are great too.

- How about organizing a tattoo? Many of people of many niceties love bagpipe music.
- I overheard someone saying this group was just a drinking club.
- Don't repeat what is already being done in Florida and do whatever you do outside Florida game season possibly a good cause for a grand ball might be a large annual scholarship. My idea of grand ball would include at least a spirited sword fight
- Yes let's do something grand and support a worthy cause. I love the idea of supporting young people who are learning the Celtic instruments, singing, dancing and such. Lessons cost a packet, and we could help.
- Have an active presence at all the Renaissance fairs.
- No comment on this one. I am far too far from the center of activities by New World tells to feel that it is appropriate for me to comment.
- These are all great ideas but very, very expensive produce. You need deep pockets sponsor that will give money but not interfere.
- If we do an event, we must be very careful to ensure that money spent are not lost i.e. operate at a deficit
- There are so many groups that put on major fests throughout the country. We need to be a voice to the general public such as school, and non-Celtic Gatherings.

Analysis: The organization would like workshops and a grand ball

Recommendations these projects should be assigned to appropriate committees

Question 14

How has New World Celts maintain your active membership and how New World Celts can continue to serve you and others as it grows?

- The energy of our local chapter, drawing other like energies to it has kept me drawn to it. Staying flexible, reasonable, growing steadily, consciously.
- By making the sponsorship "job one", getting rid of present structure of dictator and lackeys.
- By being relevant. I learned something of every meeting and I believe that will keep members coming back.
- I'm not active. The last events I attended seemed to be more on drinking anything else.
- Rick King of the wild Rovers and the e-mail is an excellent job of keeping us informed of our Celtic families' activities and living so far removed the rest of family, that's sufficient.
- By keeping the song and grog flowing
- Actually, it hasn't maintained my active membership. All in all the several meanings I went to her disappointing experiences. The primary activity was simply drinking to excess. Only one person really tried to make me feel comfortable as a newcomer. Some of the others were decidedly

unwelcome and cliquish. I saw people at the first meeting I went to who never came back. I've been told this was not an uncommon situation. After my experience, and see why. Too bad..... Because I think the concept has a lot to offer besides being a haven for old drunks.

- By default. I am much less active than previously, and will continue as such until the organization makes strides in revamping the upper echelons of power.
- I have only maintain the New World Cal membership because of the people involved, the organization itself lost my trust years ago and I'm only sticking around long enough to see if any changes get made.
- My chapter has a good call in person and e-mail updates process. Bravo for them. To make the active again, we need a well-defined, and well articulated and enthusiastically followed vision beyond a drinking club that goes to games and gives a little cash to someone. We need higher activity both at the local level beyond business meetings to determine who is going to man the booth to get people to come in to man the booth Kilt nights are a step in the right direction. We need some specialization things pertaining to Celtic culture both past and modern. How about nights or workshops that focuses on food, crafts, literature, modern life, genealogy etc. Could we make the chapter meeting include a short bit of any of these at each meeting? Why come to a meeting to talk about manning the booth, despite the delightful company?
- I maintain membership to support the concept of Celtic culture.
- Usually by e-mail contact. Distance is sometimes a problem and is the likelihood of my ever attending a New World Celts Event in the US or Canada.
- We, in Orlando, a great leadership and we have fun. If it's not fun you'll lose members. No infighting.
- Hasn't done much.
- More attendance at games.
- Just touch base with reminders or phone calls etc. I'm as much at fault as anyone else.
- If we can get quarterly updates on membership. I had to people sign up and never knew. There's nothing worse than joining something and then never being recognized.

Analysis: the members have a number of valid suggestions which need to be addressed

Recommendations: These projects should be assigned to appropriate committees

Question 15

Being as specific as possible, (including a contact name and number if you can), who should New World Celts contact for sponsorship? How is this

potential sponsor connected to Celtic history, heritage or culture? (Please be realistic in giving any suggestions)

- We shouldn't contact anyone. We should have enough members of various exteriors to put something together ourselves. WTF.
- Cultural grants from the Florida Historic Department. Their grants available for enrichment, tourism and educational events at the local and state level.
- Every chapter region has numerous opportunities in this area.
- Liquor distributors (talk to Orlando's spiritual advisor), travel agencies, Publix charities, food importers, Walker shortbread's and such.
- I don't know anyone. None of us
- None known to us other than the area Celtic shops.
- I start with the Celts use most booze and trooze. Celtic libations and Celtic attire.
- If I only knew.
- There has to be big name Celtic sponsors out there beside the Liquors, but I can't think of any.
- Try approaching dealers the Highland dress, Celtic wares Heraldic Shields and such like. These people often appear at Highland gatherings.
- Liquor companies for starter.

Analysis: The membership is unsure of how to act on sponsorship.

Recommendations: a committee should be created to research and go after sponsorship

Question 16

Some members have called for the creation of a Celtic Cultural Center. This kind of project would exceed the five year planning horizon we are currently developing. Give us your opinion on a Celtic cultural Center and your name if you wish to be part of the committee.

- Great idea, but you all will more than likely have it on the west coast somewhere. So that counts me out.
- A Celtic cultural Center is a wonderful idea and would anchor the new World Health Organization and the location. I would like to serve on the committee Elaine Dodds.
- Member should decide where it is located not just one person
- Great idea, but where will it be located? We need a feasibility study. I will help if we can get committee with these five individuals will seriously commit.
- I think a Celtic cultural Center is great but I also think that not having a relationship with other Celtic organizations in the area, particularly Dunedin, is limiting the success of this venture. I think more can be

accomplished together than apart and would like to see an effort to make a break where issues there are between these organizations. There are so many seniors who will soon be checking out, that history, stories etc. can be gleaned from them yet we are not allowing this resource to fade away. Too bad and sad.

- I would agree in a cultural center in the future.
- A building would be needed which would entail costs for purchased and upkeep along with taxes and insurance. Not practical my estimation, the less it shares another already operating venture.
- Not a bad idea, you would think that the city of Dunedin would already have one do they? This is really a noble long-range plan.
- This sounds look a great idea, but check with Ming Constable and Bill Hopper in Hawaii they have one.
- It's a nice idea but I don't know that it can be effectively pulled off by volunteers who work Full eight hour days and are expected to volunteer their time to run it.
- I would need more information on this to have an important opinion, but sounds interesting. Where, would it be located, and how it chapters far away have access to it or support it
- In today's economy economic crisis I do not suggest a Celtic Center. The only successful self supporting Celtic center of my personal knowledge is the Irish Center Los Angeles which supports all Celtic languages in all cultures as they become available.
- Good idea, very expensive. I would give support where I Could
- Interesting idea. With the general theme? Location? Items included? Would be very interested, but do have limited time Larry Jamieson
- Too big and expensive.
- That would be an excellent idea. Pass on our Celtic history would be the most important thing we can do, and adding a specific place to do it would be super.
- Aye Michael Dunlop.
- They are attempting to establish on Lake Charles Los Angeles. This is pretty daunting task that requires a lot of time and money. It would be better to establish Memorial Park that would be more fitting to the agrarian culture of the Celtic people. This park would be a multi cultural park for walking, to baseball, picnic areas. If it gets the Celtic culture and name to those who normally would not be interested in Celtic culture.

Analysis: The membership is interested in examining the potential of a Celtic Cultural Center

Recommendations: form a committee to examine the potential of a Celtic Cultural Center

Question 17

Suggestions for short-term projects include a music book, a Celtic calendar, and a Celtic cookbook. If you have a pet project, please list the project and get your name and contact information you wish to be part of committee to pursue the possibilities.

- Celtic music series
- Cookbook Committee Tracy Mullins
- I've already contributed a family recipe and history and it was never acknowledged or used. Seems like people off to do things and then it gets dropped by the wayside and that's all anyone hears of it.
- A music book with words to songs or cook book would be nice. Not interesting in a calendar though.
- A New World Celt pub sing-along book would be cool. Celtic calendar and cook book sounded too. I would likely buy all three.
- If you do it the cookbook I would be interested set them up before Lexi Price
- Help facilitate the opening of a Celtic dance school in Polk County by finding out the interesting Celtic dance lessons at educational events in schools and other public venues.
- They all saw fine. I would developing supporting a band and/or individual musicians. How about music at every meeting or quarterly?
- All of the above especially the calendar
- .All I good ideas. We contribute to Celtic cook book with some my own recipes.
- No put cook book. No music.
- A how-to video that could be given to local chapters to show the membership. The ultimate goal would be to produce 12, to be shown as a topic focused for that month's gathering or meeting. Every new World Cup group would be able to stay on task with the Celtic calendar and upcoming events we can take advantage of.

Analysis: there are potential projects which members wish to pursue

Recommendations: form a committee to pursue the afore mentioned potential projects

Question 18

Have any promises been made by New World Celt's that have not been kept? If so, how can things be made right?

- They promised to make it to make sponsorship transparent. Dissolve the international executive committee in favor of an elected board.
- None.
- None made to me that have been broken.

- The idea of promotions support for events from the vice president of public relations has long been a fantasy. Fill the position with someone willing to help, with experience and contacts available to all chapters, or leave the promotion of the chapter events up to the chapters.
- Yes the president of the international executive committee should not be allowed to make promises with the full approval of the entire international executive committee board and the promise of being put in writing during an international executive committee meeting for all to see.
- No promises have been broken to me.

Analysis: There is some unhappiness with the status quo.

Recommendations: The IEC should address the points which members have raised

Question 19

There is a perception that some of the chapters of the New World Celts are given being given more attention by the International Executive Committee and other chapters, have more influence than other chapters and act as the “tail that wags the dog”. In your opinion, how can all chapters be treated equally and how can the appearance of favoritism be remedied.

- Chapters that are active draw more attention. They are giving and so they receive attention. The more involved, communicating, putting in more time, effort, interest. Again the response is more attention, a response because a chapter initiated it. An explanation to this effect could be included as part of the annual personal letter from the present each chapter, at least to the chapters that are not very active and if they aren't special attention should be given to them to uncover the reason why and guide them.
- Huh more F***ing drama
- Please, aren't we all members of a great organization?
- By having an elected board of directors, one from each chapter (non-officer excluding international chapters) International chapters being small could serve as officer and board members until they grow. Each chapter would have an equal voice. The meetings could be held electronically once year at a general meeting in person.
- If that perception is seen then it may be that some chapters are more involved than others and it is just an excuse.
- I think this view mainly comes from the simple fact that most of the international executive committees were also founding fathers of the New World Celts and all live close together and because the Dunedin chapter. Perhaps the New World Celts should do as many clans do and create an intermediate level of regional or state commissioners who travel among the various chapters in the area, attending the meetings and helping to coordinate events and activities among chapters in the area, as well as

- coordinating volunteer help for any games in the area with which the New World Celts wishes to assist and/or manning a New World Celt booth at those games. Sort of serve as liaisons between the chapters and the international executive committee. In addition in Florida at least, members of the international executive committee, should on a rotating basis, also be required to attend at least one other chapters meeting each month. This, however, when not be practical for chapters in other states, except on special occasion basis. Or how about assigning each international executive committee member to offer also oversees the chapters of a particular region. Not necessarily by physically visiting chapters, by close contact with the officers of the chapters in the area. They built a panel of international executive committee vice presidents of the various regions of the US/world where the New World Celts as chapters, i.e. regional VP of the Pacific, regional VP of the Midwest etc.
- The age-old warring of the clans. Who is the strongest? Who is the power behind the throne? Who's got the wealth? Ha ha ha let them fight for their right to pa-r-ty. We are the New World Celts not the New World whiners.
 - The international executive committee members need to be removed from the day-to-day workings of their local chapters may be international executive committee members should not even be members of the local chapter until the term has expired.
 - Straight and weighted vote. For example, each chapter receives a vote for every 10 members. It encourages growth but keeps the voting waited a little bit more even throughout the organization. It seems unreasonable to chapter 8 people as the same boat as one of 40 people. The Chapter of 11 (one vote) and a chapter 18 (one-vote) would even out as all the votes come in.
 - Not my perception.
 - My group I own group is not, as far as I know, an official Chapter New World Celts. But we were, being in a far-off country, we would expect only be kept in touch.
 - Perception is likely reality. It is impossible for all chapters between treated equally as there is typically a natural imbalance in communication. But it would seem that open communications, in both directions, would help.
 - Size matters, so equality is impossible.
 - Bring these perceptions to the attention of the international executive committee President., this is the first time I have heard this, and should be, and as far as I'm concerned, not true
 - It is natural that the chapters closest to the international executive committee would be able to coordinate a little bit better, but the communication for us in Los Angeles has been as good as expected. The only way this could be resolved would be to remove all international executive committee members from the chain from chapters and relocate international executive committee. But that is not fair or practical. That vacation is always best.

Analysis: a problem exists, which is not just the appearance of a problem
Recommendations: The IEC should address this problem and create policy to deal with it.

Question 20

Significant volunteer hours have been logged to create and answer questionnaires, come to planning sessions and analyze tons of data. With tried to cover all the bases, but if you feel there is something we have missed, please tell us in the space below.

- This is a well done and pertinent questionnaire, bravo to those who volunteer their time and talent.
- We need to specifically deal with the structure of the organization.
- Marcia Mullins should get special recognition for having to put up with her mad husband through the process. Someone should also buy a pint for Don Ryburn, Tom Morrison and Rick Mathewson and Mike Dunlap for their contributions and long-range planning process. And all of the Charette volunteers. Hell let's have a round for the house, all the members who've made this a success thanks guys; Tracy Mullins.
- This was well thought out.
- Can't become anything else.
- My thanks to all of you.
- Amazing job. The only things I feel are not addressed are personal, and not pertinent to the organizational wide effort.
- Bylaws still need to be reworked. If the Senate were to sit and go over every section. We would come up with a different answer as to what the paragraph means. It should be cut and dry. Or simplified and then simply have another set of short specific answers to questions such as if a chapter board member can hold two offices or not, etc.
- You have done a fine job. Bravo for you. I think we are going in the right direction and can come up with something good. Understand that those who want to do nothing or have a drinking club may not respond or leave but that is the price paid for moving to a new vision. Others however may reactivate and new people join. Keep up the good work.
- You have done well.
- You mist be joking All the best.
- Really question. Have the questionnaires yielded the type of results were trying to achieve?
- It's okay.
- Outstanding job. Cannot wait to review the data recommendations, Mike Dunlap
- I know it's hard for new chapter to even know where to start. Even though we never like to be told what to do, I expect it might serve new members and chapters at the international executive committee established guidelines and expectations that are to be followed. If we are required to

do nothing, then it won't it is easy to get that done. Aim at nothing annual and every time...

DRAFT

Discussion

This report represents the work of the New World Celts (NWC) International Executive Committee's Long Range Planning Committee based. This report, produced with the assistance of the New World Celts membership has been created to assist in establishing policy and strategy for preserving and developing the Celtic culture in the New World through the assistance of the New World Celts Organization. This report represents change and therefore will be attacked, by persons with agenda's counter to the majority of the membership as polled in this document. The findings of this report represent the results of a majority of votes and not a consensus of the membership. Additionally, only a representative population of the membership participated in the questionnaires or the long range planning Charette. However, there is a high probability that those who participated in the questionnaires and the Charette are the members who are the most active participants in the organization, and who will lead the organization forward.

The report had four objectives, and these were met with a various success.

First, the report was to summarize the current situation, look at IEC Long Range Planning Committee's initiative to take a leadership role, and to create a credible process to poll the membership's opinions. In this, the report was successful.

The second objective was to present the long- term strategy developed through professional research and member consultation. This too was successful, in that a successful methodology was created, the membership consulted and long term strategies were developed to present to the Celtic Senate for their consideration.

The third objective, to identify the first actions needed to begin the implementation of this long-term strategy, has been created.

The fourth objective was not so successful. This objective was to identify the role of the International Executive Committee as a critical partner in supporting chapter efforts to revitalize the Celtic culture and to expand the Celtic economy (by supporting Celtic artists). This report has called into question the success, function, operations and composition of the IEC. The potential for an elected Board of Directors to replace the IEC has been tabled as well as the potential for an IEC that answers to an elected Board of Directors. The management of the organization should be reviewed.

The data collected for the study has been presented in appendices and prove a wealth of information for the leadership of the New World Celts, to make decisions, support decisions and provide proof that policies are based in member input and not capricious whim. This study also allows the membership to hold leadership accountable for their actions or lack of action.

Long-range strategy

The purpose of the NWC Long Range Planning Committee's work is to create a strategy to preserve maintain and develop Celtic culture in the New World. This strategy includes a vision statement, mission statement and goals for a 20-year time frame. It is the duty of the Celtic Senate to review and ratify (or reword and ratify) these key guiding statements based upon the data and analysis section of this report.

Vision

Our Celtic culture will thrive in the New World. Those things we value are maintained in each chapter of the New World Celts, because Celtic culture lives.

This is a statement of the vibrancy of the Celtic culture in the New World. It is a vision to be applied at the chapter level which will in turn benefit the entire New World Celts organization. This vision statement is focused on revitalizing and developing a thriving Celtic culture for the future. The objective is to ensure Celtic culture becomes more visible, and in this context encompasses music dance literature and all forms of expressions and values which form part of the Celtic community life.

Mission statement

To create the environment that makes New World Celts a place where Celtic language and culture thrive.

This mission statement is simple but comprehensive, focused on accomplishing the vision for Celtic culture in the New World

Goals

1. To promote awareness of the outstanding contributions and history of the Celtic peoples in the formation and continuance of the New World.
2. To provide a forum for the exchange and promotion of Celtic cultural information between the Celtic associations of the New World, and to act as liaison for coordination of and assistance to these organizations.
3. To provide a vehicle for charitable donations to promote Celtic culture in the New World in the areas of cultural awareness, music, dance, athletics, re-enactments, and other areas deemed appropriate by the International Board of Directors.
4. To support all Celtic cultural non-political, non-religious, non-racist organizations that espouse the same high ideals as ours, regardless of whether they are Scot, Irish, Galician, Manx, Welsh, Breton, or Cornish.

5. To perpetuate Celtic Culture and history in the New World.
6. To provide a fraternal atmosphere for members.

Actions Arising from the Strategy Process

The strategic planning process undertaken by the NWC Long Range Planning Committee has helped create a dialogue and shared understanding between Chapters and International Executive Committee on the issues involved in preserving and developing Celtic Cultures in the New World. The Long Range Planning Group has developed a shared vision, mission, and goals and has built a consensus on the need to take action on many fronts.

The Long Range Planning Group's accomplishments have created clarity, focus, and forward momentum. A smooth transition from strategy development to coordinated action requires:

- Maintaining the forward momentum.
- Focusing initial efforts on a limited number of programs and Celtic development areas, to prevent diluting efforts and expanding the scope beyond the limits of resources available.
- Staying true to the strategic planning process, which includes ongoing evaluation and adjustment, building on what has been learned, and continuing the partnership of Chapters and IEC.
- Demonstrating progress and accountability for implementation of programs.
- Ensuring that broad benefits, perspectives, and participation take precedence over narrow and personal agendas.

To ensure the continued implementation of the strategy, the NWC Long Range Planning Committee makes the following recommendations:

7. Modify the structure and operations of the International Executive Committee as necessary.

The role of the IEC is to develop a priority list of actions and prepared coordinated action plans for implementation; encourage the Celtic community to engage in strategic activities; help identify leaders, partners and supporters for specific initiatives, address organization-wide issues and priorities; monitor and communicate progress on the implementation of the strategy; and promote awareness of the strategy.

Actions:

- Improve the organizational structure of the group (e.g. Committee teams, chairs, minutes) to distribute the workload, improve communications, and facilitate the process. If a member of the IEC is unable to perform their appointed task to level required by the organization, the President of the IEC shall remove them from the position. This position will be replaced by an interim person until such time as an election is held and a replacement elected
- Poll current members on their interest in continued participation and roles.
- Invite new members from the chapters into the IEC Group and/or its Committee teams.
- Create project teams or working groups on the various components of the strategy.
- Plan meetings – dates, communications, locations, materials needed, facilitators, etc.
- Work with the Celtic Senate in appropriately structuring that organization to become an umbrella organization for this entire initiative.
- Secure any resources necessary for the efficient operation of the International Executive Committee and its committees.

Timeframe:

Complete this action as soon as possible. The IEC should hold its first meeting within two months of the release of this strategy report, and meet regularly thereafter.

8. Develop 5-year strategic action plans for each of the six goals

To achieve the 20 year vision the strategy must be broken down into a series of 5-year units so that detailed strategic action plans can be developed and progress measured as the community moves toward its vision. Within each 5-year plan there will be programs under each of the nine goals.

Actions:

- Work with the key initiatives identified by the membership of the New World Celts within this report by 5-year units of time within a 20-year strategy.

- Establish project committees with at least one member of the International Executive Committee on each Committee. Each team will draft the strategic actions in the first 5-year action plan for area of the strategy and will maintain contact and report progress to the International Executive Committee.
- Discuss and finalize a draft 5-year plan which will be discussed with the community in the next set of meetings.

Timeframe:

Begin as soon as possible. Hold meetings to discuss draft 5-year plan.

9. Promote awareness of the strategy with NWC Chapters communities, stakeholders, and potential partners (sponsors, Dance schools, Bands etc.).

The International Executive Committee has an ongoing need to promote understanding and awareness of the progress made to date and the overall process.

Actions:

- Provide the Chapters with access to this document via Internet download.
- Identify all other key audiences who should receive information on the strategy.
- Determine the most appropriate method for reaching each audience.
- IEC will create appropriate communications materials and distribute as required.
- Maintain a continued Internet presence for the strategy.
- Seek out opportunities to promote awareness and understanding of the strategy.
- E-Mail copies of this report to everyone who attended the June 2009 Planning Charette and alert the Stakeholders of the plans to hold another series of meetings in 2014.

Timeframe:

- Start immediately and continue indefinitely.

10. Hold chapter forums on the drafted strategic action plan in 2010.

- Once a plan of specific actions has been developed, the Chapters should be consulted again, through another set of meetings.

Actions:

- Develop a forum plan, budget, and timeline.
- Schedule and plan for a second set of meetings in the same Chapters as in June 2009. These sessions should facilitate an understanding of the strategy and solicit input, and confirm Member-based support for the strategic plan.

11. Use the meetings to recruit further participation in the implementation process. (Sponsors, Dance schools, Bands etc.).

Timeframe:

Hold forums in 2014, once 5-year action plans have been developed.

Initiatives

A number of initiatives were identified by the membership and are presented here in no particular order

Initiative: 1

Establishment of a New World Celts genealogical database.

- **Timeframe of this project:** This project can be started up in little more than a year, and will be an ongoing project to keep the database up to date.
- **Project description:** The genealogical committee of the New World Celts will make initial decisions on the genealogical database format and methodology, using standard genealogical software, for the purpose of the education and archiving of genealogical data.
- **Conditions of satisfaction:** Members of the New World Celts and others should be able to go online and access the New World Celts genealogical database through a keyed portal. Access to the portal would be a better benefit of membership in the New World Celts. Non-members will have to pay for access to the database, or become members of the New World Celts. Eventually a mapping interface should be included so that a member may map the progress of their family, from their initial depart

from the Old World, to their port of entry to the New World, to their spread across the New World.

- **Idea:** The New World Celts should be in the forefront of the preservation of Celtic genealogical data as genealogical and geographic data is what connects the New World with the Old world.
- **Plan of action:** the International Executive Committee will solicit members of the New World Celts who are interested in genealogy to form a committee of not less than 5, (including one ex-officio member of the IEC) to determine the needs (both technical and human resource-wise), the resources necessary to create a world-class genealogical database.
- **People:** the NWC Genealogical Committee will need the aid of genealogists, a webpage designer, and a database designer as well as a number of amateur genealogists who will populate the database.
- **Places:** this database is envisioned to be a virtual entity, however the server, will be found at the hosting Internet providers offices.
- **Time:** it is expected that the initial setup of the database will require about a year and will constantly have data, entered into the database by member genealogists on an ongoing basis
- **Billable hours:** depending on the setup this may require many billable hours for program to set up initial website site.
- **Money:** the initial setup of the genealogical database may require a specific fundraiser such as a golf outing to raise money for the initial costs and programming of the database

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5.

Initiative: 2

Celtic Cultural Center

- **Time frame:** The time frame for a Celtic Cultural Center is a 20 year planning horizon.
- **Project description:** this project will include a multipurpose building which would hold the head office of the New World Celts International, meeting space, storage facilities, educational facilities that will hold the “College of the Celts”, a fully rigged outdoor stage for theater and music, and a field for special events.
- **Conditions of satisfaction:** A revenue generating facility for the New World Celts International
- **Idea:** the idea is to have a multipurpose facility for the support of the vision, mission and objectives of the new World Celts.
- **Plan of action:** this initiative requires a committee of interested individuals on the long-term plan within five years. Sub committees will include a technical committee and a fund raising committee. This committee will host a planning Charette within 2 years as the first milestone of the effort.

A business plan will be being created by the 4th year as the second milestone. A full scale capital campaign must be in place by year 5.

- **People:** As this is a major project, and the President and V.P. Long Range Planning will be minimally participate as ex officio members of the committee; however the president can be an active committee member. A committee of minimally 5 additional active committee members will be required. It is recommended that one or two members act as liaison to other Celtic organizations (i.e. SAS) and businesses (i.e. Publix).
- **Places:** The location will be determined by a marketing study.
- **Materials and equipment:** The planning committee will be required to come up with designs and costs for the creation of such a facility
- **Time** this will require 20 years of planning and fundraising to get it off the ground however the sooner we start the sooner we will be able to
- **Billable hours:** billable hours will be accrued by land-use planners, engineers, architects, landscape architects, accountants, and another of a number of specific theatrical professionals.
- **Money:** It is envisioned that this project will require \$5-\$10 million to complete. This project must stand on its own financially, and cannot request any funds from the general funds. If at the end of 5 years no significant progress has been made, any funds raised for this project must be surrendered to the general fund.

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Initiative 3

Publishing music videos and CDs

- **Time frame:** this is a short-term horizon within this can be started within a year and will probably be an ongoing project.
- **Project description:** the project is meant to be a way to showcase Celtic Culture and the talents of our membership and others interested in Celtic Culture.
- **Conditions of satisfaction:** the conditions of satisfaction would be the burning of the first CD or the creation first music video ideally within 18 months.
- **Idea:** the idea is to raise the profile of Celtic artists within the realm of the New World Celts to provide them with professional facilities by which to record the music and share the profits of CDs or videos which the New World Celts help to produce
- **Plan of action:** A committee of not less than 5 active members will be formed, artists and content selected and a preliminary schedule will be drawn up
- **People:** This group will require artists and technicians and people to help out with via the background material such as appearing in videos.

- **Places:** It is likely that this project will take place in Orlando or Lakeland where facilities current exist.
- **Materials and equipment:** This project will require digital recording equipment, digital editing equipment, microphones and musicians.
- **Time** this committee should be able to get things off for the next three months
- **Billable hours:** billable hours can accrue to musicians, lawyers, audio engineers etc.
- **Money:** It is envisioned that we will have to create a few kilt nights, Ceiligh's or other small fundraisers to raise seed money for this project. This should be a self supporting project. I do not envision anything coming out of our current budget for this project

This initiative meets the New World Celts Goals: 1, 2, 3.

Initiative 4

Educational materials for the improvement of the New World Celts Website

- **Time frame:** it is envisioned that this will start in this 2010 and be an ongoing project of the New World Celts.
- **Project description:** Eventually it is envisioned that the website will be an access point for all things Celtic. This is the least difficult of all the projects to date
- **Conditions of satisfaction:** as a condition of satisfaction any material submitted to the webmaster must be posted within 24 hours of it being received.
- **Idea:** the idea behind this is a New World Celts Wikipedia of all things Celtic, an online Celtic newsletter, and blogs. This will be a first point of contact, where members can get ideas or presentations or workshops.
- **Plan of action:** a committee plan of no less than 4 members in good standing will be created to work with the webmaster to design the site content. The web master and the committee will determine the form and function of the website and the educational materials to be posted upon this website
- **People:** the New World Celts will have to have a central person or committee to make sure information gets posted to the website
- **Places:** this will be a virtual committee and the site will be cyberspace whoever will be handling our website will that's where our server will reside.
- **Materials and equipment:** this only requires Internet access
- **Time** it is expected that this will require hundreds and hundreds of hours of volunteer labor to collect the information that will go on the website
- **Billable hours:** this will cost Web person's billable hour's time and the cost of the monthly web hosting.

- **Money:** it is envisioned that a specific fundraiser will be required to raise the money for extra bandwidth etc. However, this should not cost more than what we are currently paying for the current New World Celts website

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Initiative 5

Educational materials for schools

- **Time frame:** is expected that an educational committee will be set up this year and that the initial materials will be put together within two years and education materials will be an ongoing commitment by the New World Celts
- **Project description:** this will require members of the New World Celts who are experienced educators to create lesson plans which are in line with State Education Guidelines. This will begin with the State of Florida and eventually all of the states of the union
- **Conditions of satisfaction:** the condition of satisfaction will be the introduction into one of the school boards either as part of the curriculum or as a supplemental activity.
- **Idea:** the idea is to get young people interested in Celts through the educational materials provided by Celts
- **Plan of action:** a committee of educators will be formed by members of the New World Celts and friends of members of the New World Celts.
- **People:** this will take an intensive effort by the membership to pull together and conform educational materials that could be used in entertaining educating and soliciting youths to the New World health organization
- **Places:** initially this will be done in the state of Florida, and online
- **Materials and equipment:** it is expected that a major outlay in creation of imprinting of graphic materials for classrooms will be required
- **Time** the initial material should be available within two years
- **Billable hours:** some billable hours may be generated in this will have to be determined on a case-by-case basis
- **Money:** It is expected that the creation of educational materials will have a high cost in develop and creation, however this is an area where major sponsorships may be available from breakfast foods, children's toy makers, or other organizations

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5.

Initiative 6

Publications: Cook Books, calendars, music books, haggis lore and other legends, histories, etc.

- **Time frame:** this is a project that can happen immediately and will be ongoing
- **Project description:** the production of a number of books and other printed articles which can include CDs and videos to productive to promote the New World Celts is an easily attainable project
- **Conditions of satisfaction:** the publication of the first within one year.
- **Idea:** these publications will be for the use of members of the New World Celts and people interested in Celtic Culture. NWC publications could be used as gifts and presents for family and friends as they have the personal touch of their loved ones. This is a great way to capture membership knowledge
- **Plan of action:** a committee will be formed to determine which publications will be easiest to produce. Once a project is selected then individuals will be solicited to start pulling together the materials, to create such publications. A separate 2 person review board will be created to ensure the publication is of a high quality.
- **People:** all the members and friends of the Celts can easily participate in this project
- **Places:** as we have printers in Lakeland Florida who have employees and they have up been sponsors of the organization will patronize those organizations however some of these products can be created in-house
- **Materials and equipment:** computers and printers initially sound equipment
- **Time:** this will take hundreds of hours of volunteer time
- **Billable hours:** if we don't have volunteers we may have to pay professionals to do the setup and layout of the book's
- **Money:** small fundraisers can be used to raise money for this project

This initiative meets the New World Celts Goals: 3, 4, 6.

Initiative 7

Workshops

- **Time frame:** this can be started within the year and will be an ongoing program
- **Project description:** many members have determined that workshops would be a good way to disseminate information between and among the New World Celts. This is a high priority item with the membership

- **Conditions of satisfaction:** the first workshop should be available by the end of 2010. There is currently a workshop on how to speak Gaelic, which has been implemented by Mike Dunlop, which is being made available to chapters.
- **Idea:** the idea is for members to educate their fellow members. The New World Celts have a number of knowledge experts. Workshops are a great way to capture some of the knowledge held by senior members. Workshops that have been mentioned are: Celtic languages, Celtic clothing construction, Celtic music, games and dance.
- **Plan of action:** subject experts will be solicited and committees will be formed to develop workshops within the chapters and to share between the chapters
- **People:** this will take a number of volunteers
- **Places:** workshops will take place at all of the New World Celts meetings and eventually quality workshops will be presented at Renaissance festivals and Highland Games as part of the educational outreach program.
- **Materials and equipment:** this will require the creation of a number of display boards, the printing of materials and the production of power points and other presentation graphics.
- **Time** each workshop will most likely take about 200 hours of volunteer time to create
- **Billable hours:** no billable hours are for scene
- **Money:** chapters may determine that they wish to sponsor a workshop and pay for the materials. As these materials are educational in scope this is a legitimate spending of funds at local level

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Initiatives 8

Sponsorships, memberships and grants

- **Time frame:** immediately
- **Project description:** this project is meant to bring more people and assets to the New World Celts
- **Conditions of satisfaction:** We wish to increase membership by 10% this year and sponsorship by \$15,000 by the end of the year 2010
- **Idea:** the idea is that both sponsorship and membership require an out-reach by the organization to attract new assets, be those assets people or products
- **Plan of action** a new committee of minimally 6 people will be formed and ideas and contacts will solicited from the membership
- **People:** this will require people at all levels of the organization
- **Places:** this will require effort in each chapter and by each member to make it successful

- **Materials and equipment:** Customer relation Management software such as ACT will need to be purchased and populated; some material such as PR brochures may be required. Each chapter may feel that it should purchase a pint for new members and show some hospitality
- **Time** this will be an ongoing activity
- **Billable hours:** some legal fees may be generated
- **Money:** each chapter may decide to set aside some money for sponsorship generation and membership. money from the general fund may need to be expended

This initiative meets the New World Celts Goals: 1, 2, 3, 6.

Initiatives 9

Fundraising and grants

- **Time frame:** fundraising will start immediately and will be an ongoing project
- **Project description:** beyond sponsorship and membership fundraising is a separate activity. In the past this has consisted of Raffles, silent auctions, and passing the hat at events for performers.
- **Conditions of satisfaction:** it is expected that each chapter of the New World's be self-sustaining, operate at a profit and not create any fund-raising activities that run a deficit
- **Idea:** the idea is that the IEC international will create a database of good fund raising at committees which can be used by each individual chapter information currently exists on how to put on a golf outing but a number of other activities can be profitable. The money raised is to be used to create scholarships
- **Plan of action** a fund-raising committee will be pulled together in the database of fund-raising activities will be created within two years
- **People:** This will require all members on a year-round basis
- **Places:** this will have an at each chapter
- **Materials and equipment:** will depend upon the fundraiser
- **Time** fundraising should not absorb more than 30% of the time of any chapter
- **Billable hours:** no billable hours are envisioned for fundraising, but some billable hours may be generated by a grant writer
- **Money:** each chapter will have to create their own budget for fundraising

This initiative meets the New World Celts Goals: 1, 2, 3, 6.

Initiative 10

Festivals and events

- **Time frame:** it is expected that any good festival or event will take two years of planning
- **Project description:** Support of festivals and events Art are determined to be a chapter level responsibility. International Executive Committee will not be attempting to put on an International Festival or Event within a ten-year timeframe
- **Conditions of satisfaction:** the New World Celts will organize and create a festival manual within two years to help each chapter with their festivals and event support.
- **Idea:** members of the New World Celts actively support the running of Highland games and Special Events. Best practices can be collected and experience gained for a point in the future when a chapter may decide to put on their own event. The information gained will be collected in a best practices Manuel.
- **Plan of action:** first create a festival and special event manual which will include marketing materials and layouts for standard New World Celt initiative so we can brand the organization and people know they are coming to a quality festival or Event.
- **People:** all members
- **Places:** individual chapters will have individual festivals and events
- **Materials and equipment:** the festivals and events committee will create a number of forms and guidelines for putting on successful events to help local chapters share their best practices
- **Time:** it takes about two years to put on successful event
- **Billable hours:** billable hours may be generated by hiring professionals to create graphics and T-shirts etc.
- **Money:** each chapter will be required to find the money to put on their own festival or event.

This initiative meets the New World Celts Goals: 1, 2, 3, 4, 5, 6.

Partnership with government

The New World Celts depends upon the good will of government at all levels, and will continue to do so as long as it exists. The organization's tax status, ability to raise funds, special event permits and many other functions depend upon good government relations. The support of all levels of government is important to the mission; the local government is a critical partner in this process.

The role of government should be an enabling one. For example, the cooperation of local governments is needed for parades, festivals and special events for

permits and permissions. Many local and state government departments can be involved, including Tourism, Education, Transportation and Public Works, and Economic Development.

Enabling may extend to knowledge transfer, such as in assisting organizations to access funding programs, establishing suitable organization structures, or making other expertise available from various departments. Enabling will also involve cooperative programs where the government entity such as Tourism Florida is provided with the expert Celtic knowledge for state publications, tourist documents, maps, etc. for incorporation in state initiatives.

The rewards from such a partnership can be substantial for New World Celts, its members, its stakeholders, and its pride.

Detailed strategic 5-year plans and yearly project plans will be provided to government as these are developed. The following is requested at this point:

1. Support in principle for this strategy.
2. Continued involvement of key departmental personnel to work with the NWC Long Range Planning Committee in its ongoing efforts.
3. A meeting with State Tourism, Culture and Heritage and appropriate departmental personnel to discuss available resources and opportunities for assistance with the implementation of the strategy.

The author would like to thank the reader for their review of this work.

APPENDIX 1-the pilot study administered to the Lakeland Chapter

The cover letter

Without innovation and new programs, the New World Celts will atrophy. A dynamic New World Celts is one that can produce new programs and projects on short notice. The challenge for any volunteer organization is to encourage creativity and energy while appropriately focusing resources and maintaining the quality of its programs.

Although the energy of volunteers appears to be a scarce resource, in fact there is a lot of it out there. The New World Celts must develop a way to discover it, mine it, channel it, and deliver it. Underlying New World Celts processes should maintain this focus.

There's a lot of energy out there. Sometimes there can be problems recruiting volunteers for programs. Perhaps that's not a sign that there is no energy for Celtic Culture or the New World Celts, but that we should reconsider those programs. Is the mission compelling? Is the atmosphere rewarding? Do the volunteers feel valued and thanked? They must be allowed and encouraged to innovate and develop new programs, not just fit into existing slots.

Mining the energy. Each new, New World Celts member, each attendee at a New World Celts event is a potential source of energy. New World Celts members must always be considering how they could discover and channel that energy. All active volunteers should become energy prospectors. They should know the opportunities the New World Celts offers and always work to match the interest and direction of a prospective volunteer with the right program for them. The New World Celts should offer a broad enough range of volunteer opportunities that there is a place for all types of energy.

Channeling the energy. Some volunteers will have the energy or desire to create new programs. The New World Celts should have a process in place that encourages innovation while maintaining focus and quality.

Delivering the energy. New World Celts programs have value only when they reach their intended consumer. The New World Celts must develop an infrastructure of web site, e-mail, mailing lists, and databases, which enable it to efficiently and effectively deliver its programs to the intended audience.

There are three elements to consider in delivering the energy:

1. Did the program meet the guidelines set forth for the program by the Board?
2. Did the program meet the objectives set by the implementation team?
3. Did the program meet the expectations of the attendees?

Things to Consider:

Among the New World Celts' key activities are service, education, and fundraising. The purpose of the New World Celts is to encourage the enjoyment of Celtic heritage. The nature of the New World Celts is that it is accessible.

Thus:

- Any New World Celts program may have a social component, but that component is secondary to the primary objective of the program. As such, persons attending service or educational events may be charged enough to cover the cost of food and drinks. Those planning events should keep prices for those events accessible.
- The service side of New World Celts programs should be structured so that it is not burdensome for a New World Celts volunteer. The program should not expect the volunteer to incur unnecessary or exorbitant costs to participate in the program.
- All programs should consider costs vs. benefits. The New World Celts may charge groups for delivering programs, but these charges should be intended simply to recover costs. If a group wishes to contribute more, they may. Some programs may be delivered to the public at no charge. In this instance, the New World Celts will underwrite the cost of the program or it may seek additional underwriters. Program planners should agree with the Board on a cost per attendee. Post evaluation should report on the same basis.
- Fundraising events should be priced to represent value to the participant. Charges for an event should represent essentially the market price for the goods or services received. Note: then all funds raised will be through donations and underwriting.
- Fundraising programs should represent value to the consumer. Prices will be market prices and where commissions are involved, the New World Celts should indicate the commission or profit it makes from the sale.

Measurable results

Following an event or program, a written report should be submitted to the Board which compares actual results to the established objectives and that contains recommendations for similar future programs or projects (which may include discontinuing the program).

Initial SWOT Analysis

-

Strengths of New World Celts

- **Unique survival of Celtic culture in North America**
- **Attractive and accessible music and dance culture**
- **Hospitable welcoming culture**

- Strong local involvement in cultural events
- Good distribution of culture
- Potent contributor to local economy

Weaknesses of the New World Celts

- Languages near extinction
- Evidence of fragmentation, ambivalence, low confidence and low moral

Opportunities for the New World Celts

- A chance to take stock and chart new directions
- A chance to capitalize on an improved environment for Celtic culture

Threats for the New World Celts

- Inaction
- External mediation
- Consensus paralysis
- Front loading (concentrate benefits at the start of membership)
- Founders syndrome

Priorities for long range survival of New World Celts

- Stabilize Celtic cultural arts
- Initiate research into Celtic culture and disseminate the results widely
- Develop a core of instructors and tradition bearers
- Develop better communications and cooperation between groups both within Florida and abroad
- Expand the economic possibilities for the New World Celts and their organization

Education Objectives as per 501c3 status

What programs could the New World Celts offer for **members** to enjoyably and easily learn more about Celtic Culture?

- On the NWC web site we should have audio sound bites and visuals of the music from all of the NWC events possible.
- Have members speak to stakeholder groups, giving information on what goes on in historic interpretation, promote support to historic re-enactors.

- Put information on NWC web site about the upcoming + current events
- Promote and disseminate information on Celtic Culture in partnership with universities and colleges.
- Provide a list of CD's + books on Celtic Culture and genealogy available for purchase on the NWC website
- Plan events in outlying communities that would draw communities together and new NWC members in.
- Provide online boutique and marketplace for arts and crafts items from members and vendors on the web site

Education

What programs could the New World Celts offer to **expose** and **excite** more **adults** about Celtic Culture?

- Celtic Cultural celebrations: St. David's Day, St Andrew's Day, St Patrick's Day, etc.
- NWC's should participate in other organizations festivals and events
- Tail Gate Parties, bringing music & stories
- Promote the New World Celts by creating a "Behind the Music" talk after each major event where music is provided. Sit round the portable campfire
- Develop a speakers docents program
- Have an NWC float for parades and an Art Car in the Art Car Parade
- Have a boat in Gasperilla
- More coverage from news media
- Create a Genealogy Festival and contribute to Renaissance Festivals.

What programs could the New World Celts offer to **expose** and **excite** more **students** (elementary, high school, university) about Celtic Culture?

- Poster series, for Young Adult Group to Distribute to High Schools & Universities
- Connect with school drama club
- Establish Junior New World Celts (Celtic dance, Celtic sports, Celtic music)
-

Recruitment

The New World Celts would like to have "**fresh participants.**" Whom should we recruit and how could we reach them?

- Joint Venture w/ other Celtic Cultural organizations.
- Identify New World Celts Members – Use Buttons – Badge or pin – Wear this ID to identify Celtic "Wisdom Keepers" Use as way to meet + invite public to become more involved.
- Network – New World Celts Members are members of other groups

- Take “programs” to colleges to reach undergrads and grad student
- Reach out to existing to non-Celtic Culture Groups. Offer them a Celtic Culture event.
 - Fraternal Organization
 - Professional Society
 - Church Group
 - Social Clubs
 - Sports Clubs
 - Recruit orchestra and chorus members to join the New World Celts

Recruitment

What specific **activities** could the New World Celts and its members undertake to **recruit new members**.

- Have casual events as fundraisers that will attract wide variety of people (families) Barbecue, etc.
- Provide membership info at all New World Celts events. Have a membership committee member present with applications.
- Tell about Celtic Culture & involve New World Celts theme party before opening night at Lakeland center (Irish Rovers, Bow Fire, River dance etc.) Design programs and activities that provide “samples” of what the Celtic Culture offers + what the New World Celts offers. You can’t sell an unknown.
- The Laird’s/Chieftain’s Ball, New Years Eve Hogmanay

Recruitment

What could the New World Celts do to cause new members to become **active volunteers** from the day they join?

- New member reception/orientation.
- Mentor Program
- Personal Calls
- Tracking
- Membership Teams
- Acknowledging/Thanking
- E-mail opportunities

Involvement

What programs / activities could the New World Celts undertake to **convert** more of its current members into **active volunteers**?

- Alcove meetings before Events such as highland games
- Loaner CD library—Celtic Culture Club “review” locally
- Mail campaign to the 2800 for the Sign Up event
- Cultural activities; Dance lessons, music lessons etc.

Retention / Continuity

:

What can be done to **reduce** the number of “**dropouts**” from either? membership or volunteering?

- “Thank you” – very important
- Names of volunteers put in drawing for a prize at end of year.
- Let volunteers know how important they are!
- Friends keep you in the New World Celts
- Structure activities so that friendships can develop. (Free time to socialize)
- New World Celts Pin as recognition for volunteers
- Ask members what they would like to do, even if it is not a current New World Celts program.
- Send note – if a person has “dropped out” – find out why – call or send a note.

Retention / Continuity

How should the **New World Celts recognize and thank** volunteers for their service? What activities or programs would be meaningful to volunteers?

- Certificate of appreciation
- Listing of hours in program (like donors) on website
- Volunteer of month in newsletters
- NWC Poster listing volunteers so “new” people can see that their friends can see they volunteer

ORIENTATION

Objectives and Tactics

Currently, to realize its vision and fulfill its mission, the New World Celts Long Range Planning Committee recommends the following objectives and tactics:

Objective: To increase New World Celts membership from all sources.

Proposed tactics include:

- Membership and Marketing Committee Members to examine opportunities for joint Mailings/ marketing with potential sponsors. (Guinness, Publix's etc)
- Marketing efforts including ads in publications, media releases, direct Mail, e-mail messages, and other communications to support membership Recruiting, expansion and retention.
- Education and Community Outreach Committee set up to design programs to not only meet our non-profit service mission, but additionally to introduce new audiences to volunteer opportunities and the programs of the New World Celts.

Objective: To double the number of active New World Celts participants in the next two years. An active participant comes to at least one program per year.

- Take affirmative steps to invite non-active New World Celts members to participate in activities or on committees.
- Design Education and Community Outreach programs to introduce new audiences to volunteer opportunities and the programs of the New World Celts.
- Increase communication with members through e-mail.
- Take affirmative steps to retain New World Celts members.

Objective: To modify existing programs where necessary to better meet the goals of and the Vision/Mission of the New World Celts

- New World Celts Presidents & VP's to meet with Sponsors staff to discuss changes and/or improvements to program, if any. Examine ways to partner with other Sponsors and other NPO's (e.g., mailings, events).

Objective: To develop and implement new programs (or projects or events) to better meet the objectives of the Vision and Mission of the New World Celts

- Any New World Celts member may propose a new program/project/event for the New World Celts. This person will become the Champion of the program. It will be the responsibility of the Champion of the program to find a leader for that program as well as a Board sponsor. At that point, the Champion will complete a form that summarizes the program objectives, benefits and costs.
- The Board sponsor for the program will present the idea to the Board. The program will then be presented to the local New World Celts membership.
- New programs may be presented to and assessed by the Board at any time.

- Upon Board approval of the program, the Champion and the Leader of the program may seek volunteers and begin implementing the program.

Objective: To increase communication between International and New World Celts Chapters.

- Two-way communication is key. This is imperative for branding, identity, message continuity, membership retention, development, marketing and education, not to mention cost efficiencies that we must strive to attain.
- The New World Celts will facilitate effective use of our volunteer resources. The local secretary should survey New World Celts membership for skills and expertise so that the New World Celts can better utilize those resources.

Objective: To increase communication among New World Celts Board members to enhance project outcomes.

- Infrastructure committee consisting of the New World Celts Presidents, and Vice Presidents to meet quarterly to ensure that committees are working together to achieve maximum benefit.

Objective: To increase opportunities to communicate New World Celts activities/volunteer opportunities to all New World Celts members.

- Work to define current channels of communication and find opportunities to “piggy back” on each.”
- Make a concerted effort to gather the e-mail addresses of each member and prospect for periodic communications by e-blast.
- Send out periodic electronic newsletters highlighting events and members
- Produce “Volunteer Opportunities” handouts to be distributed that outline immediate opportunities to get involved.
- Create “Honorary Celts” for non-Celts who wish to join in the fun and forward the objectives of the organization

Objective: To strengthen leadership skills of existing Board Members and prepare for seamless Board succession.

- Provide annual orientation program for Board members.
- Identify and mentor existing Board members for other positions on the Board.
- Expand Board committees to include a larger pool of active members from which new Board members can be identified.

Objective: To develop feedback mechanisms to measure

progress/outcome.

- Develop a short feedback form to measure outcomes, both financial and non-financial, and strengths/weaknesses of a program/project/event.
- Provide feedback forms at New World Celts public events to judge audience response and to modify programs to meet defined objectives.
- Conduct focus groups in order to better understand the needs and attitudes of our target audiences.
- Marketing, Membership, Education, and the Web Site. The Web Site offers the greatest potential to inexpensively support the programs of the New World Celts, to become the primary source of information on the timeliest basis.
- Programs with potential for expedient success through cross-committee support include:
 - Education programs for members
 - Programs for music and Barbarians at the gate backstage staff
 - Programs of interest, including international tours
 - New member reception
 - Mentor program including events and personal contact
 - Young professionals group

APPENDIX 2

Here are the results of the first survey monkey questionnaire that was issued in November of 2009.

Question 1 65 responses out of 77 respondents daily

What programs could the New World Celts offer for members to enjoyably and easily learn more about Celtic Culture?

- Encourage online classes in Celtic language.
- Offer Gaelic lessons, more family based events and not just drinking events
- Gaelic classes, a better website with detailed Celtic history, genealogy assistance
- I am thinking some additional programs about culture---art, music, literature. Some of us spoke about an idea at the golf tournament where we might sponsor a fun thing watching Monty Python's... "Holy Grail," dress up in character.... maybe an event with music and readings....
- Each Chapter should have events whether it is a section of the meeting or a separate night where they explain different areas of Celtic Culture. When we started this organization we hoped that the members that where knowledgeable would pass on this knowledge and make others as interested in our heritage as we were. Each of us have certain aspects

that we excelled in, we had a great piper, one that lived history, one that knew genealogy, one born in Ireland and several strong organizers. So the chapters should have their strong people give presentations and teach others the fun of our heritage

- Classes, seminars, mini festivals, plays, craft demonstrations, live music, etc.
- Package trip to Scotland for members. Group events at the performing art centers.
- Genealogy, history, and music type classes offered as a side event, but not to be held at meetings
- raffle tickets for a trip over there
- Educational seminars on historical events, Support piping and drumming and its importance in history
- More cultural events, socials and community support affiliations
- Celtic games and sports, such as Celtic wrestling.
- Maybe more events in addition to the Scottish games on a smaller level throughout the year.
- Celtic language would be cool
- Old time "Pig and Whistle" or "Irish Rovers" Pub Nights as well as small concerts where music is the main theme. Also an art show or a camp out
- Cook-off's--fund-raising Haggis Cook-Off Scone Cook-Off ETC. Just an annual dinner with minimal entertainment (taped music) or members performing for free) with everyone bringing an outstanding Celtic recipe that they have tested and a charge to cover the venue Basic Dancing for fun lessons, not competition
- Gaelic language classes
- Lending library, both at meetings and available through the NWC site (links, etc...)
- More history, genealogy programs would be great. These would have to take place in a central location so all who want to attend can come. It should not be done at a meeting because they are already trying to cram too much into the allotted time
- info on Celtic movies and books
- Links to on-line history of the old and new world Celts
- Mixture of various events and activities with other Irish Pubs such as O'Keefe's
- Hand-outs 2. Mailed newsletter 3. Emailed videos (or YouTube links)
- Presentations by those who lived or visited extensively in the Old World
- Pie in the sky --- Group trips to Celtic countries.
- Trips and speakers worth hearing (not your neighbor who has pictures of his trip to Scotland)
- Professionally created video presentation that could be used in multiple environments. Professionally created literature. A website that is truly interactive
- Learning to speak the Gaelic

- Maybe some videos we could share to show at meetings of historic and geographic Celt stuff
- Geography course culminating with a travel opportunity.
- NWC message board. To help with the exchange of info.
- Pot lucks, open mikes or jam sessions at pubs, and events more geared for younger families and kids.
- A "Celtic boot camp" like Boy Scout camp is for the Native American but all Celtic crafts, ways of life, and so forth
- Children related programs. Brandon Chapter has several children within the family memberships and it would be nice to have special programs for them occasionally. Brandon Chapter is currently pursuing this for the holiday meetings. Are there many children memberships within the organization?
- Education on Gaelic Language, kilt making, jewelry crafting, (Celtic), history of Celtic People, a central repository for all things of the NWC programs, a building that houses NWC cultural activities and library/reference for use of the membership
- More information to be used at festivals and highland games out west.
- Language classes, history of clothing and weapons, history of clans and movements, set up at festivals and offer to do demonstrations.
- History lessons, guest speakers, family stories, craft and/or music demonstrations
- Handouts at the games; well informed members talking to visitors; website info.
- Put the "Triskele" on the web. Handing it to Chapters in bulk does not get it to most members. Mailing it occasionally would help membership keep the address list up to date,
- Different beer and clan colors study
- Lessons in conversational Gaelic and in the country dances, plus an orderly, comprehensive study of Celtic History.
- Each meeting a member should have a presentation of some event or custom of the Celts. This would inform and educate the attendees whether members or not.
- A fee-based lending library of appropriate books and videos. Electronic newsletter Presence at Celtic events and Ren/Medieval fairs and appropriate historical re-enactments A regionally-based speakers' bureau
- More Highland Games with explanations of the rituals and traditions of the Celts.
- Language classes, music (i.e. Bodhran, tin whistle, etc)
- What about a booth at the Renaissance Festival? "The Krewe of Celts" for parades?
- Celtic History
- Occasional book discussions

- People who join NWC know a lot about Celtic culture. I think most want to BE Celtic. Perhaps organized Family Days with simple Celtic games with stories or exhibits of Celtic nature.
- Simple History Lessons and Biographies
- Music, history, lineage assistance
- I think that a connection to our "old world" heritage is important and some emphasis should be made in this regard. Perhaps some regular Gaelic and ancestry programs would be of interest?
- Possibly a slide show/power point presentation with pictures and shared experiences of anyone who has traveled to, or lived in, a Celtic country
- Opportunities for learning Celtic languages
- A formal instruction booklet outlining basic customs of each of the Celtic nations. A training guide or links on various Celtic events held by other groups IE Burns nights, Haggis Hunts, Wine tasting, traditional games that can be played at festivals or any time.
- Online education, power points, clips etc.
- On-line library of resources for history and beyond, written stories need DVD's Video Podcasts (all free)
- Internet communications platform for all members OOVVOO, Skype, etc. Not Yahoo Groups, we need sophistication and control, Traveling squad of storytellers, historians and entertainers
- A computer access program for clan name search information
- How to conduct genealogical research where to start, what resources are available etc.
- Lecturers and presentations by knowledgeable members or guests speakers detailing a variety of Celtic subjects. Maybe explanations of tartan specifics by a kilt maker or traditional weaponry by a knife maker. Have these in addition to meetings – charge minimal admission if necessary to offset costs
- A poetry reading or essay written by a Celtic author or about new world Celtic culture.
- Celtic style dinner
- Dance lessons for fun instead of for competition

Question 2

61 responses out of 77 respondents

What programs could the New World Celts offer to expose and excite more adults about Celtic Culture?

- Just make sure we get as much exposure as possible. People are either going to be interested or they are not.
- I think we are doing well but it is the image that we define us.
- Live music, beer and/or whiskey tasting, live theater, mini festivals that include beer and/or whiskey tasting,

- Each chapter has to have nights where they show off their talents, a true ceilidh, not a staged affair to raise money. Although that isn't a bad thing, to raise a little money but a ceilidh where everyone can participate in their own talent or just sit back and enjoy. A pint or two would be helpful
- I think competition events motivate folks--maybe a contest between different chapters.....maybe a field day kind of event....
- Gaelic classes, a better website with detailed Celtic history, genealogy assistance, festivals...
- Again language lessons, workshops on dancing and playing the pipes.
- Hook up with entertainment venues for Celtic plays, movies, Kilt day celebrations.
- have more specifically Celtic fairs - arts/crafts - teach through fun
- Have them search for their link to Celtic family members, we all have them
- Tie to national holidays and events. More support for Classic British Car Shows.
- Celtic sports and games
- Many people ask me how close in the family tree do they need to be Irish or Scottish. Maybe family history? Music is always a draw of course!
- encourage trips to performances, that are not directly tied to the organization
- Seniors programs and family programs, we try it but don't quite get it right. If we had a book of how to's how to run a Celigh, how to run a golf outing, how to put on a high tea with entertainment. Get everyone's best practices and then we can get more involvement. People don't like not knowing who is in charge or what's expected of them
- Same as previous, but aggressively make use of any free promotions, local newspapers, flyers, bulletin boards, website, WMNF radio, chamber of commerce
- continuing local community service assistance
- I don't know??? Most folks that I speak with are already eager to learn more about Celtic culture.
- encourage trips to performances, that are not directly tied to the organization
- Seniors programs and family programs, we try it but don't quite get it right. If we had a book of how to's how to run a Celigh, how to run a golf outing, how to put on a high tea with entertainment. Get everyone's best practices and then we can get more involvement. People don't like not knowing who is in charge or what's expected of them
- Same as previous, but aggressively make use of any free promotions, local newspapers, flyers, bulletin boards, website, WMNF radio, chamber of commerce
- continuing local community service assistance
- I don't know??? Most folks that I speak with are already eager to learn more about Celtic culture.

- We need to be at more events, volunteer for community services like Coastal clean up day even Adopt a Highway in the NWC's name
- Form a drama group or musical group of all interested members for performances
- Music, Bag piping-drums, social events
- We are terrible at media!! Fire whoever is doing it now and get someone to actually foster media marketing and relationships! TV, radio, newspaper.
- More group get-togethers outside the scope of monthly club meetings, such as group outings to other regional Scottish Festivals, etc.
- Program built around a particular product such as whiskey tasting and how Scots started distilling it as part of their lifestyle, how plaids came into being and why and who makes them and wears them. Best done at Celtic festival booths more music & storytelling, the seanache!
- Celtic Festivals, National magazine coverage, Promotion of scholarship beyond Dunedin
- More about the e culture and less about the fighting (even though it is historic)
- Genealogy. Tracing roots with geography
- More out reach. Tilt nights etc. Reaching out to other organizations Rotary, Local Chambers.
- Hook up with community events and media like WMNF, they sponsor a lot of events that we could support
- language classes
- Kilt Nights are always very well received in different areas within the Chapters domain.
- Celts helping Celts, more meaning than drink-fests, all though those are good times for socializing. Programs that honors the accomplishments of membership of the NWC or assists in support or networking for the purpose of making another's life better
- Right now as a member out West I feel totally out of the loop and have very limited ways to explain NWC or participate in any activities. This makes it hard to recruit.
- Language classes, history of clothing and weapons, history of clans and movements, set up at festivals and offer to do demonstrations.
- Genealogy site? More public events? Small stuff - local music programs/re-enactments
- Continue with your assistance to honored guests at smaller games; do what you do best - always be there for everyone!
- A travelling puppet show depicting stories and events of Celtic history.
- Programs which explore in detail the Celtic ways of life with regard to their beliefs (why they do what they do) and also with reference to Celtic history, also programs which promote Celtic pride, but geared more toward everyday Celtic life rather than the drinking aspect. There's been way too much of that!
- dance and drink

- Dress type functions where the members are encouraged to display their heritage and talk about their culture. Musical presentations would help also.
- More community involvement...fairs, street parties, etc. People will learn in a fun atmosphere faster than a boring, stuffy lecture.
- Effective website with strong and multiple live links Presence at events, one-on-one recruitment and proselytizing online program in Celtic studies Online quarterly newsletter
- Celtic History, Celts in the New World, How to wear a kilt, Old Celtic weaponry, etc
- Same answer? It seems that you guys market at places where Celts already are....
- Reenactments
- Look to become guest speakers at other non-Celtic organizations
- See first response.
- community performances/presentations of music, dance, and other culturally inspired work in a more openly populated environment such as Lake Mirror or Munn Park
- Celtic-oriented films / film festivals
- Open air concerts at non-Celtic events, holiday parades, mall info tables, school programs, Boy / Girls Scouts. going to things not related to Celtic
- Free Beer, Celtic Strippers (female Please)
- Celtic Body painting (I volunteer for the girls)
- Traveling Celtic group of entertainers
- WOADSTOCK
- Emphasize the contributions of the Celts to a diverse American Culture and the strengths they contribute to modern American life
- See Above, also more cultural events, such as drama and dance, that would attract all kinds of people not just people who already have an interest in Celtic culture. Run a movie at the outdoor movie event
- Do a readers theatre presentation of Under Milkwood or Riders to the Sea
- Sponsor an Art Show
- Music and Dance
- Sing along print lyrics of traditional Pub Songs

Question 3

65 responses out of 77 respondents

What programs could the New World Celts offer to expose and excite more students (elementary, high school, university) about Celtic Culture?

- Lectures, speeches about countries, cultures, dress, and customs on St. Patty are Day and other historic day's maybe Declaration of Arbroth, et al.
- Involving youth in the Congressional Award System

- Going into to local schools and helping out or have talks and displays. also helping out with other activities such as if the school has a 4-h or FFA programs helping out with it since the majority of the Celts that came over were farmers
- I think we should investigate the kind of assembly programs that schools would let us do. Kids usually like engaging assembly programs.....Need to meet with the School board or the administrations of private schools.
- When I was in college we would travel to area schools and put on little shows, elementary mostly but with the people we have and the knowledge that I have found visiting the different chapters and Highland Games, I am amazed at the knowledge and talent of our members. We should tap into this and present music, history and re-enactments for the schools. Best bet is to contact the area schools and see what they have time for and what they would like.
- Weapons demonstrations, beer and/or whiskey tasting (just kidding)
- History lessons. Who and what are the Celts. What effect on western culture have the Celtic people created?
- Do whatever it may take in individual communities to get them interested. Some Schools (like Dunedin for example) have a bagpipe band. Maybe try giving historical lectures or assemblies to students.
- Take a more active role in their lives... let's go to their sporting events & functions as a group when possible. Support can be demonstrated in many ways, other than monetarily. Picture the expression it would leave on their faces if 4 guys in kilts stopped at their car-wash fundraiser and washed just one of the cars for them... think that would leave an impression?? About a half hour of throwing the suds around with them could engender a lasting memory... a teeny investment that could produce dividends to change a life. And I daresay it would truly enrich the lives of the 4 guys... it would be a blast! It doesn't have to be a program, overseen by a committee, planned out & organized & funded, etc - all it would take is a phone call from one person to another to get it rolling... and many lives could be touched by that simple act.
- Scholarships and financial support, and more involvements directly with the NWC.
- Elementary, replace the recorder with the chanter, they will still learn to read music which the goal of the reason that they learn the chanter.
- Celtic games and sports
- Develop re-enacting or living history type programs similar to what Civil War re-enactors do in the schools regarding Celtic history.
- Support the Bagpipe Bands in the High School and Middle school. Helping to let new local businesses (i.e. Dunedin) understand the importance of our culture and that it is for everyone.
- Living History demonstrations
- Work with the society for Creative anachronisms, or the Masquerade or other folklore fantasy reenactors. Celtic Rock attracts them so do art and Celtic design

- Dance and music lessons, athletic competitions, good quality food demonstrations but all this has to appear extremely "cool" to appeal to young people. Fun, exciting, too.
- Have someone speak at the schools about our organization and do a presentation. Kind of like the assemblies we used to have in the auditoriums at school.
- Well we would actually have to go to the schools to do this. As long as I have been a member I have never heard of us reaching out to the schools to do some sort of Assembly to show the youngsters and students about Celtic Culture
- Sponsor Celts history classes/programs in local schools
- Scholarships
- Get qualified people to teach classes at local community colleges. Offer classes to scouting groups for merit badges. Hold membership rallies at Universities. Go out to schools once or twice a year for heritage days or St. Patty's Day.
- Have the Rosie O'Gradies Band play during the week that includes Tartan Day at the high schools and elementary schools, with similar auditorium presentation of what it means (how proclamations have been done at local government level).
- Scholarships to study abroad - nothing like seeing and living in the culture
- Guest speakers, guest artists at educational institutions
- Music, stories & lessons on what life was like back then
- Advertise to school board anyone who could be a guest lecturer. Check on the school calendars and see what events we could display and attend
- Field trip to Celtic festivals
- Great American Teach-in, Pinellas county schools are always looking for guest speakers to come to classrooms.
- Heavy events demo at elementary schools
- Getting the parents involved to bring their kids. All Schools offer the Great American Tech In. It would be great to have a more members participate in this. It doesn't just have to be about what you "do" for a living but what you "live" to do.
- Dancing, bag piping, bard school, harp, drumming, woodwind instruments
- Visit and explain/teach what NWC is all about, in kilts of course and with whatever else that maybe useful.
- Language classes, history of clothing and weapons, history of clans and movements, set up at festivals and offer to do demonstrations.
- Have pipers visit elementary schools, dressed in traditional garb, offer Gaelic lessons in high school or colleges
- Push for more Celtic Rock concerts at the games
- Same, put on disk/? So NWC members could do school visits (when invited).
- Language and impact Celts have had around the world

- As teachers of the Native American culture in schools, we know that students are very curious about the daily life, language and beliefs of other cultures, so any program that teaches these things should work really well for students.
- Again musical such as Pipers and Drummers if possible to attend meetings and invite the youth to come out
- Presence at likely events and dates - I am a college professor of some 30 years experience and I can tell you that students mainly no longer read and come from high schools where their teachers don't insist on it nor otherwise prepare them.
- Get their attention with athletics and all the external trappings...bagpipes (pretty impressive), dancing, highland games, etc....the rest will follow.
- Celtic Dress, NWC history, Customs, origin of Halloween, Celtic Indians
- Participate in The Great American Teach In and teach a history or literature class for a day.
- Reenactments bring people into schools, pipers.
- Perhaps school visits by people versed in Celtic culture, to do presentations about the same.
- History of the Celts in the New World and the impact of these people that we see today
- Presentations made at schools with possibly some history of life for school age through college age children then (if they lived to college age) and some information on current events/life style for present day age groups
- I think music and art (perhaps arts-and-crafts) are two readily available ways to connect with a younger audience.
- Celtic films / film festivals
- Make website more students friendly
- Traveling squad of educational and fun entertainers to go to schools. Communicate with them on their level have our younger members design the program
- Continue to emphasize music, dance, and athletics. Take opportunities to participate in cultural events
- We could have an arts contest and art shows for students
- Start a drama group or dance group
- Expand the heavy athletics program to introduce kids to the events at the games. Contact local school boards to try to put Celtic studies in the form of guest speakers, into already existing school programs, Drama departments, and music department's art depts. Are all facing fund reductions, guest artists and aides could help

Question 4

56 responses out of 77 respondents

The New World Celts would like to have "fresh participants." Whom should we recruit and how could we reach them?

- Students, High School, College through outreach programs coordinated with school boards.
- Grass roots and being in the right places. Also give the CORRECT chapter the information on new members.
- Since we are supposed to include anyone with an interest in Celtic things, we should recruit everywhere! Look at the different festivals in the towns where we have chapters and set up a tent. For example local craft fairs, or Christmas in the park events.
- I think putting the name out there at events works--i.e....Friday Fests, etc...
- We have always gathered new members from our attendance at the Games, this is an important area. This was how we first started two of us going to all the games signing up members and spreading our desire to keep our heritage alive both in the old world and here in the new world and tell about what our parents did here in the new world and this caught on like a fire. Just the last Celtic Festival we signed up over nine people. Every time I signed up a new person I made them feel like they were the most important person there and they were. I think almost everyone signing up said it looked like we had so much fun they wanted to be part of that. The object is to get out to the community and show them what fun we have. Each city has its own festivals and parades and the NWC should be at everyone and volunteering, be noticed and have fun
- Sponsor some fun and exciting events and recruit people there. It doesn't have to be a full blown festival.
- Money works, just kidding. People need to be part of something bigger than themselves. This is where image comes to play. Ask people what they think the NWC is all about. What is the culture of the group? They target that group. The creed of an organization is not as important as perception from the outside.
- Get as much exposure as possible, while still remaining within the guidelines of the mission statement and bylaws. Parades, street fairs, cultural festivals.....anything.
- I have contacted management office of the apt complex I live in (MacAlpine Place on Keene Rd in Dunedin) as far as using their very large field for highland games/heavy athletics/weapons & archery training, and I have received their approval across the board. All we would have to do is show up and do it. If it was done on a regular basis (for example, Saturday mornings at 10:00) and done consistently, I've been told that they will advertise the activity in the newsletter they send out to all of their community - FREE PRESS to thousands of people! The management office believes many residents would be very interested, and I agree. Who wouldn't stop to watch athletes practicing the caber toss, and grab their friends to "come see"?! The apt complex and residents would do all the publicity work for us! All we would have to do is be consistently seen; there are literally thousands of residents of all ages in this complex alone. Eventually, we could even offer intramural competitions, perhaps on a

monthly basis. I am confident it would quickly gain the attention of young to middle age males; that, in turn, would gain the attention of similarly aged females. And the cycle continues. WIN/WIN - the complex is "ours for the taking", if we will only dare to take it!

- Parents of young pipers, drummers and highland dancers
- Through additional affiliations with other groups, more social activities.
- Continue recruiting at the Scottish Highland Games. Maybe recruit at the junior college and college level (UCF).
- The Celtic fairs and the Highland games. The parents of the Bagpipers at the schools talk to the band directors. Many do not know what New World Celts are about or think they have to be 1st or 2nd generation.
- Reach out to service organizations like Kiwanis or Chamber of commerce newsletters. We do tons of photo ops but no one gets them in the newspaper. Each chapter should have a press person and not leave everything to the chapter secretary
- Continuous events in the public eye, announcing our meetings in the newspaper on a regular basis, and our events and meetings on WMNF
- We should recruit those that are interested. Reaching them is simple. Whenever you're out and about, make sure you have a few NWC pamphlets or business cards and if you're wearing a NWC t-shirt that draws attention and questions, so the conversation comes up.
- Definitely the younger generation but in order to do that we need to be at more Events
- new blood at the "games".... but, we need a follow-up committee
- Reach out into the community. Such as British Car Shows
- New blood at the "games".... but, we need a follow-up committee
- Reach out into the community. Such as British Car Shows
- Everyone! But big groups we overlook are athletes - some would compete in games if they were made aware - why don't the NWCs have their own stable of athletes? Also make it more family and young people-friendly. That means cut out the drunkenness, cursing, profanity and inappropriate lingo (like "Clan Cleavage"). Frankly it's a turn-off.
- Sponsor several Scottish parties at various pubs throughout the year. Pass out flyers in the communities where the pubs are located. Get local radio/TV stations to announce. Local newspapers will place the ad free for non-profit organizations.
- Anyone with Celtic heritage by descent or marriage. More "fellowship" events like parties, going to local music events, pub nights. All business meeting with little social time does not lead to new members. Also, be intentional about welcoming new people in and introducing them around - standing around and talking to those already "in" doesn't lead to many return visits by newcomers.
- Create a governing body that is not a bunch of good old boys and drunks. We need professional leadership

- The games & different events we go to is a great start, maybe by contacting the parents of students of Celtic dance & band members would be a good start.
- Anyone interested in Celtic culture even if they aren't Celtic
- College campuses, various street festivals around the bay area. We should be going to anything that attracts people, and provide support, set up a booth, get involved with the Pinellas county Heritage village, stuff like that.
- High school Track athletes, for heavy events, high school art stand outs, and any redheaded kid on the street
- Recruiting at the local games. Perhaps have members hand out flyers and walk around a bit. I actually approached the tent and requested a membership. After I spoke up I was greatly received into the Organization but had I not taken the first step I would not have thought just anyone with Celtic background could become a member.
- An educational or supportive cause that is perhaps better communicated, a great newsletter that is published and distributed in Chamber of Commerce sites as well as Celtic Festivals
- Plan more events out west. It seems to me NWC is focused in the east.
- Set up at festivals and offer to do demonstrations.
- Again, more public events and fund raisers - they get attention in our community. It has to start "Close to home"
- Any of the clans would LOVE to know the answer to this question!
- Take care of current members. Avoid Intl scheduling an event on top of Chapters (Nov 22).
- DNA research- family histories
- More expansive advertising prior to and during events. Ads in a broader geographical area of newspapers as well as Pass (Public Service Announcements--which every broadcast station, be it radio or TV, must, by law, air a certain amount every day for free) on all area TV and radio stations. Also greater visibility in the communities whenever and wherever possible. Plus, write newspaper articles about the New World Celts, who we are and what we do, details of an upcoming event, followed by an article on the results of the event and send them to all Florida newspapers. This can often be done via e-mail.
- Recruiting booths at festivals and games with information available on all Chapter locations and meeting times. Gather contact information and email address especially and start contacting potential members immediately.
- AT events, events, events. Ads in clan and society newsletters. Stories in the Highlander or the Scottish Banner. DO some talk shows. Make a presence at NYC Tartan Day Parade.
- A young person...anybody who likes to have fun and learn at the same time and wants to be part of a great tradition.
- University open houses, local festivals, Highland Games,

- Not sure, that would depend on the direction you want to take the group, then that would beg the question how to get those people
- Hmm. Family Celtic Day fits here too
- Appear at more non-Celtic community events
- The Highland games seem to work. Perhaps living history events would work. As well as renaissance fairs
- Booth participation at "neighborhood" events such as the St. Pete Farmers' Market could potentially draw a new crowd.
- Visitors at Scottish festivals, Highland games, St Patrick's Day celebrations. Also, ensure high profile advertising at Dunedin Celtic Shop, Irish/Scottish themed restaurants and bars.
- Visitors at Scottish festivals, Highland games, St Patrick's Day celebrations. Also, ensure high profile advertising at Dunedin Celtic Shop, Irish/Scottish themed restaurants and bars.
- Well, since I've not renewed our membership yet, maybe me and my family could be considered fresh participants....??? (Maybe not....lol) anyway, I think my answer to question one might be a way to present to the community the presence of the organization as well as the purpose
- Genealogical groups, cultural centers, traditional family groups and organizations, various holiday events
- Recruit at events that are not related to Celtics
- Recruitment should not have many limitations. We need to do a better job of communicating the importance of supporting our mission to our current members, making them partly responsible for growth and promotion.
- More news releases and promotion from IEC
- Children and grandchildren of existing members; sponsorship of essay contents etc.
- How about the novel idea of advertising in current magazine and at the games
- Young people, collage students, retirees the first two groups could help new world Celts continue into the future retirees have more free time
- Right Now. Hold a recruiting drive party outside for free with music and food vendors
- Make our presence known at the games.
- Have city bring a Celtic group for promenade at the park Have a table at these events for the NWC

Question 5

61 responses out of 77 respondents

What specific activities could the New World Celts and its members undertake to recruit new members.

- Actively seek them out and talk to them about participating, giving back. Show them by example.

- Bottom of Form
- Make things enjoyable and not just show them something and then leave to go drinking.
- Better chapter organization. We need a list of who is in the chapter in the first place to make it easier to recognize who is new and who is just coming back every now and then. Then they should be recognized at the meetings and approached by a group prepared to educate them on the NWC. We have many long time members who don't have a clue about what is going on because of a lack of organization, etc.
- A little better orientation to the group would help...Some people are shy. You do get the feeling if you don't know anyone that older members are less reluctant to speak to you. Get people to help on committees.....Sometime we just look desperate because no one is volunteering...
- Again the chapter needs to have programs to help others not just our selves. We started Barbarians at the Gate to help with security with any event not just a Celtic one, offer to sell tickets at event as a group. You get three of working and we will draw a crowd and people will want to be part of that. See what talents they have and get them showing off. it was easy for me all I had to do was wind up Mike Dunlop and away he went and I just sat back and signed people up because they had so much fun just being with us. That is the key make the members want to be there and have fun.
- That's the easiest question so far: SET AN EXAMPLE!! I'm of the impression that the majority look for others to actively volunteer; we ALL need to get up off our butts and do it. The example will be set either way; it's up to each of us to decide WHICH example that will be...
- Just keep trying, people are volunteers or they are not.
- Make them feel more welcome, and included with a special welcome committee and follow up for future meeting and events. And do not discriminate against women
- Make what needs to be done, very clear and simple. It is a busy world these days and we all have full plates. Email is a great way to get the help. I have many volunteers at the school, the paperwork and red tape makes it harder sometimes for them. If it was emails and simple and clear with fair warning of the event, this is a very fun thing to be involved in!
- Maybe improve communications between members via email and the internet. Get involved in some community programs such as helping veterans, etc.
- That's a difficult one. In most social groups, 10% of the people do 90% of the work. Some are followers, and some are leaders, and some come for the fun, and pay their dues, but may not have either the time, or the money to fully give of themselves in a way they see as usable.
- Have a number of options on membership to join or request additional information. Place them into a subcommittee on membership. Actions

- from the get go. Then follow up. Give the member ownership of an area of interest.
- Offer more opportunities for active participation. Better organization would help. Identify and utilize your member's strengths.
 - Require each member to recruit a new member.
 - Ask for specific help at events, not just general requests for volunteers. Keep the introductory jobs small and easy to complete
 - Ask them, set them up with a mentor
 - Get to know them first, go out of way to talk to them, learning of their interests, capabilities, then remembering them when needed and directly asking for their help. Being active from day one is pushing it a little--better to be sure we are asking the right person for the right job. Be a group of so much fun and interest that they want to return enough times for us to get to know them! Bribe them??? Just kidding. Explain the benefits of volunteering. Not just free admission to certain events, but that feeling of accomplishment you receive from helping.
 - With the way the economy is today the NWC may be hard pressed to get new volunteers much less new members. If we keep the politics that goes in within the Organization out of the public Events we may get more volunteers
 - Find out what they're interested in
 - Provide an incentive program, like points that lead to discounts on NWC web shopping.
 - Make new members feel welcomed when they first start attending meetings. Assign a buddy system and support, phone call to encourage them to participate.
 - Have chapters be interactive and open to it, versus being run by a select few or inner circle! Most new people don't participate because they don't think they can and they are not asked!
 - Depends on what the volunteer opportunities are. Most people enjoy volunteering for fun things - such as at the Scottish festival. Existing members need to engage and form friendships with new members instead of being "cliquish" so new members can better embrace the club and therefore become active in volunteerism.
 - Never do anything alone, always invite others to do it even if you could manage by yourself. Be intentional about inviting people to help out on a specific date for a specific task. People will say "yes" to a friendly invite to something specific
 - Be friendly and welcoming, this does not occur, the organization is cliquish and unfriendly
 - Keep doing what we are doing
 - Move major events to all areas to make it easier for all to attend at least one.
 - No cliques, open and welcome attitude. Provide them with a purpose.

- Volunteer hours to bank for prizes even something as simple as 100 hours gets you a NWC battle axe
- Just ask. I've been a member for 9 months. I'd love to help!
- Have better communication and defined goals and activities that are assigned and supported by current NWC. Special activities and networks in each area that are visited by other regional Celts
- Give them resources and explain what they can do. People need direction. If you just dump a huge project on them they won't want to be involved.
- Language classes, history of clothing and weapons, history of clans and movements, set up at festivals and offer to do demonstrations.
- Team them with established members - foster them to an established member's "clan"
- Easy, give them a role they can handle: setting up the tent; refreshments; drape them in a tartan, etc.
- Consider the new members desires when selecting Chapter events.
- Hmmm. This is a good question because in our experience, maybe 10% of all members of any organization will be movers and shakers and are willing to volunteer. The only thing we ever found to bring out all members to an event is free food!!! Sad, but very true. So, maybe offer free food to all members who volunteer to work, say, a ceilidh, or, at another type of event, maybe make an agreement with one of the food vendors to provide one free meal (use raffle type tickets to identify volunteers which are given to the vendor, and which the vendor hands in to the NWC at the end of the event for payment of the meals) to provide the food. These volunteers might still be required to pay a fee, which will be considered their share of the cost to rent the building, buy the decorations and pay for the entertainment. But something else to keep in mind as well. Any time you put an admission cost on anything, you automatically eliminate a layer of society who cannot afford it. There is no easy way around this one.
- Involvement locally
- Involve them immediately. Have individuals within the Chapter be assigned to assist new members and stay with them.
- Communicate. Have things for members actually to do. Send out with the membership certificate other, exciting opportunities to be involved. I joined in May 2008. This survey is the first thing I've heard since I got my membership certificate.
- Make them feel welcome and follow up with emails and phone calls. Invite them to take part in upcoming activities...no one did that for me. I felt left out and not "part of the group".
- How about "working off" your membership dues? Each hour is worth 2.50?
- Better communication. This is the first e-mail that I received in months and I am not even a member anymore. I joined, went to one meeting and heard nothing from you ever again.
- Perhaps a questionnaire or asking for a brief 'story' when sending their membership certificate will tell you what they are looking for.

- Keep them busy, no cooling off periods
- They would have to be trained to "pass on the light" but must know about Celtic culture and history.
- Ask them!
- New member socials perhaps? To me, the best part of the NWC is the social nature of the organization, I only wish there was more of it! I also think that a more inclusive feel to groups like Clan Cleavage could increase interest in participation from new members.
- Personalize their joining with immediate interaction (the group has actually been very good with this from my memory) and just encouraging volunteering without pressure or the feeling of needing to do so to become a "community" member
- Public recognition on the website and in mass emails
- Make their experience relative to their everyday life. The life styles, practices, and traditions other Celts should be a way of life and not a novelty thing they do once a year. This is not to say that everyone should wear kilts every day, but for people to understand the Celtic influence of their everyday life is vital.
- Start a mentor program
- Radio interviews, TV Interviews, Tartan Day. Promotion in every chapter, city, county, state. Find those folk who are Cornwall, Welsh, Galicia, Breton, and Manx! We do nothing to reach them. We are an organization of Scots with a few Irish
- Get the message out that we are a non-profit educational organization that is non political, non religious and non racial
- Golf Tournaments and cardboard races. More community participation to expose people to NWC as an organization
- Hold raffles at games and refresh name and address information on tickets so that follow-up could be conducted from the tickets

Question 6

52 responses out of 77 respondents

What could the New World Celts do to cause new members to become active volunteers from the day they join?

- I think we're doing about everything we can right now. Maybe if we could kick up the advertising for Highland games, Burns dinners, etc.
- Anything that deals with the GENERAL public not just centered on Celtic events. there are a lot of people who do other things than just highland games
- Be present with a display at community events... Become guest speakers at community organizations--Rotary, etc. Let people know about what we want to do to promote Celtic culture. Identify groups where potential members might exist and do presentations---writing groups, art groups, music groups, and genealogical groups....get on their agenda....

- Going to the different games and festivals in force, not just one or two but with a large group this will draw people. I always thought putting on a concert would be good. The size of the concert would depend on the Chapter. Dunedin has one done by the Highland Games and it is a success but I think the NWC could do it better. It takes several years for a concert to grow but if one starts small it will grow. All the Highland Games would love a large group to offer to volunteer to help. Look at Zephyrhills, if it wasn't for the NWC there wouldn't be a games. Old saying we don't do the games we make them better
- Demonstrations of weapons, crafts, music, etc. In a city park, or any other public place.
- Print ads in more Celtic based magazines. Try bringing in a friend to a meeting you think might be interested. Sponsor more big name events/concerts.
- Athletic, band, reenactments. Lectures on history. Family outside activity.
- Athletics/arts/crafts/party/parade BECOME VISIBLE!! Meeting once a month in a pub that is normally closed in a town where the rest of the places are closed will not get us seen. We need more kilted activities when there are more people around, even if it's just a party or small gathering. Everything we do does NOT have to be so organized that it prevents us from doing. Let's do some unorganized activities! Let's have a good time! Everybody wants to be with people who are having a good time! Break out the guitars & penny whistles in the middle of the park in town! Laugh, sing, and enjoy life! And it doesn't have to cost a penny
- Better public relations and affiliations with other groups
- Encourage members to make contact and spread the word about the organization.
- I really am not sure
- Parents at the High Schools and middle schools meet and explain what you are about at events. When you presented the check to the High School it was great. I still heard people asking who are they.
- Bottom of Form
- Ask for specific help at events, not just general requests for volunteers. Keep the introductory jobs small and easy to complete
- Ask them, set them up with a mentor
- Get to know them first, go out of way to talk to them, learning of their interests, capabilities, then remembering them when needed and directly asking for their help. Being active from day one is pushing it a little--better to be sure we are asking the right person for the right job. Be a group of so much fun and interest that they want to return enough times for us to get to know them!
- Bribe them??? Just kidding. Explain the benefits of volunteering. Not just free admission to certain events, but that feeling of accomplishment you receive from helping.
- With the way the economy is today the NWC may be hard pressed to get new volunteers much less new members. If we keep the politics that goes

- in within the Organization out of the public Events we may get more volunteers
- find out what they're interested in
 - Provide an incentive program, like points that lead to discounts on NWC web shopping.
 - Make new members feel welcomed when they first start attending meetings. Assign a buddy system and support, phone call to encourage them to participate.
 - Have chapters be interactive and open to it, versus being run by a select few or inner circle! Most new people don't participate because they don't think they can and they are not asked!
 - Depends on what the volunteer opportunities are. Most people enjoy volunteering for fun things - such as at the Scottish festival. Existing members need to engage and form friendships with new members instead of being "cliquish" so new members can better embrace the club and therefore become active in volunteerism.
 - We need to always have materials to give to interested folks
 - Membership drives at major events.
 - Get a think tank together and brainstorm this one!
 - Membership drive. Maybe offer silly incentives to new members and prizes to recruiters.
 - Social activities and more social activities - nice if they were mixed gender. Wonderful to have all men or all women events once in a while, but not all the time unless you want to make NWC an all male (or all female lol) group.
 - Freaking advertise both locally, regionally, nationally. We missed a grand opportunity by not supporting the effort to have a booth at The Gathering in Scotland, extremely short-sighted. We now hold on to our money and not giving it away as our Mission Statement calls for. We have become greedy
 - Maybe on St Patty's day have a tent set up but then again, on that day, everyone thinks they are Irish.
 - Go to events that aren't just for Celts
 - Set up info booths at events or activities targeted at the 18-35 year old crowd.
 - Again have more participation outside the tent area at the games. Get the word out there via a handshake or a come on by and see what we're about. At kilt nights, if someone comes wearing one that is a non member, get them on board, invite them to a meeting.
 - Join with community leaders to be more visible and create "clans" in different parts of the country. Offer traveling and clan gathering (NMW)" for different regions with a gathering of NWC with hosting and games
 - Participate at festivals, highland games, schools, and cultural days at the library, etc.

- Set up at festivals and schools to teach Language classes, history of clothing and weapons, history of clans and movements, Set up at festivals and offer to do demonstrations.
- Music and crafts are always a draw in the right venues and with the right publicity
- Music and crafts are always a draw in the right venues and with the right publicity
- Rent table space at all area fairs and festivals, if possible, regardless of any affiliation to the Celtic culture. "Open to the public" free lessons on Celtic country dancing or piping recitals. (Be sure to advertise heavily.) Free monthly weekend or evening piping recitals or Celtic music jam sessions in town parks or even shopping centers that will allow it (during good weather, of course).
- Have an OUTWARD looking recruiting tent at all types of events (ex October fests) which attract active
- New letters- education
- Other than what I stated already such as Festivals, Fairs, and Games we might contact companies who sell Celtic attire such as Kilts and costumes and see if we could get them to distribute propaganda about NWC and how to contact us.
- Presence at Celtic events, for a start. Establish a public profile.
- Have a street fair, do a concert, and have an open house
- Public visibility....parades, shows, events, all kilted... We need more public recognition of NWC
- Show up at community events
- Family Day
- As stated earlier, NWC booths and music presence at non-Celtic/non-Gaelic gatherings.
- Continue setting up booths at key cultural and social events. Ensure that friendly, outgoing members are available as "recruiters."
- Again, community presentations, involvement....going to the community and not waiting for them to come to a meeting
- Go to various community parks or gathering places on non -traditional holidays with small gifts and offerings. Much the way the mummers would parade around or the wassail boys. We need to be where people are already gathered and offer something other than the traditional programs. SO much of our culture is from the Celts and people don't even realize it.
- Sport event like football tailgate parties
- Step out of our Cliques and be genuinely friendly to visitors and new members. Buy them a drink, ask about their heritage, and encourage them to step forward. Don't smoke around new people, smoke outside please
- Ask them what they could do to help
- Brief questionnaire

- Ask new member's at their 2nd and 3rd meeting, which committee they would like to participate in, and then give them a specific job to do. If nothing else, get them to do the next meeting history.
- Give an "interaction" welcome. When new members are introduced and what their Celtic connection is and ask what they hope to learn about their heritage. Even if they have a worthy cause to nominate for club participation offer new members (volunteers) a mentor to walk them through their first volunteering experience

Question 7

54 responses out of 77 respondents

What programs / activities could the New World Celts undertake to convert more of its current members into active volunteers?

- Showing the same level of encouragement to all the chapters and not just the chosen few. Plus a little positive reinforcement to ones that do help out would be nice.
- Member lists, better organization Just get people to sign up to help do things.....we just need to make it clear that we need everyone to help.....
- This is the hardest question we all face. With all groups 10% of the people do 100% of the work. If you can find the formula to get more to be active you will famous. All I can say is try and show everyone that it is fun and all the help have a great time. How to achieve this I have been trying for many years and several different groups to accomplish and I really don't know.
- An ongoing program that goes into the schools to demonstrate different aspects of Celtic culture would be very well received by the students. Also, classes at the local community centers would be a great idea. Dancing, music, cooking, costume making, calligraphy, etc.raise the bar. Just don't hang in them. Less on drink, more on think!!!
- That goes back to the same 10/90% thing. Also keep in mind that not everyone has it in their monthly budget to do something with the Celts all the time. If you start trying to do too much, and expect more from members, they may get burned out.
- Music circles/dance circles - activities that don't cost anything, where everybody just has fun together. Maybe a picnic. Everybody enjoys camaraderie, having a good time - we have to make it fun to be together. Nobody put on the spot... I got a great chance to meet another member while doing barbarians that I might not have met... but that are why I'm here - to meet people & have fun. Life's too short.
- Again, I am not sure
- Members need to feel included and part of the group -reduce the impact of the click. Much better newsletter that keeps all informed and reports on past activities and how much fun one can have.

- Spare time is limited with many folks. Maybe have more frequent get together and activities such as athletic and/or cultural events
- email offer dates and times and what is involved
- Bottom of Form
- Same as previous volunteer question. Beginning volunteers need, specific, easy to understand, jobs. This helps overcome doubts and lays a foundation of success for future volunteering
- Plan more active activities Fly fishing, build and float a corical (kind of an Irish round boat that holds one man) Sing songs campfires. move them up the ladder like in sports (first you watch, then you play, then you coach)
- Many of previous mentioned activities then get to know members personally, asking them personally if they can help out with a job. Some jobs are very small, some large, people vary widely in their talents, abilities, availability, and this all needs to be considered.
- Make sure we acknowledge past volunteers and perhaps let them speak about their experience.
- Make the Meetings less Business like. I'm really not too concerned about what happened last month I need to know what's coming up in the future months so I can plan accordingly and I'm sure there are others that feel the same way
- Good question
- First, one needs to feel welcome and appreciated, and included as part of the in-crowd
- Award stuff - t-shirts, commemorative cups or glasses. Brandon inaugurated an annual "Volunteer of the Year" award with a plaque given out. We need to get off our duffs and do more of that.
- A monthly meeting that is mostly business about manning the next festival booth by insiders is not going to be wildly interesting or inviting to many newcomers. Again, more social stuff and more specific intentional invites after the 2nd or 3rd meeting. If people show up more than twice, they're ready to be involved or they wouldn't be there.
- ASK
- maybe have another meeting at an alternate time, I have a hard time making it to some of the meetings due to the hours I have to work, I'm sure other people do to. Send out an email to all members & see if there is an alternate day/time that would work for meeting times.
- Again move the events around
- Each chapter has to support each other for one thing. For me, meetings are on a work night. I don't go out on work nights.
- Have more to offer than participation at Celtic Festivals let's do a NWC Festival and create an opportunity to celebrate and communicate our heritage at a nominal cost
- Direction Play some historical Celtic games and offer to show how to participate in games and Dance classes

- Talk up how much fun was had by volunteers at previous events. Have volunteer special recognition awards or small gifts. At monthly meetings honor a "Volunteer of the Month." Have a small sturdy sign made that the "NWC Volunteer of the Month" can put in his or her auto window or a banner that can be displayed at their home. Or, as I said previously offer free food to volunteers who help with an event.
- Have them be conveners at smaller games.
- Keep their addresses current. MAIL upcoming event info to ALL members often enough (quarterly) that the members feel needed
- Expand- I'm in Minnesota
- It seems as if the "volunteers" are always the volunteers. To get more volunteers I think smaller tasks should be talked up to get new volunteers and the leadership should contact individuals directly rather than put it out on the floor for the first hand raised. Some people are shy or afraid of failing so are reluctant to volunteer.
- I have no idea who the members may be or how many there are. I have learned nothing at all about the organization since I joined
- How about a phone call or email? I never get either. Also, sometimes when they have a meeting it is on the same night as other functions. Have some flexibility of schedule.
- Again, work for dues or discounts. IE NWC Dollars for hours represented that can be used for NWC events, or dues.
- Again, communication is the key.
- Questionnaire
- Recognition, mix it up, not all pub events
- Communicate, communicate, and communicate.
- Perhaps more diversity in activities? I know there is a good range of NWC activities (Golf, movies, games, etc.), but maybe the occasional bowling night, or Habitat for Humanity day would coax non-active members out for events.
- Phone calls, cards to members who are not as active....giving a sense of family and fun with the need for their involvement as part of that family without pressure
- Public recognition
- Every day programs. Picnics with traditional games and food. More of a come as you are family gathering. We often get caught up in the stereo type look and act, we often forget that most festivals and holy days were simple church or town picnic. A simple pot luck picnic with simple story telling, food, and games is simple and does not require a large cash fund to put on.
- Some kind of award program a points system
- Talk to them, communicate our desires for their help, and make them feel welcome as full members. Include them in correspondence. Send postcards monthly to everyone
- Recognition before their peers.

- Communicate be sure that they know of all the opportunities available to them, Mention then so they feel welcome
- Chapter membership persons should have a more personal contact with chapter membership i.e. the phone, postcards
- Have committee heads help people learn has to help. A lot of folks don't know what s expected or how there expected to help. Training is important we don't come into this knowing how to work on a committee arranging a party
- The efforts to finance Matt McRae's food and comfort during his trip to Scotland were remarkably successful and generated lots of energy in the club – it was a splendid cause. Perhaps displaying a placard at molly's during the meetings outlining our next fundraising activity would help draw attention and enthusiasm to the effort.
- Break jobs and responsibilities up into smaller parts so a person feels that they can handle the job do a good job without taking up too much time
- Talk to them about their interests and then put them with an existing group or committee that covers that interest or talent
- Talk to them about their interests and then put them with an existing group or committee that covers that interest or talent

Question 8

60 responses out of 77 respondents

What can be done to reduce the number of “dropouts” from either?

- Sponsor more get togethers and events where everyone can express their Celtic heritage, such as the wearing of kilts and Celtic apparel, cooking and recipes, music, etc.
- Haven't been with you long enough. email helps reminders etc for meetings
- Make members feel that they are welcomed and part of the group. Have active roles for all to participate in.
- If I knew that your wouldn't have drop outs
- MORE ACTIVITIES of all sorts (even free) BE AN EXAMPLE and similar people will be drawn to you (but it's a blade that swings both ways) Sometimes, the shifts when volunteering are long, due to lack of volunteers; which makes people less willing or able to volunteer. I think we need to establish short shifts AND STICK TO THEM for those who can volunteer for short intervals. A volunteer willing to give one hour (only) means a heck of a lot to somebody who's doing a 10 hour shift. That one hour break can make a BIG difference, and I, for one, would truly value that person's time, even if it's only that one hour for the whole day that they can give. (Those who give more will always wind up giving more anyway.) I think many could and would give a half hour or an hour, and they should not be made to feel their time is worthless if they can't do a

- half or full day... I think we need to place more value on what people can easily give; that could lead to more giving if it's made easy & fun to do...
- Try to keep it fun at all times, and don't overwork the few that do the work to begin with. Make sure everyone understands that they all have an equal say in what goes on.
 - People need to feel empowered. Come up with a plan; raise the dues to screen out those who drag the culture of the organization down. Once again what is the perceived image of the NWC?
 - It was my experience that our group was not very well organized. If you identify your member's individual strengths, and put them to work in that area, they will be happier to follow through.
 - I think we will always have some drop outs but I have talked to some and they just get bored. Chapters doing the same things not trying new events. Meetings boring, sometimes a few in control don't let others in to the inner circle. But again you find this in all groups so nothing new here. Again it's the 10% rule and I don't have a clear answer.
 - I think the group has to be more friendly to new people and welcoming. Maybe a buddy system with new members.....Adopt one.....
 - Better chapter organization. Have meetings start on time with a clearer agenda of what is happening. List of members with contact information and someone to keep track of them. Maybe each chapter should have a VP of membership. Our chapter is so large now that new people can get lost in the shuffle, so to speak.
 - Again positive reinforcement to everyone that helps out, not just the "in crowd". and to make things about things other than just drinking
 - Let members know that they are important as individuals within the group. Regular contact [the old postcard notices] People want to feel that they have a personal connection.
 - Get rid of petty politics, and give the founders mentality the organization belongs to more than 10 people.
 - Those who are in charge of deciding what to do, sincerely ask, listen intently to members and what they are interested in, use care and creativity in planning. Try to spread the work out so no one is overburdened. Again, paying attention, listening for signs of this. Realizing that this is a volunteer effort, showing extra appreciation and patience for all that everyone does as a volunteer. Look at a little differently than a person who is paid as a job to earn money to live on, (a basic survival activity). Volunteerism with the NWC is helping someone and having fun doing it.
 - Eliminate the "drama" from the Chapter. Have fun!!! That is our #1 rule after all. Be sure to listen when other members have an idea or something useful to say
 - We need to have more fun at what we do. The number of "Dropouts" could be because of Finances, sickness or any number of reasons. But what do we as an Organization do to find out what happened to that person or persons

- Top of Form
- we have to show everyone that they are needed and welcome.... avoid the cliques
- keep current, don't get set in your ways
- make people feel good about their membership
- Allow people to celebrate their own heritages. This "we are NWCs, not Irish, Scots, etc." is a bunch of crap despite what the Int'l President says. We ARE Scots, Irish, Welsh and the rest. Let us celebrate our differences and learn from each other. We should be a federation not a stewed commune of cultural eunuchs!
- Members who have been with the club need to make an effort to become friends and mingle with new members instead of just hanging out with the same small se of people.
- Personal contact at meetings and lots of social events. If it isn't fun why would anyone want to spend what little leisure time they have doing it? Make it fun. Make it welcoming and inclusive. Make it easy to get there at a convenient time.
- Be friendly, avoid cliques, involve everyone in activities, comply with the Mission Statement
- the alternate meeting times and maybe a welcome committee to follow up with new members, someone to contact them & make sure they have access to the website, know when the meetings & upcoming events are, etc...
- Ask them to be in charge or to head up a committee for something personally. Don't wait for them to just volunteer.
- No cliques, personnel displays of appreciation, openness. More Fun
- Really just more events. The more active we are the more people feel their membership is a value.
- Keep it interesting. Don't make presentations too long but informative all the same.
- Create programs that will inspire volunteers and excite participation. I'm not sure what our programs for the membership are at this point? I know that we offer scholarships to talented children, but what do we offer adults or their children???
- Give them a reason to stay in. Give them ways, concrete ideas about where they can participate.
- Offer more productive and fun things. Show an outward drive from the officers to participate and lead events or help with events if members wish to lead an event.
- already answered
- Close ties to other members... Again, pair "newbie's" with established members. People hang out with their friends!
- Have more fun events at which members can participate with silly stunts or input, such as Lakeland's Finnegan's Wake. Schedule small events at monthly meetings during which all members can have input....like a

- friendly "Roast" of a member or a celebration of all who have birthdays or anniversaries or some other meaningful event during that month. Or perhaps occasional get-togethers at a member's home. If you have more volunteers, you'll have fewer volunteer dropouts from overwork.
- Don't know. Most clans have this problem, too. Use a volunteer phone brigade to call the recently "lost" members and inquire "why" they left.
 - See last few remarks about KEEPING ADDRESSES CURRENT.
 - Keep them involved. People are less likely to quit if they are needed.
 - keep things moving
 - Said it all in previous fields. Need to build a membership climate of expectation and then address it.
 - See my last answer
 - Make them feel like they matter and are part of the group. Assign someone to a new member for at least a month to make sure they get invited to events, meetings, parties, etc. Introduce them to everyone so they don't feel left out when attending a function alone.
 - Make meetings more interesting ala Dunedin, Brandon, Lakeland....more history, music, socializing rather than minutes, schedule, complaining
 - Tell us what is going on. Use MySpace or face book, have your own website so that if we can't make the meetings, we can keep up.
 - Tell us what is going on. Use MySpace or face book, have your own website so that if we can't make the meetings, we can keep up.
 - Keep it interesting and don't always use the same people. This will cut down "burnout"
 - Local activities they can participate in without spending a lot of money
 - More activities may increase participation which can increase the monies earned for charitable purposes, which, to me, is the most worth-while part of the organization. Maybe if people feel that they are contributing to their communities (and not The Tilted Kilt) they would be more apt to maintain an active status.
 - Write better surveys.
 - Who me....????? :-) sometimes not much...often family or job or other issues become wedged in there and it's unavoidable.....but I can tell you as a drop out that I do miss you guys TONS!!!!!!
 - Treat them like they matter. Because they do. We always tend to gather around our closest friends. New people often feel left out or like a third wheel. Don't always get caught up in the Celtic speak without considering that some may not always know what we are talking about. Always be aware of who you are around. Always have an anama cara or mentor available for new people to become acclimated as to who we are.
 - I don't know
 - better contact
 - Bottom of Form
 - Top of Form
 - Bottom of Form

- Avoid Clannish behavior. Communicate communicate. Do exit surveys and act on results
- Stay open to new ideas get them involved
- Keep the meetings entertaining, the infighting private and the volunteer hours as short as possible. Anybody working 10-12 extra hours a week as a volunteer is doing too much
- When Lynn was in charge of memberships she positioned herself at the table by the door. It had the effect of welcome and greeting. Perhaps members would rotate greeting attendees
- Keep meeting creative fun exciting make them into "overts" Be patient with these folks are giving their time, money and appearance

9 39 responses out of 77 respondents

How should the New World Celts recognize and thank volunteers for their service?

- Annual awards, any recognition would be appreciated
- A general awards banquet and appreciation night. This should be a big deal.
- Mostly a thank you and have periodic fun gatherings
- A simple "thank you" to me makes all the difference. More than that often makes me feel uncomfortable, like I'm doing it for ulterior motives... for me, it's just a way of "giving back"; it's the way I was raised. (For which I thank God & my parents daily).
- In my opinion volunteering should be its "own reward". knowing you are doing something for the greater good of something bigger than yourself is why most people volunteer anyway. If you give a "Celt of the year award" some may feel insulted, and think they were unfairly treated.
- How about a reward badge that can be added to. Custom kilt pin or something. Holidays, St Andrew's, Guy Fawkes, Burns. Tartan day, battle dates.
- An annual dinner would be nice, or just a gift certificate. A bottle of whiskey is always appreciated. (just kidding)
- The NWC whether the International or each chapter should have a dinner just for those who have volunteered over the year and present small awards, a plaque or a Sgein Dubh, something. People like to be appreciated a pat on the back is okay but to be honored with something and a dinner would go a long way. I have volunteered for the City of Dunedin and they put on one every year, Trinia at Flannigan's has a special night for her volunteers. So something like that would work.
- I think celebrations of jobs well done work....maybe little thank you notes or certificates.....
- Annual awards, any recognition would be appreciated
- thank you cards, t-shirts, and maybe a hand shake and something said from Dunlop
- Recognition with prizes of NWC merchandise, and awards.

- Personally thank every volunteer every time. We are suffering from volunteer burnout because a lot of folks don't want to help they want to watch and then bitch if the event does not meet their expectations
- Mainly, a simple thank you, patience, not criticizing for "not doing enough". Thanks at meetings, at events, in Newsletter, on website.
- Definitely give them verbal thanks... but maybe give out certificates or a small plaque as well???
- Have a BBQ/Picnic or a get together at someone's house just for Volunteers. Maybe some kind of small award that commemorates that day they volunteered
- What activities or programs would be meaningful to volunteers?
- Each chapter should come up with its own; maybe a how to guide
- Active member special parties at NWC attended highland games
- Volunteer Appreciation Celebration
- Public accolades are welcome. Give them exposure as true backbones of the group.
- Verbal recognition at club meetings, written recognition in newsletters/scrapbooks. Written recognition by personal letter on club stationary. Recognition on website news. Such recognition might encourage others to do the same.
- An annual dinner that is well planned and FUN is great. A small gift like a pin, t-shirt or pint glass is a great way to make it memorable without breaking the bank.
- Recognition across the board, locally and internationally ...the website and IEC ignore everyone
- T-shirts & free beer work for most, we could also maybe keep track of the hour's folks volunteer (& show up for) at a certain number of hours they get a gift... like at 25 hrs you get a Sgian Dubhs, 50 hours you get a sword...something like that
- Yea and just to recognize them at a main event or have an annual volunteer roast.
- As crazy as these sounds, patches, pins, service bars, etc. Once a year private event. With a Celtic Samhain new year's bash.
- Perhaps an announcement within the Triskele, or a volunteer's special recognition dinner. Everyone loves an atta boy.
- Create "levels" of recognition and have the gifts be something the member would be proud to have. Celtic ornamentation, NWC kilt, photographs of them in their Celtic finery, acknowledgment through a high quality newsletter or special dinner, etc.
- Newsletter, in fact this would be a great way to educate members. Now f there is already one, I had no idea.
- Offers of dinners or gifts of membership.
- Thanks - Certificates, Clan shirts (for a GREAT number of "service hours") Earned rewards, membership dues discounts for ("service hours")

- A small plaque or framed award or, best of all, an article sent to all area newspapers chronicling their service at an event and heralding their value as a member and volunteer, with picture, of course. People love to have their picture in the paper with an article praising them. Or perhaps a small gift certificate toward a service or goods (this could be even a Wal Mart or Publix or gas station gift certificate).
- Words of praise; their names in print in the newsletter; a button; a beer, whatever...
- Recommend ALL chapters honor a "Volunteer of the Year" as Lakeland does. (see page 8, Autumn 2007 "Triskele".) Have the Intl Board VPs draw cards with one joker. That VP selects an active chapter officer from one of the 12 chapters to receive the "Golden Haggis" award annually. Create a small banner, (ex guideon or whatever shape is traditional) to recognize the (1) Most Improved Chapter, (2) chapter with the highest percentage increase in membership (3) or whatever.
- events locally
- Name dropping at Chapter meetings is always good. Mentioning in the emails or published letters. Have an annual dinner for the district and recognize through trophies or gifts such as knives etc.
- Certificates. Profiles on a website. Annual general meeting at some major event.
- Have a party...give a gift (small or large).
- Public recognition, volunteer of the year, etc.
- Beer is always good, but maybe that's just me.
- The group I was in gave certificates of appreciation for hard workers. Everyone is different but likes to be appreciated for what they do.
- Just small awards, name recognition.
- They should be recognized for participating in events, shedding a good light on the organization. Perhaps an annual reunion (convention)
- Award plaques, certificates, pins, patches.
- Maybe the annual tartan ball can feature a handing-over of monies to charitable recipients and members who contribute the most time and energy can get free entry. I think that would be a nice way to recognize members who go above and beyond.
- A paid trip to a festival outside the direct area. Have them set up a table. Dinner gift cards for on line Celtic stores. Celtic music. If we could have a membership drive in each chapter, we could say that if a person recruits 10 people, the IEC would honor them with a NWC kilt. Perhaps this kilt could have a special patch honoring the level of achievement.
- Not sure on that one
- Public recognition online
- Lapel pin system after points or name plate to add levels to
- Volunteer Recognition based on action not personality or longevity with the group. Monthly volunteer awards, publications on Internet and Triskele
- All volunteers get into events on a reduced rate.

- People who volunteer do so for the internal rewards not gifts. Continue to recognize and thank volunteers for good work
- Maybe a how to work booklet
- National and international volunteer of the year awards
- The volunteer of the year is a big deal in Lakeland. The last year's recipient chooses the next year's winner with board approval. If you can get most members involved as volunteer workers, special thanks won't be necessary – only recognition of stand –outs
- A free drink during the meeting probably couldn't be refunded
- Being featured in The Triskele goes a long way to rewarding participation
- Mainly say thank you trophies and certificates are not needed by most volunteers

Question 10

59 responses out of 77 respondents

Strengths of the New World Celts

- Camaraderie; acceptance
- The overall ideal.....which I think we have strayed a little from over the years. The people's passion for that belief is also one of its strengths. At the Dunedin games last year there were over 140 people behind that NWC banner, and not just because they want to be part of a cool club, or a "drinking gang". I believe all those people feel very strongly for what we do, and what we stand for, and I think we need to make sure everyone still knows what that is.
- Our members are our strength, what they do and how they act and how they keep the mission statement. We started with just 10 and I can't tell you how proud and emotional I feel when I see and hear what each and every member has done and has added to this group. Going to the games the first two or three years just two of us and then three or five and now I sit back and watch and listen to people I don't really know tell others how great the NWC and all it stands for and the fun they are having. Yes it's our members that is our strength
- Fun group to be around, Celtic heritage
- Right now it is small group doing the work and going to the outlying events. and that small group is the only strength I see at this point
- It is a large organization and you have people from many backgrounds belonging to it...it is like a brotherhood...
- Really cool culture, wonderful food, dance, music. Handsome, burly men in kilts, what more could you want?
- Trying to bring people together
- Cultural identity. We as Americans feel like step children without a cultural link to our diverse past.
- The enthusiasm and sincerity of the members.

- Really cool culture, wonderful food, dance, music. Handsome, burly men in kilts, what more could you want? Really cool culture, wonderful food, dance, music. Handsome, burly men in kilts, what more could you want?
Bottom of Form
- We offer an alternative to the clans Top of Form
- Sound concept, unique in mission and inclusiveness
- Great bunch of people with lots of heart
- A high percentage of people at the top with patience, positive, enthusiastic attitudes, intelligence, creativity, which all attracts others of like mind.
- We are a fun bunch of folks, full of knowledge about the Celtic culture, and we seem to have a grand time whenever we all get together.
- There is Strength in Numbers for which we allegedly have but fall short when we are at certain events. If we have the members where are they? Maybe we need a proper count on how many actual members we have that are participating and cull the ones that have no interest, deceased or too sickly to participate anymore. That way we will have a more Realistic count of members
- Fun to be with
- Culture and the quality of members
- Love of culture, location for year-round activities. Not much else, this is a weak and sickly organization.
- Dedication and hard work by club officers. Liveliness of the group as a whole.
- Fun group of people.
- Their basic insanity and willingness to laugh. Also, the interest in all things Celtic - not going to find that anywhere else. Capitalize on it and laugh more and delve into some Celtic culture even further.
- The members
- The sense of belonging & of family/friends
- Our own opinions of ourselves and getting things done.
- It's members
- Men in kilts.....kidding. Actually not really people are intrigued by big guys in kilts. Especially when we throw large objects. People always love a physical champion beast of a man. Something we seem to be known for.
- It is a phenomenal organization that creates a sense of camaraderie and pride, I have seen old friendship strengthen and new friendship form, we need a clear and meaningful goals and programs that most of the membership can relate
- That they've hung in there and continue to try to grow.
- The willingness to accept members and have a good time while being educational. Maintaining a clan attitude of family and friendship.
- We're CLAN. We're family, kith and kin to each other. We help each other, as well as our communities

- The biggest strength, by far, is the obvious fun and good cheer at NWC events. People want a place to belong and help them feel good about themselves and who they are and camaraderie is important to this.
- That they are changing from loud and rowdy to helpful at the games I see them at.
- Opportunity to help others and have fun.
- idea
- I "know" everyone when I walk through the door. Unlike some organizations where you feel like a stranger I always feel the strength of friendship of the Celts? The involvement of the Chapters in activities for the furthering of the NWC.
- I really don't know.
- The history and culture and the fun!
- Our donations to children, and others for cultural activities. Our assistance to games and festivals. And our historical info at mtgs.
- Never really got to know you.
- The organization is strength of the organization, but it needs more personalization somehow without asking for money at every turn.
- Uniqueness in boring PC world
- The core of people who are active within the organization
- The sense of family because of the similarity of heritage and histories.....and the parties..... :-)
- Their enthusiasm.
- Camaraderie, fellowship, family atmosphere.
- We are different than anything else out there. We always need to be sure we never stay the same and fall into the same old society traps. We must always reach back to move forward. Remember where we came from and why we are doing what we are doing.
- Colorful personalities and the opportunity to wear kilts!
- Open to all
- Pan-Celtic
- Focus on Fun
- Freaking funny Canadian Irish
- Celtic Activity supports and scholarships
- Chapter concept place to gather
- Money goes to Celtic activities locally
- Non – religious, non political, non racial This is incredibly important if this changes I'm out of Here
- A strong presence at games
- Also at local events
- A laid back fun approach to Celtic events, music and dance
- A user friendly website
- A clear mission statement
- Uniqueness of pan Celtic organization
- Emphasis on Fun

- Variety in Sponsorship music, dance, athletics
- Excellent website
- Friendly Person
- Interesting way to learn
- Makes being Celtic Cool

Question 11

56 responses out of 77 respondents

Weaknesses of the New World Celts

- letting people know what you do and what you are about
- Organization and leadership skills
- Possibly communication about the existence of the organization
- I am not sure
- Too much "talk"; not enough "do"... there's so much focus on the "big events" that we're losing sight of the small opportunities... like John Lennon sang, "Life is what happens to you while you're busy making other plans"...
- Truthfully.....bickering over small, petty, bullshit issues. Some people feel like their voice isn't being heard, and some people have taken the fact they have a title to their heads.
- Image that it is a bunch of drunken misfits. Without a true purpose.
- Organization. Spreadsheets are a great tool to keep up with who is doing what.
- This has been a point almost from the beginning, we lose track of our members. Like in life we lose track of people and sometimes wonder what they are doing but very few pick up the phone or try and find them. We as a group have the same problem we do have to spend so much time with those that are active that the ones on the fringe drift off. I think each chapter has a membership chairman and with an assistant they might be the ones to go out and look for that last sheep and at least find out why they left. There might be a bigger problem why they left and we can fix that
- It takes a while to feel a part of the group and you have to do it yourself..... I think mentoring might help.....
- Huge lack of organization. No clear path for chapters meetings, everyone just shows up to eat and drink and ask when we're getting our kilts. A women's group with a derogatory name like "Clan Cleavage" - what an embarrassment!!!!!! (Why not change the name to something women could be proud of like Feminist Celts? You would get more women to join.)
- Nothing is family based, and everything has to be on the pretty side for anything to be done about it. It wouldn't hurt to go outside the box and involve other persons.
- Natural Celtic ego and tendency to take differences of opinion personally.

- Founders Syndrome
- A tendency to impatience with others who are "not giving enough of their time", too many pressures to attend too many events besides the monthly meetings, a tendency to get into a rut at meetings, not keeping things compellingly interesting and exciting--a tendency to put too much emphasis on drinking (an image of a "drinking man's club").
- Communication issues. Whether you want to discuss something with another Chapter President, or have an issue with.
- International. First something is said to someone else, instead of taking initiative and bringing up a subject that needs to be addressed
- Complacency. Some on the International board are just too comfortable with the positions they hold. We need NEW BLOOD on the International Board. People who are excited about what they are doing and want to make this Organization bigger and better.
- communication
- meeting need to be better controlled and time limitation, prevent discrimination, development of leaders
- Lack of leadership 2. Lack of a well-formulated organizational structure 3. Inner circle that precludes or stunts development of new talent 4. Communistic in amalgamation versus federated 5. Crude and immature - real organizations don't act the way we do 6. We celebrate the NWCs instead of celebrating our cultural heritages
- Lack of cohesiveness among members within the club. Again, I am referring to cliques.
- Too focused on business meetings with not enough social activities. Manning festival booths and such is great - no knock there - just need to be broader than that. How about some stuff on Celtic music and getting our musicians together and mentoring each other? What about our sportsmen or cooks? Let's get into some of that Celtic culture and enjoy it together.
- The IEC and organizational structure, lack of vision on a global scale
- cliques
- No contact system
- In my area so few members. We will grow and it will be better.
- No defined focus or well communicated goals. Poor communication and follow through from the Board and certain power plays that are not pretty
- That we are seen by some as a bunch of rowdy drunks, don't get me wrong! I enjoy the drinking too & I've never seen one of us get out of hand but that is the impression some people have.
- Lack of information, education and states they participate in. For instance, I have had people show an interest at the Something Scottish Day event held at a library here every year. But all I have had to give them is a web site. It would be nice to be properly prepared to give information that excites the person into joining.
- Communication

- Always asking the same people to do things while others don't ever offer to do anything. A lack of support.
- Too many events centered around alcoholic beverages. We personally know of people who would dearly love to be a part of the NWC, but, because of alcoholism and their inability to trust themselves around such beverages, feel that membership in the NWC is closed to them because virtually all events are either centered around alcoholic beverages or have such beverages served. These events, in themselves, aren't bad, but there seems to be far too many of them, which, in effect, shuts out those who would love to be members, but cannot trust themselves around such beverages. We feel that the Celtic connection to these beverages should be played down and other aspects of the culture played up more. An outsider might easily get the notion that the NWC is centered on drinking. There needs to be a good smattering of NWC events at which there are no alcoholic beverages and even meetings at places other than pubs.
- Planning (specifically events), communication (people are not on mailing lists - we need a directory - some older members are not computer savvy), networking, recruiting
- Competing between chapters and scheduled events we need more coordination so we don't double book dates
- It can "leach" membership from established clans.
- Involvement
- Communication.
- Lack of communication and direction.
- Communication issues from IEC to chapters to members and back.
- Not great with networking and keeping people "in the loop"...I always feel like an outsider...not included, because these people have all been together for a long time...I don't always feel that welcome. If you are a shy person, you won't be back.
- I think I've stated it.
- Same
- Can be seen as odd if not organized
- Lack of communication
- Not always looking outside the box.
- Perhaps too much pub culture...
- Since we are so spread out, it is hard to stay united. Many groups may feel disconnected from the main core groups in the FL area. Maybe we can have national gatherings centrally located. Say TN, CO, or NC
- There seem to be a core group who carry the load and though it's probably unavoidable as it is in most organizations, it's draining for those people.....those are the ones who seem to go the most unrecognized
- Lack of leadership 2. Lack of a well-formulated organizational structure 3. Inner circle that precludes or stunts development of new talent 4. Communistic in amalgamation versus federated 5. Crude and immature -

- real organizations don't act the way we do 6. We celebrate the NWCs instead of celebrating our cultural heritages
- Meeting need to be better controlled and time limitation, prevent discrimination, development of leaders
 - Perception of racism or cultural separatism on the part of the general public
 - People with agendas contrary to mission
 - Individuals on the IEC make too many decisions without consensus of IEC
 - Allowing chapters to have chapters before they prove worthy
 - Ill defined policies
 - Inconsistent membership policy
 - No transparency on how the money is spent
 - Might be perceived as exclusive and not inclusive
 - The follow up after someone has joined
 - Wild Rover presence is too low key
 - No phones for contact or answering system for the organization
 - Too much emphasis on the pub as the center
 - Same people in Charge year after Year
 - Communicate internally especially
 - Growing faster than can keep organized
 - Upcoming events list out to member through email, printed handed out at meetings

Question 12

55 responses out of 77 respondents

Opportunities for the New World Celts

- Growth without proper control of distant chapters
- New World Celts Spring Garden Party, New World Celts Celtic Ball
- Loss of the membership base - my guess is that you lose the same amount as you gain each year.
- Getting the word out about the organization.
- Apathy
- lack of communication; bickering; egos; politics; COMPLACENCY - believing that the status quo is good enough, resting on our laurels
- Losing members due to lacking the fun we once had. Some things have gotten entirely too business like (not saying that isn't needed in an organization that has grown this large, but.....)
- open membership
- Not sure I understand the question.
- The biggest threat and it is to all groups is that people don't join and are active in outside the home actives. I think more needs to be done to bring in families and do events for families. The economy is a big factor now

and people have just so much money to spend. We need to do more events where the cost is less and families are welcomed

- Apathy. Just showing up for meetings....Never participating in anything but the meeting....
- Continuing on its present course. If you want the organization to grow, it has to grow up! Everything is not about drinking and kilts (love them both, but there has to be more.)
- The small chicks, and "in crowds" that form up at every highland games, or other events. again only a small few who work at the games
- No new blood, volunteer burnout, poor scheduling, and demanding people work an event if they show up. You don't give up your personal rights when you join the group
- people getting bored with the same old, same old, and drifting away, no one to carry on the torch, keep the fires burning
- Alien Invasion
- People who see the NWC as some kind of Social Ladder. The kind of people who need a Title to make them feel better about themselves and rub in everyone else's face. One in particular is an International member
- Apathy
- Losing contact with Old World Celts
- Economy
- Lack of motivation and excitement. We need to stay active all year not just around Oct / Nov. The Celts had 4 main high festival days and many smaller days. We can still honor days like St David as much as we do St Patrick's Day
- None that I can think of.
- Do not know enough. Locally, it is constantly being asked to spend in order to produce.
- Apathy
- Not having fingers on the pulse of the members. Not just ordering things done.
- Apathy
- Need some recognizable members from the community, involve public figures
- Fractionation into competing groups.
- This economic climate.
- Lots of other clubs and activities in the Tampa Bay area competing for your time and energy.
- Apathy.
- Lack of growth that is real
- Not enough younger members
- I hope this doesn't come out sounding worse than I mean it, but a lack of clear and focused direction, as well as a lack of business savvy for details at the International level. An affinity at the International level to shrug off good advice from experts. International needs to shake the air of a 'good

ole boys club' and try to be a bit more professional Also the lack of variety in chapter events as well as the loss of members and the lack of volunteers

- Lack of participation.
- The economy, lack of financing, due to lack of defined programs or plans, membership that is not passionate about their culture or heritage
- Treating smaller chapters as outcast and a lack of commitment to the NWC Statement of mission.
- Too much bickering on the board
- The Roman Empire and Gas prices. Often events require travel.
- Complacency, apathy, boredom
- Unemployment, a lot of us have been unemployed & don't have much money to contribute to things or to pay for extras. Maybe we can focus on doing things in places besides the pub like have a meeting in a park or something like we did for Clan Cleavage
- Lack of planning, lack of guidance and motivation by leadership for new and existing chapters
- Too many other claims on our time. If I'm going to dedicate an evening or day to something, I want to meet people and feel included and I want to have fun and/or be informed about something I'm interested in. If not, I can find other groups who will do that for me. Sierra Club or Kayaking group doesn't just man booths at camping festivals. They hike, kayak and have meetings about doing the same
- Get tired
- Not supporting its membership base and appreciation of the members - need better future planning of events, more surveys, more socials
- Lack of promotion and PR within their own communities. Most people don't even know there are Scottish organizations within the community. Members within the New World Celts don't even know what Tartan Day is.
- A stranglehold by an inner circle that is stunting growth and innovation. And a wrong-headed direction away from cultural heritage.
- Them selves
- Grants
- Involvement in International Celtic Activities and events
- Clearinghouse for all things Celtic (non religious or political)
- Policy setting for all Celtic orgs, becoming a source for Celtic thing, selling products
- Write the history of the Celts in the new world
- Clubhouses
- More educational Funding
- New members
- Golf outings
- Concerts
- Co-sponsor Games
- Celtic Festival

- Dance show
- Expand scholarship program
- More community involvement
- Get into schools as mentors guest speakers thought to do with all the new background checks

Question 13

56 responses out of 77 respondents

Threats for the New World Celts

- More business like uniform decision making at the top. [Celtic Senate must step up even when it may cause some friction].
- Get better organized, build up the content of the website and get neutralize the obstructionists
- keeping the meetings and events interesting, entertaining, and educational all at the same time and raising money with events that are the same and being sure that people see what the money is being raised for and where it's going, making them feel good about contributing money and/or time
- Everyone working together and keeping the fun in all we do.
- Keep everything FRESH and EXCITING. Make people want to join rather the run away.
- We need goals.... both long and short term that everyone knows about!
- recruit recruit recruit
- Proper development of its Mission and Vision statements. Better planning and development
- Re-org...NOW! 2. Do what we have now better before expanding. We are overextending with the same lack of success we have with existing chapters. 3. Get REAL leaders involved! They should be vetted at Int'l before elections.
- Social. Social. Social. With a liberal dose of Celtic cultural info thrown in.
- Planned annual activities.
- Restructure the organization, bring in some professionals, adhere to the Mission Statement, and spend the f**king money instead of hoarding it. Fire the VP of finance
- Don't know
- Advertising our group to more than just the Fla peeps
- Younger members, a clear purpose, community involvement
- Highland Games and Ren Fairs. The more cities we can set them up in the better. Larger ones like NEFL and Dunedin could run twice a year.
- All of the things in the previous question should be priorities. This is a volunteer organization and people are consumed by their personal challenges, maybe we should be more supportive of their challenges,

what are the goals and priorities of successful groups that function as cultural organizations?

- Just like the highland games, be prepared to have a representative fully educated at each game, every state.
- Language classes, history of clothing and weapons, history of clans and movements, in the past and up to today.
- Better focus at the International level, a wider variety of events for chapters, more advertising and visibility in the communities to help with recruitment, better recognition of volunteers and a move away from events centered around alcoholic beverages to those centered more on Celtic culture and history.
- More younger members! More fund raising and charitable donations and activities
- A meeting place for the undecided/un"clanned" Scottish-Americans. A fun group!
- Good communication, ACCURATE membership addresses, community recognition, growth of leadership ranks so the loss of any single individual will not leave the org leaderless.
- Grass roots level and education
- Commitment.
- Involvement of a significant critical mass of the membership. Aggressive recruitment. Frequent member contact. A mission.
- Promote...Promote...Promote!
- Create better communication; widen our scope of activities and membership pool, increase visibility of NWC
- Unknown
- Get more involved in community
- Not to become jaded or take the members for granted.
- Continued support from the IEC. You have done a great job in supporting us on a local level. Maybe one day we can staff a full time office. I see the NWC in the same way the SCA has developed over the years as far as structure goes. But we must always be real and relevant. We should never become a society that "plays" Celtic.
- Multi-generational involvement. How about some sort of "Celtic Kids" type of group?
- maybe I'm being a little altruistic, but I think that when a group feels the importance of itself as an entity and the members feel their importance in relationship to the group....both what they can give to the group and what they expect from the group, then survivability is more of a given....I do think the consistency of presenting the strong heritage of those who are members or impending members and the groups pride in their heritage both individually and as related to American history than the group will survive
- Supporting the inception of new chapters throughout the New World, using members of the Wild Rovers as start points.

- New web site
- People with agendas contrary to mission
- Infiltration by the Canadian Irish
- Non-drinking leaders who want to meet at coffee shops
- Mergers with other organizations
- People with agendas contrary to mission
- People are busy – might grow tired of it and drop out due to other demands on time and resources
- International interfering in chapter matters
- Our organization is not professional enough in the way they conduct organizational affairs
- Members who do not drink or had a past drinking problem are under a lot of pressure, it is easier to quit than to stay
- Continue old boy network style
- Continued perception as drinking club
- Insularity at IEC level
- Marginalization of chapters not on the inside at IEC
- Lack of /or miscommunications
- Impatience
- Too serious

Question 14

56 responses out of 77 respondents

Priorities for long range survival of New World Celts Policy

- Long range planning of events and activities- establish goals, determine the membership needs and give directions with positive planning.
- Recruiting new members 2. Advertising the existence of the group.
- Perseverance
- Taking a closer look at, paying more attention to, and creating many more short range activities - if this is done, the long range will automatically take care of itself
- Members signing up and members staying. I don't think our only goal should be seeing how much money we can make. Although making money gives us the ability to do more, it takes away from the focus that this is supposed to be something fun, and helpful to the community, not a corporation.
- Who are we and what do we want to be as a group? Define our culture; make it worth something to join. Give something on membership. T-shirt something. Build it into the membership fee
- A strong framework of leadership needs to be implemented to ensure the organizations long term success.
- When we started we thought 50 members would be huge and two chapters. Then it went to a 100 and 200 and 400 and 800 and chapters all

- over. We were truly amazed. I think what we started will go on for a long time. Keep the mission statement in the forefront, live by it and people will want to learn about their heritage and we can help those that want to learn. With us getting larger more and more people will turn to us for our knowledge and our help. The main reason we began this adventure.
- Getting a stable membership that is involved and is supported by both new and old members.
 - I know the bi-laws have been changed, but other than that, I don't know.
 - I can see any priorities existing other than how important drinking is at all events. the priorities should shift over to finding new way to get the word across
 - Our own By-laws
 - IEC involvement with chapters
 - Solid rules for chapter charter approval not just the whim of the president
 - Grants
 - Support our program
 - Communicate our goals and objectives
 - Recruit
 - Reorganization to more professional status
 - Recruitment of new members
 - Retention of existing members
 - Clarity of mission, and how to achieve the same

15. Do you have any other suggestions or comments about New World Celts?

- Encourage officers to have some helpers, thereby introducing people to what the office entails. people may be reluctant to run for an office if they are unfamiliar with the duties
- Meeting need to be run better.
- It is a great group. I plan on becoming more involved as soon as I can.
- Not really, It is a big undertaking to bring all of the Celts into unity
- I think we are the most organized we have been in a long time. I think some chapter officers need to take their jobs as they accepted them a little more seriously for the better good of the group, and some officers need to not take their title as seriously as they might think it is. We are all Celts, and we all have a voice, and we all have an equal say. No one person is more important than the next. Take things too seriously, and run it like a boss/employee relationship, and you will sour members quickly. People do this because they like to, and it's something different than their normal routine.....parallel their normal routine, and they will find something else to do.
- I'm proud to be a member; but I also know that the price to be paid is more than the annual dues... I see it as a commitment, and I take commitments

seriously - Groucho Marx once said, "I would never belong to an organization that would accept a member like me!" (I always loved that line). So, I try to give as much as I can. I've met some GREAT people, and look fwd to meeting many more. This organization has given me the opportunity to do that, for which I'm grateful.

- Yes. I wish it grows into world-class organization of people that share a mighty past and contribute to a brighter future.
- I would love to help in any way I can. Please let me know if I may be of further assistance.
- As I see it we have grown so much and so fast we need to make sure the NWC is safe. We are a corporation now and we should have a CPA and legal council to make sure all our ventures and practices are up to date and right. If we are a corporation then we need to act like one and not just a social club. The chapters were set up for the fun and they should maintain that. The International is the corporation and should make sure all chapters are safe and the chapters will make the NWC grow.
- No
- It would be nice if the newsletter were mailed to the members, or at least be on the website. Recruitment literature to pass out would be good (not just a membership form.) Remember that this is the NEW world, not the OLD world and behaving "PC" is necessary - don't exclude people who might be different from you, or treat women like they are unworthy, etc.
- It should be about everyone who attends and helps out, not just Dunlop's little crowd. And if you are going to give start up money to one chapter, then gives it to all new chapters starting up. Not just the ones in with the St Andrews Society. And have more things geared towards children at the highland games. Cause you get the children interested and the parents will follow.
- Let reach out beyond the Scots and Irish and engage the other Celtic nations
- Hail to the Celts!!! New World Celts!!!
- Yeah....go Tracy!!!!!!
- Need a monthly newsletter to report on past and future events keep the membership better informed.
- Get Dunlap to take a long vacation and rethink this thing. Then get some good people in a room to figure it out!
- I like NWC, and I like the people I've met there, but it has been through being persistent. However, if the level of social programming is not increased I don't know how we will survive. Also, it is very hard for women to break into and maintain a presence in the group. That means we lose 50% of our possible members. The guys in my group are welcoming, but many women would be put off when they see only a few other women there. Sometimes I am the only woman there and it feels a bit weird. I would not go without my husband for that reason. We have a good thing going with NWC. Let's expand it by being a bit more intentional in providing ways for people to meet and get to know each other. Of course,

some more Celtic culture would be welcome, too, such as more Celtic music, helping with genealogy, maybe even trips. Good luck with your planning.

- fix the organizational structure, become a real 501 c 3 create a modern website, be friendly and open, have some vision...plan for the future
- I love the Celts! Since we joined at the beginning we were made to feel welcome and part of the clan, I wish everyone could feel that way!
- Don't quit!
- work through the growing pains, define who we want to be,
- The leadership that I have met are talented, brilliant people who only need a plan or a vision to launch a great international organization. Please let me know if I may be of any assistance, this questionnaire is a major step in the right direction and I am proud to know the man who prompted it!
- Maintain the fun outings to do while supporting the educational outings. If you can combine these two items then things should work out well
- No.
- I would love to see chapter meetings held in places other than pubs, such as the public library conference room or a restaurant with a conference or meeting room. There is so much more to the Celtic culture than whiskey and beer and we would like to see those areas centered on more fully. Thank you for allowing us this input. I hope my input will help.
- That's it.
- The founder and chief organizer has done an outstanding job in a relatively short time.
- Hail to the Celts
- increase communication
- I hope more people will join and feel welcome.
- Keep this up.
- You guys seem like a great bunch of people, but I guess I really won't ever know.
- NO
- Stay exciting, focused, but reach out.
- No.
- I am sure I do. Please keep up the great work in motivating us and keeping us always in the loop. Thanks again for all you do
- Thank you for all that you do!
- love the group....miss you guys....am proud to know you and have been a part of you and hopefully in the future be once again an active member and participant
- Surveys such as these are better for giving specific choices rather than a series of open-ended questions. Your assumption is that people taking the survey have given consideration to a broad set of issues and can express it easily. In addition, you are then stuck with a considerable amount of difficulties trying to code these open-ended questions. It ain't easy. You would have been better off with some specific thoughts in multiple choice

- questions and then maybe one or two open-ended once you have given them some parameters to work with. Good luck with the results, but you're going to have a big job on your hands
- love them
 - Provide info cards or pamphlets to far-flung members of the Wild Rovers to generate interest in new areas

APPENDIX 3

The Charette and the Long-term Planning Results

The invitation that was placed in the New World Celts newsletter

Calling all Celts

The entire membership of the new World Celts will be having its inaugural International Planning meeting on June 12 - 14 at the offices of MJA Consulting, LLC (1226 E. Lime Street, Lakeland, FL). All members are invited to attend at any time throughout the three day period to voice their opinions, put forward their best ideas and make presentations to promote their favorite activities. This is a great opportunity for musicians, athletes, genealogists and other 'special interest groups' to speak in support of their area of interest. Much of the discussion will be based on the questionnaires that were distributed to members in 2008. I am looking for volunteers to help out; especially welcomed would be someone who can help ensure the participation of chapters from outside Florida via the Internet.

*Oh, but I hate planning. Do we really **have** to?*

I'm afraid so, because failing to plan is planning to fail. Active participation will allow New World Celts members to give input into the future of the organization. While some members may anticipate planning with some degree of dread, others may find this to be the perfect opportunity to mold the organization with their active participation. A properly orchestrated planning process can not only lead to easier decisions, but it can actually improve the organization's outcome in terms of a Rewarding Enriching Adventuresome Learning (REAL) program that attracts new members as well as building trust. This (trust) is the glue that holds organizations together.

We can't cover everything, so why bother?

By trying to put together the most complete plan possible and revising it every 5 years, we can achieve at least 80 % of our goals and approach 99% as we improve the plan over time. The planning process has been used on hundreds of projects and provides a constructive channel for all members to express their interests. It's like a traditional form of public participation, the New England town

meeting, which is a custom of people working together to solve problems and improve their communities. Town meeting participants debate issues and vote on the spot. The town meeting is a fully collaborative decision making process, during which attendees see decisions and outcomes as a direct result of their input.

But things will change, so it's pointless making a plan

You are right - things will change. But so will the New World Celts Long Range Plan. This plan will be a living document that will be reviewed annually and completely revised every five years.

How will this meeting work?

The method we will use is called a Charette. The Charette is a collaborative planning process that harnesses the talents and energies of all interested parties to create and support a sustainable 501c3 nonprofit organization.

The French word "Charette" means "cart" and is used to describe the final intense work effort expended by art and architecture students to meet a project deadline. At the École des Beaux Arts in Paris during the 19th century, proctors circulated with carts to collect final drawings while the students frantically put finishing touches on their work.

A Charette is like another great American tradition – the barn raising. It involves the entire community, leveraging people's unique talents to build something that no one person could achieve by him or herself. The whole organization is involved in a fun, engaging design workshop that spans three days – in a town meeting atmosphere.

How do we prepare for the meeting?

In order to run a successful Charette, the NWC members must be ready and the information must be ready.

- Being "people-ready" means that the members and leadership agree to participate, with a shared understanding of the project, process, and their roles,
- Being "information-ready" means that all the information required to make informed decisions is available.

It is important to note that *not everyone is involved all of the time*. The studio's hours are long enough to accommodate everyone's schedules, and members can come and go as they please. Some may want to be there throughout the weekend, and others may only need to drop in and say hi.

I would like to invite you to help plan the future of your organization. Friday evening will include a presentation and snacks. Over Saturday morning coffee, we will discuss goals, objectives, and values. In the afternoon, we will look at what we want to do and where we want to go. Members who wish to make presentations will be heard throughout the day, and we will attempt to bring in chapters from around the world via Internet. Sunday afternoon will consist of writing, drawing and voting on ideas which have been presented. Please help me map the future of your organization. If you have any ideas or suggestions, please send them to me at Floridaplanner@gmail.com.

THE CHARETTE

Friday evening at “the Gym”.

The assembled New World Celts discusses the vision, the mission and the goals of the organization and came to the following decisions. The current Mission Statement was an excellent tool to start up the organization, as it served as a mission, a vision and goals for the new World Celts, however now that the organization has matured, it has become too long and unwieldy. The old mission statement shall be replaced with a shorter mission statement, a vision statement and the old mission statement will act as the organizational goals until such time as they are updated.

Saturday’s session was conducted at Molly McHugh’s Pub, and the discussion’s and presentations centered on programming

The Report on the New World Celts Planning Charette

The New World Celts Strategic Planning Charette was held June 12 & 13, 2009 in Lakeland, Florida. Facilitating the weekend events were Tracy Mullins, AICP; Jon Adams, and Marcia Mullins, MNM. Approximately 50 NWC members participated. Key activities included Stakeholder Activity Management Planning, a Visioning exercise, SWOT Analysis, Competition & Collaboration Analysis, Issue Identification, an Open Space workshop, and stakeholder presentations. Key planning discussions addressed several questions facing NWC: How do we expect our organization to change, nationally and internationally? What are the primary areas of programming for our organization? What core values should guide our decision-making? What goals, projects, or initiatives should we pursue over the next five years? What criteria should we use in selecting new events? What specific steps should we take to improve the quality of meetings and programming?

The members present identified several Organizational Values. These include fellowship, cultural stewardship, charity, inclusion, respect, dignity, engagement,

energy, having fun, friendship, philanthropy, originality, Celtic dance & music, boldness, communal cultural support, and responsibility.

A visioning exercise, in which members described where NWC might be in the year 2020 if there were no barriers to its progress, produced several descriptive and energetic thoughts. Members envisioned the 10th anniversary of the NWC Highland games with NWC running all Highland games in the SE, NWC sponsoring over \$1M in sponsorships, a Celtic Studies program (at Harvard!), NWC sponsoring the world's largest Celtic cultural center, and NWC sponsoring International Celtic Music and Art festivals the world over. Of course, this would all be documented by the NWCNN (New World Celts News Network)! After dreaming big, a more realistic vision emerged. Five years from now, members envision:

- NWC will be recognized as one of the premier Celtic organizations in the country, with well-respected programs and serves as a Celtic artistic incubator, which has the capacity for growth.
- NWC will have long-term sustainable funding, with major corporate sponsors, major individual donors, and a planned giving program and financial reserve.
- NWC will have a sound organizational structure with a governing Board that embraces nonprofit best practices.
- NWC members will be able to look back and say, "We have done well."
- NWC will have members as guest performers and a large number of scholarship and sponsorship recipients from a widely dispersed area
- Each NWC's chapter will be responsible for their programming and operations
- NWC will be conducting outreach with community liaisons and schools.

While it is important to envision the future, it is equally important to have a good grasp of organizational strengths and weaknesses, as well as outside opportunities and threats. NWC's strengths were identified as a strong group of volunteers bonded through a network of friendship; varied member interests; excellent artistic direction; charitable gifts; and commitment to cultural heritage. Identified weaknesses include volunteer burnout, weak policies and procedures, the lack of a defined focus or well-communicated goals, communications issues, leader fatigue, an unclear public image, and IEC focusing on 'nuts and bolts' instead of governance. Identified opportunities include the potential of becoming a clearinghouse for all things Celtic, the potential of expanding the NWC scholarship program, and sponsorship of leisure activities (Celtic festivals, Highland Games, music, genealogy, etc.). Threats to the organization's future include time commitments, lack of multigenerational involvement, members with personal agendas that are contrary to mission, lack of strict compliance to IRS regulations, and potential liability issues with Barbarians at the Gate.

The current Mission statement was discussed, with an explanation that a nonprofit should review its mission statement every 3-5 years to determine

whether there is still good 'fit' between the organization's mission and reality. In a member-based organization such as NWC, members should be able to easily memorize and recite the mission statement. This ensures that all members are 'rowing in the same direction.' Several suggestions for a new mission statement surfaced, as well as a suggestion that the current statement is fine. These suggestions will be passed along to the Celtic Senate for a final determination.

The group was then asked to look at the original Mission Statement as a though it is a set of goals. If the following items were reworded as goals, how might we accomplish them?

- GOAL 1: To promote awareness of the outstanding contributions and history of the Celtic peoples in the formation and continuance of the New World
- GOAL 2: To provide a forum for the exchange and promotion of Celtic cultural information between Celtic Associations of the New World, and to act as liaison for coordination of and assistance to these organizations
- GOAL 3: To provide a vehicle for charitable donations to promote Celtic culture in the New World
- GOAL 4: To support all Celtic cultural, non-political, non religious, non-racist organizations that espouse the same high ideas as ours, regardless of whether they are Scot, Irish, Galician, Manx, Welsh, Breton or Cornish
- GOAL 5: To perpetuate Celtic Culture and history in the New World
- GOAL 6: To provide a fraternal atmosphere for members

Finally, the Open Space exercise provided members with the opportunity to discuss several topics in greater detail. Small group discussions were held on the following topics: Cultural Center, Scholarships, Finances, Participation, Meeting Content, and NWC Image: Not a Drinking Club. Stakeholder Presentations were made by the Jacobites, Mark Brafford, Mike Davis, Tracy Mullins, Mike Dunlap, Tom Morrison, Donald Ryburn, Mike O'Neil, Rob Pierson, and Mike Lonigan. A sneak preview of the new NWC website was provided, as well.

The next steps in the planning process will include several questionnaires dealing with the formulation of goals, objectives and action steps. The final report will be presented to NWC Senate, IEC and membership for approval and implementation.

Thanks to Michael Dunlap, Don Ryburn, Tom Morrison, Marcia Mullins, Lexi Price, Morgan Oehrl, Gerry McHugh, and Jon Adams. Your assistance is greatly appreciated.

Press release

The Music, the Color, the Pageantry: the New World Celts Planning Charette

The Lakeland Chapter of the New World Celts is hosting an International Planning Workshop on Friday, June 12 and Saturday, June 13 at 118 S. Kentucky Ave in Lakeland. Gerry McHugh is donating use of The Gym and Hurricane Alley, and Lakeland Chapter volunteers Don Ryburn, Tom Morrison, Lexi Price, Morgan Oehrl and Jon Adams will be hosting the meeting.

The Charette is being lead by urban planner Tracy Mullins and nonprofit expert Marcia Mullins. Members from Florida, Japan, Tasmania, Australia, Wisconsin, California, and Hawaii will voice their opinions, put forward their best ideas and make presentations to promote their favorite activities. Florida Chapters from Lakeland, Dunedin, Bradenton, Naples, Zephyrhills, Brandon, St. Petersburg, Orlando and Titusville will attend, many in their finest kilts, plaids and heraldry. The organization promotes Celtic culture in the New World, particularly in the areas of cultural awareness, music, dance, athletics, and re-enactments.

Friday's activities will begin at 7:30pm with an overview of the process. Saturday's activities start at 11am with presentations by the project team. Discussion groups and a ranking of ideas to create a clear direction for establishing NWC chapters in all US states and Canada will round out the day. A grand entrance and International Board of Directors meeting will also be held on Saturday afternoon.

The New World Celts, Inc. is an international nonprofit organization whose mission is to promote awareness of the outstanding contributions and history of the Celtic Peoples in the formation and continuance of the New World. The organization represents the Seven Celtic Nations: Scotland, Ireland, Galicia, Cornwall, Wales, Brittany and The Isle of Man.

The New World Celts website can be found at www.newworldcelts.org

The French word *Charette* means "cart" and is used to describe the final intense work effort expended by art and architecture students to meet a project deadline. At the École des Beaux Arts in Paris during the 19th century, proctors circulated with carts to collect final drawings while the students frantically put finishing touches on their work.

A Charette is like another great American tradition – the barn raising. It involves the entire community, leveraging people's unique talents to build something that no one person could achieve by him or herself. The whole organization is involved in a fun, engaging design workshop in a town meeting atmosphere.

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APPENDIX 4

Questionnaire number two release after the New World Celts planning Charette

A vision statement describes what the world will be like when the organization has achieved its mission. Here is an example of a vision statement: “Our Gaelic language and culture thrive in Nova Scotia. Those things we value are maintained in each community because Gaelic lives.” (Gaelic Development Steering Group). Please give us your suggestion for a Vision Statement for the New World Celts

- We are inspired by the Celtic Diaspora
- The Celtic culture has contributed positively to the progress of the human race and we remember and continue to appreciate how that has been and still is and can be.
- To encourage and support the Celtic arts, culture, languages, and sports.
- The Celtic histories and traditions of the seven Celtic nations are preserved within the community.
- The new Celtic nations celebrate the contributions to their heritage of the original Celtic nations.
- If there is a Highland game there, then there should be a local NWC chapter there to support it.
- Our vision is a cohesive Celtic community in the New World that fully experiences, practices, and celebrates its Celtic roots.
- We each take pride in our individual Celtic heritage, but come together to work as a clan of all Celts. We strive to study, teach, and learn about all Celtic cultures, and to understand, respect, and promote all Celtic cultures. In the New World, we are all one people and one clan.
- Promote and preserve Celtic culture.

- Look at role of Shriners; we could take a page from their playbook.
- Our vision was and still is to expand the New World Celts and bring more Celts to help pass on our mission statement.
- “Guardians of our Celtic heritage” or maybe “Stewards of our Celtic heritage”.
- A world that recognizes Gaelic cultures and attaches as much importance to them as if it does to others. (not the statement, but my vision)
- Celtic culture and history thrives in the New World.
- Good, short and to the point.
- Bringing the Celtic touch to Florida and the New World.

2. A mission statement clearly and concisely conveys the purpose and primary direction of the organization. It briefly answers the question, “why do we exist”, and easy for members to memorize and recite. Here’s a sample mission statement; “to create the environment that makes a place where Gaelic language and culture thrive”. (Gaelic Development Steering Group). It is important to review the mission statement every few years for its continued relevance to the organization and members. Please give us your suggestion for a mission statement for the New World helps.

- Furthering awareness of Celtic culture in the New World.
- To learn about, and remember, and continue the positive contributions the Celts have made to the progress of the human race.
- To assist those who wish to pursue the development of the Celtic arts, culture, languages, and sports.
- To keep Celtic histories and traditions alive in our communities! Or to preserve and promote the Celtic histories and traditions of all seven nations.
- To heighten awareness of the Celts in the New World by finding and supporting practitioners of Celtic arts.
- New World Celts bringing all phases of Celtic awareness to your town.
- To facilitate the continuation of life of those cultural practices which are unique to the Celtic peoples.
- To promote and encourage the continuance of the traditions, culture, heritage, and high ideals brought to the New World by all Celtic peoples.
- We like Marcie’s proposed mission statement.
- To provide an environment and resources that people from all walks of Celtic origins can come together to share similarities, differences and celebrate, through timeless and new traditions, our heritage.
- I think our mission statement is still relevant.
- I like the example (with some edits), “to create an environment where Gaelic language and Celtic culture thrive
- To promote Gaelic cultures by example and education. This will be accomplished by volunteer work, by promoting Gaelic activities and by hosting activities in the community.

- Preserving Celtic culture and history in the New World. Ceiltich gu brach
- To gather in Camaraderie and celebrate our heritage.
- Create an opportunity to extend the Celtic friendship to everyone.

3. If the following statement was a goal of the New World Celts, how could we achieve the goal? “To promote awareness of the outstanding contributions and history of the Celtic peoples in the formation and continuance of the New World.”

- First and foremost with a clear, transparent, and intentionally promoted scholarship program. One that is run by a committee of elected members.
- Create, promote, and support Celtic educational events and programs, raising money for these events and programs during (sometimes) and at social Celtic events.
- Doing more educational events within the community. Teaching a class at the college. To have celebrations to commemorate the dates these contributions were made and thus getting the word out to the public.
- Presenting historical seminars in each community to teach about the contributions of Celts.
- Use media in a better way, more scholarships.
- Make known to the schools, civic organizations, public area libraries, and colleges that the members of the New World Celts are available for school presentations. Make a traveling exhibit that can be displayed in the area colleges and make the colleges aware of the availability of such displays. Make this display available to area museums and other community exhibit locations as well. Approach politicians about declaring a Celtic heritage month and then provide information to local media outlets so they can do feature pieces about Celtic contributions to our history. A la Black history month.
- First, to educate our own people, our members, then encourage members to study, visit the website, read and post historic articles, and continue to appear at Celtic events, with the research materials at hand that can help visitors discover their own Celtic heritage; and to have our people readily available to answer questions and talk to visitors. How are knowledgeable members visit local schools with educational presentations regarding Celtic heritage; participate in multicultural events also, not just Celtic events.
- Education and outreach.
- I think that history in the old world is also important. Too many New World Celts do not even know the history of the land their ancestors hail from. Too much emphasis is put on history lesson of the New World Celt in the New World and I find them often uninspiring, not relevant and something that does not resonant with me. However, I think some genealogical workshops would be interesting.

- I think we should start traveling to more games farther out of Florida, start with South Carolina, Georgia, and Alabama first. We have money enough to start paying for the envoys to take the word to more games. That is where we draw the most interest.
- Perhaps Celtic related presentations and displays in public venues, e.g... A display of Celtic art, history, etc. In a local library(this presents Celtic culture to non-Celts)
- Hosting events that include educational segments.
- Providing conduits of information transfer to the membership and general public regarding all aspects of Celtic culture including parts history and language.
- Functional gatherings/presences at Highland games coast to coast and abroad.
- By continuing to be a positive force at the Scottish games.

4. If the following statement was a goal of the New World Celts, how could we achieve the goal? “To provide a forum for the exchange and promotion of Celtic cultural information between Celtic Associations of the New World, acting as liaison for coordination of and assistance to these organizations”

- Have a modern website that is interactive and meets the needs of the Celtic community with forums, blogs, and interaction with other Celtic organizations.
- Set up an actual web forum for members to swap Celtic information and to answer each other’s questions. An example is the garrison forum for Star Wars lovers.
- Reach out to other existing organizations to coordinate efforts without infringing on the unique identity of each group.
- Create more “local” chapters for this exchange.
- Approach all Celtic associations and groups in an area about forming a committee consisting of representatives from each group to have periodic conferences regarding the exchange of ideas towards the goal of co-operation and assistance among the groups with the ultimate goal to all work together to keep the Celtic culture and skills alive in the New World.
- “Make nice” with other Celtic organizations, individual clans, bands and other societies and offer help with their promotional events and fundraisers, and encourage them to participate in our fundraisers and events. We should continue to offer aid to event planners as volunteers, whether they need barbarians, or beer tenders, or any other service we are able to perform for them.
- Going to other organization meetings and volunteering at Highland games and other Celtic events. Keeping lines of communications open.
- Website, workshops, newsletters.
- I would like to see us call for a symposium of all Celtic groups first ones in the area and then expand to someday global. To discuss and share ideas on Celtic culture and how to keep it alive.

- Maybe an outreach committee/group/office.
- Sponsoring/hosting an event that accomplishes this. Once a year New World Celtic event that encompasses some of the activities listed below. For example, host a large conference like some companies do. Not only promotes their products, but they have educational seminars throughout the day and then activities at night.
- By using our website and by using our organization as an intermediary between Scott Irish Welsh organizations to be able to meet.
- Scheduled quarterly teleconferences or meetings, coordinating meetings with other interested Celtic/Gallic organizations.
- Having more informed members inside the New World Celtic and it's and wandering around the grounds.

If the following statement was a goal of the New World Celts, how could we achieve that goal? "To provide a vehicle for charitable donations to promote Celtic culture in the New World in areas of cultural awareness, music, dance, athletics, reenactments, or other areas determined appropriately by the International Executive Committee.

- See number three; this is redundant as are most of the current statements.
- As we hold events that promote these things, always raise funds in conjunction with the event. Besides raffles at meetings, we have voluntary one dollar per meeting duties.
- To work closely with the dance schools to help students in need and what the bagpiper teachers to facilitate the donations.
- Expand the scholarship program by including in the list of available funding sources like fastweb.com and the University of Rio Grande at Rio Grande Ohio where you can minor in Welsh studies and the Welsh language.
- I feel we are.
- Since interest in the Celtic cultural centers mainly around piping, pipe bands, dancing, and athletics, plan as many demonstration events as possible surrounding these talents and charge admission to the public. Schedule a tattoo or athletic demonstrations several times a year. Or maybe put together a reenactment of one of the large battles and Celtic history, or maybe every enactment of the trials and tribulations of the Celtic peoples getting established in our new world or their interaction with the Native Americans. An outdoor drama of one of the creek or Cherokee chiefs with Celtic heritage, for example remember to advertise heavily.
- Continue with scholarship programs for children who show interest in these areas support local schools that foster and encourage participation in these programs.
- Sponsoring scholarships for all things Celtic.
- Fund raisers for specific purpose, pipe and dance lessons offered by membership, scholarships not just for young, but older too. Auction of Celtic memorabilia in kilts, records like Harry Lauder, kilts, etc.

- We need to expand our scholarship funding and we should form a clearinghouse encompassing all organizations that give out scholarships.
- Annual awards with cash prizes or grants and cultural awareness, art, dance etc.
- Sponsoring/hosting an event that provides these activities.
- Raise for an award monies to deserving individuals on a national and local basis with any nonbiased controlled structure, while guaranteeing fairness and accountability.
- Fundraisers and charitable benefactors and contributors through grants time donated by Pipers, drummers, dancers and a shared willingness and devotion to mutual helpfulness.
- I don't know, unless you raise money through the usual raffle ticket sales.

Q 6 If the following statement was the goal of the New World Celts, how could we achieve the goal? "To support all Celtic cultural, non-political, non-religious, non-racist organizations espouse the same high ideals as ours, regardless of whether they are Scot, Galician, Manx, Irish, Welsh, Breton, or Cornish.

- See number five
- Announce their events, co-organize events with them, and attend their events.
- Keep an open mind to new vehicles for donations, not just the ones we are used to.
- Make sure scholarships and funding of all sorts are widely distributed. It's fairly easy to find students of piping, coming, and dancing both Scottish and Irish..... but hard to find practitioners of arts of other cultures.
- Let folks know we are here, media, radio, local chamber, etc.
- Seek out organizations centered on each Celtic heritage and offer to work with them towards their goals.
- I have no idea. As a clan, ours is a band of very opinionated individuals. We just learned not to discuss politics or religion publicly, because it believes are so varied. We have Catholics, Protestants, pagans, agnostics, and atheists among us; and Democrats, Republicans, conservatives, independents, and liberals. We are learning not to care about that. We are still all clients. But it's hard sometimes. We remind each other, now, now no politics.
- By opening and maintaining lines of communication between organizations that satisfy the school. Coordinate events with like-minded groups. Provides safeguards to ensure no NWC remains nonpolitical etc.
- First, clarify what the high ideals are. What is meant by support? Monetary, community, etc.?
- Just not support groups that have any one of these items as their agenda.

- Again maybe an outreach committee.
- See number four.
- With donations of money and volunteerism.
- Sharing of historical facts, rituals, reenactments, music, dance, food, weekend retreats and events like the Burns Supper, Samhaine, 12th night solstice celebrations etc.
- Inform the public of the ties that bind us all of Celtic heritage to one another see number four.

Q 7 If the following statement was a goal of the New World Celts, how could we achieve that goal? “To perpetuate Celtic culture and history in the New World”

- See number six.
- Create and or support classes, social events.
- To continue enticing new members by exposing them to all things Celtic and encouraging them to learn an instrument, Celtic language, dance, etc.
- Continue to support all forms of Celtic culture games, festivals etc. and expand/search for new varieties and ways to keep these alive.
- I feel we are.
- See above answers.
- See number three
- Meetings, going to schools and sponsoring and helping events that promote and educate Celtic culture. Also provide outreach and dialogue to our elders about what they remember before that information is lost.
- I think New World tends to limit history in the New World. We need to perpetuate some of the old history. Seminars, workshops, recommended reading.
- Expand the scholarship funding.
- I think we are doing this already by having an active organization.
- By organizing members that will participate in New World health activities as in number four.
- By achieving all our goals.
- Where are Celts to work once a month?
- Continue support for Tartan Day and other Gallic/Celtic national holidays.

Q 8 If the following statement was the goal of the New World Celts, how could we achieve the goal? To provide fraternal atmosphere for members.

- Aggressively seek funding for Celtic cultural centers in all chapter areas.
- Include members in meeting participating in duties, histories, etc. Making a point of engaging new, or even old, shy people in the conversation. They should communicate with members at least through e-mail, even when they miss a meeting (or two or three,) keep them informed of what

happens at the meeting, conveying this information in a congenial manner, enticing them to attend, to seek out the fraternity.

- Continue to welcome all members. Refrain from organized cliques. To encourage members to mingle with other members with whom they are not familiar.
- Keep meeting fun and informative. Use less “read from Wikipedia” histories and more interactive performing arts in history.
- I feel we are.
- Monthly meetings and occasional ceilidhs but working together towards the above goals should also help.
- This is not a problem- our clan/chapter has helped each other move, or build things; supported each other when a member as a death or illness in the family; talk together about our problems; gone on outings together; laugh together, cried together, were a family we choose, not one we were born into, and were there for each other. Eat and drink together, watch movies, trade books and ideas. I think the people in my clan/chapter are terrific. At one event, one of the children wandered off, and I spoke to every member of any chapter wearing our colors- all went searching for her until she was found. If these are not “familial or “fraternal”, I don’t know what is. Kilted nights are a great way to get together and show our colors, and to invite other chapters to mix with each other. Also showing up “en masse” like that is good for local business or we decide to meet and make people in the knee area more aware of us.
- Meetings and events and maintain an atmosphere that is all ideas are welcome. Plus keep open line of communication and transparency between the International Executive Committee, chapter boards and members.
- I think Dunedin does a good job of keeping people in the loop about events and such and also making new members feel welcome. Sometimes it feels a little cliquey as a newcomer. Each person has a special quality to contribute to the group or subgroup as a whole. We need to have people identify areas of specialty and interest. Also we offer little for seniors and I think we should extend an olive branch to the Scottish American society as most are quite elderly and maybe we could do something for them.
- I think that is one of our strong points right now. We make all that join very welcome and everyone is treated as equals. Our meetings and parties are always open to all a lot of fun.
- I think we do this already by having meetings that are informal and focus on the members and Celtic culture as opposed other organizations depend the cup in the organization and leadership.
- I think we need to come up with a better monthly meeting format that is loosely held to by all chapters. This would include time limitations, subjects to be covered etc.

- Hold meetings and fun places. Keep business short and effective and provide music and language arts have meetings be about the members and not the officers.
- Monthly Kilt up pub night.
- You already are doing this at the Florida games.

From your perspective as a new world cult member, please indicate your reaction to each statement below

Members feel good about their membership in the New World Celt organization

- nope 5.6%,
- maybe 44.4%,
- Yep 50.0%

Members have well-defined goals on how they will contribute to the New World Celts

- Nope 38.9%,
- maybe 55.6%,
- Yup 5.6%.

Members practice a proactive attitude about meetings and special events

- Nope 16.7%.
- Maybe 50.0%
- Yup 38.9%

Members feel secure in their choice about membership in the New World Celts

- Nope 16.7%,
- maybe 39.9%,
- yup 44.4%

Members bitch/whine/complain a lot but offered few constructive insights

- Nope 22.2%
- maybe 44.4%,
- yup 33.3%

Member slide long with maximum party effort and minimal volunteer effort

- nope 11.1%,
- maybe 50%,
- yup 44.4%

Members have a clearly thought out values/ethics relative to sponsorship of Celtic culture

- Nope 33.3%,
- maybe 55.6%,

- Yup 11.1%.

Comments

- Members are not motivated with recognition or clearly defined goals.
- Changes need to be made from the chapter is up to the International Executive Committee, not the other way around
- Members don't always agree on issues, but do seem to accept decisions based on majority opinion.
- Based my responses on what I think the majority of my chapter is like.
- Hopefully this will change/is changing as the members leaders mature.

Any other comments.

- This is not currently a member driven International Executive Committee board, if we can accomplish that goal, I feel a lot of changes will happen for the betterment of the organization as a whole.
- From talking to various clan members and others active in the Celtic community up here in Virginia, we have ascertained that the New World Celts has gained something of a reputation for being "rowdy", as in those who like to party rather than being serious about their heritage. The group needs to work towards combating this reputation. Maybe public and highly visible presentations of some of our donations to foster the Celtic culture as injuring the opening ceremonies at games, could be made at area games and festivals, while, at the same time squelching those activities that seem to foster the "rowdy" reputation. Also, news releases regarding other donations would help as well. This would point out our seriousness towards our goal of charitable contributions to keep the Celtic heritage alive and give our group a more respectable reputation.
- I don't think that there is a conflict of interest in each chapter also helping out his local community. I believe that the Breast Cancer fundraisers, or other charitable fundraisers decided by individual chapters they know their local communities needs, do not run contrary to recent polls. They make us look very good in our community. Our pet cause and priority should naturally be the promotion of Celtic culture, but I think there is room for us to help the community, too. I would love it if some were the cause didn't know where to turn in one of their members said let's call the Celts. This just doesn't sound bad to me. Look at Dunedin, they ask for "Barbarians" for special city events, now! And everyone in the city knows who we are. How is that a bad thing? I talk too much, but I'm Irish myself, so at least I come by it honestly parentheses make her). Now I've said had my say and that pleases me and that's all I'll say on the matter.

- The New World Celts is going through a maturation process and since the organization's model is more like a franchise model than a hierarchy, it is going to be messy with fits and starts. Everyone needs to keep that in mind to avoid frustration. So say George and Lisa. Tracy Marcy, thanks for all your hard work with this planning process!
- I have heard from outsiders that the New World Celts is just a drinking club and I would like to quell that opinion by showing the community that is not all there is.
- Keep up the good work; I enjoy seeing in filling these out. We will get to know what our membership wants the direction of the New World Celts to go.
- I think the leadership of the New World Celts not at the chapter level ought to get more involved in some oversight. Also each chapter can certainly raise money but not have some guidelines. Guidelines for spending that raised money ought to be laid out more clearly.
- Outstanding job.
- San Diego chapter seems inactive, we have a large interested Celtic/Gaelic group and some members of North Country Scots want to support New World Celts. I don't know if the San Diego chapter is a lot, I send an e-mail to the last president, but to no avail. I remain a New World Celts member at large. I hope to see all

APPENDIX 4 QUESTIONARE 3

Questionnaire number three released in August of 2000

Question one

I have a clear understanding of the new world Celtic mission

- Yes 50.0%
- Pretty much a team 8%
- Somewhat 18.8%
- Poor 6.3%
- No 6.3%

Question two

The mission of the New World Celts is in line with my personal membership goals

- Yes 62.9%
- Somewhat 32.3%
- No 4.8%

Question three

Please provide any comment you may have that would enhance/improve the mission statement

- More direct and clear.
- Simplify/short group decision not just one person.
- .Make it brief
- .I wrote it and think it is covered all we wanted
- I was an athlete in the area, and a member, told at the time we would be set to receive the Dunedin Tartan to throw in and represent Dunedin where ever we compete. Never heard another thing about it. Was under the impression that we would start being sponsored for travel to games away, never heard anything else about this either? Some sort of inclusion in the organization for the athletes.
- A little difficult to figure out the mission since we're been a bit removed up here in Homosassa
- To involve other Scottish/Irish organizations that support youth activities and preserve our history and the contributions we made in the New World.
- What is the mission of the New World Celts? I have never received any information about this group.
- New World Celts is a nonprofit organization which through the process of promoting Celtic awareness in the 'New World'

(USA/Canada/Australia/New Zealand) celebrating that heritage, is also a charitable organization in several facets.

- What is the mission statement?
- Get a more active membership to do demonstrations of Celtic history.
- Don't try to give a huge list. Mission is to promote Celtic culture in the New World, and the New World is America. Period.
- Shorten it.
- I don't know the mission statement at all.
- Make it shorter, combined, and to the point.
- Shorten it to a mission, not goals. Make it short and understandable.

Question four

Which benefits of membership are most important to you?

- Support the mission of the New World Celts 50.0%
- Prestige in the community 6.5%
- meeting new friends with a common heritage 69.4%
- special events like Highland games 62.9%
- Having fun and socializing 58.1%
-

Question five

What New World health initiative would you actively support by fundraising, data input, lobbying or other volunteer time?

- Genealogical data base 37.7%
- Celtic cultural Center 37.7%
- Music videos and CDs 21.3%
- Educational materials for the website 27.9%
- Educational materials for schools 31.1%
- Publications; books, songbooks, histories. 24.6%
- Workshops; piping, guilt making, leather work etc. 47.5%
- Sponsorship of music concerts, Island games, etc. 44.3%
- Fund raising for scholarships 42.6%

Question six

What new initiatives, if any, would you like to see new world Celts undertake?

- Up to the clearinghouse for all things Celtic on the website.
- Celtic dance school in Polk County.

- Guest speakers.
- Year-long scholarship fundraiser.
- Build a strong genealogical database.
- Involvement of military veterans US and her allies
- Re-enactment
- More genealogy and history.
- Materials for schools.
- A living Celtic village that can cover a broad period.
- Recognition of Celts outside of Dunedin Florida. If Dunedin is our entire focus, change the name to “Dunedin Celts”.
- Heraldry Armiger use and research of same.
- Teaching Gaelic.
- A band perhaps?
- Our very own Celtic Festival.
- More public awareness of our group.
- Membership and chapter expansion.

Question seven

The New World Celts leadership are attuned to my needs as a member?

- Strongly 38.3%
- Somewhat 36.7%
- Weekly 18.3%
- Too busy with internal power struggles to care 6.7%

Question eight

I find the membership meeting to be worthwhile and informative?

- Great time, great people, great program, 44.1%
- Weak but worthwhile, we are still in the learning mode 32.2%
- Only good for the gossip 0%
- I hardly attend anymore 25.4%

Question nine

Please indicate any additional topics or activities you would like to add to the meetings

- Creative activities, music, dance, language.
- Ability to show videos without as much setup time/effort involved.
- Dance lessons.

- We are snowbirds so cannot be actively involved.
- Personal family histories and heritage.
- San Diego North country needs an active chapter of the New World tells.
- When was the membership meeting? Did you send out notices?
- More visual aids with history lessons and less reading of someone else's work.
- Live too far away to attend meetings.
- The only meeting I went to drinking was the major activity to the point I don't care to attend
- Plaids and relationships the clans, local historic Celtic leaders.
- Gaelic language instruction
- More input/discussion from members rather than being told this is what we are doing.
- Interactive histories, with less recitation from Wikipedia.
- I'm not attended meetings in several years.
- Language lessons.

Question 10

Which New World tells special events have you attended?

- | | |
|--------------------|-------|
| • Highland games | 91.4% |
| • Powwow | 22.4% |
| • Parades | 46.6% |
| • Golf tournament | 20.7% |
| • Whiskey tasting | 37.9% |
| • Planning session | 25.9% |
| • Burns dinner | 34.5% |

Question 11

Other events not listed?

- Ceiligh
- Family fun day
- Finnegan's wake, bed race, St. Patrick's day, and halfway to St. Patrick's day,
- Ceiligh
- Concerts
- Celtic Festival
- Celtic fun day; bagpipes, BBQ and brave heart.
- Breakfast

- I've attended the whiskey tasting
- No New World Celt events to date in San Diego area.
- Renaissance Festival, board meetings.
- Tattoo
- Concerts.
- Kilt nights.
- Chapter meetings and Chapter Ceiligh.
- The events In question 10 where my old locally organized.
- Beer barbecue and Brave heart
- .Half way to St. Patrick's Day.
- Ceiligh's.
- I don't know about any of the events except the one I joined. I received very little correspondence for over a year.
- Concerts.
- Kilt nights both locally and regionally.
- Beer Barbeque and Brave heart.
- Halfway to St. Patrick's Day.
- Boxing Day at Marcy and Tracy.

Question 12

I find New World Celt events well worth attending?

- Frequently 53.2%
- Occasionally 35.5%
- Seldom 3.2%
- Never 8.1%

Question 13

The New World Celts Communications channels currently in place to keep me well informed?

- Yes I feel I am in the loop 33.3%
- Yes, but I feel outside the loop 11.1%
- Yes 14.3%
- Kind of, but too many last-minute surprises 19.0%
- No, I miss events because I heard about them too late to go. 22.2%

Question 14

How would you like to be involved in the next five years?

- International committee level 17.7%

- American national level or your nation of residences. 9.7%
- The state/provincial level 9.7%
- At the local level 45.2%
- As a member only 45.2%

Question 15

What would keep you from a more active membership?

- Complacency, someone else will do the work. 1.8%
- Politics, just too much melodrama behind the scenes 23.2%
- Prior commitments, school, church, sports etc. 67.9%
- Free riding, I'm just here for the party. 0%
- Courtesy, I'll help but a need to be asked, not told 21.4%
- Cliques, I feel like I'm on the outside and I don't like 16.1%

Question 16

Has membership in the New World Celts increased your number of close personal friends?

- Yes by more than 5. 37.7%
- Yes by less than 5. 27.9%
- All of my friends are members 0.0%
- None of my friends are members 31.1%
- I would never expose my friends to the New World Celts 3.3%

Question 17

Do you have any professional skills or services that you would be willing to offer your chapter?

- Organization of special events
- Banking, data entry, computers
- Typesetting.
- Just willing hands.
- Art
- I'm a musician who plays Irish and Scottish music.
- Event planner.
- I work for a large general contractor in the area and have building skills.
- I play the bagpipes at meetings, etc.

- Whiskey nosing and education, 18th Century customs.
- No, we are snow birds and are only there for the winter.
- Legal research and an accomplished cook.
- Writing questionnaires and long-range planning.
- Celtic traditional sports and games.
- Piping and a music teacher.
- CERT member and amateur radio operator.
- You already know.
- What is my chapter?
- I did, but too far away now.
- Traditional tilt rolling/wearing, sword work and farming
- Already offered.
- Knowledge of names, heraldry in Celtic countries, history.
- I am a Heraldic Artist and Officer of Heraldry.
- Chef/Baker/party planner.
- I think I already am.
- Design layout typesetting.
- I already do -piper
- I feel I am a motivator and could speak on that.
- Desktop publishing.
- Probably.
- Special operations weapons specialist.
- Band manager Tampa Bay Pipes and Drums can provide pipers.

Question 18

What topics or issues would you like to learn more about at meetings?

- Language, history, personal experiences.
- Celtic history that I can remember and share/my memory sucks/short and sweet.
- Celtic history, old and new world.
- Genealogy.
- Open to suggestion.
- Current events in Celtic regions/books/music introductions.
- Genealogical language
- Getting a chapter started in North San Diego County.
- Less old wives tales and more historic fact.
- Scottish history.
- Personal histories. Local historical leaders.
- How to trace family genealogy in the old country.
- The meetings are quite informative.
- Literature, poetry, drama.
- The Celtic nations.

- Galician, Welsh, Manx etc. Not just Scots and Irish.

Question 19

What subgroups should be created within the organization to better meet your needs as a member? A music group? A New World Celts genealogical Society? A historic reenactors or theater group? Barbarians at the gate? Beer-barians at the tap? Etc.

- Irish dance group support, local music group's support, genealogical group.
- Genealogy.
- Celtic families with school-age kids.
- Highland games chapter, to support local athletes.
- Beerbarians!
- Duinedin heavy Athletics re-organized.
- Something cerebral, crafts, history, poetry, songs.
- Music group and theater group are two good ideas that are of interest.
- Re-enactors, traditional sports and games other than just highland games.
- I like barbarians! Is it is good
- .I like re-enactors, genealogy, music, and theater.
- Genealogical Society
- Genealogical Society, re-enactors
- Re-enactors, music and theater group.
- There are already too many subgroups that put the organization at risk such as Barbarians at the Gate.
- Name study group.
- Not a member long enough to answer.
- A music group, I love to sing.
- Don't know.
- Historical re-enactors, Oooh! Beerbarians sounds great.
- Barbarians at the gate.
- A music group.
- Language groups.
- Barbarians at the gate should be separate organization for insurance purposes.

Question 20

After this questionnaire there will be one more square in air before I write up the final recommendations for the membership and the New World helps governance. If you had one question that you would like to see in the final questionnaire please added here.

- How do you feel about having a dictator appoint all the executive committee?
- Do you realistically think the New World Celts will be around five years from now/
- Should we have an elected international board?
- It's tough to say, but I'd be interested in seeing what other members are saying maybe they've got ideas I'd like to support.
- Is there a way to bridge the gap with other Celtic groups and bring some of the old Scots into the fold? We can learn so much from them. Also perhaps include some of the old world tells to join us. I don't like the renegade aspect all of the time. Thank you.
- Difficult to say, because we are still kind of on the outside looking in, or from these questions you appear to believe the New World Celts have some real issues.
- More personal contact from the International Executive Committee at local membership meetings. Put a face to the international executive committee.
- Why is there not enough representation at the Highland games by New World Celts throughout Southern California?
- What is/are the events in your life that sparked your interest in your heritage?
- What is there in southern Florida?
- Can we get some financial clout with suppliers?
- How has New World Celts kept you as an active member and how can New World Celts continue to serve you and other to continue growth
- Add health to question 15.
- Where are our goals for the year ahead?
- What make you, as a member, come to the New World Celts meetings and is it an enjoyable experience?
- Why does there seem to be so little concern with chapters outside of Dunedin?
- Where do you think the New World Celts ranks in relationship to other organizations?
- Should we have a membership or gathering type of a conference once a year?

APPENDIX 5 QUESTIONARE 4

Questionnaire number four release in October of 2000

Question one

One of the strongest requests members has made for the New World health sponsorship and delivery of workshops on everything from genealogy, to leather craft, the music and leadership. Please give me response to each question below.

Should New World Celts chapters organize quarterly workshops for their members?

- Yes 68.8%
- No 31.3%

Should New World Celts chapters organize a day of workshops once a year?

- Yes 83.3% yes
- No 16.7%

Should the New World Celts International Executive Committee organize quarterly regional workshops?

- 60.0% yes
- 40.0% no

Should the New World Celts international executive committee organize yearly regional workshops?

- 70% yes
- 30% no

Would you volunteer to put on a workshop?

- 60.7% yes
- 39.3% no

Do you think this is a waste of time?

- Yes 0%
- No 100%

Comments

- I would volunteer to assist with the workshop presentation as long as the presentation material has developed has been developed and has some significance.
- The International Executive Committee should be dissolved and elected Board of Directors established to run the organization.
- Let's get a list of topics for workshops and get interested members to get it to work on a workshop
- Depends on cost, where and when.
- Organizing workshops both on both chapter and international base will optimize opportunities for members to be able to attend the chosen workshops. With a growing membership with a rotation of quarterly workshops, they should remain full of those wanting to learn. If we lived closer, I'd volunteer to do a workshop on genealogy, but we live too far away to be of service.
- I could possibly help at a Highland bagpipe workshop if it were for beginners, but am not qualified to run one.
- I would volunteer to run one, if I had any special talent or information.
- We need to do something other than have a business meeting and kilt night and man booths to tell people that all we do is have a business meeting and a kilt night in order to man booths to...
- Our chapter is small, I don't know if we have the manpower and expertise to put on a workshop on our own. I would certainly volunteer to help with a workshop, I just don't have the time and resources to be put on such an event at this time.
- I cannot put on a workshop because I have no skills in these fields.
- I already give talks on Heraldry and Celtic topics to U3A and schools. I have also written several books on heraldry.
- I have no skills to put on a workshop but I am eager to learn. More than one day may lead to brain overload.
- All of the above depends on the subject matter.
- It is still a little fuzzy as to what the workshops would entail. What would the chapter workshops be and what would the executive committee workshops be?
- It's hard enough to get members to attend regular meetings here in Jacksonville
- Workshops can be a great way to provide continuance of cultural activities from music, cooking, clothing, etc.

Question two.

New World Celts members seem to have strong feelings about supporting Highland games. Please give your response to each question below.

Should New World Celts start their own Highland games within the next five years?

- Yes 48.3%
- No 51.7%

Should New World Celts officially support the Highland games with other organizations over the next five years?

- Yes 100%
- No 0%

Should supporting the Highland games of other organizations be an unofficial activity of the New World Celts?

- 56.7% yes
- 43.3% no

Should supporting the Highland games of other organizations be an individual member's choice and not a New World Celts activity?

- 37.9% yes
- 62.1%

Are you interested in Highland Games?

- 93.8% yes
- 6.3% no

Comments

- Question three is confusing. My answer means that the support should be official instead of unofficial.
- New World Celts Highland games would give much-needed focus and function to a really great concept organization.
- Confusing choices here.
- If members are disappointed with leadership, are you going to organize your own games?
- I love the games.
- New World Celts should not compete with Highland games organizers but help them instead. The New World Celts should help most the games that best support the New World Celts. Highland Games are a great place to recruit folks who love the culture, but do not qualify for Clan membership. By the same token requiring Games Sponsorship to be in the New World Celts is a bad idea.
- Many of the Highland games are broadening the scope to Celtic festivals. People interested enough to attend Highland games may be interested enough to join the New World Celts. I first met New World Celts at the Central Florida Highland games.
- There is probably no need for New World Celts to become involved in individual gatherings, they are already well-established.
- All Highland games should be supported regardless of the sponsorship/organization. These are expensive to produce and the widest support is needed.

- To be successful, Highland games the lot of volunteers. The recent Ocala games as an example. Dunedin has a good organization. Where would the New World Celts games be?
- Games can be a tremendous drain on resources. It would be better for the New World Celts to help support, but never be financially responsible for games.
- It is a good that we show a collective effort on behalf of the Celts and not just as individuals.

Question three

Previous questionnaires have revealed some unhappiness with the advertising, promotion, and marketing of the New World Celts Inc. Please indicate your reaction to each question below

Should New World Celts spend a limited amount of money to have a professional advertising, promotion and marketing materials he created?

- Yes 63.3%
- No 36.7%

Should New World tell volunteers for me marketing committee to create advertising, promotional, and marketing materials?

- Yes 83.3%
- No 16.7%

Are the advertising, promotional, and marketing materials of the New World Celts currently use sufficient current needs

- Yes 35.7%
- No 64.3%

Do you think we need more advertising than word of mouth?

- Yes 83.3%
- No 16.7% no

Comments

- Free advertising via Face book, events, promotion of events with flyers, newspaper, websites, networking basically word-of-mouth...
- We need a modern website that could serve many of these purposes.
- Get rid of the vice president for marketing and find someone who'll get off their butt and do the job. No work = no title.
- What advertising? Word-of-mouth and links to other activities (i.e. Highland games Renaissance festivals etc.) we piggyback on is all I am I am aware of.

- Word-of-mouth is good but we need written materials the button and the prospective members listing our mission and activities.
- Knowledge of the New World Celts is vaster than you realize. People and other far-flung parts of the country are already aware of the New World Celts.
- Not really in favor of paying big bucks for an ad campaign. But if it happens we need to be like the capital one Vikings with more fun.
- Volunteers should originate ideas and the overall thrust the advertising campaign, but without specific advertising experience, "you get what you pay for." That's where the professionals come in. What we have been doing is atrocious. Everyone thinks they're a designer. The people currently in charge of this aspect of the organization need to move aside.
- We need to get the word out but for what? What we do besides business meetings and manning booths and telling people that we have business meetings, and manning booths and kilt nights.
- Our professional contracts should be with those who have experience in promoting Gaelic activities organizations and events
- I am not really familiar with current advertising and promotional materials. However I think that for an organization to grow and prosper it needs a certain degree of visibility outside of its immediate membership.
- I am involved in advertising is a graphic designer. I do all my own advertising for my local group of Celts. But I would be prepared to assist if possible with the broadest new world Celt activities in advertising and promotion.
- Anyone within New World Celts have any advertising connections/experience? Sufficient for current needs ...yes-for future growth probably not.
- How big you want to get? Let's not overdo it to the point of losing control. Our chapter Orlando, as a great turnout for meetings and events. To assess the other chapters that continually struck by meetings.
- This is a difficult question to answer without understanding the New World Celts long term objectives. What are you trying to accomplish? One thing is clear, unless the volunteers doing the marketing collateral are professionals, you will get amateur results. Amateur may be adequate, unless you have a plan to be more polished and professional organization.
- I don't think there's enough promotion through media channels... A public relations committee should release official announcements of New World Celts activities of these channels. (The press public radio and the TV.) These announcements include invitations to potential members.
- Of course it is a cost-benefit relationship; currently the website is early marketing device other than our presence at events.
- We are currently using Café Press for promotional tour. If possible, it would be great if the New World Celts international decade of committee established his own printing and warehouse items per chapters. This could be everything from T-shirts to various Celtic items. This of could be a way of generating capital for the International Executive Committee.

Question four

To fulfill the requirements of the New World Celts 501C3 tax status, we are required to provide scholarships and educational programs. Please indicate your response to each question below.

Should fund raising efforts be concentrated at the local chapter level for local chapter sponsorships?

- Yes 82.8%
- No 17.2%

Should the New World Celts international executive committee be engaged in fund raising at a regional level for regional sponsorships?

- Yes 83.3%
- No 16.7%

Should money raised for a specific project be earmarked for that specific project?

- Yes 87.5%
- No 12.5%

Should money raised for a specific project be placed into a general fund with the possibility of some of the funds going to a different project?

- | | |
|-----|-------|
| Yes | 16.7% |
| No | 83.3% |

Should sponsorship money be kept separate from general funds?

- Yes 78.8%
- No 21.2%

Comments

- Depends on amount of money whether it should all go for a specific project or sponsorship. Determine on a case-by-case basis
- Sponsorship should be clear, transparent and highly promoted. Again, the international executive committee should be dissolved and committees elected board members oversee the program.
- The answers to the bottom three questions are answered from knowledge of accounting principles and the legalities thereof. Only after all monies connected within earmarked projects are spent should any leftover monies be put into the general fund with proper documentations in the minutes of the approval of such a transfer.
- Small sponsorships can be raised at the local level, larger ones i.e. two or four year college scholarships and Celtic studies should be raised

- regionally. To maintain favorable tax deductibility with the IRS, I believe we are hired to keep educational funds separate from Whiskey Money
- Do all awarded scholarships have to go students for dance, drumming or piping? Could we not award funds in the form of prizes for students based on essay contest, art shows and such, on the chapter level? Let the international executive committee be the scholarships that are not chapters raise and spend money locally
 - When people give to a specific project it is dishonest to direct that money elsewhere. In fact it might even being considered fraud
 - Our chapter is fairly new and small. We are not yet in the position to set in motion a major fund-raising event, although we recognize the need for fundraising.
 - Why would you raise money for a specific project and then not use those funds for that project was sounds like big government to me.
 - Some of these questions are best answered by your accountant or lawyer, but if a fund raiser for a specific project should be kept separate. You can probably augment the earmarked funds for some additional money for the general fund, but those raised for specific project were donated by people for that purpose.
 - One bank account probably would accrue better dividends a number of them dividends go to a 'slush' fund to cover incidentals, etc.
 - Some projects change midstream. There should always be flexibility regarding this, with documentation and responsible actions by spenders on the local and international executive committee levels. We promote chapters raising money to be spent at their local at their locales, as long as it meets the mission.

Question five

Many members have voiced their disappointment with the performance of officers at both the chapter and international levels. This is common in organizations; however actions can be taken to mitigate some of this unhappiness. Please indicate below what steps should be taken.

Create job descriptions for every position, with performance standards attached to each

- Yes 93.1%
- No 6.9 %

Provide a mechanism for members to remove nonperforming officer with a single majority vote

- Yes 86.7 %
- No 13.3%

Provide orientation for all board members

- Yes 93.3%

- No 6.7 %

Creating ongoing training program for leadership development

- 87.1 % yes
- 12.9 % no

No action need be taken, everything is fine

- Yes 0%
- No 100%

Comments

- Having served as a board member with little communication or direction, I would say that more structure and definition would help. We can get grants, however I need a business plan. I drafted an e-mail to other board members and I didn't receive any feedback and was not invited to any further board meetings.
- Dissolve the international executive committee and replace the elected board of directors.
- Get rid of nonperformers, no work equals no title
- I would want to boot off an officer on a simple majority vote but there should be a mechanism in place to address member's complaints. Job descriptions and mandatory orientation of officers are a good start.
- This is what we tried to do in Lakeland, but the incoming board knew better and ignored at the transition meeting idea that was originated by Marcy Mullins
- I am happy with the leaders of my chapter, it's the vision of the whole organization needs to be refined to include more fellowship, workshops and meeting times for Celtic history, crafts,, genealogy, travel etc.
- I have no complaints with the current board.
- I am currently not well informed regarding the concerns being voiced about officer performance. However, I think that job descriptions and orientation/training are certainly sound practices in any organization.
- Not that informed to answer the last question.
- As volunteers, life should be merely fairly easy for board members, but that they must adhere to the rules that govern the procedures of the New World celts.communication is essential.
- Regardless if there are specific problems, you should have some sort of procedure to help board members understand their responsibilities, especially new elected once.
- There are cursory job descriptions in the chapter manuals, but without performance standards. Needs to be taken that officers are not merely the most popular.

Question six

As New World Celts increases in membership, it becomes more visible requires more intense volunteer effort, volunteering can become more intimidating. Please indicate your response to each question below.

Would you attend a weekend workshop on volunteering?

- Yes 50%
- No 50%

Would you help create materials for weekend workshop on volunteering?

- yes 66.7%
- no 33.3%

Would an International Executive Committee traveling workshop on volunteering, conducted he did before or after your regular meeting be better for your chapter?

- Yes 83.3%
- No 16.7%

I do not feel that volunteer training is needed at all

- Yes 12%
- No 88%

Comments

- A volunteer action committee could be formed from the elected board of directors.
- The entire concept of the New World Celts is volunteering. Some are better at it than others, but with help can be improved. I believe volunteer classes should be held as part of full membership meeting.
- We live too far away to be able to volunteer for anything any longer
- International executive committee should have volunteering workshops available for chapter officers as needed. You want success, train your people. Me, I'm a drone not a leader.
- Travel is both expensive and time-consuming, but the international executive committee would need to be taught Volunteer strategies before hosting any workshops
- .I work with volunteers on a daily basis for decades. I don't need training, but I would be happy to Share putting together a process.
- I have neither the time the energy to be active in volunteering more than I am with RSVP.
- Currently, it is doubtful I would travel any distance to attend a workshop on any topic. However at traveling workshop even prepared materials on volunteerism could be useful. Suggestions on practically utilizes to those who do volunteer would be good. On many occasions I have volunteered

and felt that my efforts could have been more productive with a little more organization by the sponsoring group.

- Would gladly attend work schedule permits?
- Sounds like you're stirring a pot that doesn't mean stirring. Don't over think this. I'm using the Orlando chapter as an example.

Question seven

Fund-raising and sponsorship has been for the most part internal with money raised from members attending an event, donations of money and materials and purchase raffle tickets and services. Please indicate your response to each question below

Should the international executive committee put on a half day workshop on fundraising and sponsorship?

- yes 71.4%
- no 28.6%

Does fundraising and sponsorship committee need to be created?

- yes 75.9%
- no .4 .1%

Do our bylaws regarding sponsorship fund raising need to be overhauled?

- yes 57.1%
- no 42.9%

Do we need to hire outside help in our fundraising efforts

- yes 7.1%
- no 92.9%

Comments:

- We have the talent in the organization to do this, we need members of the international executive committee other than just the president, to step up to the plate and show some leadership.
- Consistent recruiting must be emphasized. More Celts make more money and more fun. A bigger chapter has a larger pool of potential volunteers.
- Resistance to events geared to the nonmembers has always been high. We need to get the message out that some of the fundraising focus has to reach beyond what the members want to do. You cannot raise enough money from the same people doing the same things over and over.
- I have done extensive fundraising for nonprofit groups, I bet others have as well, people have who have actually done Nonprofit fundraising to help out

- Again what are your goals? I don't know the bylaws regarding fundraising, never saw them. Hiring an outside company to help of fundraising is an ideal way to alienate the membership and your supporters. They are money grubbing thieves.

Question eight

Many members have expressed their support of online questionnaires as a method of keeping in touch with the membership. Should the long-range planning committee continue send out questionnaires?

- No. Our chapter president takes all of our concerns to the Celtic ascended in a deal with them there 6.7%
- Yes the long-range planning committee should send out an annual questionnaire 46.7%
- Yes the long-range planning committee should send in the quarterly questionnaire 40.0%
- Member should be able to request a questionnaire to be sent out by the long-range planning committee 6.7%

Comments

- Quarterly as well.
- A section of the questionnaire should evaluate the chapters officers perceived performance
- Quarterly, it does not call for them that often. At least annually to assess reaction to the ongoing efforts to improve the organization
- Member should be allowed to request the topic be added to the quarterly questionnaire.
- Once a year question would probably be sufficient at this point, too frequent questionnaires would probably go unanswered.
- Keep questionnaire short and succinct.
- A yes or no answer to some of the questions is not enough. I'd rather not answer question is just yes or no on any more information in order to answer.
- But write better questionnaires

Question nine

Several members have voiced concern about consistently receiving last-minute notice of upcoming events and/or being told that chapter events have to be

rescheduled because it conflicts with other chapters on published event. How would you resolve this? Please check all that apply

Post a one-year schedule of events on the website	46.9%
Post a six-month schedule of events interest in Triskele	34.4%
Send a quarterly "save the date" e-mail to all members	68.8%
Chapter events should not be rescheduled if they conflict with non-New World Celt event's	31.3%
I don't attend event so it doesn't matter to me	0%

Comments

- Depends on the event if they should reschedule, if it would be really affect the event to schedule it at the same time as another event (whether New World Celt or not), then of course it needs to be rescheduled.
- A more modern website would help this problem
- My Orlando chapter does an excellent job of announcing upcoming events. I usually can't attend a lot because of my crummy job.
- Repeat repeat, repeat, post information everywhere and keep the website up to date. In fact, every chapter should they be regularly updated website linked to the national.
- I'm not the liberty to travel to many events, but a listing on the website would certainly be of interest.
- Orlando chapter has no issues with this.
- What's a Triskele?
- Most events are far enough away to not read you realistically "complete"

Question 10

Volunteer recognition is very important to the long-term health of the organization. Which do you favor?

Plaques and trophies	39.3%
Badges, pins and metals	57.1%
Drinking cups, small weapons and other regalia	35.7%
Letters of appreciation and parchments	60.7%
Recognition an annual dinner/fundraiser/Celtic ball	60.7%

Comments

- Periodic announcing of appreciation from all members at regular meetings.
- It depends on the circumstances and how much involvement with the volunteerism.
- A form of recognition is welcome.

- Host a volunteer appreciation event where it is not potluck, or bring something, but food and drink are provided for by New World Celts out of general funds. David White should be consulted as he knows all about volunteers.
- The best encouragement is visual. Something worn to show how a member supports New World Celts is best
- These could easily be worn on a hat or a sash for bragging purposes.
- All of the above. Photo and mention in Triskele would be good too. How about a gift card from a Celtic vendor? The bigger the effort the larger the recognition.
- Any and all of the above ideas are fine ideas.
- No opinion on this. Recognition is good, but as to what type award, there is no one-size-fits-all, People respond to and appreciate different types of recognition.
- Any of the above is fine. It is more the recognition then the prize that is given. Again, the Orlando chapter has no problem in this regard.
- Never enough.

Question 11

Some members feel the problems never get resolved. I was a specified?

- Create an ombudsman whose job it is to investigate and bring to resolution problems(IE international executive committee Sgt. At arms)
46.2%
- Create a 2 to 3 person committee with a deadline to produce results
26.9%
- Keep the present process, but add a deadline to resolution
23.1%
- Keep the presence Process but with no deadline for resolution
3.4%

Comments

- Ombudsman also need a deadline
- How about we just eliminate the F**ing drama
- Have an elected Board of Directors responsible to the members
- One wise and fair amended minded mediator would get faster results than a committee with differing viewpoints, which could lead infighting among the committee members themselves.
- I have not had any problems, except that time when the Guinness ran out.
- Accountability leads to improvement.
- Obviously there's a chapter out there that can't function very well. Again, Orlando chapter has none of the problems. That must be why members of other chapters come to our meetings.

- Hard to say specifically without knowing the problems. Are they real or just the usual unresolved pitching.
- It would be good for the international executive committee to send questionnaires to the membership to ask them how their local officers are doing. Sometimes we the officers won't hear the membership concerns and they just leave. This way the chapter officers are held accountable to the international executive committee and the good name of the New World Celts is not diminished by side by the chapter leadership.

Question 12

Members have suggested creating an updated display for use at festivals and events, the purpose of attracting new members. Please indicate your reaction each question below.

Should the New World Celts seek a sponsor to pay for professional to create an international executive committee display?

- Yes 41.1%
- No 58.3%

Should the New World Celts seek a sponsor to offset the cost of creating and international executive committee display ourselves

- Yes 60.9%
- No 39.1%

Are the current displays sufficient for now?

- Yes 40.9%
- No 59.1%

Should each chapter create upkeep a local display?

- Yes 85.7%
- No 14.3%

We do not need to spend any funds on display

- yes 10.5%
- no 89.5%

Comments

- Depends on chapter and on international executive committee pool of talents but those who have the abilities and inclinations to volunteer them should first be sought out before creating and spending money each chapter could have some members who contribute to creating the display.

- The last question is confusing, by answering no I mean we should ...a promotional committee for an elected board
- I am sure with all the members in place that someone has this expertise and for a nominal fee and reimbursement for materials could come up with something clever.
- The New World Celts need a display that is big and bold as we are as Celts. Any sponsor should be a Celtic company or product not Nike or Nissan.
- At festivals, the tent is staffed by competent members, does more to attract new members than any stand-alone display.
- Update to display all you want, and television is refined, what we are inviting them to join calm? A drinking club? We also need strong focus on women's areas if you want to attract and keep them.
- An attractive display would probably be an asset in member recruitment and New World Celt public recognition
- I have my own displays, PowerPoint presentations and materials. Local chapter shoes lead to promotions that locality.
- Orlando chapter seems do quite well in this respect
- .Less need for new displays more need to be inviting example the focus of New World Celts at the Ocala game was deftly turned inwardly. New World Celts folks chatted among themselves were not being very inviting.

Question 13

It has been suggested that New World Celts have become large enough and capable enough to produce a large event. What would you choose to do? Check all that apply

Only support other festivals and events as a large group of volunteers who actively support the event	34.5%
Create a musical historic reenactment of fair	31.0%
Creating a Highland games event	3 1.0%
Create a weekend of Celtic workshops open to the public	51.7%
Create a grand ball/grand regalia event for a specific cause	48.3%
We should not consider a large event; we do not redo it up already	6.9%

Comments

- Medium sized events are great too.
- How about organizing a tattoo? Many of people of many niceties love bagpipe music.
- I overheard someone saying this group was just a drinking club.
- Don't repeat what is already being done in Florida and do whatever you do outside Florida game season possibly a good cause for a grand ball might

be a large annual scholarship. My idea of grand ball would include at least a spirited sword fight

- Yes let's do something grand and support a worthy cause. I love the idea of supporting young people who are learning the Celtic instruments, singing, dancing and such. Lessons cost a packet, and we could help.
- Have an active presence at all the Renaissance fairs.
- No comment on this one. I am far too far from the center of activities by New World tells to feel that it is appropriate for me to comment.
- These are all great ideas but very, very expensive produce. You need deep pockets sponsor that will give money but not interfere.
- If we do an event, we must be very careful to ensure that money spent are not lost i.e. operate at a deficit
- There are so many groups that put on major fests throughout the country. We need to be a voice to the general public such as school, and non-Celtic Gatherings.

Question 14

How has New World Celts maintain your active membership and how New World Celts can continue to serve you and others as an it grows

- The energy of our local chapter, drawing other like energies to it has kept me drawn to it. Staying flexible, reasonable, growing steadily, consciously.
- By making the sponsorship "job one", getting rid of present structure of dictator and lackeys.
- By being relevant. I learned something of every meeting and I believe that will keep members coming back.
- I'm not active. The last events I attended seemed to be more on drinking anything else.
- Rick King of the wild Rovers and the e-mail is an excellent job of keeping us informed of our Celtic families' activities and living so far removed the rest of family, that's sufficient.
- By keeping the song and grog flowing
- Actually, it hasn't maintained my active membership. All in all the several meanings I went to her disappointing experiences. The primary activity was simply drinking to excess. Only one person really tried to make me feel comfortable as a newcomer. Some of the others were decidedly unwelcome and cliquish. I saw people at the first meeting I went to who never came back. I've been told this was not an uncommon situation. After my experience, and see why. Too bad..... Because I think the concept has a lot to offer besides being a haven for old drunks.
- By default. I am much less active than previously, and will continue as such until the organization makes strides in revamping the upper echelons of power.

- I have only maintain the New World Cal membership because of the people involved, the organization itself lost my trust years ago and I'm only sticking around long enough to see if any changes get made.
- My chapter has a good call in person and e-mail updates process. Bravo for them. To make the active again, we need a well-defined, and well articulated and enthusiastically followed vision beyond a drinking club that goes to games and gives a little cash to someone. We need higher activity both at the local level beyond business meetings to determine who is going to man the booth to get people to come in to man the booth Kilt nights are a step in the right direction. We need some specialization things pertaining to Celtic culture both past and modern. How about nights or workshops that focuses on food, crafts, literature, modern life, genealogy etc. Could we make the chapter meeting include a short bit of any of these at each meeting? Why come to a meeting to talk about manning the booth, despite the delightful company?
- I maintain membership to support the concept of Celtic culture.
- Usually by e-mail contact. Distance is sometimes a problem and is the likelihood of my ever attending a New World Celts Event in the US or Canada.
- We, in Orlando, a great leadership and we have fun. If it's not fun you'll lose members. No infighting.
- Hasn't done much.
- More attendance at games.
- Just touch base with reminders or phone calls etc. I'm as much at fault as anyone else.
- If we can get quarterly updates on membership. I had to people sign up and never knew. There's nothing worse than joining something and then never being recognized.

Question 15

Being as specific as possible, (including a contact name and number if you can), who should New World Celts contact for sponsorship? How is this potential sponsor connected to Celtic history, heritage or culture? Please be realistic in giving any suggestions

- We shouldn't contact anyone. We should have enough members of various exteriors to put something together ourselves. WTF.
- Cultural grants from the Florida Historic Department. Their grants available for enrichment, tourism and educational events at the local and state level.
- Every chapter region has numerous opportunities in this area.
- Liquor distributors (talk to Orlando's spiritual advisor), travel agencies, Publix charities, food importers, Walker shortbread's and such.
- I don't know anyone. None of us

- None known to us other than the area Celtic shops.
- I start with the Celts use most booze and trooze. Celtic libations and Celtic attire.
- If I only knew.
- There has to be big name Celtic sponsors out there beside the Liquors, but I can't think of any.
- Try approaching dealers the Highland dress, Celtic wares Heraldic Shields and such like. These people often appear at Highland gatherings.
- Liquor companies for starter.

Question 16

Some members have called for the creation of a Celtic cultural Center. This kind of project would exceed the five year planning horizon we are currently developing. Give us your opinion on a Celtic cultural Center and your name if you wish to be part of the committee.

- Great idea, but you all will more than likely have it on the west coast somewhere. So that counts me out.
- A Celtic cultural Center is a wonderful idea and would anchor the new World Health Organization and the location. I would like to serve on the committee Elaine Dodds.
- Member should decide where it is located not just one person
- Great idea, but where will it be located? We need a feasibility study. I will help if we can get committee with these five individuals will seriously commit.
- I think a Celtic cultural Center is great but I also think that not having a relationship with other Celtic organizations in the area, particularly Dunedin, is limiting the success of this venture. I think more can be accomplished together than apart and would like to see an effort to make a break where issues there are between these organizations. There are so many seniors who will soon be checking out, that history, stories etc. can be gleaned from them yet we are not allowing this resource to fade away. Too bad and sad.
- I would agree in a cultural center in the future.
- A building would be needed which would entail costs for purchased and upkeep along with taxes and insurance. Not practical my estimation, the less it shares another already operating venture.
- Not a bad idea, you would think that the city of Dunedin would already have one do they? This is really a noble long-range plan.
- This sounds look a great idea, but check with Ming Constable and Bill Hopper in Hawaii they have one.
- It's a nice idea but I don't know that it can be effectively pulled off by volunteers who work Full eight hour days and are expected to volunteer their time to run it.

- I would need more information on this to have an important opinion, but sounds interesting. Where, would it be located, and how it chapters far away have access to it or support it
- In today's economy economic crisis I do not suggest a Celtic Center. The only successful self supporting Celtic center of my personal knowledge is the Irish Center Los Angeles which supports all Celtic languages in all cultures as they become available.
- Good idea, very expensive. I would give support where I Could
- Interesting idea. With the general theme? Location? Items included? Would be very interested, but do have limited time Larry Jamieson
- Too big and expensive.
- That would be an excellent idea. Pass on our Celtic history would be the most important thing we can do, and adding a specific place to do it would be super.
- Aye Michael Dunlop.

They are attempting to establish on Lake Charles Los Angeles. This is pretty daunting task that requires a lot of time and money. It would be better to establish Memorial Park that would be more fitting to the agrarian culture of the Celtic people. This park would be a multi cultural park for walking, to baseball, picnic areas. If it gets the Celtic culture and name to those who normally would not be interested in Celtic culture.

Question 17

Suggestions for short-term projects include a music book, a Celtic calendar, and a Celtic cookbook. If you have a pet project, please list the project and get your name and contact information you wish to be part of committee to pursue the possibilities.

- Celtic music series
- Cookbook Committee Tracy Mullins
- I've already contributed a family recipe and history and it was never acknowledged or used. Seems like people off to do things and then it gets dropped by the wayside and that's all anyone hears of it.
- A music book with words to songs or cook book would be nice. Not interesting in a calendar though.
- A New World Celt pub sing-along book would be cool. Celtic calendar and cook book sounded too. I would likely buy all three.
- If you do it the cookbook I would be interested set them up before Lexi Price
- Help facilitate the opening of a Celtic dance school in Polk County by finding out the interesting Celtic dance lessons at educational events in schools and other public venues.
- They all saw fine. I would developing supporting a band and/or individual musicians. How about music at every meeting or quarterly?

- All of the above especially the calendar
- .All I good ideas. We contribute to Celtic cook book with some my own recipes.
- No put cook book. No music.
- A how-to video that could be given to local chapters to show the membership. The ultimate goal would be to produce 12, to be shown as a topic focused for that month's gathering or meeting. Every new World Cup group would be able to stay on task with the Celtic calendar and upcoming events we can take advantage of.

Question 18

Have any promises been made by New World Celt's that have not been kept? If so, how can things be made right?

- They promised to make it to make sponsorship transparent. Dissolve the international executive committee in favor of an elected board.
- None.
- None made to me that have been broken.
- The idea of promotions support for events from the vice president of public relations has long been a fantasy. Fill the position with someone willing to help, with experience and contacts available to all chapters, or leave the promotion of the chapter events up to the chapters.
- Yes the president of the international executive committee should not be allowed to make promises with the full approval of the entire international executive committee board and the promise of being put in writing during an international executive committee meeting for all to see.
- No promises have been broken to me.

Question 19

There is a perception that some of the chapters of the New World Celts are given being given more attention by the international executive committee and other chapters have more influence than other chapters and act as the tail that wags the dog. In your opinion how can all chapters be treated equally and how can the appearance of favoritism be remedied.

- Chapters that are active draw more attention. They are giving and so they receive attention. The more involved, communicating, putting in more time, effort, interest. Again the response is more attention, a response because a chapter initiated it. An explanation to this effect could be included as part of the annual personal letter from the present each chapter, at least to the chapters that are not very active and if they aren't special attention should be given to them to uncover the reason why and guide them.

- Huh more F***ing drama
- Please, aren't we all members of a great organization?
- By having an elected board of directors, one from each chapter (non-officer excluding international chapters) International chapters being small could serve as officer and board members until they grow. Each chapter would have an equal voice. The meetings could be held electronically once year at a general meeting in person.
- If that perception is seen then it may be that some chapters are more involved than others and it is just an excuse.
- I think this view mainly comes from the simple fact that most of the international executive committees were also founding fathers of the New World Celts and all live close together and because the Dunedin chapter. Perhaps the New World Celts should do as many clans do and create an intermediate level of regional or state commissioners who travel among the various chapters in the area, attending the meetings and helping to coordinate events and activities among chapters in the area, as well as coordinating volunteer help for any games in the area with which the New World Celts wishes to assist and/or manning a New World Celt booth at those games. Sort of serve as liaisons between the chapters and the international executive committee. In addition in Florida at least, members of the international executive committee, should on a rotating basis, also be required to attend at least one other chapters meeting each month. This, however, when not be practical for chapters in other states, except on special occasion basis. Or how about assigning each international executive committee member to offer also oversees the chapters of a particular region. Not necessarily by physically visiting chapters, by close contact with the officers of the chapters in the area. They built a panel of international executive committee vice presidents of the various regions of the US/world where the New World Celts as chapters, i.e. regional VP of the Pacific, regional VP of the Midwest etc.
- The age-old warring of the clans. Who is the strongest? Who is the power behind the throne? Who's got the wealth? Ha ha ha let them fight for their right to pa-r-ty. We are the New World Celts not the New World whiners.
- The international executive committee members need to be removed from the day-to-day workings of their local chapters may be international executive committee members should not even be members of the local chapter until the term has expired.
- Straight and weighted vote. For example, each chapter receives a vote for every 10 members. It encourages growth but keeps the voting waited a little bit more even throughout the organization. It seems unreasonable to chapter 8 people as the same boat as one of 40 people. The Chapter of 11 (one vote) and a chapter 18 (one-vote) would even out as all the votes come in.
- Not my perception.

- My group I own group is not, as far as I know, an official Chapter New World Celts. But we were, being in a far-off country, we would expect only be kept in touch.
- Perception is likely reality. It is impossible for all chapters between treated equally as there is typically a natural imbalance in communication. But it would seem that open communications, in both directions, would help.
- Size matters, so equality is impossible.
- Bring these perceptions to the attention of the international executive committee President., this is the first time I have heard this, and should be, and as far as I'm concerned, not true
- It is natural that the chapters closest to the international executive committee would be able to coordinate a little bit better, but the communication for us in Los Angeles has been as good as expected. The only way this could be resolved would be to remove all international executive committee members from the chain from chapters and relocate international executive committee. But that is not fair or practical. That vacation is always best.

Question 20

Significant volunteer hours have been logged to create and answer questionnaires, come to planning sessions and analyze tons of data. With tried to cover all the bases, but if you feel there is something we have missed, please tell us in the space below.

12. This is a well done and pertinent questionnaire, bravo to those who volunteer their time and talent.
13. We need to specifically deal with the structure of the organization.
14. Marcia Mullins should get special recognition for having to put up with her mad husband through the process. Someone should also buy a pint for Don Ryburn, Tom Morrison and Rick Mathewson and Mike Dunlap for their contributions and long-range planning process. And all of the Charette volunteers. Hell let's have a round for the house, all the members who've made this a success thanks guys; Tracy Mullins.
15. This was well thought out.
16. Can't become anything else.
17. My thanks to all of you.
18. Amazing job. The only things I feel are not addressed are personal, and not pertinent to the organizational wide effort.
19. Bylaws still need to be reworked. If the Senate were to sit and go over every section. We would come up with a different answer as to what the paragraph means. It should be cut and dry. Or simplified and then simply have another set of short specific answers to questions such as if a chapter board member can hold two offices or not, etc.
20. You have done a fine job. Bravo for you. I think we are going in the right direction and can come up with something good. Understand that those

- who want to do nothing or have a drinking club may not respond or leave but that is the price paid for moving to a new vision. Others however may reactivate and new people join. Keep up the good work.
21. You have done well.
 22. You must be joking All the best.
 23. Really question. Have the questionnaires yielded the type of results were trying to achieve?
 24. It's okay.
 25. Outstanding job. Cannot wait to review the data recommendations, Mike Dunlap
 26. I know it's hard for new chapter to even know where to start. Even though we never like to be told what to do, I expect it might serve new members and chapters at the international executive committee established guidelines and expectations that are to be followed. If we are required to do nothing, then it won't it is easy to get that done. Aim at nothing annual and every time...