

TRACI DOUGHERTY

Organizational Strategist · Education & Association Executive

Building organizations, programs, and learning systems that last.



Executive leader with two decades of experience building governance systems, developing leaders, strengthening membership value, producing nationally recognized publications, designing professional learning, and translating strategy into measurable results.

Executive Impact

2,000+ members served	70+ volunteers led	13 committees	\$300K+ portfolio
25+ presentations	15+ issues	400+ pages	100+ annual awards

Leadership Principles

Build systems before solving symptoms. Develop people before programs. Let data inform, not replace, judgment. Make communication operational. Leave the organization stronger.

Core Capabilities

Strategic planning · Association governance · Membership and engagement · Volunteer capacity · Professional learning · Curriculum and assessment · Program evaluation · Publications · Analytics · Strategic communications · AI-enabled operations

Selected Executive Case Studies

Membership & Engagement

Supported 2,000+ members and a \$300K+ portfolio by aligning member value, communications, committees, and executive accountability.

Volunteer Capacity & Succession

Coordinated approximately 70 volunteers across 13 committees using role clarity, operating rhythms, documentation, and leadership pathways.

Publication Transformation

Expanded publication systems across 15+ issues and 400+ pages, including growth from a 17-page Keystone issue to a 52-page statewide platform.

Program Stabilization

Used enrollment, pathway, attrition, stakeholder, and efficiency evidence to design a realistic stability pilot for a threatened academic program.

Student Leadership

Built a 16-officer structure, 35-delegate convention pipeline, 70+ active-member organization, and sustained award outcomes.

NECTFL Mind the Gap

Translated research and multistate collaboration into webinars, professional learning, data use, and advocacy resources.

Strategic Thinking

Diagnose → Map → Design → Implement → Sustain

Change management: clarify the reason for change, involve implementers, distinguish constraints from choices, and build visible wins.

Governance: define authority, oversight, operations, reporting, and decision rights.

Membership: begin with value, segment audiences, map the journey, and connect recruitment with retention.

AI implementation: improve workflow clarity and consistency while protecting privacy and preserving consequential human review.

Data-informed decisions: combine indicators, trends, stakeholder experience, and explicit thresholds for action.

Executive Systems

Governance · Membership · Publications · Professional Learning · Program Analytics · Communications

Speaking & Thought Leadership

25+ presentations, panels, workshops, and webinars for national, regional, state, and association audiences.

Proficiency Portfolios & Feedback

Unlocking World Language Classroom Data

Creativity as Evidence of Learning

Program Preservation & Advocacy

Sustainable Student Leadership

Instructional Innovation & Neurodiversity

Selected venues

ACTFL · NECTFL · American Classical League · GWATFL · MCATFL · LILT · CAAS · Philadelphia Classical Society · McLean School World Language Conference

Publication Leadership

Keystone Fall 2021

17 pages · early baseline

PLUMA Winter 2025

39 pages · student editorial system

Keystone Fall 2025

46 pages · statewide engagement platform

Keystone Winter 2026

52 pages · expanded statewide reach

Ars et Animus 2025–2026

42 pages · literary leadership and recognition

Editorial leadership demonstrates role design, contributor pipelines, calendars, revision systems, student leadership, quality assurance, audience strategy, and succession.

AI & Innovation

Executive Operating System

Relational Notion architecture connecting projects, tasks, areas, knowledge, content, decisions, risks, and recurring review.

Content Operations

Planning databases, RSS inputs, platform-specific rules, approval, and scheduling workflows.

Google Automation

Forms and Apps Script systems that standardize collection and reduce manual setup.

AI-Assisted Communications

Reusable prompts, voice guidance, quality checks, and human approval.

Career Systems

Application pipeline, role matching, resume variants, evidence mapping, outreach, and follow-up.

Evidence-Driven Web Production

Connected source material, authentic artifacts, structured content, accessibility, SEO, and launch QA.

Recognition & Professional Visibility

NECTFL Mead Leadership Fellow · American Classical League executive leadership · ACTFL and NECTFL presenter · statewide publication leadership · cross-association professional collaboration

What colleagues say

“She is always thinking about people over content.” — Benjamin Joffe

Leadership that expands capacity through clear roles, shared ownership, and sustainable systems. — Public-safe summary of an approved recommendation

Contact

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