



TAIKO  
COMMUNITY  
ALLIANCE

# Board Member Manual

# Welcome to TCA

Welcome to Taiko Community Alliance (TCA)! We are thrilled to have your expertise to continue supporting the taiko community. As a new board member, you are joining a network of taiko artists, practitioners, scholars, and enthusiasts who believe in TCA's mission to *empower the people and advance the art of taiko*. Your commitment to collaborate with other passionate individuals will ensure that TCA can fulfill this mission.

Volunteerism is in TCA's DNA. In 2013, taiko thought leaders volunteered their time and resources to launch our organization. Their vision, hard work, and dedication have enabled TCA to grow to meet the ever-evolving needs of the taiko community. Your role as a board member is crucial to establishing our long-term strategic goals. Staff, board, and volunteers work collaboratively to uplift and support our operations and programs.

Each board member is unique, both in perspective and experiences. TCA strives for our leadership to be representative of the greater taiko community's diversity. In so doing, we hope to uplift all voices and to reduce the barriers of access to the artform of taiko. How you chose to serve the taiko community through TCA also looks different for each board member. Whether you choose to pursue a committee in your wheelhouse, or if you want to try something new — you are playing an important and valuable role. We appreciate you!

Thank you for being part of an incredible organization that serves an even more incredible community. TCA's ability to serve the taiko community is because of board members like you!

Congra-CHU-Lations,



Kristina McGaha, Executive Director

## Our Mission

To empower  
the people  
and advance  
the art  
of taiko.



# Our Core Values — TCA chooses to conduct itself as an organization in accordance with these values and principles.

## Respect

Acknowledging the diversity of philosophies and practices of individuals and groups within the taiko community while maintaining neutrality, we will:

- Use democratic processes wherever feasible
- Engage in mutually considerate and respectful conduct

## Heritage & Evolution

Actively honoring the past as we look to the future of taiko, we will:

- Celebrate tradition and foster innovation in the art of taiko
- Respect the wisdom, generosity, and dedication of past and current leaders while developing the next generation
- Identify and seek new ways to serve the evolving needs of our membership; and
- Recognize the mutually enriching influences of the global taiko community

## Empowerment

Understanding the transformative power of taiko for both individuals and groups, we will:

- Support avenues to develop artistic excellence
- Foster an inspirational environment
- Encourage the creation of shareable knowledge and resources for those interested in taiko

## Inclusivity

Believing that everyone has the freedom to play taiko and participate in the taiko dialogue, regardless of who they are or where they come from, we will:

- Continually seek to broaden the base of participation in the taiko community and reach out to welcome new members into TCA
- Embrace differing perspectives and voices within the taiko community
- Nurture connections within and beyond the TCA, and regularly facilitate in-person gatherings and events to strengthen our community
- Provide the means to make participation at every level in TCA accessible to all

## Transparency

Appreciating the trust placed in us by the diverse stakeholders of the TCA, we will:

- Maintain open, accountable, and accessible governance
- Encourage the free and responsible exchange of ideas between TCA's membership and leadership

## Overview — TCA Board

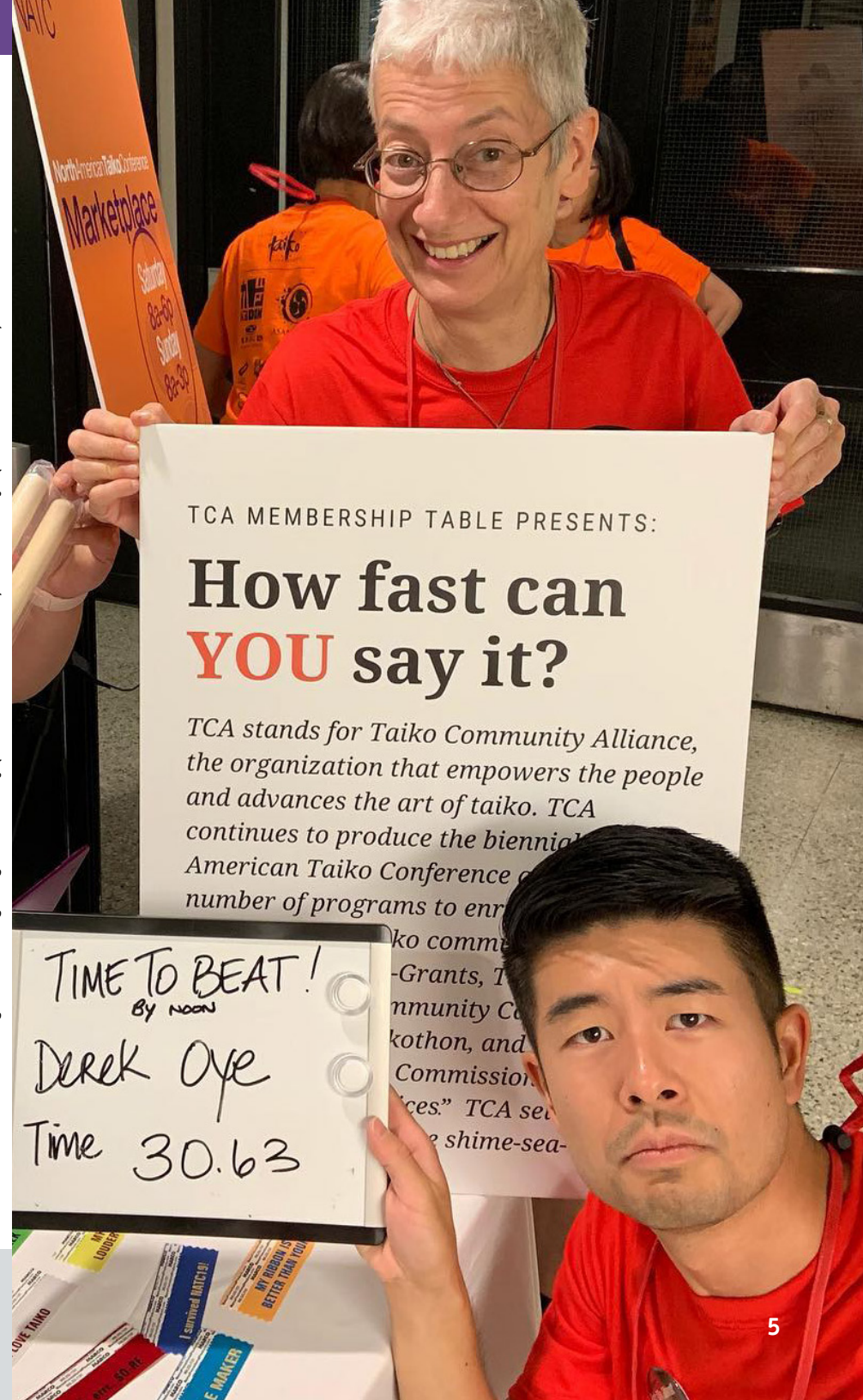
TCA is governed by a Board of Directors. As such, they represent the beating heart of this engaging community. Mindful of our heritage, we are also students of change and growth. It is our job to harness the energy of our membership, and through our board members and volunteers, work to the benefit of the Taiko Community. Our mission statement says it all. To empower the people and advance the art of taiko.

Officers for the Board include Chair, Vice Chair, Treasurer, and Secretary, with one or two Board members acting in each role. These officers, and other members of the Board as deemed appropriate, constitute the Executive Committee, a group granted agile decision-making powers on behalf of the Board. The full Board is responsible for the overall governance of TCA as an organization.

## What is TCA?

Taiko Community Alliance (TCA) empowers the people and advances the art of taiko. TCA formed as a 501(c)3 to meet the taiko community's need for authentic connection and accessible instruction. Our first mandate was to secure and sustain the North American Taiko Conference (NATC).

NATC 2019, Portland, Oregon. Featuring Margaret McKenty (former board member) and Derek Oye (former board chair)



## Connecting with our Community

Between NATC conferences, we reach our diverse constituency with unique programs that promote collaboration. In 2018, we commemorated 50 years of taiko in North America by launching “Taiko Then”, a digital repository seeded with 20 years of NATC footage. That same year we piloted a Women and Taiko mentorship program, which paired 28 taiko veterans with emerging artists and community leaders. In 2020, we premiered “Taiko Voices”, a 50th Anniversary open-source song commission honoring the legacy of our taiko pioneers. Our robust grant program supports community projects that align with TCA’s mission. Past grants have funded regional conferences, collaborative concerts, and documentary videos.

Supporting the field, we produce the Taiko Census. This periodic snapshot of individual data on taiko players worldwide deepens our understanding of our community demographics, documents the spread of the field, guides our programming, and supports our search for additional resources.

Finally, we provide online resources. The TCA Community Calendar is a self-service tool to share information about performances, workshops, festivals, and conferences. We host Taikothon, a Livestream event featuring videos contributed by community members, performances, and interviews with community leaders and emerging artists. Our periodic webinar and educational video series has featured topics ranging from grant writing to taiko costuming.



## Learning and Education

TCA prides itself in being able to give resources freely to the taiko community at large. But we also want to make sure that we give back freely to our volunteers and especially to our TCA board members.

As part of your term of service, as a board member of TCA, you'll be provided educational resources on TCA's intranet, and you'll be given opportunities to take free trainings to further enhance and hone your skills professionally, artistically, and beyond. These trainings will include industry best practices and insights from subject matter experts. Examples of such training could be for fundraising, starting your own business, management in the arts and arts advocacy.

This is not an exhaustive list. In fact, if there's skill training that you think the whole board would benefit from, suggest it to our governance committee; it may very well be on the docket in the next year as something for professional development. These are the gifts that we can give you that are everlasting and we thank you so much once again, for your willingness to volunteer to serve the taiko community in this capacity.



Dana Johnson      Karen Young      Galen Rogers

 TAIKO COMMUNITY ALLIANCE

TCA Leadership Program | 2022 presents:

**Diversity, Equity,  
Access, and Inclusion + Leadership**  
A panel discussion exploring DEAI within taiko

Moderated by Roy Hirabayashi

October 12 at 2:00pm Hawaii | 5:00pm Pacific | 8pm Eastern

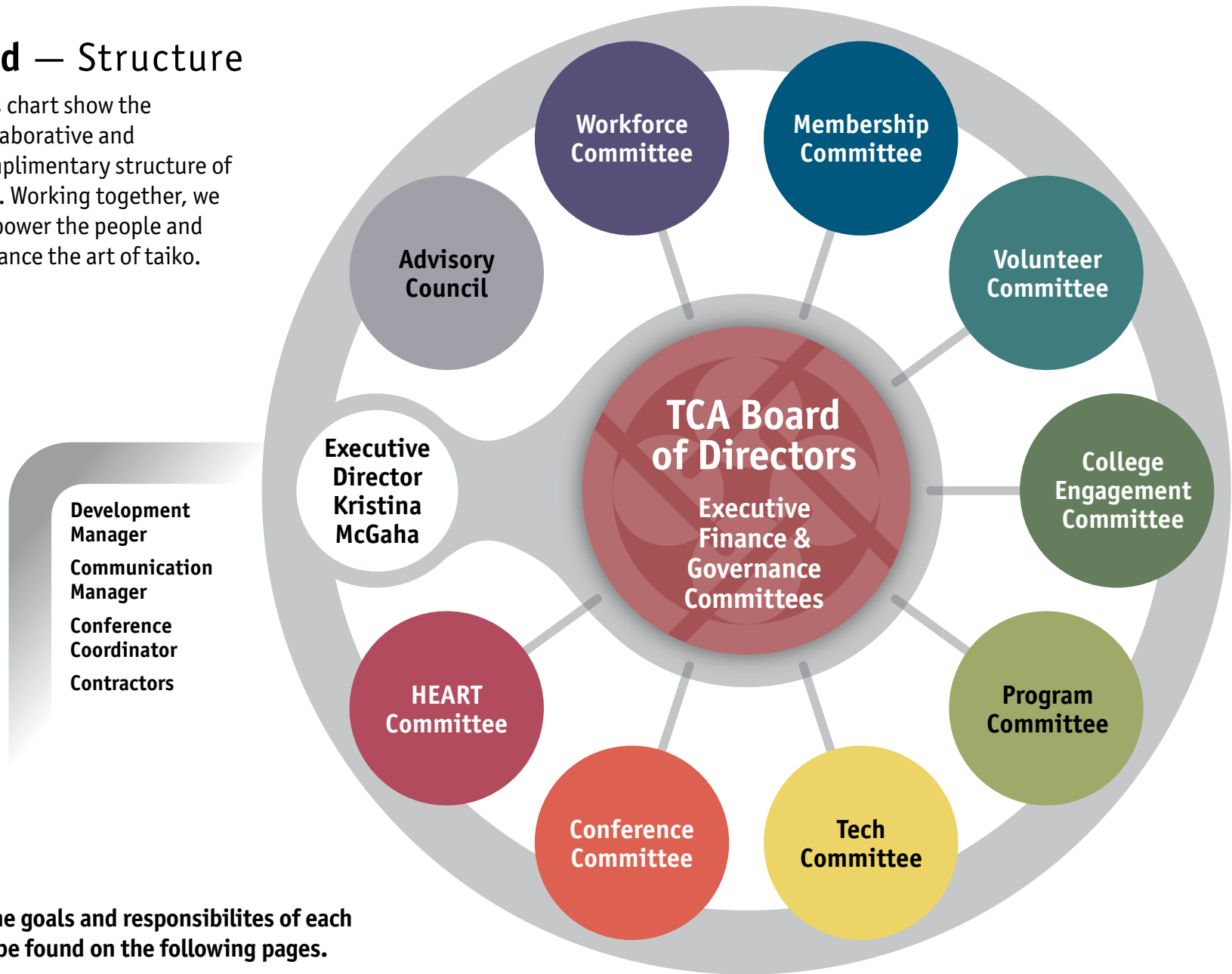
**EVERYONE IS WELCOME**

“Better than a thousand days  
of diligent study is one day  
with a great teacher.”

*Japanese proverb*

# TCA Board – Structure

This chart show the collaborative and complimentary structure of TCA. Working together, we empower the people and advance the art of taiko.



Details about the goals and responsibilities of each committee can be found on the following pages.



# TCA Board Committees

To ensure TCA remains vibrant and current, we pull talent from our different committees to accomplish our community connection projects. Board members are expected to volunteer on at least two committees which address areas such as: Executive, Finance, Governance.

## Executive Committee

Unless limited by the Board, the Executive Committee shall have and may exercise all the authority of the Board in the management of the business and affairs of the corporation between meetings of the Board; provided that the Executive Committee shall not have the authority of the Board regarding those matters representing a conflict of interest or self-dealing. All actions of the Executive Committee must be reported to and ratified by the full Board at its next duly scheduled meeting. The committee does this by:

- Coordinating, planning, and running Board Meetings including the general meeting, which occurs in November each year
- Interacts with Executive Director to ensure alignment of leadership
- Serve as stewards to the taiko community, maintaining relationships with Advisory Council and attending their meetings
- Issue and collect all Annual Forms
- Provide educational resources and trainings to TCA board members as requested/needed

## Finance Committee

This committee monitors the financial well-being of TCA. They work closely with all committees, Board, and the Executive Director to identify budget needs and performance. The committee does this by:

- Project financials up to 3 years
- Monitor, collect, and acknowledge membership dues
- Engage independent accountant, if necessary, to do year-end evaluation
- Prepare, present, and share quarterly financial reports
- Make sure TCA is tax compliant and files taxes annually (can be outsourced to accountant)
- In a staffing transition interim, this committee also ensures that payroll schedule is maintained for staff

## Governance Committee

This committee cultivates relationships with potential Board Members and facilitates the end-to-end recruiting to retiring needs of the Board. The committee does this by:

- Cultivate relationships with potential board members
- Outline and supervise planning of annual board member nominations and elections
- Conduct initial vetting of board applications as well as reference checks for approved candidates
- Onboard new Board Members, facilitate annual Cohort and Mentoring Programs
- Offboard Board Members, facilitate a formal/ceremonial send off and conduct an exit interview to preserve their experiences
- Monitor board member committee involvement to meet bylaw requirements
- Create and maintain Board Member Handbook.



# TCA Board And Volunteer Committee Groups

## HEART Committee

HEART – Humility, Empathy, Anti-Racism, Representation, and Transparency – was formed in 2020 following the murder of George Floyd to acknowledge continued racial injustices and related histories.

This committee aims to raise awareness within the taiko community by encouraging dialogue and projects on DEIA (diversity, equity, inclusion, accessibility) through a racial equity lens. HEART does the following:

- Apply a racial equity lens to Taiko Community Alliance’s organizational activities and projects
- Give feedback (as requested) on TCA’s DEIA initiatives
- Further the purpose and mission of TCA through projects, such as affinity groups, as agreed upon by the committee.

## Collegiate Engagement Committee

This committee serves as promoters, supporters, and sources of institutional knowledge for the collegiate taiko community. This is a direct throughline to working with and for the collegiate taiko community. The committee does this by:

- Planning and implementing the annual Congra-CHU-Lations program
- Be an advising body for collegiate groups/group leaders
- Maintain relationships and two-way communication with groups/leaders
- Explore relevancy and value of current programming, make recommendations for any new program ideas (when feasible)

LEFT: NATC 2019 Taiko Ten performance, featuring Jo-Daiko members Tiffany Tamaribuchi, Nicole Stansbury, and Sascha Molina; MIDDLE: cast of HERBeat; RIGHT: PJ Hirabayashi teaching a workshop at NATC 2019



## Conference Committee

This committee provides logistical support to the Conference Coordinator to launch TCA's annual gatherings (two year rotation of the North American Taiko Conference- NATC; and the smaller, regional gathering - NATC-R). This is a direct throughline to helping co-create our conferences each year. The committee does this by:

- Helping identify conference themes
- Reviewing feasibility of host cities submitted through RFP process
- Reviewing and selection of artists for instructors/performances at conference
- Outreach to secure sponsors, vendors, or auction items for conference
- Securing of equipment (instruments) for conference, and if available, helping manage equipment or sessions on-site during conference
- Assist with coordination and management of event volunteers on-site

It's all about connecting.

NATC 2017



# TCA Board And Volunteer Committee Groups (cont.)

## Membership Committee

This committee will be stewards to our members throughout the year. This includes tasks like personal outreach, promotion, and raising awareness of our benefits. They will also liaise and recruit new TCA Partners to continue increasing the value of our network. The committee does this by:

- Coordinating, planning, and running Membership Drive and Taikothon each fall
- Monitors member engagement by reviewing membership value/benefits, member pricing, and ways to recognize members
- Serve as stewards to our TCA Partners, and recruit more partners to join this network, and spot check TCA Marketplace for needed updates

NATC 2019, Portland, Oregon, USA



# TCA Board And Volunteer Committee Groups (cont.)

## Program Committee

This committee oversees core programs that are offered annually or periodically. These programs must align to our strategic goals and mission, and must be monitored for budget. This is a direct throughline to working with and for the taiko community. The committee does this by:

- Planning and implementing the TCA Leadership program
- Planning and implementing the TCA Grants program
- Explore relevancy and value of current programming, make recommendations for any new program ideas (when feasible)

## Tech Committee

This committee provides technological maintenance and implementation for TCA core programs and websites (taikocommunityalliance.org; natc.taikocommunityalliance.org; taikojam.com). The committee does this by:

- Website Administration
- Manage server location, back-end tech, CRM and link to resource hub
- Design, develop, and test tech resources for core programs
- Serve as tech support for all committees
- Domain /email management
- Communicate subscriptions / application needs to Finance Committee and Executive Director
- For 2022-2023: Implement TaikoSource integration project; 2023 and beyond, maintain and update this database as needed



RAW group photo, recipients of a TCA Grant 2021

Together we keep  
the bachi beating.



# TCA Board And Volunteer Committee Groups (cont.)

## Volunteer Committee

This committee manages the end-to-end experience from recruiting to retiring all TCA Volunteers. They work closely with all committees and the Executive Director to identify volunteer needs. The committee does this by:

- Creating a system to track and manage TCA Volunteers
- Check-in monthly with ED and committees for volunteer needs
- Posting on intranet and media to recruit volunteers
- Onboarding/offboarding and recognizing volunteers

## Workforce Committee

This committee aids the Executive Director in managing staff recruiting, training, and performance evaluation. The committee does this by:

- Monitor staff transitions, and when possible mitigate the impact of staff turnover alongside the ED
- Assist with onboarding staff by representing the Board during their first moments in role
- Interview staff candidates with the ED
- Review performance management of all staff, including the ED, annually

LEFT: NATC 2019 hospitality volunteers; MIDDLE: NATC 2019 TCA Member table, featuring Tamiko Ooka (board member), Rome Hamner (former board member), and Rebecca Lee (volunteer); RIGHT: NATC 2019 Registration volunteer Lee Stone



# Board Member Commitment and Expectations

## Attendance Policy

Dates and time of all TCA Board meetings are provided at the annual retreat for the following 12 months. Board members must attend the annual 2-day board retreat, and at least 75% (9 out of 11) of monthly teleconference board meetings to be considered active. Duties of TCA Board Members include but are not limited to:

- Support TCA's fundraising efforts to ensure the organization has enough money to carry out its programs sustainably.
- Attend and/or volunteer at the biennial NATC and other regional gatherings, physical and virtual.
- Plan and/or volunteer for TCA programs outside of NATC.
- Participate in at least two standing committees or working groups as needed.

Rhythm and heart  
keeps us all happi.

Shishigashira, performed at NATC 2017



# Board Member Commitment and Expectations (cont.)

## Terms & Election of Successors

TCA Board members will serve a three-year term and may be re-elected to one additional three-year term for a maximum of six consecutive years. After serving for six consecutive years, individuals are required to step down for a minimum of one year before being eligible to apply once again to serve on the TCA board.

Oris Yamashita @ pioneer gathering for Taiko Voices



## TCA Board Member Responsibilities

The Board of Directors supports the work of TCA and provides mission-based leadership and strategic governance by:

- **PLANNING STRATEGICALLY** for the future growth and development of the TCA
- **ADVOCATING** for TCA's Mission and Core Values
- **ACTIVELY BUILDING** inclusive, diverse, equitable, and accessible spaces wherever TCA operates
- **OVERSEEING** financial management and sustainability
- **CONTRIBUTING** to TCA's programs and fundraising goals
- **ESTABLISHING POLICY** to guide TCA actions with values consistent with mission
- **SUPPORTING** TCA staff and their projects



# Documents & Links To Materials

## TCA DOCUMENTS

[Strategic Framework 2018-2022](#)

[Board Minutes](#)

[TCA Data Use Policy](#)

[TCA Website Privacy Policy](#)

## NATC POLICIES

[NATC Code of Conduct](#)

[NATC Non-Solicitation Policy](#)

## WHO'S WHO

[Advisory Council Members](#)

[TCA Board \(current\)](#)

[TCA Board Alumni](#)

## BOARD MEMBER DOCUMENTATION

[Annual Forms](#)

NATC 2019: San Francisco Taiko Dojo, Kinnara Taiko, Taiko Center of the Pacific; Center: Johnny Mori, Chieko Kojima, Seiichi Tanaka, Kenny Endo, Chizuko Endo, also featuring stage manager Roy Hirabayashi



# 2023 is our 10th anniversary

A big drumroll to the original founding members of TCA



TCA Launch Meeting, Stanford University, 2013

## Special thanks to all the following who have volunteered their service over the years.

Akemi Chan-Imai	<b>C</b>	2017 - 2022	Tamiko Ooka		2016 - 2022
Elise Fujimoto	<b>T</b>	Launch - 2014, 2016 - 2019	Derek Oye	<b>C</b>	2015 - 2021
Rome Hamner		2015 - 2021	Benjamin Pachter	<b>C</b>	2019 - 2022
Roy Hirabayashi	<b>F</b>	Pre-TCA - 2015	Stuart Paton		2015 - 2017
Alysse Itatani		2017 - 2019	Steve Sano	<b>T</b>	Launch - 2015
Tony Jones	<b>F</b>	Pre-TCA - 2013	Stanley Shikuma	<b>F</b>	Pre-TCA - 2016
Wynn Kiyama		2017 - 2018	Iris Shiraishi	<b>F</b>	Launch - 2015
Jane Lin		2015 - 2018	Joe Small		2020 - 2021
Margaret McKenty		2015 - 2021	Wisa Uemura	<b>F</b>	Pre-TCA - 2017, 2017 - 2020
Ron Miyamura	<b>F</b>	Pre-TCA - 2013	Linda Uyechi	<b>F</b>	Pre-TCA - 2016
Johnny Mori	<b>F, C</b>	Pre-TCA - 2017	Toni Yagami		2016 - 2019
Alan Okada	<b>F</b>	Pre-TCA - 2015, 2016 - 2019	Sue Yuen	<b>T</b>	TCA Launch - 2015

**C** - Chair; **F** - Founding Board Member; **T** - Transitional Board Member



NATC 2019 Taiko Jam concert stage



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[taikocommunityalliance.org](http://taikocommunityalliance.org)