

TCA Transitional Board Meeting  
June 2, 2014 6:30-8:30PM PST  
via GoTo Meeting

## AGENDA

- I. Called to Order at 6:32PM PDT (Present: Alan Okada, Iris Shiraishi, Sue Yuen, Elise Fujimoto, Linda Uyechi, Johnny Mori, Steve Sano, Roy Hirabayashi, Wisa Uemura, Stan Shikuma; Committee Chairs Present: Ben Pachter, Shoji Kameda, Rome Hamner, Jon Campbell, Aya Ino)
- II. Approval of May 4, 2014 Minutes - ACTION ITEM (5min)
  - A. Susan motions to approve, Roy seconds; Unanimous approval.
- III. Committee Reports
  - A. Nonprofit Status (Chair: Jon Campbell)
    1. No additions to written report.
  - B. Communications (Interim Chair: Wisa Uemura)
    1. Fastest way to get on Comm Comm's radar for posts is to email the internal address.
  - C. Transition (Chair: Shoji Kameda)
    - ★ Elise recuses herself from meeting.
    - 1. ED Search: narrowed 11 applications down to 5 viable. 2 of the 5 have since withdrawn so 3 applicants have completed round 1 interviews.
      - a) Although not confirmed until June 11 meeting, ED Search Committee/Transition Committee will be most likely forwarding all 3 candidates for Board review.
      - b) Final round interview and selection process:
        - (1) Set committee of 5 Board Members: Steve, Wisa, Iris, Alan, Johnny.
          - (a) With consultation from Matt Ogawa (Human Resources background, Trans Comm/ED Search Committee)
        - (2) Share application materials and round 1 interview notes with entire Board.
        - (3) Set up GoTo Meeting interviews with Iris, Alan, Johnny, Steve, and Wisa.
        - (4) Discuss and make a recommendation to Board via email.
        - (5) Call a special meeting with quorum. Majority rules vote.
  - D. Membership (Chair: Aya Ino)
    - ★ Elise returns to meeting.
    - 1. Final Charter Membership push starts, 6/3/14.
      - a) Discussion note: by offering member benefit to pre-register for NATC2015, we could potentially max out registration before official registration begins.
  - E. Finance and Fundraising (Chair: Sue Yuen)

1. Discussion of charter membership term as collection depends on 501c3 approval.
  - a) Typically membership term is 1 year from collection of payment.
  - b) Ideally will put all Charter Members on the same cycle - July through June - and all others on rolling basis.
  - c) Decision not necessary at this time, but all Board members should be aware and ready to weigh opinions.
2. TCA requires a more robust fundraising plan. NATC pays for itself but not for additional TCA expenses.

F. NATC (Chair: Stan Shikuma)

1. NATC Coordinator position is announced and on website. Selection process/timeline in written report.
  - a) Included in job description - coordinator position would be expected to relocate to Las Vegas at least 3 months prior. No mention of salary.
  - b) Can we put the position on the splash page? Yes and done.
  - c) Are there other ways we want to promote the position?
    - (1) Are there other nonprofit/event planner sites in LV where we can post it? Unknown, will ask Jen.
  - d) Does anyone on Board know of someone interested? No. Roy suggests creating a short list as we've had to recruit for conference coordinators in the past.
  - e) Has anyone already involved in LV expressed interest? Not that we are aware.
2. Request for workshop content/leaders should be going out in next month or so in order to have workshops ready by December.
  - a) Use TCA Board/WC member attendance at WTG - talk to WTG workshop leaders and Marketplace vendors on coming to NATC.
    - (1) Great opportunity to observe the workshops as well to get an idea of where teaching level is.
  - b) Past goal was to not lose money. Has that changed with emergence of TCA (want to make a definitive profit)?
    - (1) Good practice for programs to have marginal profit (10-50%) to help cover organizational expenses.
    - (2) Practically speaking, there has always been a fee set aside within NATC budget to provide infrastructure support to host or umbrella organization (categorized as either administrative fee or overhead).
    - (3) Have we ever compared our registration fees to other arts conferences? Not that we are aware of.
      - (a) Could consider a higher registration fee, but need to fully understand actual cost of conference so that we can offer numerous scholarships on some sort

of schedule.

- (b) NATC2011 covered registration, lodging (dorm) and meals (meal plan) plus workshop fee for workshop leaders. Travel for select few. Prior conferences were fee alone.

G. Tech Resources (Chair: Linda Uyechi)

- 1. If Board has any recommendations for Salesforce consultants, please forward on.

H. Online Resource Content (Chair: Ben Pachter)

- 1. No additions to written report.

I. Leaders' Retreat (Chair: Rome Hamner)

- 1. Retreat Committee will need to convene again to discuss the #1 preferred choice for recognition - larger stipend for teaching a workshop - before recommending the 4hr workshop just prior to NATC.
- 2. Sue suggests keeping the 4hr workshop on the table as it is fundable through grants.

J. Program (Chair: Elise Fujimoto)

- 1. Submit feedback for WTG Leadership Forum by Friday, June 6 so that Comm Comm can do a post.
- 2. WTG
  - a) Requesting a donation for raffle - vintage NATC package (merchandise items from past NATCs)
  - b) Special info session on TCA Friday, July 18 during lunch. Need a Board member to curate and dictate content. Curator: ED? TCA Panel: Roy, Johnny, Alan, Iris. Panel discussion and opportunity to ask questions.
  - c) Advertising in program booklet - full page is \$500, 1/2 page is \$300.
    - (1) Board agrees that TCA should buy a full page with NATC 2015 dates/location. Two board members offer to pay advertising fee.

IV. Old Business

A. Board Retreat Update

- 1. Agenda revision (will write this out later)
  - a) Training Component - what it means to be a Board member, individual and as a group (Sue, 2 hours)
  - b) Declaration of Remaining Term Preference (Wisa, 30min-1hr)
  - c) Deliberation on Mission Statement (Facilitator)
  - d) Discussion of Scope/Focus - North America vs. Global (Facilitator)
  - e) Short-term strategy/plan through NATC15 (ED, Thurs morn)

B. Intern Update

- 1. June 23 start.
- 2. New Task: Membership fulfillment for June Charter membership drive
  - a) Board/WC Chairs can post additional intern tasks here.

V. New Business

A. Discussion on whether TCA has interest and/or capacity to provide resources to the collegiate scene, specifically regarding the Invitational (requested by Linda, directed to Program and ORCC) - tabled for next meeting/Board Retreat.

1. Central Repository including but not limited to

- a) Equipment Etiquette
- b) Collegiate Contacts
- c) Templates for workshop leader contracts, ideal fees, etc
- d) Workshop Leader info

2. Future of Collegiate Invitational is worrisome

- a) Size of Invitational has increased significantly, making it difficult for host schools.
- b) The number of rotating host schools means no institutional memory as no one remains of prior hosting when Invitational comes around again.
- c) Commitment is made by a different group membership than the one who actually hosts it, usually 2-3 years out.

3. Linda and Steve offer to host a debrief meeting or interviews with local workshop leaders.

VI. Action Items

A. Wisa to setup final round interviews for ED Candidates with Alan, Iris, Johnny, Steve, and Wisa (during the week of June 16).

B. Spread the word on the NATC Coordinator position.

C. Board should send on recommendations for Salesforce consultants to Tech Resources.

D. Submit feedback for WTG Leadership Forum content by Friday, June 6.

VII. Announcements

A. Special meeting for ED hire: Wed, June 25, 6:30PM PDT.

1. Regrets: Steve

B. Next regular Board Meeting: Wednesday, July 9 at 6:30-8:30pm PDT.

VIII. Adjourned at 8:45PM PDT.

Minutes approved at July 9, 2014 meeting.

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**Nonprofit Status**

Did not meet since last Board meeting

- 501c3 application - Still waiting for 501c3 approval by IRS.
- State Registrations - Still looking into thresholds and deadlines for registrations.

**Communications**

Did not meet since last Board meeting

- Membership: no changes
- Activities/Progress:
  - Website - Elise, Wisa
    - Did not upload testimonials submission page.
  - Social Media - Jacob, Elise, Jane, Brian, Chelsey, Terry, Meg
    - Requested topic ideas for Taiko Tuesday in most recent newsletter.
  - E-Newsletter - Jane, Wisa, Wanda
    - May newsletter included: Practice Drum Building Workshop, NATC Coordinator search in June, request for Taiko Tuesday topics, request for community announcements, last chance for charter membership.
    - No community events submitted for most recent May newsletter.
    - Did not announce logo design contest.
  - TCA Branding
    - Beginning discussion on determining a cohesive look/feel (font/colors) for all publications - newsletters, website skins.
    - No progress on this yet as we have not held a meeting.
  - June Newsletter
    - Program Committee - Practice Drum Building Workshop
    - NATC Coordinator Job Posting
      - Will also repost on FB and use Mitchell's boost
    - Community Events

## Transition

- ED Search
  - Discuss Interview/Hiring process moving forward (Board involvement in final round of interviews, final review of candidates, etc)

## Membership - Aya

- Proposed June Charter Membership Drive
  - Launch Date: Tuesday, June 3 (closing Monday, June 30)
  - Goal: 40% increase in Charter Memberships ~240 ~\$12,000 in revenue
  - Benefits:
    - Lifetime title as a "Charter Member"
    - Priority Registration and TCA Member Rate for NATC (no exact price, just a Member vs. Non-member rate - pending confirmation from NATC Committee)
    - General Membership benefits for a year
  - PR/Marketing
    - Pending confirmation from Communications Committee in regards to campaign graphic, Special Edition Newsletter, website post, facebook post
- Looking forward

- Group Memberships/Benefits
  - TCA as a fiscal sponsor for groups
  - Taiko Giving Circles
  - TCA to promote gigs, concerts, auditions, etc. for groups
- 2 Individual Membership Drives a year
  - Summer before NATC - include Member vs. Non-Member rates on NATC registration
  - Winter to be coupled with Year-End giving and/or gift memberships

## Finance & Fundraising

### Cashflow Analysis Discussion - [LINK TO DOCUMENT](#)

- **PURPOSE:** The Board needs to be aware of the cashflow needs facing us in the next few months, and we need to plan contingencies and set deadlines for key decisions.
- The TWO primary variables affecting our cashflow this year are:
  - a. **Nonprofit Status Approval:**
    - Out of our control. Absolutely nothing we can do. Sorry.
    - Lets us collect our pledges (but not instantly... remember, it will take a lot of administration to get it into our banks).
    - The attached document assumes that we will get it by **Sept '14**.
    - Alternatives if we don't get it by then:
      1. Collect NATC registration fees earlier (see below).
      2. Get a fiscal sponsor and pursue grants earlier.
      3. Pursue corporate sponsorships for NATC earlier.
      4. Pursue other streams of program income more aggressively.
      5. LAST RESORT: Ask people to pay-up if they don't care about the tax deduction (most people won't mind, but messaging and administration would be very complicated)
  - b. **Charter Membership Early Registration:**
    - In our FY14 budget, we estimated \$27,500 to come in from early registration. (About 1/4 of total)
    - NATC Committee feels that workshop choices will be ready by Dec. '14.
    - Opening registration without workshop selection is risky -- one reason we think NATC11 sold out so fast was because we opened registration with the workshop selections ready to go.
    - But registration fees can be collected without any worry about nonprofit status, and can help ease our minds, especially if we end up collecting more than the \$27,500 we anticipated in the budget.
    - OPTIONS:
      1. Wait until December so charter members can register & select workshops at the same time. Open to others in January.
        - This is the smoothest option for messaging and

- administration. Less hassle.
  - Leaves us dangerously low on cash or digging into deficit if our nonprofit date slips past September.
- 2. Open early registration to charter members in October:
  - (Note - This is the option that is punched into the cashflow analysis document)
  - NATC coordinator will be on board by then.
  - We'll have a better feel for costs and final pricing.
  - We'd still need to contact members again in December to do their workshop selections -- while we simultaneously do a membership drive -- so that's going to be a little crazy and a little complicated for messaging.
- 3. Register even earlier (July/August/Sept):
  - Provides most peace-of-mind for cashflow.
  - BUT - NATC coordinator will not be on board yet.
  - We will need to set reg fees based on best guess and prior experience.
- The attached document also assumes:
  - a. That we owe UNLV \$17,500 in deposits in December. (May be more, may be less, may be sooner, may be later...this is another big variable)
  - b. That we collect on the Miyamoto \$10k as soon as possible (June 2014) - Yoshi has said we can have it at any time, we just need to make the arrangements via Aichan.
  - c. That we conduct additional membership pushes in Dec '14, Jun '15, Dec '15 - But this is another interesting cashflow issue, if we allow paid membership to last for 1 full year following their payment (which is what Aya recommends) then, we won't be collecting renewals until at least 1 year after our nonprofit status is attained. If this creeps closer to December 2014, we might need to eliminate one of the drives -- unless we are willing to collect even MORE pledges.
  - d. That we successfully receive some small grants by Dec '14 (needs 501c3 status or someone else to serve as a fiscal sponsor)
  - e. That we successfully pull in additional NATC fundraising by March '15.
- Notice that even if we make it through NATC, we will still fall into deficit in the second half of 2015 if we do not raise our fundraising goals higher than what we anticipated our FY14 budget projections. It means that we need to do more fiscal planning.

## **NATC**

Met on 05-26-14

- Conference Coordinator Search - Stan
  - Proposed Schedule for hiring CC:
 

May 30	Application form ready
June 1	Post job information/public announcement
July 1	Deadline for completed applications

July 15            Deadline for initial screening by NATC Comm  
July 31            Deadline for final decision by TCA Executive Director  
Sept 15            targeted Start Date for NATC Conference Coordinator

- NATC Survey - Mark Rooney and Jen Caballero
  - goal - make it user friendly, quick and easy to do
  - Mark and Jen will put together actual wording of the survey
  - Release date of mid-June, end date of August 1
    - Don't want it to compete with announcement of Conf Coordinator
    - Can announce in TCA Newsletter June and July
    - give a chance for people attending WTG to respond
- NATC Website - NATC Webmaster, Kristi Tsukida
  - got hold of old code for the old website; haven't had a chance to look it over for how much is useable
  - recommend we hire a designer for design/look of website; depending on the status of the old code, may or may not also need to hire a programmer for functionality
- Budget Sub-Committee - Stan, Johnny, Jen
  - Facilities confirmation and cost - Jen working on it
  - What is the budget for web design? There is a line item in NATC2011 budget.
  - We need to meet as sub-committee - Stan to contact Johnny and Jen for date
- Workshops
  - Our goal is to have early registration start in Dec 2014, so we need to have workshops confirmed in November; need to start recruiting WS leaders soon
  - Need budget sub-comm to delineate parameters re: payments, lodging, travel
  - should we invite non-taiko teachers? e.g. Brazilian percussion, marching band/drumline, yoga/Pilates for taiko players, minyo/folk singing, etc
- Other: WTG
  - who on NATC Committee is going? maybe have a meeting there?
  - we should have NATC flyers, sign-up lists, etc for the TCA table and maybe help staff TCA table so we can talk to people
  - would be a good time to talk with potential workshop leaders

## **Tech Resources**

Last meeting: May 12.

Next meeting: Monday, June 9

- Web sites. Migrating taikoconference.org; covering cost of taikosource.com until we can migrate to TCA site.
- Website branding. Sandi has prepared mockups. To re-brand by September, some questions need to be answered by end of June.
- Salesforce and Membership drive. Sue is updating interface to Salesforce to support the membership drive.
- Salesforce consulting. Sue would like about 8 hours of SF consulting time to



setup an accounting and authentication system. Secondary to setting up functionality for membership drive. **Board suggestions for consultants would be greatly appreciated.**

- NATC website. Question of whether to use Drupal or Wordpress. TCA has been using Wordpress. Peter will check with Kristi about software choice.
- Livestream. Stuart needs tech help to livestream his drum building event. Programming comm. Will use targeted email blast to TCA members in the Northeast.

### **Online Resource Content**

Met Monday, May 12

- Membership:
  - Present: Mitchell Fukumoto, Franco Imperial, Ben Pachter, Adam Weiner
  - Absent: Kris Bergstrom, Wendy Jedlicka
  - No changes to membership
- Activities/Progress:
  - TaikoSource
    - Learning in Japan Q&A
      - Occurred Saturday, May 10
        - 10-15 viewers during stream
        - 70 views since upload in archives (as of Monday, May 26)
      - Currently accessing topic selection, publicity for future projects
    - Learning in Japan Articles
      - First one - by Chris Holland - posted May 21
      - To be posted every other week
    - Future article series: Drum BUilding/Drum Acquisition
      - Tied to this (and related to ProgComm program): Ben visiting Asano Taiko/LATI in July prior to WTG
        - will take video of Asano Taiko US facilities, LATI class for future streaming on LiveStream event
  - NATC materials
    - to be picked up after Intercollegiate/Memorial Day weekend
    - Franco offered update on potential collaboration
      - Is to meet w/Stanford University library special collections
        - Potentially taking this project on
          - Stanford University will allocate resources towards making it their own collection shared online and publicly and properly archiving
          - "Giving us resources" to help get this properly archived. Vague - more details following meeting
      - SJT interns to help index and categorize materials if need be

- WTG table
  - ORCC members will help man the TCA table, schedule permitting

Next meeting TBD

- will occur following Board Meeting (will schedule after Memorial Day weekend)

## Leaders' Retreat

Met 5/9/14

- Reviewed surveymonkey data received from Leaders
- Notable trends:
  - The most popular form of possible recognition was a larger stipend for teaching at NATC
  - 2nd-most popular was the opportunity to participate in high-level workshop to advance their own artistry
    - support for a session of about 4 hours in length
    - right before or right after NATC, with slight preference for before
- Committee is proposing a 4 (ish) hour workshop, presented before NATC 2015, led by an inspiring artist from a genre complementary to or supportive of taiko performance  
[Board input/approval?](#)
- Committee members had 10 days to suggest artists to lead such a workshop and post them to a google doc
- Suggested so far: Claude Stein (singing), Susie Ibarra (Composer/Percussion/Educator), Anthony Brown <http://www.anthonymbrown.org/> and or Mark Izu (Asian American Orchestra; Composer, Percussionist, Educator (Ethnomusicologist), John Santos <http://www.johnsantos.com> (Composer, Director, Percussionist, Educator),
  - Also, several mentioned by one survey respondent: Kenwood Dennard, Joe Galeota, Jamie Haddad, Jessica Lang, Jerome Bel, Shen Wei
  - [Asking for suggestions from the Board as well](#)

## Program

Met: Wed, May 14

- Membership:
  - Added: Jacob Derksen
- Activities:
  - Studying Taiko in Japan Event Report (Ben)
    - Went well, timing probably resulted in smaller attendance.
    - Estimated attendance was 10-12, archived video has 53 views
    - Ben posted the first article on TaikoSource, but bloggers have had difficulty submitting every week. ORCC suggested switching to every other week posts.
    - Lessons learned:
      - When using Skype and Livestream, transferring to another window makes the system close.
      - Make clear that people can submit questions ahead of time.

- Drum Building Workshop (Stuart and Elise)
  - Date: Saturday, June 21
  - Time: 10am PDT, 1pm EDT
  - Location: Livestream
  - Workshop Price: FREE
  - KIT Detail:
    - Have enough materials for 10 or 20 kits:
      - ADS Pipe sections
      - Pre-cut Skin
      - Pan head metal screws
    - Estimated cost per kit (\$125-150)
    - Kit purchase price:
      - \$200 member fee
      - \$275 non member fee
  - Timeline:
    - Order Deadline: Friday, June 6
  - HELP: Tech volunteer possibly needed to help Stuart film the session.
- WTG
  - Leadership Forum (Elise):
    - Topic: Sustainability
    - Format: EVENT PROPOSAL
      - Please review, and make any comments on the doc, or send notes to Elise
    - Need to recruit discussion leaders who have been through D-School process before. Would like to do a call for volunteers in the next week.
  - Tabling (Ben):
    - Prog-Comm would like to call for volunteers to man the TCA table in the next TCA Newsletter.
    - Tasks will be detailed on the signup sheet:
      - Live Tweeter
      - Photo Archive project (potential)
    - Table was just confirmed by WTG organizers. We have 1 8x10 space with access to electric outlets.
    - Need to contribute a \$25 item to the raffle. \$50 Charter Membership OR \$50 Event Gift Certificate?
      - Vintage NATC Gift Basket
  - Discussion Session:
    - Lunchtime Discussion session on either Friday or Saturday.
    - Location is TBD
    - Content Ideas? Curator or Coordinator volunteer?:
      - Panel: Roy, Iris,
      - Visual Powerpoint (Elise)

- There will a panel discussion and an opportunity for people to ask questions about the organization.
- Advertising Opportunities- Do we want to do this?:
  - Full page AD paid by two board members:
    - 7-1/2" wide x 10" tall
    - Price: \$500 (discounted from \$700)
  - Half page:
    - 7-1/2" wide x 4 3/4" tall
    - Price: \$300 (discounted from \$400)
- Upcoming Projects:
  - Facilities tour of LA Taiko Institute
  - Photo Archive project
  - Skin-sharing project
  - Demystifying Nonprofits new installment