



**T A I K O
C O M M U N I T Y
A L L I A N C E**

**Strategic Framework
2018 - 2022**

Year Four: 2021

Taiko Community Alliance Strategic Framework

Mission *Empowering* the people and *advancing* the art of taiko.

Goals We are committed to:

1. Increasing the awareness and understanding of taiko.
2. Providing high quality programming and resources to support taiko practitioners.
3. Evolving as a sustainable organization

**Core Values &
Guiding Principles**

Our core values and guiding principles are:

- *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; and
 - 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; and
 - 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; and
 - 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; and
 - Encourage the free and responsible exchange of ideas between TCA's membership and leadership.

Structure

Annual work plans are anchored in our:

- *Mission*, and *goals*
- *Baseline* of measurement upon which to improve
- *5 Year Aspirations* describing how things will change as a result of our work
- *Strategies and Activities* demonstrate movement towards our aspirations and our approaches to achieving our goals
- *Deliverables* aligned with our strategic framework (Work Plan)

Committees Our organizational structure:

- *Executive*
- *Finance*
- *Governance*
- *Program*
- *North American Taiko Conference*
- *HEART*
- *Communications*
- *Technology*
- *Membership*
- *Development*
- *Volunteer*

Process

Board adopts 5-Year Strategic Framework in December 2017, and in subsequent years:

- Board/Staff/Volunteer *reflects* on framework and progress towards goals on a quarterly basis; *makes annual adjustments* based on experience and opportunity
- Add board discusses Goals, 5-Year Aspirations, Strategies at Board Retreat
- Staff/Volunteer *recommends* strategies and key deliverables for the next year before annual meeting.
- Board *reviews* and *adopts* activities and deliverables at annual meeting
- Business Manager, *prepares* annual operational budget aligned with board adopted priorities/deliverables and informed by Committees' submitted requests.
- Board *adopts* budget prior to the beginning the next fiscal year
- Board/Staff/Volunteer *begins* development of next five-year strategic framework in 2022 anchored in our progress

Goal One: Create, share, and uplift resources to deepen understanding of taiko.

Context: Heritage and Evolution, Inclusivity, Empowerment

5-Year Aspirations

1. Collect and disseminate knowledge about taiko, including its historical context and development.
2. Capture and share taiko stories of and about our ever-evolving taiko community.
3. Foster deeper engagement with available resources.

Strategies

- Collect, and if needed, create tributes and historical materials to honor and celebrate taiko in North America.
- Engage individuals, taiko groups and communities, in North America and beyond, to learn their histories and respond to their needs.
- Create new and curate existing internet resources to connect the taiko community and those interested in taiko.
- Build and strengthen partnerships with individuals and/or organizations to uplift their resources that are aligned with TCA's mission and value

Goal Two: Providing high-quality programming and convenings to support taiko practitioners

Context: Heritage and Evolution, Empowerment, Inclusivity, Respect

5-Year Aspirations

1. Increase accessibility, deepen engagement, and strengthen capacity for members and the broader taiko community.
2. Facilitate and support in-person and virtual gatherings to nurture connections and encourage the open and responsible exchange of ideas and information.

Strategies

- Use data and responses from the community for program development and execution.
- Promote and support taiko groups, taiko events, and information sharing through technology and backend support.
- Improve the number, quality, relevance, and efficacy of TCA gatherings.

Goal Three: Evolving TCA as a sustainable organization

Context: Transparency, Inclusivity, Empowerment

5-Year Aspirations

1. Evaluate and improve existing organizational infrastructure to meet current and future needs.
2. Maintain and expand diverse revenue streams to be fiscally stable.
3. Ensure that all levels of TCA are equipped with skills and capacity to effectively further the organization's mission in accordance with its guiding principles and goals.
4. Increase diversity at all levels of the organization.

Strategies

- Create activities and volunteer opportunities to engage younger generations and other taiko practitioners to build a stronger foundation and capacity within TCA.
- Evaluate financial model and fundraising strategies.
- Empower board members, staff, and volunteers to build a deeper understanding and knowledge of nonprofits and the arts through professional development opportunities.

Goal Four: Build inclusive, diverse, equitable, and accessible spaces and practices (Added 2021)

5-Year Aspirations

1. Conduct work with HEART (Humility, Empathy, Anti-Racism, Resourcefulness, and Transparency)
2. Create safe spaces for dialogue
3. Foster belonging for all in our community

Strategies

- Ensure alignment with this goal by revisiting all policies and practices, including core values and guiding principles and strategic framework.
- Evaluate and improve existing organizational infrastructure in relation to our HEART guiding questions, establishing metrics for evaluation
- Identify and mitigate “gaps and fences” to achieving our goal
- Identify needs of underrepresented groups in TCA membership and create or support programming that addresses these needs
- Increase accessibility and expand representation and outreach to broaden the diversity of our stakeholders
- Highlight underrepresented taiko stories and diverse taiko culture

*Deliverables and work plan made available by request.

**Strategic Framework is subject to change for relevance by Board Approval.