



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

**Strategic Framework**  
**2023-2028**

**Mission:**

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

**Vision:**

A taiko community that is interconnected through *cultural understanding*, *creative expression*,  
and a *rhythmic heartbeat*.

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## Goals:

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
4. Increasing Diversity, Equity, Access, and Inclusion practices and awareness throughout the DNA of TCA.

## Role:

- *Resource builders* of relationships, tools, information, and services for the taiko community
  - *Convenors* of taiko practitioners
  - *Advocates* for the growth of taiko
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## Structure:

- Vision, mission, and goals
- *Baseline* of measurement upon which to improve
- 5-year *Aspirations* describing how things will change as a result of our work

- *Indicators* of progress that demonstrate movement towards our aspirations
- Key *Strategies* summarizing our approaches to achieving our goals *Deliverables* aligned with our strategic framework

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## Core Values & Guiding 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; 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.
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## Process:

- Board/Staff/Volunteer *reflects* on framework and progress towards goals on a quarterly basis; *makes annual adjustments* based on experience and opportunity
- Board approval will address **Activity/Deliverables and Aspirations**; Staff will inform and create **Baseline/Measurement, Timeline, and Resources/Responsible Columns**.
- Staff *recommends* priorities and key deliverables for the next year
- Board *reviews* and *adopts* deliverables and priorities at annual board retreat
- Staff *prepares* annual budget aligned with board adopted priorities/deliverables
- Board *adopts* budget prior to the beginning the next fiscal year

# Goal 1: Increasing the awareness and understanding of taiko, both within the taiko community and beyond the taiko community

## Context: Heritage and Evolution, Inclusivity, Empowerment

### Strategies

1. Collect and share knowledge about taiko, including its historical context and development. **(1.1, 1.3, 1.6)**
2. Facilitate exposure to and education about taiko performance and culture. **(1.2, 1.4, 1.6)**
3. Engage taiko groups and communities in North America to learn their histories and respond to their needs. **(1.3, 1.4, 1.6)**
4. Explore partnerships with other cultural, ethnic, and performing arts organizations to learn from and increase awareness. **(1.2)**
5. Create Internet Resources to connect the taiko community and those interested in taiko. **(1.1, 1.5, 1.6)**

<b>Activity / Deliverable:</b>	<b>Aspiration(s):</b>	<b>Baseline / Measurement:</b>	<b>Timeline:</b>	<b>Resources Needed (N)/ Who is Responsible (R):</b>
<b>1.1 TaikoSource Integration</b>	Fully integrate website by 2023 and add open source content semi-annually thereafter  Use proven track record/model of TaikoSource in its new life within TCA	(Post-Integration) - measure click rates and pathing to identify highly trafficked content to inform database growth	<ul style="list-style-type: none"> <li>● Summer 2023 - Have fully integrated to TCA Website;</li> <li>● December 2023 - First review of stats</li> <li>● March 2024 - Plan content sourcing strategy to grow database</li> </ul>	Tech Comm, Ben P./Wendy, ED (R)  ED, Tech Comm, Board (R)  ED, Program Comm, Staff (R)
<b>1.2 Create partnership with</b>	A cross-promotional program that highlights Japanese	Compare before-after viewership of Densho's audience	<ul style="list-style-type: none"> <li>● September 2022 - make connection to Densho</li> </ul>	<ul style="list-style-type: none"> <li>● Formal partnership with Densho - in writing -mutual</li> </ul>

<b>Densho</b>	American influential taiko players in Densho's new series of influential sansei	once we begin promoting to our network; monitor our own viewership/click to the Densho site?	<ul style="list-style-type: none"> <li>December 2022 - map out short list of interviewees and partner with Densho for marketing and launch</li> </ul>	benefits established - ED (R) <ul style="list-style-type: none"> <li>Project Manager (R)</li> <li>Danny's Mom (N)</li> <li>Internal Sansei Candidates (Danny, Kelly, Gail, Josh, Paul, Kristina) (N)</li> <li>Outreach Partners (N)</li> </ul>
<b>1.3</b> <b>Establish a discussion space to openly discuss and give credit to ALL of the things that inform/represent North American taiko</b>	A forum where we can discuss the evolution of North American taiko while showcasing its unique influences and roots as compared to Japanese taiko. Influences include Jazz, migrant trends, and civil rights movements.	Survey responses for the forum session  Sharing recording of forums online and measure click rate	<ul style="list-style-type: none"> <li>Spring 2023 - Design format, identify tech and personnel needs &amp; and recruit panelists/speakers.</li> <li>At the next gathering (Summer 2023) and all major NATC/NATC-R events after that</li> <li>Potentially be incorporated in Lunch 'n Learn series (2.6)</li> </ul>	<ul style="list-style-type: none"> <li>HEART Comm (N)</li> <li>Conference Manager (R)</li> <li>Outside experts/resources/speakers/volunteers (N)</li> </ul>
<b>1.4</b> <b>Highlight Taiko Pedagogy and teaching taiko to the next generation</b>	You Tube / Docuseries: <ul style="list-style-type: none"> <li>Demonstrating how taiko players launch kids programs in the school system.</li> <li>Discussion series or workshop series of teachers talking to teachers - how do you teach?</li> </ul>	Delivery and engagement stats via the channel: subscribers, likes, etc.  Similar metrics to those being used for Leadership Program Public Sessions		<ul style="list-style-type: none"> <li>Finance - cover travel - ED (R)</li> <li>Volunteers/Local Partnerships (N)</li> <li>Videographer (R)</li> <li>Tech Comm (N)</li> </ul>
<b>1.5</b>	An interactive and living	Baseline data - Census and	<ul style="list-style-type: none"> <li>2023 QTR 1: Review current</li> </ul>	<ul style="list-style-type: none"> <li>Regional champions (N)</li> </ul>

<p><b>Launch Group Directory as an open access resource</b></p>	<p>database that enables interconnectedness of the taiko community AND shares local resources with new/regional audiences; ideally updated both by periodic census data AND by groups self-reporting</p>	<p>current TaikoSource Map Instructor stats Participation Ratios</p>	<p>information; identify low hanging fruit</p> <ul style="list-style-type: none"> <li>• 2023 QTR 2: Engage Regional Champions to boost/launch Directory on website</li> </ul>	<ul style="list-style-type: none"> <li>• Tech Comm (N)</li> <li>• Project Manager (R)</li> </ul>
<p><b>1.6 TCA Travels / Taikology</b></p>	<p>Youtube Channel -</p> <ul style="list-style-type: none"> <li>• to document groups all over and how they play/do/are taiko</li> <li>• spotlight the regionalism and connection of the taiko world</li> </ul>	<p>Delivery and engagement stats via the channel: subscribers, likes, etc.</p>	<ul style="list-style-type: none"> <li>• By Summer 2023 - build 12 weeks of footage to start drip content feed that will be ongoing and continuous thereafter</li> </ul>	<ul style="list-style-type: none"> <li>• Finance - cover travel - ED (R)</li> <li>• Volunteers/Local Partnerships (N)</li> <li>• Videographer (R)</li> <li>• Carley's Framework (N)</li> <li>• Tech Comm (N)</li> </ul>
<p><b>Future Ideas / Considerations:</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Partner with JANM - maybe Big Drum 2.0 exhibit could have a second life with us?</li> <li>• Classified Ads space on our website for all taiko related services and goods (expanding TCA Marketplace)</li> </ul>				



## Goal 2: Providing high quality programming and convenings to support taiko practitioners

### Context: Heritage and Evolution, Inclusivity, Empowerment, Respect

#### Strategies

1. Find and foster new ways to use resources, including technology, to increase accessibility, broaden participation, and strengthen capacity. **(2.1, 2.4, 2.5, 2.6)**
2. Facilitate and support in-person and virtual gatherings to nurture connections and encourage a free and responsible exchange of ideas and information. **(2.1, 2.2, 2.3, 2.4, 2.6)**

<b>Activity / Deliverable:</b>	<b>Aspiration(s):</b>	<b>Baseline / Measurement:</b>	<b>Timeline:</b>	<b>Resources Needed (N)/ Who is Responsible (R):</b>
<b>2.1 Increase number of in-person events / interactive experiences</b>	Offer in a 2-year cycle NATC-R to complement biannual NATC offerings; with a templatic model that is more fiscally solvent	Use 2023-2024 plans for first NATC-R, conduct financial health evaluation and program evaluation post-event	<ul style="list-style-type: none"> <li>• Summer 2023 - Plan and launch NATC-R</li> <li>• Summer 2024 - Launch NATC</li> <li>• Fall 2024 - Evaluation of programs</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Conf Manager (R)</li> <li>• Development Manager (N)</li> <li>• Comm Manager (N)</li> <li>• Conf Comm (N)</li> <li>• TCA Board (N)</li> </ul>
<b>2.2 Redefine and refine terms of relationships TCA has with all host cities</b>	A stronger relationship with all local partners that has clearly defined mutual benefit for all parties. Also increased positive reputation to work with TCA.	Use 2023-2024 events to establish baseline expectations for partnership.	<ul style="list-style-type: none"> <li>• October 2022 - Advertise open office hours with ED and/or TCA Board members to discuss NATC/NATC-R</li> <li>• Nov/Dec 2022 - Have open discussion with host city taiko groups/organizers</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Conference Manager (R)</li> <li>• Conf Comm (N)</li> <li>• TCA Board (N)</li> </ul>

<p><b>2.3</b> <b>Uplift existing regional gatherings</b></p>	<p>Enhance Communication Strategy and Community Calendar to more effectively convey major taiko events that are not hosted by TCA</p>	<p>Implement comm plan and do a before/after compare of communication stats centric to Community Calendar</p> <p>Reach out to event planners and see if they'd felt our boost impacted event turnout</p>	<ul style="list-style-type: none"> <li>• October 2022 - Hire Communication Manager</li> <li>• Jan 2023 - Establish unified Comm Strategy</li> <li>• Feb 2023 - Begin uplifting existing gatherings</li> <li>• EOY 2023 - measure baselines</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Communication Manager (N)</li> <li>• Program Comm (R)</li> <li>• Regional Ambassadors (N)</li> </ul>
<p><b>2.4</b> <b>PenPal Project 2.0</b></p>	<p>Virtual engagement to</p> <ul style="list-style-type: none"> <li>• Share songs, exchange ideas, and repertoire to strengthen bonds between groups</li> <li>• Foster taiko relationships</li> </ul> <p>Plus opportunity to Meet in-person (funded by TCA)</p>	<p>[Still need to identify]</p> <p>Perhaps before/after survey</p>	<ul style="list-style-type: none"> <li>• Jan 2023 - identify resources to relaunch and partner with staff to begin implementing this program</li> <li>• Earmark funding in TCA Grants to meet in-person</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Project Manager (R)</li> <li>• Volunteers/Local partners (N)</li> <li>• Development Manager (N)</li> </ul>
<p><b>2.5</b> <b>Sponsor international convening - fellowship or ambassador program</b></p>	<p>Collegiate 1-2 folks plus 20 others to travel overseas to be part of an overseas experience on their taiko journey. Potentially revenue generating or revenue neutral</p>		<ul style="list-style-type: none"> <li>• 2025 - Design Program</li> <li>• 2026 - Secure Funding</li> <li>• 2027 - Market and Launch</li> <li>• 2028 - Evaluate &amp; Duplicate</li> </ul>	<ul style="list-style-type: none"> <li>• IACE, for example (N)</li> <li>• Project Manager (R)</li> </ul>
<p><b>2.6</b> <b>Lunch and Learn Series, informal talk story for folks who cannot attend NATC</b></p>	<p>Regularly scheduled FREE discussion forum where people can get together and talk story</p> <ul style="list-style-type: none"> <li>• uplift unheard/less heard voices</li> <li>• Monthly topic rotation, ...</li> </ul>	<p>Attendance</p> <p>Track donations before/during/after sessions</p>	<ul style="list-style-type: none"> <li>• 2023 QTR 4 - Design</li> <li>• 2024 QTR 1 - Launch</li> <li>• 2024 QTR 4 - Evaluate and Duplicate</li> </ul>	<ul style="list-style-type: none"> <li>• Project Lead (R)</li> <li>• Volunteers/Facilitators (N)</li> <li>• Comm Manager (R)</li> </ul>

	<ul style="list-style-type: none"><li>• Regional scale? National?</li></ul>			
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**Future Ideas / Considerations:**

**Activities**

- Master's Retreat
- Become an information sharing hub mediated by the community itself. (Ex: Discord server space)

## Goal 3: Evolving as a sustainable organization

### Context: Transparency, Inclusivity, Empowerment

#### Strategies:

1. Strengthen infrastructure. Evaluate and improve the foundation of existing organizational structure to meet current and future needs. **(3.1, 3.3, 3.4, 3.5, 3.6)**
2. Establish self-reliant revenue stream to remain fiscally solvent. Create a financial structure that supports the support needs of the taiko community. **(3.2, 3.3, 3.7)**
3. Invest in leadership and human capital. Ensure leadership and staff are equipped with skills and effective means to serve the taiko community. **(3.5, 3.6, 3.7)**
4. Encourage free and responsible exchange of ideas. Foster a healthy relationship between TCA members and leadership. **(3.1, 3.2, 3.4, 3.5)**

<i><b>Activity / Deliverable:</b></i>	<i><b>Aspiration(s):</b></i>	<i><b>Baseline / Measurement:</b></i>	<i><b>Timeline:</b></i>	<i><b>Resources Needed (N)/ Who is Responsible (R):</b></i>
<b>3.1 Create Policies/Procedures to support daily operations</b>	Policy/Procedure library available online on TCA intranet and a more functional knowledge management system (KMS)	By end of 2023, all committee functions should be documented; by end of 2024, all staff functions should be documented; ED to review/update annually thereafter	<ul style="list-style-type: none"> <li>• December 2023 - Committee charter/procedures documented and posted</li> <li>• December 2024 - Staff policies and procedures documented</li> <li>• Update/Change as needed thereafter</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Comm Chairs (R)</li> <li>• Workforce Comm (N)</li> <li>• Governance Comm (N)</li> <li>• Volunteer Comm (N)</li> </ul>

<p><b>3.2</b> <b>Increase our member base</b></p>	<p>Demonstrate consistent growth of membership YOY by:</p> <ul style="list-style-type: none"> <li>• Establish member value</li> <li>• Expanding member value</li> <li>• Conveying value in our comms/programs</li> </ul>	<p>Use 2023 Member Drive a baseline and grow by 10% YOY for the next five years</p>	<ul style="list-style-type: none"> <li>• October 2022 - document Member Drive data</li> <li>• December 2022 - Develop Communication Strategy</li> <li>• Spring 2023 - Establish Member Value</li> <li>• Fall 2023 - Begin Expanding member value</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Membership Comm (R)</li> <li>• Communication Manager (R)</li> </ul>
<p><b>3.3</b> <b>Develop Fundraising and Revenue Model/Strategy and update operations</b></p>	<p>Fiscally Solvent Model must include:</p> <ul style="list-style-type: none"> <li>• increased sponsorships for TCA programs/events</li> <li>• increased grant seeking and exploring collaborative grants</li> <li>• increased membership/individual giving strategy</li> </ul>	<p>Use 2023 as baseline and conduct financial wellness evaluation annually thereafter</p>	<ul style="list-style-type: none"> <li>• October 2022 Hire Development Manager and establish development strategy</li> <li>• January 2023 - Change our banking relationship and our mail/postal relationship</li> <li>• February 2023 - Right sizing our tech</li> <li>• May 2023 - Expand our merchandise</li> <li>• Fall 2023 - Begin monetizing targeted TCA content online</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Board Chairs/Board (N)</li> <li>• Development Manager (R)</li> <li>• Finance Comm (R)</li> </ul>
<p><b>3.4</b> <b>Develop cohesive Communication Strategy</b></p>	<p>Establish annual comms calendar, which</p> <ul style="list-style-type: none"> <li>• aligns our mission and member value to programming</li> <li>• and also increases visibility</li> </ul>	<p>Reach stats (Facebook statistics, YouTube Statistics, Website Traffic, Newsletter clicks) Membership base growth</p>	<ul style="list-style-type: none"> <li>• October 2022 - hire Communication manager and develop comms strategy</li> <li>• Dec 2022 - Connect Comm Manager with Tech Comm to identify outreach stats to regularly monitor</li> <li>• Jan 2023 - report and track</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Communication Manager (R)</li> <li>• Program Committee (N)</li> <li>• CEC (N)</li> <li>• Membership Committee (N)</li> <li>• Conference Committee (N)</li> </ul>

			our reach over time	
<b>3.5 Establish Volunteer Management Ecosystem</b>	<p>Establish Volunteer Management processes that consistently:</p> <ul style="list-style-type: none"> <li>Identify volunteer opportunities, with clear descriptions and expectations</li> <li>Onboard/Train volunteers</li> <li>Track Volunteer time</li> <li>Recognize Volunteers</li> <li>Off Board Volunteers</li> </ul>	<p>Volunteer satisfaction surveys conducted every 2-3 years. Measure estimated time commitment versus actual time committed Monitor volunteer trends</p>	<ul style="list-style-type: none"> <li>December 2022 - Establish Volunteer Comm Charter</li> <li>Spring 2023 - Create volunteer classifieds page on the Website and Intranet</li> <li>Spring 2023 - Create Onboarding materials and procedures on intranet</li> <li>Fall 2023 - Recognize volunteers event</li> <li>Spring 2024 - Develop official offboarding policies for the intranet</li> <li>Spring 2024 - Begin tracking volunteer time and update all processes</li> </ul>	<ul style="list-style-type: none"> <li>ED (R)</li> <li>Volunteer Comm (R)</li> <li>Tech Comm (N)</li> </ul>
<b>3.6 Provide 1-2 Professional Development opportunities to Board/Staff each year</b>	<p>Enhance the professional skills of our team by giving them free tools they can take with them after their tenure at TCA. These skills can be complementary to our org needs.</p>	<p>Conduct annual review of knowledge gaps and identify trainings that are appropriate for the team.</p>	<ul style="list-style-type: none"> <li>Dec 2022- Add this function into the Governance Comm charter</li> <li>Jan 2023 - ED add to staff development plans</li> <li>June (every year) - training time!</li> </ul>	<ul style="list-style-type: none"> <li>ED (N)</li> <li>Governance Comm (R)</li> </ul>
<b>3.7 Create Fellowship/internship opportunities through higher education</b>	<p>An internship program that provides experience for the students and real-world solutions for TCA</p>	<p>Pre/post survey for participants Participation stats could be used to fund program with grants</p>	<ul style="list-style-type: none"> <li>2024 - Benchmark similar programs</li> <li>2025 - Design program and secure funding</li> </ul>	<ul style="list-style-type: none"> <li>ED (R)</li> </ul>

partnerships			<ul style="list-style-type: none"> <li>● 2026 - Launch program</li> <li>● 2027 - Evaluate and Duplicate</li> </ul>	
<p><b>Future Ideas / Considerations:</b></p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>● Hire Full-Time Administrative Staff per ED's outlines and financial health of org</li> <li>● Establish a 6-month cash reserve/establish a 1-year contingency fund to support growing staff model</li> <li>● Position Congra-CHU-lations earlier in the calendar year (May)</li> <li>● Annual Lifetime Members' Summit</li> <li>● Conduct annual (virtual) gathering with Advisory Council</li> <li>● Benchmarking other arts orgs, cultural orgs, nonprofits, and potential sponsors</li> </ul>				

## Goal 4: Create the infrastructure to incorporate DEAI (diversity, equity, accessibility, and inclusion) practices org-wide

### Context: Inclusivity, Respect

#### Strategies:

1. Evaluate and improve the foundation of existing organizational structure to meet current and future needs. **(4.1, 4.2, 4.3, 4.4, 4.5)**
2. Gather and share-out resources for educating TCA Staff, Board, and Volunteers about DEAI in the workplace and as a community alliance. **(4.1, 4.2, 4.3, 4.5)**
3. Transparently convey our learning and experiences to the community at large. **(4.1, 4.3, 4.4)**

<b>Activity / Deliverable:</b>	<b>Aspiration(s):</b>	<b>Baseline / Measurement:</b>	<b>Timeline:</b>	<b>Resources Needed (N)/ Who is Responsible (R):</b>
<b>4.1 Identify TCA values and spheres of solidarity</b>	A publicly displayed space where we articulate our org's values/goals around prominent DEAI issues (ex: racism) and make a statement of solidarity for social justice issues we support. Examples: George Floyd, Heritage vs. evolution, appropriation, taiko players of color, other DEAI thought leaders, etc.	Use current core values and racial equity statement as baseline.  Train all leadership on DEAI training HEART conducted in 2020.  Post-training, facilitate discussions to establish redefine values and spheres of solidarity.	<ul style="list-style-type: none"> <li>• Spring 2023 - all leaders complete training</li> <li>• April 2023 - Begin facilitated discussions</li> <li>• June 2023 - Update website to identify these values publicly</li> </ul>	<ul style="list-style-type: none"> <li>• ED (R)</li> <li>• Board (R)</li> <li>• HEART (N)</li> </ul>



<p><b>4.2</b> <b>Establish HEART's purpose/function and begin to incorporate into operations of TCA</b></p>	<p>Clearly define and support HEART's functions, that may operate separate from other TCA workgroups</p>	<p>HEART should be allowed to create and maintain affinity spaces, starting with the Taiko Players of African Descent, which should be incorporated into 2023 programming. After that, we can begin to expand their role/influence on org policies and programming.</p>	<ul style="list-style-type: none"> <li>● November 2022 - Finalize HEART's purpose/function</li> <li>● 2023 - Create Affinity space at all TCA in-person events</li> <li>● 2024 - Explore expanding affinity spaces and ways HEART can inform TCA operations</li> <li>● 2025 - evaluate and duplicate</li> </ul>	<ul style="list-style-type: none"> <li>● ED (R)</li> <li>● Board (N)</li> <li>● HEART (R)</li> <li>● Volunteers (N)</li> </ul>
<p><b>4.3</b> <b>Identify Org Goals centric to DEAI efforts</b></p>	<p>Develop goalposts and processes to programmatically respond to the needs of the community</p>	<p>Use 2023 programming stats as baseline.</p> <p>Filter baseline with TCA values and establish new goals to strive for over the next five years. Measure annually.</p>	<ul style="list-style-type: none"> <li>● 2023 - Record all programmatic stats with intention to explore DEAI goalposts; establish goalposts</li> <li>● 2024 - Measure YOY change toward goals, adapt accordingly</li> <li>● 2025 - Evaluate &amp; Duplicate</li> <li>● 2026 - Evaluate &amp; Duplicate</li> <li>● 2027 - Evaluate &amp; Duplicate</li> <li>● 2028 - Evaluate &amp; Duplicate</li> </ul>	<ul style="list-style-type: none"> <li>● ED (R)</li> <li>● Board (R)</li> <li>● HEART (N)</li> <li>● Volunteers (N)</li> <li>● All Committees (N)</li> </ul>
<p><b>4.4</b> <b>Integrate DEAI efforts and policies into all programming and communications</b></p>	<p>In addition to articulating our values publicly on the website, these need to be reiterated through our programming and communications efforts.</p>	<p>Begin to integrate values and goalposts into prog/comms once identified.</p> <p>Add survey questions post-program to measure the efficacy of these efforts.</p>	<ul style="list-style-type: none"> <li>● 2024 - Using 4.1 and 4.3 timeline deliverables, begin adding surveys to all programming and integrate DEAI efforts into annual Communication Strategy.</li> <li>● 2025 - Begin YOY</li> </ul>	<ul style="list-style-type: none"> <li>● ED (R)</li> <li>● HEART (N)</li> <li>● Communication Manager (R)</li> <li>● Conference Manager (R)</li> <li>● Development Manager (R)</li> </ul>

			<p>comparison of survey data, weighed against attendance, Census, etc.</p> <ul style="list-style-type: none"> <li>• 2028 - Review trends over time and adapt strategies as needed.</li> </ul>	
<p><b>4.5</b>  <b>Create space to uplift DEAI experts and to enable safe public discussions about DEAI/justice topics</b></p>	<p>A long-term programming goal that will be overseen by HEART committee. This could be a periodic virtual session or an in-person mainstay at TCA events. (yet to be designed)</p>			
<p>Future Ideas / Considerations:</p>				