

**USA Dance
Governing Council
F2F Meeting
November 1-3, 2018
Houston, TX**

Attending:

Gary Stroick, President; Greg Warner, Senior VP; Ruth Long, Treasurer; Giacomo Steccaglia, DanceSport VP; Leland Whitney, Social VP; Roger Greenawalt, DS Delegate; Inna Brayer, DS Delegate; Michael Murphy, DS Delegate; Damian Pataluna, DS Delegate; Hannah Cole, College Network Director; Alex Travera, Marketing Director.

Absent:

Jack Kellner, Secretary; Melissa Dexter, Professional VP; Herb McGurk, Membership Director; Kym Zyon, K-12 Programs Director; Don Davenport, Chapter Relations Director. Note: GC members not in attendance did join by telephone for their presentations and other discussions.

GC Positions Open:

Administrative Support Director; Development Director

Introduction:

No actions, that is, motions or votes, were conducted during this F2F meeting. USA Dance Bylaws require an annual Face-to-Face GC meeting. (see Article IV Governing Council, I.)

Each GC member provided a review of accomplishment, challenges, opportunities and goals for 2019. These minutes provide a summary of each member's presentation and discussion.

USA Dance as a Non-Profit 501(c)(3) Organization - Gary.

Gary provided an overview of USA Dance's non-profit status and requirements. USA Dance is organized exclusively for educational and charitable purposes solely to:

- Promote ballroom dancing as an amateur sport
- Work towards becoming an Olympic Sport
- Educate the public on health aspects
- Educate the public on personal improvement
- Maintain a spirit of cooperation with dance organizations
- Protect against imposition of restrictive conditions
- Establish subordinate chapters

Vision, Mission and Values

There was a discussion on USA Dance's Vision, Mission and Values. A small working group continued this discussion during a break out session. No recommendations or decisions were made during this F2F.

President's Annual Report Summary - Gary

Gary reviewed several accomplishments such as:

- recruiting additional volunteers to the GC,
- reducing G&L insurance and IT expenses,
- stabilizing membership
- improving business processes such as access to financials
- adding 5 new chapters

Some of the obstacles encountered include:

- recruiting volunteers
- volunteer burnout
- Losing D&O insurance and acquiring new D&O insurance at a significant cost increase
- perceived membership value
- physical to electronic data conversion
- resignation of Administrative Support person
- lack of IT documentation
- lost two chapters

2019 Goals

- recruit volunteers to open GC positions
- grow membership by 5%
- add 3 new chapters
- add new revenue streams
- add at least one new Affiliate Organization
- complete technology transition
- refine and improve business processes
- implement officials certification process
- initiate pro/am events
- begin rollout of K-12 programs

Governance - Greg

Greg provided an overview of governance and its implications for USA Dance. He noted the GC has ultimate accountability and responsibility for USA Dance. The various other councils, committees, subcommittees and Task Forces are in place to support the GC by:

- recommending policy
- manage roles and responsibilities
- recruit volunteers
- execute policy that does not include approving exceptions to policy unless delegated by either the GC or EC.

Responsibilities of fiduciaries, i.e., GC members.

A fiduciary is someone acting on the behalf of another based on an expectation of trust. A fiduciary has three primary duties:

1. Duty of Care
2. Duty of Loyalty
3. Duty of Obedience

Duty of Care

- Acting in good faith and with the appropriate diligence, care and skill required under the circumstances.
- Acting in a manner reasonably believed to be in the best interests of USA Dance.
- Actively attending and participating in all GC and Committee meetings, reading and evaluating materials and asking appropriate questions.
- Retiring from service if one is no longer able to satisfy the time, effort and attendance expectations
- Relying when appropriate, on experts who serve the GC while asking questions when their advice is inconsistent with expectations.

Duty of Loyalty.

- Faithfully pursuing the interests of USA Dance and its charitable purposes rather than one's own interests or the interests of another person or organization.
- Actively disclosing existing or potential conflicts of interest and recusing oneself as consistent with USA Dance Conflict of Interest Policy.
- Maintaining confidentiality about matters presented or discussed at GC meetings and other settings, as agreed upon under the USA Dance Confidentiality Agreement.

Duty of Obedience

- Ensuring the GC is acting at all times in accordance with its mission and purposes.
- Ensuring all activities are in legal and ethical compliance with the law and USA Dance policy.
- Ensuring implementation of effective internal controls to achieve compliance and to identify and address problems.

Roberts Rules of Order

Although the GC has for some chosen not to explicitly follow Roberts Rule of Order due to their complexity, there are circumstances when using some rules may improve order to meetings. Greg reviewed the following points for consideration.

Motions:

- Motions require a second
- Then debate follows
- Friendly amendments to the motion can be made and must be adopted by the full body
- Once agreed upon, the motion and amendments if any, are voted upon..

There are other motions that can be considered and are as follows:

Motion to Reconsider that is to reconsider a motion passed during the meeting

- Can be made at the current meeting.
- Can only be made by a member who voted on the winning side of the vote.

- The second can be made by anyone at the meeting.
- Motion to Rescind, that is a motion to rescind a motion passed
- Can only be made at the following meeting.
 - Can be to rescind or amend the passed motion from the previous meeting.
 - If previous notice to rescind is not provided, a two-thirds majority is required.
 - Motions to rescind or amend something relate only to motions that have been adopted.

Renewal Motions

- Apply to motions that have been defeated.
- Cannot make the same motion (renewal motion) at the same meeting.
- A renewal motion can only be made at the next meeting, not at the same meeting.
- Anyone can make a renewal motion.

Senior VP Annual Report - Greg

Greg was approved by the GC to serve as the Senior VP in April 2018. He reviewed the following summary:

- Developed and received GC approval for:
 - Document Retention and Destruction Policy
 - SafeSport and Harassment Policy, including a Complaint Hotline and mandatory education
 - Coordinated the F2F meeting
- Goals for 2019 included
 - Revitalizing membership benefit programs
 - Researching and implementing a document management system
 - Facilitating the 2019 GC's operational plans
 - Facilitating a strategic planning process
 - Coordinating a "messaging" process
 - Researching the benefits of Association Management Companies

Social VP Annual Report Summary - Leland

- District Director's Face-to-face Workshop at the 2018 National Championships
 - Delayed to 2018 GC Face-to-Face meeting
 - All 11 District Director Positions have been filled
 - new District #3 and District #8 Directors
 - New Chapter Relations Director – Don Davenport
 - District Director activity significantly increased
- Many calls with Chapter leaders also invited
 - President, Senior VP, Treasurer and Social VP engaged in many face-to-face contacts with Directors and Chapter

leaders

- Social Dance VP lead District #9 face-to-face Meeting
- Encourage more participation in National Ballroom Dance week, Volunteer of the Year Award and Chapter of the Year Award
- Flash Mob participation increased by 160%
- Volunteer of the Year Award enhanced
 - More visibility
 - \$250 Award
 - Nominations due 11/30/2018
- Chap of the Year Award enhanced
 - More visibility
 - \$1000 Award
 - Nominations due 10/31/2018
- SDC Education and Training Committee
 - Training Subcommittee
 - In process: Develop 4 to 5 hour of training program that prepares a couple new to dance to comfortably attend and dance at variety dances
- Chapters
 - From 2011 to 2017 chapter count dropped continuously from 170 to 148
 - This year, 2 chapters dissolved, 2 more may dissolve, but 3 new chapters formed and 4 additional chapters are working toward certification
 - Therefore, this will be the first year in 7 years that the chapter count will likely increase, possibly from 148 to as many as 153.
 - Social Dance (Flash Mob) introduced at Nationals
 - Discussions with organizers
- Goals 2016
 - Continue Conference Calls: National/District/Chapter Leaders
 - District Director's Face-to-face Workshop
 - Continue funding for District Meetings
 - Continue to encourage more participation in National Ballroom Dance week (Flash Mob), Volunteer of the Year Award and Chapter of the Year Award
 - Continue to identify and implement cost effective training options to increase the quality of social dancing nationwide

- Continue to implement a Satellite Events program to encourage growth in the number of chapters nationwide
- Encourage organizers to hold a social dance at all USA Dance Competitions
- Document Library: Update and hopefully make it more user-friendly
- Reconsider reinstating USA Dance Cruises

Leland reviewed several sets of membership data showing number of members per chapter and attendance of non-USA Dancers at Chapter dances.

DanceSport Annual Review Summary – Giacomo

Accomplishments:

- Increased Number of NQEs and sanctioned Competitions
- Introduced Championship Ranking System
- Introduced National Team Training Camp Program
- Growth in High level competitions
- Growth in Southern area of USA: Florida, Texas, Oklahoma
- Started the Gender Neutral Committee
- Sanctioned the first North American Challenge for American Style
 - First WDSF World Smooth Championship
 - First WDSF World Rhythm Championship
- Implemented a series of National Team Training Camps

Goals for 2019

- Adding another NQE or sanctioned event in the upper mid-west
- Adding 2 NQEs or sanctioned events in western US
- Working with local chapters to accomplish the above
- Increasing cooperation between DSC – PC and Social Council
- Implementing USA Dance Championship ranking system
 - Rank championship level couples by performance during the competitive year at 4 sanctioned or NQE events plus Nationals
 - One representative couple to most WDSF World Championships will be determined by ranking points
- Create on line database to track ranking similar to WDSF system
- Expand the system to professionals and Pro/Am competitors creating a USA Dance Circuit
- Create USA Dance competitions circuit in different styles

Professional Dance Council – Melissa

Accomplishments:

- Held Professional Congresses
 - AJS Chairperson's Congress
 - WESF biannual Congress for Adjudicators
- Developed Adjudicators Letter

- Details the formal process for becoming a USA Dance and/or WDSF Adjudicator
- Added Adjudicator Level C
- Added new officials, increasing the number of professional adjudicators, scrutineers, chairpersons and examiners.
- Working with DSC to modify Rulebook
- Theater Arts and Theatrical Ballroom re-introduced
- Updated Showdance rules to comply with WDSF
- Created an Examining Committee to formalize process
- Added professional competitions

Goals 2019

- Creating a Judges' conversion exam for acknowledgement of prior licensing
- Evaluating implications of WDSF Adjudicator Level C licensure
- Developing Educational Workshops for Teachers, Adjudicators, Chairs, and Examiners
- Developing a Ranking System for Pros and Pro/Am competitors
 - This will provide extra value for pros and students. This can help create a systematic approach to reward scholarship and to teacher money.
 - E.g. uncontested event ranking so that individuals get more than just a first place but compete against themselves.
- Considering Medal Exams for Pros and Amateurs

Treasury – Ruth

Accomplishments:

- Transfer Quickbooks to Cloud
- Transfer files from Oregon
- Discard obsolete Financials per new Document Retention and Destruction Policy
- Hire Treasury Assistant

Goals 2019

- All events create business plan to break even or make a profit
- Reduce expenses
- Submit State registrations in a timely manner
- Submit 990 in a timely manner
- Reduce insurance costs
- Align Chapters Treasurers to National Treasurer

K-12 – Kym

Accomplishments:

- Ran Pilot Program
- Worked with CT Chapter - (2) High Schools Programs
- Partnered with Local Studio for High School Program

- Facilitated High School Program with Chapter and Local Instructor
- Identified other areas to Pilot for Fall 2018/2019

Challenges

- Need Better Communication and Management – Studios/Instructors
- Must Set Expectations and Criteria of USA Dance for Human Resources
- Make sure School/Club etc. understands this is USA Dance Program
- Need Better Structure and Reporting
- Need more Support from Chapters/Membership
- Seek Sponsorship/Funding

Goals 2019

- Implementing program in Everett, WA
- Continuing Connecticut program
- Evaluating potentials in Atlanta, GA.; Houston, TX.; and Los Angeles, CA.
- Maintaining open channels of communication with other interested parties.

Director for Marketing – Herb

Herb reviewed membership challenges:

- Membership Payments
- Store – Order Processing
- Membership Database Reporting & Maintenance
- Chapter Management
- Bulk Mailing
- Membership Notices
- Membership Promotions, Incentives & Communications
- Administrator for SocialLink (YM)
- Communications with chapters & membership
- Challenges with using/maintaining YM – login issues, flexibility
- Proving value to members when they join
- Driving continuous membership engagement
- Community data lives outside USA Dance
- Getting chapters to promote membership
- Giving chapters avenues to increase revenue – advertising, fundraising, events
- Recovering a 50% loss of membership over the last 7 years.

Goals 2019

- New National Website
 - Integrate front end National Website with Membership System (YM) – In progress
 - Have all chapter events appear on National website – In progress
 - American Magazine Articles appear on National Website

- Have a Social Media element on National Website, therefore, all membership that login to National website can talk to each other. - SocialLink
- Go mobile – In progress & SocialLink

New Chapter Website

- Same as above

Recommendations

- National & Chapters
 - Continue engagement with National & Chapter Officials
 - Develop constant communications with members through SocialLink
 - Create new membership category; Studio Memberships
 - Give all Chapters a \$5.00 rebate for any new and rejuvenated member.
 - Develop a Membership Newsletter
 - Create a Membership Committee including National & Chapter Officials
 - increase Affiliate memberships
 - Increase Social & DanceSport members
- Integrate our technology with YM to include:
 - National and Chapter Calendars
 - National and Chapter Notifications
 - Committees with all divisions of USA Dance through SocialLink
 - Forums for Membership ideas
 - Making renewing membership easy and effortless; auto-renewal
 - Recruiting expired members with our new networking tool: SocialLink

Ethics Committee – Herb

Ethics Committee has five (5) members

- Three (3) Independent Directors
 - One (1) Elite Championship Athlete
 - One (1) Non-Athlete GC member

With the exception of the Chair no member of the Ethics Committee may simultaneously hold a voting position on the GC, DSC, SDC, or PDC nor have held such a position in the 24 months preceding their appointment to the Ethics Committee.

Excluding Committee Chair, no committee members may serve for more than two consecutive two-year terms.

- Responsibilities
 - Oversee implementation and compliance with USA Dance Code of Ethics
 - Report to the GC on all ethical issues
 - Develop and review Code of Ethics for all USA Dance bodies and members
 - Review and investigate matters of ethical impropriety
 - Review and provide guidance on ethical questions
 - Perform duties as assigned by the GC, EC, or President

Collegiate Network – Hannah

Hannah provided the mission statement for the Collegiate Network:

- The USA Dance College Network exists to empower college students to engage in all forms of partner dance as a healthy lifestyle alternative, as a means for positive social interaction, and for personal achievement.

Goals:

- Building and maintaining positive relationships with college dance programs and individuals;
- Supporting the development of collegiate DanceSport clubs, teams, and programs by acting as a worldwide resource with assistance at all levels of program development;
- Uniting collegiate DanceSport organizations in a national circuit of sponsored, recognized and sanctioned regional and national collegiate events; and
- Supporting the greater mission of USA Dance to improve the quality and quantity of ballroom dancing in the United States

Accomplishments

- Updated college rulebook
 - Engaged USA Dance Professionals to support the College Network
- Outreach
 - sponsorship & scholarship programs successful
 - Supported numerous college programs on one on one basis
 - Benefits of membership flyers
- Reinvigorated NCDC – successful
 - Nearly 400 students
 - Approx. 25 universities
 - Alumni participation
 - Budget within approx. \$1000
 - Currently in process of planning for 2019

Goals

- Outreach/Sponsorship Program
 - Timely Interaction
 - Timely payment
 - Increase continued partnership

- 2019 NCDC
 - New location
 - Increase numbers
 - Implement system to maintain communication with all participants
 - Work with Nationals to create more fluid pipeline – for the future
- Engagement/Membership
 - Define Membership Options
 - Affiliation/Registration
 - Participation
 - Regional Events
- Value
 - Online presence
 - Articles
 - Individual program development & support
 - Values of Membership

Development – Ruth

Ruth has been fulfilling this role along with her Treasurer role. She listed the following goals for Marketing.

- Increase membership
- Expand charitable contributions
- Develop relationships with various dance style organizations
- Align internal organizational structure
- Integrate national organization with local chapter structure

Marketing – Alex

Alex was appointed to this role in mid-2018. He listed as goals for 2019:

- Building a marketing tool to have ongoing activities
- Partner with YM and SME's to fully understand YM functionality and implement campaigns based on new calendar.
- Refresh member benefits
- Revamp American Dancer

Administrative Support – unfilled

Since this position is unfilled, Gary provided an overview of many of the technology challenges faced during 2018. These included an abrupt shutdown of Dance Network resulting in loss of web support and transition to YM, still in process.

Secretary – Jack

Goals:

2018 Goals:

- Take and provide GC meeting minutes within 30 days of every meeting, in a professional format. Attend 80% of GC meetings.
- Prepare clear organized agendas reflecting the priorities of the meetings.
- Account for email votes in records.

- Reports to be sent to SVP before meetings for compilation, distribution and saving time at meetings.
- Special Project - state charity registrations based on 2016 Form 990. Under past administrations, the registrations had fallen badly out of date, and one state issued a cease-and-desist order and another had begun an investigation.
- Prepare Corporate Resolutions for new chapters.

Goals – 2019

Goals for 2019:

- Complete a record of email votes for 7/10/17 - early 2018.
- Try to schedule a teleconference with the secretaries of the SDC, PDC and DSC to help with minute taking processes.
- Work with President and SVP to speed up meetings. LT goal = only one meeting per month.

Sunday morning, November 4, local Chapter officers were invited to attend a wrap up session with GC members. Non-GC members in attendance were:

- Ohio Chapter #2024
 - Amy Lee
- San Diego Chapter #4005
 - Christine Lys
- Ft Wayne, IN Chapter #2046
 - Tom Hirata (also District #3 Director)
- Upstate South Carolina Chapter #6078
 - Susan Johnson (also District #3 Director)
- Houston Chapter #5055
 - Phyllis Baker
 - Kim Huncharek

Each officer or director at the meeting reviewed his or her respective presentation from the previous days. Greg presented materials from other officers or directors who submitted reports but could not attend the meeting.

Respectfully submitted,

Greg Warner, Senior VP

