



# **USA Dance, Inc. Position Description Manual**

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National Governing Body of DanceSport, Member Organization of the US Olympic Committee,  
and the World DanceSport Federation

# Table of Contents

Organization .....	1
President .....	3
Senior Vice President.....	7
Secretary .....	10
Treasurer.....	13
Vice President for DanceSport .....	16
Vice President for Social Dance .....	20
DanceSport Delegate .....	23
Director of Membership .....	25
Director of Development.....	26
Director of College Network .....	27
Director of Marketing .....	28
Director of Chapter Relations .....	29
District & Assistant District Managers.....	32
Chapter Support Office.....	34
National DanceSport Championships Managing Director .....	35
Assistant Treasurer .....	36



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## Organization

Founded in 1965, USA Dance's mission is to improve the quality and the quantity of dancing in the United States.

Annual Revenues: \$1 million

We do this by:

1. acting as the national governing body for DanceSport (ballroom dancing) in the United States subject to the statutes of the World Dance Sport Federation (WDSF) and the statutes of the United States Olympic Committee (USOC)
2. organize and foster programs for the recreational enjoyment of ballroom dancing by all ages and create opportunities for the general public to participate in ballroom dancing and other dance activities
3. promote DanceSport as a sport both nationally and internationally and foster its inclusion in the Olympic and Pan American Games
4. organize and foster DanceSport events internationally and nationally including national, regional, and local championships
5. organize and foster educational programs among the public about the health, training, equipment, performance analysis, and sporting aspects of DanceSport and recreational ballroom dancing
6. organize and foster programs which assist in the expansion of DanceSport and assist in the elevation of dancing skills including beginner, intermediate and elite level development
7. encourage and provide assistance to athletic programs and competitions for disabled individuals in DanceSport including, where feasible, the expansion of opportunities for meaningful participation by disabled individuals in DanceSport competition
8. provide and coordinate technical information on physical training, equipment design, coaching, and performance analysis
9. encourage and support research development and dissemination of information in the areas of sports medicine and safety
10. formulate standards and rules relating to the eligibility, organization, and conduct criteria for DanceSport events and ensure that these rules and standards are observed and maintained
11. assist in obtaining for the U. S. the most competent representation in international DanceSport competitions and facilitate that representation



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12. provide an equal opportunity to eligible athletes, coaches, organizers, and officials to participate in DanceSport competitions, without discrimination on the basis of race, color, religion, age, sex, or national origin, and with fair notice and opportunity for a hearing to any eligible athlete, coach, organizer, or official before declaring such individual ineligible to participate
13. keep eligible athletes informed of policy matters and reasonably consider the views of such athletes in its policy decisions,
14. organize and foster programs for DanceSport and recreational ballroom dancing in colleges, high schools, middle schools, primary schools, and other dance organizations,
15. organize and foster educational programs among the public about the healthful aspects of ballroom dancing and its physical, mental and social benefits

For more information, please visit [www.USADance.org](http://www.USADance.org)



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## **President**

### **Position Description**

The President shall be the Chief Executive Officer of USA Dance and preside at all membership meetings of USA Dance and all meetings of the Governing Council (GC) and Executive Committee (EC). Each year the President shall submit for GC approval a National USA Dance Business Plan and Budget to guide the next year's activities. The President shall be responsible for executing the plan and budget approved by the GC. The President shall provide the guidance needed to insure that the goals of USA Dance are achieved. The President shall see that the orders and resolutions of the GC and the EC are carried out and shall have such other duties and responsibilities as are designated by the GC. The President, or his or her designate, shall represent USA Dance at meetings with other organizations or groups. Except for the Nominations Committee, the President shall ex-officio be a member of all USA Dance committees.

The President will report to the GC and work collaboratively with the GC and EC in leading USA Dance. Specifically, s/he will ensure that USA Dance's fiscal, operations, fundraising, marketing, human resource, technology, and programmatic strategies are effectively implemented across all segments of the organization.

### **Responsibilities**

#### **Strategic vision and leadership**

- Collaborate with the GC and the EC to refine and implement strategic/tactical plans while ensuring that the budget, staff and priorities are aligned with USA Dance's core mission
- Provide inspirational leadership and direction to all executives, and ensure the continued development and management of a professional and efficient organization; establish effective decision making processes that will enable USA Dance to achieve its long and short term goals and objectives
- Cultivate a strong and transparent working relationship with the GC and EC to ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals
- Effectively negotiates with partner and competitive organizations to facilitate implementation of the USA Dance mission including but not limited to membership growth, improved financials, increased brand visibility, and competitor participation as well as quality

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and the World DanceSport Federation

### **Development**

- Ensure that the flow of funds permits USA Dance to make continuous progress towards the achievement of its mission and that those funds are allocated properly to reflect present needs and future potential
- Formulate and execute comprehensive marketing, branding and development strategies that will ensure consistency throughout the organization and enhance revenue from major donors, foundations, government agencies, and corporations

### **Strengthening infrastructure and operations**

- Ensure the delivery of high quality services while managing for current and future growth
- Support and motivate the organization's staff
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs
- Oversee the financial status of the organization including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff

### **Program Development**

- Rationalize the delivery of programs through new and existing offices and partnerships
- Increase efficiencies and consistency throughout the organization by developing and implementing standardized programs and services
- Strong commitment to the development of social, collegiate and competitive dance programs

### **Governance**

- Exemplifies the Code of Ethics established by USA Dance and in particular faithfully abides by the Articles of Incorporation, bylaws and policies of USA Dance
- Ensures that the GC, EC, as well as all operational committees and chapters operate within the Bylaws, Rules and Policies established by the GC; the Procedures established by the EC; and the Articles of Incorporation. Ensures that all operational actions are in adherence with the Bylaws, Rules and Policies.

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- Ensures that USA Dance Bylaws, Rules, Policies, and Procedures conform to the United States Olympic Committee and World Dance Sport Federation sports organization requirements.
- Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.
- Respects diverse opinions. Does not undermine individuals disagreeing with his/her views either privately or publically. Attracts best thinking and solutions from staff. Publically acknowledges and recognizes individual accomplishments.
- Holds GC, EC, and committees accountable in order to drive optimal performance from its members.
- Demonstrates a clear understanding of the limitations and boundaries of the position. Specifically, that organizational control resides within the GC and to a lesser extent the EC and that s/he is not free to arbitrarily make decisions affecting the organization.

## Qualifications

- Minimum of one (1) year voting membership in USA Dance preceding their taking office
- A minimum of fifteen (15) years of involvement in ballroom dance on a Recreational, Amateur and/or Professional level
- Extensive network among professional and amateur dance organizations and leadership teams
- Minimum of a BA/BS, ideally with an MBA or related advanced degree
- At least fifteen (15) years of overall professional experience
- Prior nonprofit experience ideal; management of a global or multisite organization preferred
- Significant board development, fundraising, marketing/branding and fiscal management experience a must
- A financially savvy and politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems; keen analytic, organization and problem solving skills, which support and enable sound decision making
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions
- Outstanding presentation and communication skills and the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser
- Strong commitment to the development of staff; succession planning; and a successful track record of recruiting and retaining a diverse team



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and the World DanceSport Federation

- Must demonstrate a clear commitment to results achieved via an understanding of systemic implications of decisions. Must be goal driven, action oriented as well as member focused.
- Acts as an advocate for USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.





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## Senior Vice President

### Position Description

The Senior Vice President shall act in the place and stead of the President in his or her absence or incapacity. In the event of a vacancy in the office of President, the Senior Vice President shall succeed to the Presidency. Duties of the Senior Vice President shall be designated by the President or the Governing Council (GC).

The Senior Vice President will report to the President as well as the GC and work collaboratively with the GC and Executive Committee (EC) in leading USA Dance. Specifically, s/he will ensure that the areas of USA Dance for which they have been designated responsibility will be effectively managed in accordance to USA Dance Bylaws, Policies, Procedures, and Rules. These areas may include but are not limited to fiscal, operations, fundraising, marketing, human resource, technology, and programmatic strategies across all segments of the organization.

### Responsibilities

#### Strategic vision and leadership

- Collaborate with the GC and the EC to refine and implement strategic/tactical plans while ensuring that the budget, staff and priorities are aligned with USA Dance's core mission
- Provide inspirational leadership and direction to all executives, and ensure the continued development and management of a professional and efficient organization; establish effective decision making processes that will enable USA Dance to achieve its long and short term goals and objectives
- Cultivate a strong and transparent working relationship with the GC and EC to ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals
- Effectively negotiates with partner and competitive organizations to facilitate implementation of the USA Dance mission including but not limited to membership growth, improved financials, increased brand visibility, and competitor participation as well as quality

#### Development

- Ensure that the flow of funds permits USA Dance to make continuous progress towards the achievement of its mission and that those funds are allocated properly to reflect present needs and future potential



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- Formulate and execute comprehensive marketing, branding and development strategies that will ensure consistency throughout the organization and enhance revenue from major donors, foundations, government agencies, and corporations

### **Strengthening infrastructure and operations**

- Ensure the delivery of high quality services while managing for current and future growth
- Support and motivate the organization's staff
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs
- Oversee the financial status of the organization including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff

### **Program Development**

- Rationalize the delivery of programs through new and existing offices and partnerships
- Increase efficiencies and consistency throughout the organization by developing and implementing standardized programs and services
- Strong commitment to the development of social, collegiate and competitive dance programs

### **Governance**

- Exemplifies the Code of Ethics established by USA Dance and in particular faithfully abides by the Articles of Incorporation, bylaws and policies of USA Dance
- Ensures that the GC, EC, as well as all operational committees and chapters operate within the Bylaws, Rules, and Policies established by the GC; the Procedures established by the EC; and the Articles of Incorporation. Ensures that all operational actions are in adherence with the Bylaws, Rules and Policies.
- Ensures that USA Dance Bylaws, Rules, Policies, and Procedures conform to the United States Olympic Committee and World Dance Sport Federation sports organization requirements.
- Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.

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- Respects diverse opinions. Does not undermine individuals disagreeing with his/her views either privately or publically. Attracts best thinking and solutions from staff. Publically acknowledges and recognizes individual accomplishments.
- Holds GC, EC, and committees accountable in order to drive optimal performance from its members.
- Demonstrates a clear understanding of the limitations and boundaries of the position. Specifically, that organizational control resides within the GC and to a lesser extent the EC and that s/he is not free to arbitrarily make decisions affecting the organization.

## Qualifications

- Minimum of one (1) year voting membership in USA Dance preceding their taking office
- A minimum of fifteen (15) years of involvement in ballroom dance on a Recreational, Amateur and/or Professional level
- Extensive network among professional and amateur Dance organizations and leadership teams
- Minimum of a BA/BS, ideally with an MBA or related advanced degree
- At least fifteen (15) years of overall professional experience
- Prior nonprofit experience ideal; management of a global or multisite organization preferred
- Significant board development, fundraising, marketing/branding and fiscal management experience a must
- A financially savvy and politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems; keen analytic, organization and problem solving skills, which support and enable sound decision making
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions
- Outstanding presentation and communication skills and the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser
- Strong commitment to the development of staff; succession planning; and a successful track record of recruiting and retaining a diverse team
- Must demonstrate a clear commitment to results achieved via an understanding of systemic implications of decisions. Must be goal driven, action oriented as well as member focused.
- Acts as an advocate for USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.



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## Secretary

### Position Description

The Secretary shall keep the minutes of all meetings of USA Dance, of the GC, and of the EC. The Secretary shall record all votes at meetings and actions taken without a meeting. The Secretary shall distribute the minutes of each meeting to all proper persons within thirty (30) days after a meeting. The Secretary shall sign, with the President, all contracts and other instruments on behalf of USA Dance when so authorized by the GC. The Secretary shall perform such other functions as shall be designated by the GC or President.

The Secretary requires the understanding and knowledge of USA Dance's thrust and purpose. The person in this position needs a background in nonprofit organizational law and an understanding of how USA Dance functions internally. The secretary must have excellent communication skills, both verbal and written, and the ability to interact with board officials, directors and the organization's membership, all of whom come from multiple business or cultural backgrounds.

### Responsibilities

#### Custodianship of the corporation's records

- Ensure that USA Dance records are maintained according to the law and are available upon request by authorized board members or executive management
- Maintain and update USA Dance's organizational documents including its bylaws and articles of incorporation, maintain official copies of minutes of meetings of the General Council and all subcommittees, maintain official copies of the organization's monthly and annual financial statements approved and accepted by the General Council, and maintain other important documents of the organization.
- Manage the general communications of the USA Dance EC, GC and associated staff
- Any member of USA Dance may file a written grievance in the form of a Complaint, pertaining to any matter with the cognizance of USA Dance and alleging a violation of any provision of USA Dance Bylaws, the Amateur Sports Act of 1978, or the USOC Constitution and Bylaws. At the time of filing, a copy of the Complaint shall be sent to the USA Dance Corporate Secretary



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### **Strategic vision and leadership**

- Collaborate with the GC and the EC to refine and implement strategic/tactical plans while ensuring that the budget, staff and priorities are aligned with USA Dance's core mission
- Collaborate with the USA Dance President to ensure the continued development and management of a professional and efficient organization; establish effective decision making processes that will enable USA Dance to achieve its long and short term goals and objectives
- Collaborate with the USA Dance President to cultivate a strong and transparent working relationship with the GC and EC to ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals

### **Strengthening infrastructure and operations**

- Ensure the delivery of high quality documentation services while managing for current and future growth
- Support and motivate the organization's staff
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs

### **Program Development**

- Increase efficiencies and consistency throughout the organization by developing and implementing standardized documentation programs and services
- Strong commitment to the development of social, collegiate and competitive dance programs

### **Governance**

- Ensures that the GC, EC, as well as all operational committees and chapters operate within the Bylaws, Rules and Policies established by the GC; the Procedures established by the EC; and the Articles of Incorporation. Ensures that all operational actions are in adherence with the Bylaws, Rules and Policies.
- Ensures that USA Dance Bylaws, Rules, Policies, and Procedures conform to the United States Olympic Committee and World DanceSport Federation sports organization requirements.
- Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

- Does not undermine individuals disagreeing with his/her views either privately or publically. Attracts best thinking and solutions from staff. Publically acknowledges and recognizes individual accomplishments.

## **Qualifications**

- Minimum of 1 year voting membership in USA Dance preceding their taking office
- A minimum of five (5) years of involvement in ballroom dance on a Recreational, Amateur and/or Professional level
- Adequate network among professional and amateur dance organizations
- Minimum of a BA/BS, ideally with an MBA or related advanced degree
- At least 5 to 10 years of overall professional experience
- Prior nonprofit experience ideal
- Significant board development, document management and contract familiarity a must
- A politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems; keen analytic, organization and problem solving skills, which support and enable sound decision making
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions
- Outstanding organization, presentation and communication skills and the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser
- Must demonstrate a clear commitment to results achieved via an understanding of systemic implications of decisions. Must be goal driven, action oriented as well as member focused.
- Acts as an advocate for USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.





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## **Treasurer**

### **Position Description**

The Treasurer shall act as the Chief Financial Officer of USA Dance.

The Treasurer will report to the President as well as the GC and work collaboratively with the GC and Executive Committee (EC) in leading USA Dance. Specifically, s/he will have an understanding of US generally accepted accounting principles for Non-Profit organizations including the Net Asset approach of accounting including the differentiation between unrestricted assets, temporarily restricted assets and restricted assets. Have a comprehensive understanding of revenue and expense classifications between Program Services, Fund Raising Activities and Management and General Accounting.

### **Responsibilities**

#### **Strategic vision and leadership**

- collaborate with the GC and the EC to refine and implement strategic/tactical plans while ensuring that the budget, staff and priorities are aligned with USA Dance's core mission
- ability to monitor and assist in the preparation of USA Dance's budget for the upcoming operational year.
- cultivate a strong and transparent working relationship with the GC and EC to ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals
- monitor the accumulation of the individual chapter financial reports and records subsequent to the close of fiscal year in anticipation of inclusion of USA Dance's federal Form 990.
- be the primary contact person for the GC and the EC with the Organization's external auditors who not only will perform the audit of USA Dance's financial statements but also prepare the Organization's annual tax return, Form 990.
- be the trustee of all monies and shall deposit them in a bank in the manner designated by the GC.
- sign all checks, drafts, and notes of USA Dance as well as a signatory on all chapter bank accounts.
- be bonded by an amount determined by the EC (The cost of securing and maintaining the bond shall be paid by USA Dance.)



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- may, with prior approval of the President, appoint Assistant Treasurers to handle specified financial duties related to dance festivals, championships, conventions, and other dance activities carried out under management of USA Dance. (These Assistant Treasures shall report to the Treasurer and be bonded in an amount determined by the Treasurer.)

### **Development**

- ensure that the flow of funds permits USA Dance to make continuous progress towards the achievement of its mission and that those funds are allocated properly to reflect present needs and future potential
- formulate and development efficient systems that will allow all the chapters to provide annual reports timely and accurately by providing training and proficiency with an online version of an acceptable and accounting system.

### **Strengthening infrastructure and operations**

- Support and motivate the organization's staff as well as all the treasurers of the National Chapters.
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs
- Oversee the financial status of the organization including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff

### **Program Development**

- Rationalize the delivery of financial programs through new and existing offices and partnerships
- Increase efficiencies and consistency throughout the organization by developing and implementing standardized programs and services

### **Governance**

- Ensures that the GC, EC, as well as all operational committees and chapters operate within the Bylaws, Rules, and Policies established by the GC; the Procedures established by the EC; and the Articles of Incorporation. Ensures that all operational actions are in adherence with the Bylaws, Rules and Policies.



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- Ensures that USA Dance Bylaws, Rules, Policies, and Procedures conform to the United States Olympic Committee and World Dance Sport Federation sports organization requirements.
- Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.
- Respects diverse opinions. Does not undermine individuals disagreeing with his/her views either privately or publically. Attracts best thinking and solutions from staff. Publically acknowledges and recognizes individual accomplishments.
- Holds GC, EC, and committees accountable in order to drive optimal performance from its members.
- Demonstrates a clear understanding of the limitations and boundaries of the position. Specifically, that organizational control resides within the GC and to a lesser extent the EC and that s/he is not free to arbitrarily make decisions affecting the organization.

## Qualifications

- Minimum of 1 year voting membership in USA Dance preceding their taking office
- A minimum of five (5) years of involvement in ballroom dance on a Recreational, Amateur and/or Professional level
- Adequate network among professional and amateur dance organizations
- Minimum of a BA/BS in accounting is preferred or business administration is acceptable, ideally with an MBA or related advanced degree
- At least 15 to 20 years of overall professional experience
- At least 10 years or more of accounting experience
- Prior nonprofit experience ideal; management of a global or multisite organization preferred
- Significant board development, fundraising and fiscal management experience a must
- A financially savvy and politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems; keen analytic, organization and problem solving skills, which support and enable sound decision making
- Outstanding presentation and communication skills and the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser.
- Must demonstrate a clear commitment to results achieved via an understanding of systemic implications of decisions. Must be goal driven, action oriented as well as member focused.
- Acts as an advocate for USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.



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## Vice President for DanceSport

### Position Description

The Vice President for DanceSport shall act as the Chairman of the DanceSport Council (DSC) and oversee and guide the administration and development of DanceSport in the United States in accordance with policies of the Governing Council (GC), submit annual business plan and budget to the President and Treasurer, preside at and call DSC meetings as needed, be an ex-officio member of all DSC committees, have such other duties and responsibilities as designated by the President, Executive Committee (EC) or GC.

The Vice President for DanceSport will report to the GC and work collaboratively with the DSC, GC and EC. S/he will chair the DSC as the principal advisory body to the USA Dance GC in matters related to competitive DanceSport; implement and administer the DanceSport policies and rules approved by the USA Dance GC; implement and administer DanceSport related administrative procedures and guidelines approved by the USA Dance EC; promote and regulate DanceSport competitions at local, district and national levels in accordance with the authority granted by the USA Dance GC and perform additional DanceSport related functions as determined by the GC, EC or President.

Specifically, s/he will ensure that DanceSport's fiscal, operations, fundraising, and programmatic strategies are effectively implemented across the DanceSport division. Act as the liaison to the WDSF, USOC, NDCA, and all other competitive dance related organizations on behalf of USA Dance.

### Responsibilities

#### Strategic vision and leadership

- Collaborate with the DSC, GC and the EC to refine and implement strategic/tactical plans while ensuring that the budget, staff and priorities are aligned with USA Dance's core mission
- Provide inspirational leadership and direction to all executives, and ensure the continued development and management of a professional and efficient organization; establish effective decision making processes that will enable DanceSport to achieve its long and short term goals and objectives
- Cultivate a strong and transparent working relationship with the DSC, GC and EC to ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

- Effectively negotiates with partner and competitive organizations to facilitate implementation of the USA DanceSport's mission to foster DanceSport both nationally and internationally
- Establishes an effective vision of competitive DanceSport and implements effective programs in pursuit of this vision

### **Development**

- Ensure that the flow of funds permits DanceSport to make continuous progress towards the achievement of its mission and that those funds are allocated properly to reflect present needs and future potential
- Formulate and execute comprehensive marketing, branding and development strategies that will ensure consistency throughout DanceSport and enhance revenue from major donors, foundations, government agencies, and corporations

### **Strengthening infrastructure and operations**

- Ensure the delivery of high quality competitive athletic and educational services while managing for current and future growth
- Support and motivate DanceSport staff and volunteers
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs
- Oversee the financial status of DanceSport including developing long and short range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff
- Fosters development of competitions and workshops by chapters and organizers in pursuit of DanceSport goals
- Ensures the unbiased and equitably geographically dispersed selection of adjudicators and other officials for all competitive events held by USA Dance

### **Program Development**

- Increase efficiencies and consistency throughout DanceSport by developing and implementing standardized competitive programs and services
- Strong commitment to the development of competitive dance programs including but not limited to educational, developmental, training, health, officials, among others
- Revise and develop operational handbooks for the implementation of competitive events, programs, and workshops

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National Governing Body of DanceSport, Member Organization of the US Olympic Committee,  
and the World DanceSport Federation

## **Governance**

- Exemplifies the Code of Ethics established by USA Dance and in particular faithfully abides by the Articles of Incorporation, bylaws and policies of USA Dance
- Ensures that USA DanceSport Rules and Procedures conform to the United States Olympic Committee and World Dance Sport Federation sports organization requirements.
- Ensures that the DSC, GC, EC, as well as all operational committees operate in accordance to the DanceSport Rules established by the GC; as well as the Procedures established by the DSC and EC.
- Holds DSC committees accountable in order to drive optimal performance from its members.
- Regularly reviews and recommends rule and procedure changes to ensure that DanceSport remains current to the national and international needs of the organization
- Ensures that rules are not suspended or rescinded without the implementation of appropriate replacements
- Does not abdicate DanceSport responsibilities to individuals or groups outside of the DSC
- Negotiates agreements with competitive dance organizations on behalf of USA Dance in order to improve USA Dance standing both nationally and internationally.
- Respects diverse opinions. Does not undermine individuals disagreeing with his/her views either privately or publically. Attracts best thinking and solutions from staff. Publically acknowledges and recognizes individual accomplishments.
- Demonstrates a clear understanding of the limitations and boundaries of the position. Specifically, that organizational control resides within the GC and to a lesser extent the EC and that s/he is not free to arbitrarily make decisions affecting the organization.

## **Qualifications**

- Minimum of one (1) year voting membership in USA Dance preceding their taking office
- A minimum of fifteen (15) years of involvement in DanceSport on an Amateur and/or Professional level
- Extensive network among professional and amateur DanceSport organizations and leadership teams
- Minimum of a BA/BS, ideally with an MBA or related advanced degree
- At least fifteen (15) years of overall professional experience



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

- At least ten (10) years of experience as a high level amateur or professional athlete, competition organizer, and/or an adjudicator
- Prior athletic organization experience is required; management of a global or multisite organization is preferred
- Exhibits impeccable ethics by championing the rights of the members while forsaking personal, family, and acquaintance benefits
- A financially savvy and politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems; keen analytic, organization and problem solving skills, which support and enable sound decision making
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions
- Outstanding presentation and communication skills and the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser
- Strong commitment to building athletic organizations, succession planning; and a successful track record of recruiting and retaining a diverse team
- Must demonstrate a clear commitment to results achieved via an understanding of systemic implications of decisions. Must be goal driven, action oriented as well as member focused.
- Acts as an advocate for DanceSport and USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## Vice President for Social Dance

### Position Description

The VP for Social Dance shall:

1. head the Social Dance Division and oversee and guide the administration and development of social and/or recreational dance in the United States in accordance with policies of the GC
2. preside at the Social Dance meetings and call meetings as needed
3. submit annual business plan and budget to President and Treasurer
4. appoint and supervise organizers of USA Dance Social programs that encourage participation at a national level
5. have such other duties and responsibilities as designated by the President, EC or GC.

### Responsibilities

#### Strategic vision and leadership

- Collaborate with the GC and the EC to refine and implement strategic/tactical plans for development of social and/recreational dance in the United States while ensuring that the budget, staff and priorities are aligned with USA Dance's core mission
- Collaborate with the USA Dance President to ensure the continued development and management of a professional and efficient organization; establish effective decision making processes that will enable USA Dance to achieve its long and short term goals and objectives
- Collaborate with the USA Dance President to cultivate a strong and transparent working relationship with the GC and EC to ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals
- The VP for Social Dance is a voting member and Chair of the Social Dance Council.
- The Social Dance Council is made up of the VP for Social Dance, Director of Chapter Liaison and District Directors. The Council is responsible for Chapter Training and Support and Social Dance Activities at competitions and other Regional and National events.



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and the World DanceSport Federation

### **Strengthening infrastructure and operations**

- Ensure the delivery of high quality Chapter Training and Support services and Social Dance Activities to Chapters while managing for current and future growth and retention
- Support and motivate the organization's staff
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs

### **Program Development**

- Increase efficiencies and consistency throughout the organization by developing and implementing standardized Chapter Training services
- Strong commitment to the development of social, collegiate and competitive dance programs

### **Governance**

- Ensures that the chapters operate within the Bylaws, Rules, and Policies established by the GC; the Procedures established by the EC; and the Articles of Incorporation. Ensures that all operational actions are in adherence with the Bylaws, Rules and Policies.
- Ensures that USA Dance Bylaws, Rules, Policies, and Procedures conform to the United States Olympic Committee and World Dance Sport Federation sports organization requirements.
- Respects diverse opinions. Does not undermine individuals disagreeing with his/her views either privately or publically. Attracts best thinking and solutions from staff. Publically acknowledges and recognizes individual accomplishments.

### **Qualifications**

- Minimum of 1 year voting membership in USA Dance preceding their taking office
- A minimum of five (5) years of involvement in ballroom dance on a Recreational level
- Adequate network among amateur dance organizations
- Minimum of a BA/BS, ideally with an MBA or related advanced degree
- At least 5 to 10 years of overall professional experience
- Prior nonprofit experience ideal
- Significant board development, fundraising, marketing/branding and fiscal management experience a must



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

- A politically astute leader with the ability to set clear priorities, delegate, and guide investment in people and systems; keen analytic, organization and problem solving skills, which support and enable sound decision making
- Excellent coalition building skills with an ability to communicate and work effectively with a variety of internal and external stakeholders; a persuasive negotiator able to achieve consensus amongst differing opinions
- Outstanding presentation and communication skills and the experience and proclivity to be an outgoing spokesperson, relationship builder, and fundraiser
- Must demonstrate a clear commitment to results achieved via an understanding of systemic implications of decisions. Must be goal driven, action oriented as well as member focused.
- Acts as an advocate for USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee,  
and the World DanceSport Federation

## DanceSport Delegate

### Position Description

DanceSport Delegates will report to the GC and work collaboratively with the DSC, GC and EC. As members of the DSC DanceSport Delegates are the principal advisory body to USA Dance GC in matters related to competitive DanceSport; will implement and administer the DanceSport policies and rules approved by the USA Dance GC; will implement and administer DanceSport related administrative procedures and guidelines approved by the USA Dance EC; will promote and regulate DanceSport competitions at local, district and national levels in accordance with the authority granted by the USA Dance GC and will perform additional DanceSport related functions as determined by the GC, EC or President.

### Responsibilities

#### Strategic vision and leadership

- Collaborates with the DSC, GC and the EC to refine and implement strategic/tactical plans that are aligned with USA Dance's core mission
- Effectively participates in building an effective vision of competitive DanceSport and implements effective programs in pursuit of this vision

#### Strengthening infrastructure and operations

- As a regional representative regularly communicate with athletes regarding potential rule and procedure changes and represent these views at DSC, GC, and EC meetings.
- Ensure the delivery of high quality competitive athletic and educational services while managing for current and future growth
- Fosters development of competitions and workshops by chapters and organizers in pursuit of DanceSport goals
- Ensures the unbiased and equitably geographically dispersed selection of adjudicators and other officials for all competitive events held by USA Dance

#### Program Development

- Strong commitment to the development of competitive dance programs including but not limited to educational, developmental, training, health, officials, among others
- Support and participate in the development of operational handbooks for the implementation of competitive events, programs, and workshops



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## **Governance**

- Exemplifies the Code of Ethics established by USA Dance and in particular faithfully abides by the Articles of Incorporation, bylaws and policies of USA Dance
- Ensures that USA DanceSport Rules and Procedures conform to the United States Olympic Committee and World Dance Sport Federation sports organization requirements.
- Ensures that the DSC, GC, EC, as well as all operational committees operate in accordance to the DanceSport Rules established by the GC; as well as the Procedures established by the DSC and EC.
- Respects diverse opinions. Does not undermine individuals disagreeing with his/her views either privately or publically. Publically acknowledges and recognizes individual accomplishments.
- Demonstrates a clear understanding of the limitations and boundaries of the position. Specifically, that organizational control resides within the GC and to a lesser extent the EC and that s/he is not free to arbitrarily make decisions affecting the organization.

## **Qualifications**

- Minimum of one (1) year voting membership in USA Dance preceding their taking office
  - Each DanceSport Delegate must have placed in the top fifty percent (50%) of Championship Athletes in any style or age category at the USA Dance National Championships within the previous ten (10) years or have been a WDSF World Representative within the previous ten (10) years preceding their election, provided they are members in good standing.
- A minimum of five (5) years of involvement in DanceSport on an Amateur and/or Professional level
- Extensive network among USA Dance DanceSport Athletes and USA Dance leadership teams
- A BA/BS preferred
- Team player that exhibits impeccable ethics by championing the rights of the members while forsaking personal, family, and acquaintance benefits
- Strong network among athletes within the region they represent
- Strong commitment to building athletic organizations
- Acts as an advocate for DanceSport and USA Dance within the public and private sectors, for issues relevant to the organization, its services and constituencies.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## **Director of Membership**

### **POSITION DESCRIPTION**

The position of Membership (Director or Chairperson) is a volunteer position appointed by the National President and ratified by the Governing Council. Membership maintains the official membership records of USA Dance, provides summary information to national, regional and chapter officers and to others as needed to support the growth and maintenance of membership, submits annual business plan and budget to President and Treasurer and performs such other functions as shall be prescribed in the Parliamentary Authority and/or designated by the President, EC or GC.

### **SAMPLE OF DUTIES**

The duties of the Membership (Director or Chairperson) shall include but not be limited to the following: receipt of membership application monies either directly or via "lock box" or other system, accounting of membership application monies as directed by the Treasurer, review of all membership applications and renewals for accuracy, and placement of all new and renewing members in data base by membership category. Other duties shall include entering and updating members' addresses, phone numbers, ages and other vital information in the data base, assigning and keeping current all membership numbers, sending out renewal notices, reviewing current membership status for all athletes participating in USA Dance national and regional competitions and for all local chapter competitions as requested, updating the qualifications of DanceSport Officials, producing monthly, quarterly and annual membership reports as requested by the National President, Treasurer, EC or GC, and performing other functions as assigned. Additionally, the Membership (Director or Chairperson) shall supervise and direct the activities of the Membership Services Assistant and review and sign the time cards of this position.

### **QUALIFICATIONS**

The ideal Membership (Director or Chairperson) shall possess a BA or BS degree in accounting, business administration, computer science or similar degree and five years of work experience in financial management, business administration, data processing management, or an equivalent combination of education and experience. Substantial experience shall substitute for the college degree. The prior management of membership records for an organization similar to USA Dance is extremely advantageous. The Membership (Director or Chairperson) must be able to work cooperatively with all levels of the USA Dance organization.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## Director of Development

### POSITION DESCRIPTION

The position of Development (Director or Chairperson) is a volunteer position appointed by the National President and ratified by the Governing Council. The Development (Director or Chairperson) shall preside over the Development Committee and provide information to national, regional and chapter officers in support of the functions of the Development Committee; submit annual business plan and budget to President and Treasurer; and perform such other functions as shall be prescribed in the Parliamentary Authority and/or designated by the President, EC or GC.

### SAMPLE OF DUTIES

The duties of the Development (Director or Chairperson) shall include, but not be limited to the following: develop contacts with key personnel in corporations in order to enhance corporate giving to USA Dance programs; identify, develop and implement fund raising strategies, programs and activities that will assist USA Dance in bringing in corporate donations and sponsorships; write grant proposals in order to obtain grants to fund USA Dance initiatives; and train and assist chapters and regions in developing effective fundraising techniques.

### QUALIFICATIONS

The ideal Development (Director or Chairperson) shall possess a BA degree in business administration or similar degree and five years of work experience in development and fund raising activities, or an equivalent combination of education and experience. Substantial experience shall substitute for the college degree. Prior development or fund raising experience in a non-profit organization or an organization similar to USA Dance is extremely advantageous. The Development (Director or Chairperson) must be able to work cooperatively with all levels of the USA Dance organization.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## Director of College Network

### POSITION DESCRIPTION

The position of College Network (Director or Chairperson) is a volunteer position appointed by the National President and ratified by the Governing Council. The College Network (Director or Chairperson) shall oversee the activities of the College Network; submit an annual business plan and budget to President and Treasurer; assure that the implementation of the College Network programs are consistent with USA Dance policies and perform such other functions as shall be prescribed in the Parliamentary Authority and/or designated by the President, EC or GC.

### SAMPLE OF DUTIES

The duties of the College Network (Director or Chairperson) shall include but not be limited to the following: developing strategies and programs to increase ballroom dancing and DanceSport in colleges; facilitating the development of dance clubs affiliated with USA Dance on college campuses and coordinating the network of such college clubs under the USA Dance umbrella; communicating with college officials and organizations of educators at the college level to advocate for ballroom dance and DanceSport programs; working to incorporate and advocate for the integration of college DanceSport competitions into USA Dance competitive events under USA Dance rules and the USA DanceSport Rulebook; working cooperatively with the DanceSport Council on the development and implementation of collegiate DanceSport competitions; and performing such other duties and activities as assigned by the President, EC or GC.

### QUALIFICATIONS

The ideal College Network (Director or Chairperson) shall possess a BA degree in business administration, education or similar degree and five or more years of experience in a managerial or educational capacity, or an equivalent combination of education and experience. Substantial experience shall substitute for the college degree. The Director of College Network must have excellent communication and presentation skills so as to be able to communicate the goals and mission of the College Network program to outside institutions and within USA Dance. The College Network (Director or Chairperson) must be able to work cooperatively and provide advice and direction on College Network issues and programs to all levels of the USA Dance organization.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## Director of Marketing

### POSITION DESCRIPTION

The Director of Marketing position is a volunteer position appointed by the National President and ratified by the Governing Council. The Director of Marketing shall preside over the Promotion and Publicity Committee and provide information to national, regional and chapter officers in support of the functions of the Promotion and Publicity Committee, submit annual business plan and budget to president and Treasurer, and perform such other functions as shall be prescribed in the Parliamentary Authority and/or designated by the President, EC, or GC.

### SAMPLE OF DUTIES

The duties of the Director of Marketing shall include but not be limited to the following:

- develop and implement a plan to publicize and market USA Dance and its components to the media, general public, and other organizations
- develop articles and solicit articles from others concerning USA Dance, DanceSport athletes, social dancers and youth dancers; to be shared with news organizations and others who are interested or may become interested in ballroom dancing
- develop a photo gallery of DanceSport athletes of all ages and social dancers of all ages to share with media outlets. Other duties shall include writing press releases and submitting them to the media publicizing USA Dance events such as the National Championships, NQEs, Chapter dance conventions and other major events sponsored by USA Dance
- provide training and guidance to chapters and regions on effective publicity and marketing techniques.
- Direct the publication of American Dancer magazine
- Be responsible for all USA Dance branding, promotional campaigns, intellectual property
- Be responsible for all external communications, media relations/publicity, integrated strategic communications planning and implementation, social media and website direction, monitoring and communications.

The Director of Marketing and the National President, according to the USA Dance National Media Policy, are the only official spokespersons for USA Dance, Inc on all





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National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

external/internal public communications. The Director of Marketing is also communications advisor to the EC and GC.

The ideal Director of Marketing shall possess a BA degree in journalism, business administration with an emphasis in marketing, or similar degree and five years of work experience in journalism, public relations or marketing, or an equivalent combination of education and experience. Substantial experience shall substitute for the college degree. Prior publicity or marketing experience in an organization similar to USA Dance is extremely advantageous. The Director of Marketing must be able to work cooperatively with all levels of the USA Dance organization.

## Director of Chapter Relations

The Director of Chapter Relations is a volunteer position appointed by the National President and ratified by the Governing Council to assist with the communications between the National Organization and the Chapters.

### POSITION DESCRIPTION

The Director of Chapter Relations

- Serves as a liaison to the chapters, working through area coordinators to advise and assist chapters as needed
- Schedules individual or combined face-to-face meetings with chapter officials in various parts of the country in order to supplement the annual national chapter conference.
- Prepares reports of chapter trends and other analyses in order to support chapter growth and development.
- Submits an annual business plan and budget to Executive Committee.
- Performs such other functions as designated by the EC.

Specific Duties of the Director of Chapter Relations includes but not limited to:

- Making regular contacts with Area Coordinators.
- Assisting in planning agendas for and attending District meetings as necessary.
- Preparing Constant Contact notices for District meetings.
- Contacting newly formed chapters.
- Assisting chapter leadership with issues and knowing when to refer these to National.
- Participating when requested, with Advisory Group deliberations.



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- Assisting the VP for Social Dance as requested.
- Performing other functions requested.

The Director of Chapter Relations ensures that the requirements of the position description are done timely. Oversee District Leadership meetings; submit annual business plan and budget to the VP for Social Dance; encourage participation at a national level and have such other duties and responsibilities designated by the President, EC or GC.

### **SAMPLE OF DUTIES**

Prepare a plan and timeline for all eleven District Presidents Meetings. District meetings are not the District Directors preside the District Leadership meetings and facilitate in making arrangements, finding a place and a chapter to host. Coordinate with the VP for Social Dance to ensure one or the other is present at the meeting. Copy the VP for Social Dance on all correspondence with the Chapters/Directors.

Send proposals in writing by December 31 for discussion regarding the National Chapter Conference and Social Dance Council Meeting.

Prepare an activity plan and timeline for review. Reference the chapter planning calendar as those are the things that you need to proactively guide the chapter presidents to meet the national requirements of the organization. Issue reminders by putting an article in the Central Office e-News to the chapter board members.

Remind all District Directors and Assistants to make their 1-2 phone calls per year to each chapter president beginning in January as part of their annual outreach.

Include District Directors in decision making. Consult with them before you make major changes to the current practices and procedures.

Training of District Directors:

- Inform the District Directors on any new policies approved by the GC
- Contact the District Directors on what training they feel they need.
- Email directives and conference calls are good for information sharing

Recruiting District Directors:

- Contact chapter Presidents for recommendations when a vacancy occurs. Vet the candidate and submit their name to the VP for Social Dance for appointment.





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and the World DanceSport Federation

## **QUALIFICATIONS**

The Director of Chapter Relations must have excellent communication skills so as to be able to communicate the goals and mission of the Social Dance Division within USA Dance. They must be able to work cooperatively with the VP for Social Dance. The Director of Chapter Relations will have a minimum of one-year experience working with a chapter board preferably as president. Prior management experience is a must. The Director will preferably possess a minimum of a BA or BS degree although this is not required.



National Governing Body of DanceSport, Member Organization of the US Olympic Committee, and the World DanceSport Federation

## District & Assistant District Managers

The District Manager is appointed by the Executive Committee after recommendation by the VP for Social Dance and Director of Chapter Relations. The Assistant District Manager is appointed by the Director of Chapter Relations (DCR). The list below is designed to act as a guide for District Managers in an effort to improve communications with our chapters.

- 1) Act as liaison between chapters in the district and with the DCR.
  - a) Report any special events or news to DCR.
  - b) Report any ongoing problems to DCR.
  - c) Report to CL any individual willing and qualified to volunteer at any level of USA Dance
- 2) Communicate with chapters once or twice a year and discuss
  - a) Chapter success for the past 12 months
  - b) Current challenges
  - c) Financial responsibilities to maintain 501c3 status
    - i) Keep a clean set of books
    - ii) Must comply with annual reporting requirements
  - d) New Marketing Program/Website - free to Chapters.
  - e) Assure they are aware of link in the gray bar at top right-hand corner of USADance.org "Chapter Officer Services" – gives quick access to Marketing Program, Document Library & more
- 3) Encourage use of Document Library
- 4) District Managers contact your Assistant District Managers by phone or conference call and encourage them to do the above duties in their area and to copy you on all contacts.
- 5) Copy Director of Chapter Relations on all important contacts which may lead to problems, growth opportunities or recognition for future workshop topics.
- 6) Provide a listening ear to problems and grievances and offer help. Report all including outcomes to the DCR.
- 7) See that chapters are aware of any national deadlines which affect them.
  - a) Feb. 28th for Financial Report and Annual Report
  - b) Dec. 31th Deadline to report list of new officers to National by form in Document Library
- 8) Encourage networking among chapters
  - a) Encourage attendance at neighboring chapter events and combined events



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and the World DanceSport Federation

- b) Encourage and support local competitions.
- c) Make chapters aware of National Events and Competitions
- 9) Assist in chapter efforts to gain membership and reduce delinquency rates.
- 10) Encourage and seek other possible sites for new USA Dance chapters, and encourage existing dance clubs to join USA Dance chapters.
- 11) Make contact with new developing chapters, and, if possible, lend a hand.
- 12) Participate in planning and running the District President's meetings to exchange ideas with other coordinators and chapter presidents.



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## Chapter Support Office

### Job Purpose

- Serves as the “face” of USA Dance as the primary contact for members and Chapter officers with questions.
- Serves as a resource to national officers.
- Performs day-to-day administrative activities.

### Duties and Responsibilities

#### Home Office Management

- Receives and responds to telephone calls and emails
- Maintains lists of national officers, district directors and chapter officials
- Initiates background checks on officers and directors when necessary
- Drafts and sends periodic newsletters
- Maintains document library
- Prepares an annual report

#### Chapter Liaison and Support

- Provides information to developing chapters
- Responds to chapter officer requests or refers as appropriate
- Responds to requests for insurance certificates
- Summarizes chapter annual reports
- Coordinates other reports as necessary

#### Membership Support

- Responds to membership questions
- Facilitates membership renewals as needed
- Works closely with Director of Membership on membership issues.

### Qualifications/Experience

Requirements include 3-5 years office management experience. Must be able to work independently and be a self-starter. Advanced computer skills required.



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## **National DanceSport Championships Managing Director**

### **POSITION DESCRIPTION**

The position of Nationals Managing Director is a paid position appointed by the Vice President for DanceSport and ratified by the DanceSport Council and the Executive Committee. The Nationals Managing Director leads the Nationals Planning Team, submits a Nationals budget to the Vice President for DanceSport and Treasurer and functions as the onsite operations manager. The position insures adherence to the USA DanceSport Rulebook and reports to the Vice President for DanceSport.

### **SAMPLE OF DUTIES**

The duties of the Nationals Managing Director shall include but not be limited to the following: supervising all hotel arrangements; supervising all volunteer and paid officials and adjudicators; overseeing all mechanics of the competition weekend including registration, ticket sales, set up and take down; overseeing fundraising, scholarship solicitation and marketing. The position may also produce the competition program book.

### **QUALIFICATIONS**

The ideal Nationals Managing Director shall possess a strong background in project management, must be very knowledgeable about the USA Dancesport Rulebook and must have successful competition planning experience. The Nationals Managing Director must have excellent communications and team building skills and must be able to effectively negotiate contracts to the benefit of USA Dance. The Nationals Managing Director must be able to work cooperatively with team members, the DanceSport Council and other USA Dance officials.



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee,  
and the World DanceSport Federation

## Assistant Treasurer

### Job Purpose

The Executive Committee interviews and approves the hiring of an Assistant Treasurer who works under the direction of national treasurer and performs day-to-day bookkeeping and accounting duties.

### Duties and Responsibilities

- Use QuickBooks to maintain complete and accurate financial records
- Use pre-existing income and expense categories and coded into pre-existing programs
- Receive and reconcile all national bank accounts monthly
- Monitor all income and payments for proper documentation
- Maintain a filing system that reflects current financial situation and routine operations
- Respond to emails and phone calls when financial help is needed by EC members
- Present financial operating statements to EC as requested
- Perform daily backup of company QuickBooks file
- Work with national treasurer and outside auditor to perform annual audit
- Work with budget committee to assist in preparing annual budget
- Work with membership director to monitor credit card payments used to purchase memberships and be able to track those payments into bank account
- Work with DS Vice President to stay current on WDSF invoices and payments
- Be available to attend events where treasure needs accounting assistance
- Respond to questions and concerns regarding chapter bank account situations
- Assist where needed to update and maintain USA Dance registration as a foreign corporation in states where there are chapters soliciting donations
- Either perform or maintain oversight on annual financial chapter audit project so all USA Dance income and expense is included in our annual Federal 990 form.

### QUALIFICATIONS

The assist treasurer must have an excellent understanding of accounting principles and the use of QuickBooks software. In addition, the assistant treasurer must have a



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National Governing Body of DanceSport, Member Organization of the US Olympic Committee,  
and the World DanceSport Federation

working knowledge of the structure of USA Dance and understand the importance of  
our mission and how it presents itself in our financial reports.