

**USA Dance Governing Council Meeting**  
**April 12/13, 2014**  
**Philadelphia Hilton Airport**

Voting Members Present: Yang Chen, President; Shawn Fisher, Senior Vice-President; Michael Brocks, Treasurer; Jean Krupa, Social Dance V-P; Ken Richards, DanceSport V-P; Inna Brayer, DanceSport Delegate; Roger Greenawalt, DanceSport Delegate; Scott Coates, DanceSport Delegate; Ms. Barbara Wally, Director of K-12 Student Programs; Mr. Gerald Bonmer, Director of Membership; and, Greg Warner, Secretary.

Absent: Ms. Efrosyni Iosiphidis, Director of Administrative Support; and, Mr. Taras Savitsky, DanceSport Delegate.

Non-Voting Members Present: Angela Prince, Director of Public Relations;

Non-Voting Attendees Present: Peter Pover, Past National President

Guests: Marta Pascale; and, Mary Wallace.

Quorum Present

Meeting Called to Order 8:00 PM

Prior to the April 12/13, 2014, GC meeting, Ken Richards, Inna Brayer and Jean Krupa per USA Dance bylaw, Article V - Executive Committee B. Meetings: "...meetings may be held when called by the president, or any three Voting Delegates of the EC" called for an EC meeting. The results of this meeting are documented in the EC minutes of April 12, 2014. In summary, Ken, Inna and Jean challenged an action by Yang that occurred at the EC meeting of March 30, 2014. In that meeting, he stated that he was exercising his authority as president to make his director appointments under the bylaws by vacating all director positions, including those that were occupied by incumbents.

A lengthy discussion took place in an attempt to get the EC to interpret the bylaws on this subject, but rather than a protracted debate and hold up the start of the GC meeting, Yang agreed to rescind his prior action. Yang noted that per the bylaws, these three-year appointments had to be ratified by the GC, and he agreed to take up the ratification of the appointments with the GC in accordance with the bylaws. Yang then apologized for his prior action of vacating the director positions.

### **Introductions and Welcome**

Mr. Chen welcomed GC members and guests. He introduced Ms. Pascale as a candidate for the Director of Chapter Liaisons which will be taken up later in the agenda and Ms. Wallace who is here to present on strategic planning.

Mr. Chen using movie clips for emphasis, stressed important messages and responsibilities for each GC member. In order for us to achieve our goal and mission to have DanceSport recognized as an Olympic medal sport we must:

- Have the will to come together and unify.
- Use the skills and talents on the GC to move our agenda forward.
- Avoid the conflict that diverts our energies from more useful purposes.
- Use the power of dance to break down barriers.

### **President's Business Plan – Attachment 1**

Mr. Chen reviewed his President's plan emphasizing:

- Members
  - USA Dance is a membership organization.
  - More members provide more money to meet our mission.
  - We need to recruit and retain members.

- Mission
  - Who are we?
  - What are we all about?
  - Does the current mission adequately reflect the answers to these questions?
- Money
  - Major priority.
  - Each GC member has the responsibility to bring in more money.
  - No money, no mission.

He then went on to comment on our need to:

- Repair and rebuild relationships with each other, chapters and others in the dance community.
- Create a sense of renewal within USA Dance.
- Remember and respect our history and the work and contributions of all who built USA Dance and brought us to where we are today.
- Revitalize and focus our collective efforts to continue to grow USA Dance.

He will ask for approval of the Plan and proposed Budget but requested this be deferred until the budget discussion.

### **DanceSport Business Plan – Attachment 2**

Mr. Richards presented the DanceSport annual plan using a spreadsheet that outlines all the activities of DanceSport. Those included in the plan are:

- DanceSport Council meeting(s)
- Amateur competitor travel.
- Olympic Training Center expense for select amateurs.
- A new proposal for a USA Dance University.

There was discussion regarding the DanceSport Championship and the lack of a budgeting process. Mr. Richards acknowledged that in previous years Ms. Freeman completed the budget and he was not included. He recognized the need for the DanceSport VP to be intimately involved in the budgeting and management of expenses for this annual event.

Action on the DanceSport plan and budget was also deferred until the budget discussion.

### **Social Dance Business Plan – Attachment 3**

Ms. Krupa presented the Social Dance plan and budget that includes:

- The annual National Chapter Conference.
- Dance cruises with a new strategy
  - Sponsoring 2-3 cruises but with smaller expected number of participants.
  - Potential themes and dates were presented.
- USA Dance Merchandise
  - There was discussion with using a national provider allowing for direct ordering eliminating the need to store product at private homes.
  - Ms. Krupa will follow-up with this.
- USA Dance 50 year anniversary suggestions:
  - Create special logo and slogan – perhaps a nationwide member competition.
  - Special dance cruise.
- Budget requests for Social Dance VP and Director of Chapter Liaison travel and support.

Action on this plan and budget was also deferred.

The meeting adjourned for day at 10:00 PM.

The Governing Council Meeting reconvened at 8:30 AM, April 13, 2014

All members and guests present Saturday were present at the start of the day's session.

Quorum Present

Mr. Chen reviewed the agenda for the day noting that with the time limitations the only agenda items that can probably be addressed were:

- Strategic Planning
  - Director Positions
  - Budget
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## **Strategic Planning**

Mr. Chen introduced Mary Wallace. Ms. Wallace is a member of the Massabba Chapter and is certified in strategic planning. She provided an overview of the strategic planning process, why it is important for organizations to engage in strategic planning and consequences of not doing so. Her overview included a process she described as “simplified” strategic planning and key takeaways included:

- The need for strategic thinking, not linear thinking.
- Expectations around outcomes are motivated by one vision.
- Empowerment of talent around the table.
- Without a plan, there is no intended destination.

The framework for the “simplified” strategic planning process includes several independent but interconnected sessions.

Session 1 – The intersection of these creates the identity for USA Dance

- Determining mission
  - Why does USA Dance exist?
  - This is an internal message.
- Creating a vision
  - The direction.
  - An external message.
- Identifying values
  - These are the operating principles.
  - Usually about 6.

Session 2

- Determining strategic objectives
  - Both qualitative and quantitative.
  - Usually no more than 6.
- Aligning strategic priorities from the strategic objectives.

Session 3

- Identifying tactics.
- Align tactics around planning.
- For example, for several years (1-8) what are the key milestones?

Session 4

- Creating operational plans with deliverables identified by quarter.

These plans must be created around resources, budget, timeline and forecasts.

Mr. Chen thanked Ms. Wallace for the excellent overview and explained that the GC would continue to discuss strategic planning.

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## **Director Ratification Process**

Mr. Chen reviewed the USA Dance bylaw pertaining to the appointment of directors. Article IV, E. 3., Directors Appointed by the President: “Upon assuming office the President shall appoint, for a 3 year term subject to majority ratification of the voting members of the GC, the positions of Director of Membership, Development and Fundraising, Public Relations, Chapter Liaison, College Network, K-12 Student Programs, and Administrative Support.”

Mr. Chen noted the current Directors requiring ratification by the GC are:

- Director of Public Relations– Ms. Angela Prince
- Director of Membership – Mr. Gerald Bonmer
- Director of K-12 Programs – Ms. Barbara Wally
- Director of Administrative Support – Ms. Efrosyni Iosiphidis

Open Director Positions are:

- Director of Chapter Liaison
- Director of College Network
- Director of Development and Public Relations

### **Incumbent Director Ratifications**

Mr. Chen proposed considering each position individually, asking the incumbents if they wish to continue in their current roles and reaffirming their intent to carry out their duties as required by the USA Dance bylaws.

- Each incumbent answered affirmatively that they wished to continue in their current capacity and provided assurance they could carry out the required duties.
- GC members asked incumbents questions specific to their roles.
- Each Director was asked to leave the room while the remaining GC members discussed the strengths and weaknesses of each incumbent being considered for ratification.
- A vote was then taken in executive session on the ratification of each.
- The specific results of each vote are confidential and is appended to these minutes and will not be shared beyond the GC if/when GC minutes are shared.
- The public record is as follows:
  - Director Positions Ratified
    - Director of Public Relations – Ms. Angela Prince
      - She will continue to be a non-voting member because of her role as paid editor of American Dancer Magazine.
  - Directors Not Ratified
    - Director of K-12 Programs – Ms. Barbara Wally
    - Director of Membership – Mr. Gerald Bonmer\*
      - Mr. Bonmer would celebrate 35 years of loyal service to USA Dance in this position in July 2014.
      - For this reason, the GC delayed this action until July 31, 2014 to allow Mr. Bonmer to fulfill this service milestone and be appropriately recognized.
      - He would then be replaced as the Director of Membership effective August 1, 2014.
  - Director Position Consideration Deferred
    - Consideration of the Director of Administrative Support position was deferred as Ms. Iosiphidis had intended to attend but was unable to for personal reasons.

### **Vacant Director Position Ratifications**

Mr. Chen submitted the following appointments for ratification. As with the incumbent process, the specific votes are appended to these minutes and are not for public viewing.

- Director of Chapter Liaison – Ms. Marta Pascale
- Director of K-12 Programs – Ms. Linda Succi
- Director of Development and Fundraising – Ms. S. Ann Durocher
- Director of Membership to be effective August 1, 2014 – Mr. Jim DiCecca
- Director of College Network – Ms. Hannah Cole

The Governing Council ratified each of these appointments.

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## Budget Discussion

Mr. Brocks facilitated a discussion of the proposed 2014 budget. There were considerable questions and debate on the numbers put forth and their validity. Mr. Chen noted the urgency for the GC to approve a 2014 budget so USA Dance can continue to honor its obligations. He appointed ad hoc budget Committee with the charge to present a budget to the GC by May 13, 2014. Members are Michael Brocks, Chair, Ken Richards, Shawn Fisher, Jean Krupa and Peter Pover.

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### Name Change Request - Social Dance Council

Ms. Krupa shared discussions from the recent Social Dance Council resulting in a request to change the name of Area Coordinator to District Directors. Mr. Warner noted that this would require a bylaw change.

**MOTION:** Richards/2nd Fisher

- Mr. Richards proposed and subsequently moved, that until the bylaws are changed, Area Coordinators be referred to as District Directors.
  - Motion passed unanimously.
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## DanceSport Motions

As the United States Olympic Committee designated Governing Body of Dance in the US, USA Dance needs to ensure that we have an accurate listing of all competitions. While our calendar clearly lists most of our events, we know that it does not list all events.

**MOTION:** Greenawalt/2nd Richards:

- Require all non-sanctioned USA Dance competitions charging an entry fee file with USA Dance DanceSport Council the Sanction Form indicating the event as Listed and pay the appropriate listing fee 120 days prior to the event being held.
- Motion passed unanimously.

The DSC will properly codify this in the DanceSport rulebook.

Background:

After the annual DanceSport Council (DSC) meeting, the DSC routinely brings proposed rulebook changes to the GC for approval. Periodically, after the GC meeting the DSC determines that additional rules (generally minor in nature) need to be enacted or clarified to better govern DanceSport competitions.

Policy Clarification shared with the DanceSport Council by the Governing Council:

As a matter of policy if, after the annual fall GC meeting, the DanceSport Council determines additional rules are needed to best govern DanceSport, they may create and enact the needed rules. These rules can be presented at the next annual Governing Council.

As the United States Olympic Committee designated Governing Body of Dance in the US, USA Dance needs to ensure we have an accurate listing of all competitions. While our calendar clearly lists most of our events, we know that it does not list all events.

The meeting adjourned at 2 PM.

Respectfully Submitted,

Gregory Warner  
Secretary

Attachment 1

TO: Governing Council

FR: Yang Chen DATE: April  
11, 2014

RE: Business Plan, Work Plan and Budget

Per USA Dance Bylaws Article VI.A., I submit with this memorandum my 2014 business plan, work plan and proposed budget for the GC's review and approval.

Attached is a list of my nine priorities for the year. This list was developed between mid November and late December 2013, over the course of several conference calls with a transition team that included the newly elected National Officers, Stan Andrews, Marta Pascale and John Davis.

All nine items on the list are high priorities for USA Dance but, after consultation with the transition team, I determined that to afford each the proper attention and focus, I needed to divide the priorities into three levels: high, medium, low. High denoted those priorities which would be addressed in the first quarter. medium within the first half of the year and low to be addressed during the last quarter. Classifying the priorities in this way did not exclude the possibility of addressing any of the nine priorities at other times during the year; the idea is that the primary focus for each priority would be according to the timeframes connected with each set of priorities. For instance, ideas for bylaw revisions can be considered during the first half of the year but might not be acted upon until later in the year.

The overall goal of the business plan and work plan is to strengthen USA Dance from the center outward, from the top down. Through a collaborative process of strategic planning, I hope to build a consensus among the GC and EC around what vision, direction and goals USA Dance should be pursuing for the next few years.

Part and parcel of the business plan and work plan is to repair and strengthen our relationships with our chapters. By activating the Area Coordinators, working closely with the Director of Chapter Liaison, I aim to engage the ACs to become a vital link between national leadership and the chapters. The vision, direction and goals we develop through strategic planning will form a clear and uniform message and guidance to our chapters, to help move USA Dance forward in a coordinated and purposeful manner. The ACs will help us disseminate this message and guidance to the chapter leaders who will then help execute our strategic plan locally.

During the year, I plan to make as many personal visits as time and budget allow to USA Dance events, such as NQEs and District Meetings, so that I can be a visible presence for USA Dance to repair and strengthen our ties to our chapter and regional leaders.

Membership retention, recruitment and growth constitute a major priority of my business plan and work plan. With the Membership Task Force already activated. under the leadership of Greg Warner, we hope to create strong benefits and reasons for members to renew and non-members to join or re-join, as the case may be. Membership dues remain

the primary source of revenue for USA Dance. and our current level of membership is insufficient to cover our costs of operation. Therefore, we need to find and sustain new revenue streams for USA Dance.

We need to close a significant budget gap. The initial draft of the 2014 budget anticipated a nearly quarter of a million dollar deficit. We will need to exercise serious cuts and belt tightening to avoid another year of heavy losses. We also must find new sources of revenue, given **that** we lost Borel as a sponsor and are not running a cruise in 2014. Based on the net revenues brought in by both in prior years, the loss of Borel and the cruise may account for at least \$80k in lost net revenue to USA Dance.

We need more donors, funders and sponsors to help us close the budget gap. I believe that by engaging in a strategic planning process, from which we can clarify and define our mission, goals, vision and purpose, we **can** become more strategic in our fundraising and our approach to corporate sponsors. The process **can** also help us set priorities and define what specific causes or programs for which we will be seeking donations, grants or sponsorships.

By increasing our membership numbers, we may become more attractive to corporate sponsors. We should also undertake to understand our membership demographics so that we can more strategically seek corporate sponsorships.

I plan to explore structural changes for our governance so that we can operate more efficiently and democratically. The bylaws need to be reviewed not just for outdated provisions but for those that may impede our ability to meet the needs of the organization and our membership.

As we move into our fifth decade of existence and we celebrate our history and past achievements, we should consider how we can engage our members to volunteer in all facets of our operations. We also need to explore ways in which we can move the Governing Council and Executive Committee from being a working board to more of a governing board. By taking these steps, we can create an infrastructure to pave the way towards hiring paid staff, including an Executive Director. We have begun exploring the possibility of hiring an Association Management Company (AMC) as an intermediate and preliminary step towards getting paid administrative assistance to support our operations.

I respectfully request that the Governing Council approve a budget for the President of \$40,000, comprised of \$15,000 for travel and \$25,000 for administrative support.

### USA Dance Priorities

#### Highest Tier

- Strategic Planning
- Membership - recruitment, retention, and benefits
- Membership data base - YM.com

#### Middle Tier

- Repairing Relationships with chapters and social dancers
- Communications - internal, external, use of technology to enhance both
- Educating Chapter Officers

#### Lower Tier

- Bylaws revision, governance, structure
- Recruiting volunteers
- Creating conditions for hiring and retaining qualified ED and staff

Attachment 3

Jean Krupa

USA Dance Social Dance VP

USA Dance, Inc -Business Plan

April 8, 2014

## **Social Dance Council Business Plan**

This plan includes projects planned for the Social Dance Vice President and meeting expenses for the Director of Chapter Liaison.

The ongoing projects for the Social Dance Vice President includes organizing the National Chapter Conference. The next one is being re-scheduled for Memphis TN instead of Houston due to lack of communication from Houston chapter. Robert White in Memphis has okay with his Board members to host the conference. Patty Richbourg is working on a suitable hotel and contract. This Conference is for educational purposes to support chapters, help them grow membership, understand the National organization and reduce member and board conflicts. The conference is funded in part by the Archie Hazelwood Fund which is which is replenished by the Ballroom Dancer membership category. To defray costs of the Social Dance Council meeting this meeting is held in conjunction with the Conference on Sunday morning.

Expenses include, travel and lodging for presenters and organizer. Printed material, name badges, projector screens, hotel AV, dance floor and meals.

Income is derived from the attendees and covers the cost of their meals. USA

Dance merchandise is sold and some income is derived.

The second project is the USA Dance Dance Cruise. I am working on a suitable dates for 2014 and 2015. Attendance has fallen and a new strategy is being considered to have 2-3 cruises deriving less income per cruise, but the results would be happier cruisers because floor space will be less crowded. I would like to incorporate theme cruises to entice different dancers. Expenses would be less as fewer instructors would be needed as well as dance hosts. Income derived is from the program fees included in the cost of the cruise and the dance host program. Currently Travel Themes and Dreams are holding spaces on a 5 day cruise departing Tampa, FL a new port departing Dec 1, 2014. I would suggest this be

designated a cruise for single members calling it a HOSTED SINGLES cruise. The next Cruise possibility for all members would be December 8, 2014 departing Ft. Lauderdale on a cruise line we have not as yet used, The Celebrity "Constellation". This one I would suggest a theme of "Rhythm & Cruise", with workshops geared toward Swing, Cha Cha, Salsa, Rumba etc. Dances all designed to not require as much floor space. Then for our 50TH Celebration Cruise a 5 night cruise on Queen Mary, departing from and returning to New York on July 30- Aug 4, 2015.

The third program I work on is the USA Dance Brand Merchandise.

Last year Team jackets and dance shoe bags were added to the inventory.

These are sold in our online store. I maintain the inventory and ship out products when I receive the order. I have had a few ideas passed to me for other merchandise, such as heavier duty duffle bags and shoulder bags. These products are also sold at District meetings, I take a selection with me, last year and this year we had a table set up at Nationals. I believe we could sell more at Nationals if the table were manned full time or if we had a different set up. At the National Chapter Conference the table is manned almost full time, but we don't have the number of attendees that move as much merchandise. Currently I am looking for ideas for a special 50th logo item.

The Director of Chapter Liaison expenses are included in the budget for the Social Dance VP and as such the expenses for the eleven ( 11 ) District meetings are included in the business plan for the year. Working closely with the Director we will schedule who will attend which meeting based on personal schedules. With a newly appointed Director it will be necessary for both of us to attend one or meetings together so we can agree on the direction of the meeting agendas. Usually someone from National attends these meeting as a representative. Due to the scheduling of this meeting one had already been scheduled for Sandusky Ohio this weekend, with Bobbi Jo Gamache, District Coordinator. I was initially asked to have several mini-conferences at a select few of the District meetings and now I have been asked not to do that due to budget limits.

As of now our average District meeting cost is approx. \$1200 - \$1500. Meal

budget for meeting is \$200 x 11 = 2200. Per year

Travel and lodging \$1000. = \$1 1,000. Per year

Travel and lodging for Dist. Coordinator = >\$300. = \$3300. Per year  
Communication (Constant Contact)- \$462. Per year

Printing - Handouts per meeting \$30- \$330. Per year

Awards- Vary- We have discussed selecting an award for the Districts that could be bought in bulk reducing the cost. Right now, some districts have a paper award in a frame while others have a small trophy like award. To keep with a unified brand I would like to buy in bulk USA Dance awards that can be used for Districts, buying them in bulk would reduce cost, then the Coordinators would only have to have a tag engraved to be attached. Estimated expense less than \$200 per year.

Income derived from meetings: none

Goal of meetings: Creating harmony and goodwill and instilling the connection between National and the Chapters along with education. We hold a question and answer period so the attendees have the opportunity to ask a National officer face to face any questions they may have regarding the organization and not Mary.

Next year we will be celebrating 50 years of USA Dance, we need to have several events around the country. I would like to see us come up with a 50th Anniversary logo and slogan as well.