



12-2016

Updating the South Carolina Dance Association Governing Documents for the 21st Century

Ashlee Pitman Ratigan

Winthrop University, ashleeratigan@gmail.com

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December 2016

To the Dean of the Graduate School:

We are submitting a thesis written by Ashlee Pitman Ratigan entitled *Updating the South Carolina Dance Association Governing Documents for the 21st Century*. We recommend acceptance in partial fulfillment of the requirements for the degree of Master of Arts in Arts Administration.

Morenga Hunt, Thesis Advisor

Meg Schriffen, Committee Member

Andrew Vorder Bruegge, Ph. D.
Director of MAAA Program

David Wohl, Ph. D.
Dean of the College of Visual and Performing Arts

Jack DeRochi, Ph.D.
Dean of the Graduate School

UPDATING THE SOUTH CAROLINA DANCE ASSOCIATION GOVERNING
DOCUMENTS FOR THE 21ST CENTURY

A Thesis
Presented to the Faculty
Of the
College of Visual and Performing Arts
In Partial Fulfillment
Of the
Requirements for the Degree
Of
Master of Arts
In
Arts Administration
Winthrop University

December 2016

By

Ashlee Pitman Ratigan

ABSTRACT

The following study applies best practices to the process of updating non-profit governing documents to align them with 21st century organizational governance trends, and to reflect advancements in communication technology. Advances in governing practices can contribute significantly to non-profit sustainability in the 21st century by allowing and enabling organizations to improve their governance practices and their communications.

Continual advancements and evolution of organizational governance trends and technology require non-profit organizations to update or create governing documents that provide appropriate guidelines to support and guide their operations in a manner that reflects these advancements. The research will explore and identify current issues, models, and rationales for updated governing documents, and what current organizations are doing to update their governing documents for 21st Century sustainability. This research will provide relevant information for the South Carolina Dance Association to rewrite its current governing documents. The final outcome of this project-based thesis will be the updated written documents that reflect the information obtained from the research, and the needs of SCDA. The updated documents will provide the South Carolina Dance Association (SCDA) with a framework to help operate more effectively and better serve their constituents. The results of SCDA's update may also serve as a model for other non-profit organizations.

ACKNOWLEDGEMENTS

I would like to express my gratitude, appreciation, and thanks for my thesis advisor, Morenga Hunt. His guidance, wisdom, patience, and willingness to always help allowed the process of writing this thesis to be much less daunting. I would also like to thank the director of the arts administration master's program, Andrew Vorder Bruegge. He not only challenged all of his students, but showed us that there was always a possibility and to continue striving for what lied ahead.

Next, I would like to thank the experts who were involved in the committee who gave valuable comments and guidance to validate and approve this master's thesis, Meg Schriffen (Winthrop University Department of Dance Program Director), Dr. David Wohl (Dean of the College of Visual and Performing Arts at Winthrop University), and Dr. Jack DeRochi (Dean of the Graduate School of Winthrop University).

Finally, I must express my profound gratitude to my parents and to my husband for providing me with unfailing support, constant encouragement, and love that helped me succeed through my course work and most importantly through writing this master's thesis. This accomplishment would not have been possible without them.

TABLE OF CONTENTS

Abstract.....	i
Acknowledgements.....	ii
Chapter 1.....	1
Introduction.....	1
Statement of the Problem.....	3
Background and Need.....	6
Purpose of the Study.....	8
Research Questions.....	9
Significance to the Field.....	10
Definitions.....	10
Limitations/Ethical Considerations.....	11
Chapter 2.....	12
Introduction.....	12
Purpose.....	15
Setting/Sample.....	16
Interventions.....	16
Procedures.....	16
Data Analysis.....	17
Results/Conclusion.....	19
Chapter 3.....	20
Introduction.....	20
Measure Instruments/Data.....	20
Research Analysis.....	22
South Carolina Dance Association Constitution & By-Laws.....	23
Other Relevant Documents.....	29

Conclusion.....34

Appendices.....35

Works Cited.....58

APPENDICES

Appendix A: South Carolina Dance Association By-laws.....35

 Section 1: Current By-Laws.....35

 Section 2: Revised By-Laws.....46

Chapter 1

Introduction

The project-based thesis will research current issues, models, processes, and rationales for updating non-profit governing documents to align with 21st century governance trends and advancements in communication technology. The research goal is to explore, identify, and analyze what non-profit membership organizations and experts suggest in updating their governing documents, and determine if these same changes are applicable to the South Carolina Dance Association. Relevant information from the research will be applied to update the governing documents of the South Carolina Dance Association. These updated documents will guide their effective and sustainable practices to meet 21st Century demands. The revisions and updates may be shared as a model, resource, and reference for other nonprofit organizations.

Communications technology and 21st Century organizational concepts are changing governance of non-profit organizations and how they deliver information internally and externally. For example, the uses of social media outlets such as Facebook and Twitter have allowed immediate contact with constituents and an immediate informational output. One of the most important outcomes is to show how updated governing documents incorporate guidelines for the use of digital communications technology. Nello McDaniel and George Thorn, authors of *The Workpapers: Rethinking and Restructuring the Arts Organizations*, state that technology assistance will help non-profits to create new realities that align with prevailing changes such as the use of social media and forms of technology communication like Skype. Reflecting these new contextual and operational realities in updated governing

documents demonstrates the desire for sustained growth amongst non-profit organizations. Society's rapidly evolving use of communication technology demands that organizations advance and update their governing documents to reflect advancements in communications and operations. Evolving 21st Century governance practices also provide a stimulus for updating documents to guide and regulate governance and operational practices for long-term sustainability. According to Judy Branzelle, general counsel for Goodwill industries, establishing "KPAWN" (Keeping the President Awake at Night) sessions will allow for the board to meet solo for open discussion without other constituents' present. This is a means for collaborative problem solving items that may not be easily incorporated into a regular board meeting. More examples like the one mentioned would be further discussed in Chapter 2.

Updating the governing documents for the South Carolina Dance Association will address the current deficiencies and allow the organization to align with current practices while making ongoing changes as needed. These changes will also help support SCDA's sustainability and future growth.

The expected conclusion is that the research will show an increase in the creation and use of governing documents that include guidelines for using various forms of communication technology, and guidelines that align with current governing trends. Such practices are becoming more prevalent and important for organizations seeking sustainability and growth in the 21st Century. The research will also identify some of the ways updated communications technology contributes to increased or improved human interactions and organizational performance.

As practices are advancing, the updates will enable more opportunities for the board of directors to engage with their constituents, and govern their organization more efficiently.

Statement of the Problem

The current governing documents for the South Carolina Dance Association have not been updated since November of 1995. The problem is that the current governing documents do not reflect current governance trends, use of advanced communication technology, or current operational strategies used by the organization. For example, the Board hosts and allows participation in online meetings through programs like *Go to Meeting*, which is not clarified or stated in their current By-laws. Factors contributing to the outdated documents include low board turnover, lack of constituency engagement, and board failure to accept the urgency of embracing and incorporating 21st Century governance concepts.

Low board turn over. Based on my active board membership and direct knowledge of the South Carolina Dance Association, low board turnover has contributed significantly to the lack of updated documents over the past five years. Most board members have served multiple terms in their current positions or jumped from position to position in order to maintain a full working board. The service of multiple terms is contributing to board burn out and the lack of initiative to complete the task of updating their governing documents. The current board of directors uses and is aware of updated governance practices and currently use communication technology. Some of the board members are more knowledgeable in using communication technology than other members. Most board members say they are willing to implement new tools and concepts into their governance; however, they have not

demonstrated this in their ability to commit time beyond board meetings to complete the updating and revision process, or learn about unfamiliar tools. Adding these tools and concepts will allow the board to function more efficiently and increase interactions among themselves and their constituents.

According to the South Carolina Alliance for Health, Physical Education, Recreation, and Dance website, SCDA's board, like many non-profit boards, has not seen an influx of new board members over the past few years and might function more effectively with newer leadership. In their current governing documents, positions such as secretary are two-year terms; however the same secretary has held the position for 4 years, which suggests non-adherence to at least some of their own guidelines.

Lack of constituency involvement. SCDA lacks constituency involvement in two key areas—it fails to engage members in rural areas, and the irregular, hosting of events makes it difficult for members to attend, participate, and interact with both board members and other constituents.

According to the South Carolina Alliance for Health, Physical Education, Recreation, and Dance by-laws the South Carolina Dance association must maintain a minimum of 25 members to remain an active organization. Research on SCDA's total memberships since November of 2010 shows there is not a consistent member constituency. Membership numbers dropped and rose year-to-year based on the number and type of organizational events. When the South Carolina Dance Association hosts their bi-annual state dance festival constituency numbers rose by fifty percent in 2014; however in 2015 those numbers declined drastically dropping from 75 members to only 23 members. The decline put SCDA on a

probationary period. The organization states that it offers its constituency formats throughout the year such as professional development for teachers and collaborative projects. It appears they do not follow through with implementing those offerings as no documentation of these events can be located on their website, nor in requested files or other sources from the organization. From my point of view, based on my direct experience and past records, the organization tends to host events in the larger, metropolitan areas such as Greenville, Columbia, and Charleston. Between 2010 and 2016 at least one of these cities was selected for the South Carolina state dance festival or other professional development opportunity. It is my opinion that without engaging the rural areas SCDA neglects those constituents that could play major roles in increased membership and leadership within the organization. My opinion is based on a recent dance educator directory completed by the Past President of SCDA, which shows there are dance educators in the rural areas that are willing to participate in SCDA's events. The main issues brought forth by those in the rural areas are the lack of funding to attend and the placements of SCDA events. Effective use of online meeting or podcast technology might allow these issues to be addressed by allowing "virtual" attendance and participation as a viable option for members.

Lack of urgency to engage in 21st Century concepts. The South Carolina Dance Association has been operating and thriving in the state of South Carolina since 1927. However, since 2010 the urgency to use 21st Century governance trends and communication technology has become crucial to the sustainability of the organization. As younger members engage and find placement on the governing board and older board members begin to disengage, there has been an increase in the use of 21st Century governance trends and

communication technology to connect constituents across the state. However, I found no evidence that the younger leaders submitted or updated their governing documents to indicate their current application of trends and technology. It is now more crucial than ever to quickly update SCDA's governing documents for sustainability and to align their operations with the ideas and concepts that have improved and strengthened their governing practices.

The updated documents will help improve the overall health and operations of the organization and help the board function more effectively.

Background and Need

The primary problem addressed by this thesis is that the South Carolina Dance Association's current governing documents have not been updated since 1995; therefore it lacks appropriate guidelines for effective governance practices, and communications technology.

Currently, the composition of the South Carolina Dance Association's board of directors includes 4 African Americans, 6 Caucasians, and 2 vacant positions. All those who currently serve on the board of directors are female ranging from late 20's to mid 50's. Creating broader board diversity is an important 21st Century governance practice to promote sustainability. Creating diversity-- whether in age, ethnicity, or dance background--could provide SCDA with new insights and ambition that might contribute to improvements in the areas of communications technology and constituency involvement. Vernetta Walker, vice president of consulting and training at Boardsource, shared in an article *Study Finds Corporate Board Diversity Stagnant: Are Nonprofits Similar?* "That a lack of diversity

among volunteer leadership presents many disadvantages for nonprofits, but one of the primary issues is a missed opportunity for organizations to better serve their missions” which directly correlates to the lack of constituency involvement.

Board and constituency involvement is also affected by a society that is electronically connected and inclined. Blog writer of *4 Nonprofit Board Management Trends in 2014*, Jason Haddad, states that “as technology evolutions continue to permeate the nonprofit landscape, so too do opportunities to better connect with donors and stakeholders, cultivate awareness and create organizations’ operational efficiencies.”

Lastly, the greatest hindrance to SCDA making sustainable updates in its governing documents appears to be the lack of commitment and time to do the required work. In 2013 a proposal was given to the Board of Directors at their annual conference board meeting that addressed strategic planning and governing issues such as communication technology and board diversity. Three years later, this proposal has still not been adopted or implemented. Fear of change and succession uncertainty has also contributed to the lack of urgency in updating SCDA’s governing documents. Michelle Bonoan, author of *The 21st Century Nonprofit Board: Reality bites as new issues conform board chairs* says, “The fear of change is hindering boards bringing new skills and perspectives to the boardroom table to keep abreast of current trends. Along with technology playing a big part, boards need to ask themselves whether their ‘cause’ is capturing the minds and hearts of the next generation, and if they have the right systems in place to communicate their mission.” Bonoan also states “succession planning is a routine feature of the modern corporate landscape, but nonprofits are still playing catch up and before nonprofits can recruit a board member, they

need to look at their strategic direction, asking three questions relating to the space between desired outcome and reality: What have we got now? What do we need in the future? How do we fill the gap?”

There is an urgent need for the South Carolina Dance Association to address this problem by updating its governing documents or creating new documents that will allow the organization to continue growing and moving forward in the 21st Century.

Purpose of the Study

In order to assist the South Carolina Dance Association in re-writing their current governing documents, this project thesis will include research of governance trends and uses of technology in nonprofits and the impact these updates have had on organizations, and how boards include technology to implement more effective operations and governance. As a result the South Carolina Dance Association will have updated governing documents informed by this research.

The following assumptions and results are expected from the research: nonprofit organizations may have well-established governing documents that do not include the use of recent technology and current 21st Century governance trends; some organizations may have a governing document that includes various uses for technology and aligns with current governance trends, but may not encourage as much face-to-face human interaction. It is also assumed that incorporating the use of technology into the updated documents will be easier than incorporating the most current governance trends and concepts, assuming that more

people are familiar with communication technology such as Facebook and Twitter, than ideas like board diversity, which may not be as familiar or comfortable.

Research Questions

The following questions will be answered through the process of this thesis:

1. What are the pros and cons of updating by-laws in accordance with 21st Century practices and technology?
2. What software programs are various non-profits using to assist in their governing practices? How are these non-profits integrating technology?
3. What SCDA by-law changes are necessary to reflect changes in non-profit practices that are related to technology advances?
4. What non-technology developments have occurred, or are occurring, in non-profit practices that require updated by-laws?
5. Is there a correlation between using technology and organizational efficiency and sustainability?
6. What are best practices for 21st Century governance of non-profit organizations that contribute to their stability and sustainability?
7. What governing materials should exist to best protect and guide the organization, board of directors, volunteers, and the members they serve?
8. How can the organization insure that policies and practices are consistent?

Significance to the Field

The South Carolina Dance Association will benefit positively in the long term, as they will have governing documents that align with their current practices and give them sustaining guidelines for the 21st Century. The governing documents may also be a useful reference or template for similar organizations.

However, the South Carolina Dance Association is likely to experience a temporary negative impact due to the time commitment required for organizing and changing their current governing documents. The process will be tedious and time consuming for those writing the documents and for those involved in the approval process to adopt the new governing documents.

Definitions

- 21st Century Concepts and Practices - a broad set of knowledge, skills, work habits, organizational values, and character traits that are believed to be critically important to success in today's world
- 21st Century Technology – online or digital technology that is used as a tool to research, organize, archive, and communicate information. Examples include Facebook and Twitter, and various forms of text, visual images, audio, and audio-visual transmission.
- The South Carolina Dance Association – the state organization representing dance, that seeks to increase visibility, create broad participation and artistic excellence, and build statewide support for dance.

- By-laws - a rule made by a company or society to control the actions of its members
- Governing Documents – written (digital or printed-paper) documents that provide information to serve as or constitute laws, or rules and guidelines, for a business or organization.
- Millennial - a person who reached young adulthood around the year 2000
- Digital Culture – a stage of civilization that uses electronic forms of expression or communication; readable and manipulated by a computer, so that large amounts of information are widely available to many people, largely through computer technology.
- Communication Theory - all living beings existing on the planet communicate, but in different ways.
- Policies - principles, rules, and guidelines formulated or adopted by an organization to reach its long-terms goals and typically published in a booklet or other form that is widely accessible
- SCDA - abbreviation for the South Carolina Dance Association

Limitations / Ethical Considerations

As part of my Board member duties for the South Carolina Dance Association I have direct responsibility in implementing the current governing documents but also updating those documents to fit the organization’s evolution. The governing board of the South Carolina Dance Association, along with the executive board of the South Carolina

Association of Health, Physical Education, Recreation and Dance must approve all changes to the governing documents.

Researching current issues, models, processes and rationales in 21st century governance trends and advancements in communication technology will provide impetus and challenges for SCDA's sustainability. Being able to explore, analyze, and apply the research will give SCDA a sense of direction and focus; therefore allowing them to become a model, resource, and reference for other nonprofit organizations. The main challenges and ethical considerations for the Board will be to ensure that the work to update the documents is completed in a way that benefits SCDA's board, members, and South Carolina dance as a whole. Chapter 2 will describe the strategic plan for the research and implementation of the project,. It will outline the process of re-writing and creating the South Carolina Dance Association's governing documents to parallel those 21st Century governance trends and advancements in communication technology.

Chapter 2

Introduction

As stated in Chapter 1, the current governing documents for the South Carolina Dance Association have not been updated since November of 1995. Charity Lawyer, a non profit based legal company, states "over time, many organizations change their mission and purpose without updating their governing documents. Similarly, many organizations develop governance practices that do not comply with their original governing documents. Frequently, these issues stem from copying another institution's bylaws without

regard to the distinctions between the organizations or current law.” It seems appropriate to say that low board turnover and the lack of diversity has contributed to a lack of initiative to update SCDA’s current governing documents. “We sometimes select friends, relatives, and business associates often because we believe that they will share our vision, support our views, and make meetings pleasant. And sometimes it is because we can’t find anyone else. We sometimes select influential and wealthy individuals because they will contribute substantial sums to the organization and connect us to their network of other influential and wealthy persons. All of this may be well and good, but only if we make sure that we select directors who are going to attend meetings, provide real oversight, and govern using their independent judgment,” states Charity Lawyer.

Failing to update the current documents has internal and external impact. One external impact is the lack of constituency involvement as demonstrated by decreased attendance at SCDA’s 2014 state conference when compared to the 2013 conference. According to the Bridgespan Group, “Constituent engagement can help nonprofits develop and deliver more effective programs, as well as sustain the impact of interventions by making better use of constituents’ own knowledge and abilities to address the problems they face.” Examples of internal impacts have been previously stated such as low board turnover and lack of motivation to update the governing documents.

Updating the South Carolina Dance Association governing documents will help the organization align with current practices, maintain a “living” document, and make ongoing changes, as needed. As the organization continues to engage the state of South Carolina’s

dance community, updating technology and governance practices to benefit the needs of the organization and membership is essential.

SCDA's updated documents can favorably impact the organization's governing board and its ability to run an effective organization. These updates can help SCDA in multiple ways, such as helping to fill and guide board positions that are crucial for the sustainability of the organization, such as President-elect and the state area representatives which are crucial to maintaining the presence of the organization throughout the state. Trident Communication Groups states that governing boards need "movers and shakers." The Trident Communication Group also states "All board members must approach their role with an obvious passion for and commitment to the cause, a desire to communicate that passion and commitment to the larger audience outside, and a dedication to advocacy on behalf of the organization." Currently the board is taking anyone willing to serve whether they are fully dedicated to the position since there is a lack of people willing to commit to serve. Another negative is that the board terms do not adhere to the current by-laws. Also, new people who fill positions are unaware of how to precede in their job as the current governing documents do not align with current protocols and there is no board manual to assist new board members. Updated documents will help SCDA align its practices and procedures, plus help clarify and guide the expectations of new board members.

Updating the current governing documents will positively impact the organization with clearer procedures for communication and information dispersal, the use of various online tools, and clearer expectations and guidelines for the board.

SCDA's current governing documents do not mention any communication technology and still state the best way to inform the membership is through "snail mail." According to the website Memberhub, "The more involved the members are, the higher the likelihood that the organization will reach its goals." Memberhub also says that some of the best means of communication technology include the use of "check-in" apps, providing a place for members to have online discussions, and lastly, build an active Facebook page. Other benefits of updated documents include clear, concise expectations of the governing body, which will help improve relations with SCDA's constituents. "The board must assume a pivotal role in the organization's advancement initiatives. Board members should be given every opportunity to be equally involved in constituency building and cultivation, relationship management, public relations and communications activities," states the Trident Communications Group *Advancement Perspective* website.

Purpose

The purpose of this project-based thesis is to re-write and update SCDA's governing documents. These updates will reflect current non-profit governance practices and trends of the 21st Century and include updates on the use of communication technology. The revisions will enhance SCDA's internal operations, constituent relationships, effective communication, improve board relations, and help guide efforts to expand SCDA across the state.

Setting/Sample

SCDA was established in 1927 as an organization that fosters an environment that supports and promotes dance in the state of South Carolina. The current governing board consists of 12 members, all female, with the primary ethnicities being African American and Caucasian.

The research will guide the re-writing of current governing documents based on the role of technology in non-profit organizations along with current operational and governance trends. The project presentation will take place at the South Carolina Dance Association's Board meeting in November of 2016.

Interventions

Resources and supporting evidence used in the re-writing of the governing documents and creation of operating manuals are located in the bibliography. The South Carolina Dance Association's current governing documents are used throughout the research to guide and provide the structure and framework to re-write the material. Samples from both the South Carolina Dance Association's documents and from the research are included and embedded within the thesis paper to support the changes and implementation of 21st Century governance trends and communication technology.

Procedures

The data will be collected through research and study of other organizations that are similar to the South Carolina Dance Association.

The phases of study include but are not limited to: Initial Research of SCDA's history of governing documents, research on current trends and uses of communication technology in non-profit organizations, comparison study of similar organizations' documents to that of SCDA, analysis and implementation of research into re-writing the governing documents, creating operating manuals to align with the research, and lastly to present the material to the SCDA Board of Directors.

Data Analysis

The research will identify documents of similar organizations to determine implementation of communication technology and other governance trends within their organization. Participants in the research may include but are not limited to the South Carolina Dance Association, North Carolina Dance Association, the Georgia Dance Association, and the National Dance Alliance. The research will also address the intended or expected impact of updating the SCDA governing documents and how it will directly affect the organization.

Lack of constituency involvement is partly due to the lack of 21st Century concepts and communication technology. The deficit is apparent with younger members who are more comfortable and effective with modern uses of technology. According to NPEngage, a non-profit resource, "...advances in technology, have given even more opportunities for younger constituents to engage with the organization. The key to retention in these groups is fostering an easy transition or conversion from one life stage to the next, understanding when and how to ask the constituent to engage in more programs and types of engagement." SCDA's lack of

technology presence has hindered its ability to engage and retain young constituents and communications.

The National Council for NonProfit Arts reiterates the importance of having a diverse board by saying a “diverse perspective is critically important. Each person will bring his or her own personal and professional contacts and life experiences to their service on a nonprofit board. With a diversity of experience, expertise, and perspectives, a nonprofit is in a stronger position to plan for the future, manage risk, make prudent decisions, and take full advantage of opportunities. A diverse board that is also sensitive to cultural differences is usually one that has a stronger capacity to attract and retain talented board members - as well as to be in touch with community needs.” Improved guidelines for board diversity can also help maximize the positive engagement and impact.

-“Nonprofit organizations should not only update their governance documents, but also continually align them with relevant, evolving trends in structure, operations, management, and technology.” Nello McDaniel and George Thorn, authors of *The Workpapers: Rethinking & Restructuring the Arts Organizations* state that with the prevailing realities, technology assistance will allow non-profits to prepare and create new realities. Through creating new realities, nonprofits will be able to widen their board demographic because meetings may be held and voting may occur in person and online through resources such as email, phone, Skype, chat groups, and discussion boards like GoToMeeting. These resources will allow instant contact and allow participants to interact despite their geographical location. *Strategic Planning in the Arts* author, Lidia Varbanova, states that the use of technology is a global phenomenon and trend that will allow access to

everyone. According to Brianna Bole's article *Technology's Role in the Nonprofit Sector*, using and implementing technology allows organizations to provide services to their clients, which may have been historically only allowed to be provided in person. "Technology opportunities abound and are plentiful. Board members need to keep pace, and demand nonprofit executive's research technology as a way to improve existing outreach and processes," states Jason Haddad author of *4 Nonprofit Board Management Trends*.

Results / Conclusion

The short-term outcome for the South Carolina Dance Association is that it will experience a temporary negative impact due to the time commitment of organizing, creating, and changing their current governing documents. SCDA will also have to implement a training process in order to secure longevity of the new document and to keep them current. The process will be tedious. The long-term outcome is that the South Carolina Dance Association will benefit positively from having updated governing documents that align with their current practices and give them sustaining guidelines for the 21st Century. The presentation of the new governing documents and operations manuals took place at the organization's 2016 Conference in Myrtle Beach, South Carolina. The executive board was receptive and eager to begin the implementation process of the revised edits to SCDA's by-laws. The executive board approved the motion to begin introducing the revisions to the full board or directors and membership. The process of approving the changes and making more edits will begin January of 2017. The process is in its infancy stage, but will help the

organization in its ongoing efforts to advance leadership and continue making its contribution as a resource within the field of dance.

Chapter 3

Introduction

The focus of this thesis project is to re-write and update the By-laws, for the South Carolina Dance Association to reflect current non-profit governance practices of the 21st Century and technological advances. Through research and application of the research to update or create new SCDA governing documents, this thesis project will contribute to more efficient and productive operations of SCDA as a leading organization in the dance field. The research will explore previous research on the role of technology use in non-profits along with current operational and governance trends.

Measure Instruments/Data

The methodology for the project thesis will include research to compare relevant non-profit governing documents that have been updated since 2000, and the impact those updates have had on the organizations. The research will include organizations that have been established for more than 15 years to determine the role of technology versus the role of traditional methods and then research organizations that have been established for less than 5 years to determine the role of technology in younger organizations. The research will investigate the positive and negative aspects of implementing 21st Century trends and

technology within governing documents for effective governance. The research findings may inform some changes or additions to the process for updating the documents.

The researcher utilized observation of the current governing board, research of other similar organizations' governing documents, and research of the leading governing trends and communication technology associations. The observations of SCDA's governing board took place over one year, during which time the researcher followed and documented each meeting to determine which current governing operations were being followed and identified any additional procedures that were being used, but were absent from their current governing documents.

The limitations include resources, research design, and data analysis. The internal validity includes personal experience and insight of the researcher, researcher personal influence on the material, and decisions on which organizations to research that align with the general purpose and structure of the South Carolina Dance Association. External validity includes the number of organizations researched, time, and process set forth by the SCDA Board of Directors for the organization to complete the updated governing documents.

Ethical considerations include independent research, not writing the documents to suit the needs of the researcher, and avoiding conflict of interest. Future research could include studies on how organizations update their documents, how they determine which trends to follow, and the positive and/or negative impact of the updates.

The phases of study include but are not limited to: Initial Research of SCDA's history of governing documents, research on current trends and uses of technology in non-profit

organizations, comparison study of similar organizations' documents to that of SCDA, final analysis and implementation of research into re-writing the SCDA governing documents to align with the research, and lastly to present the material to the SCDA Board of Directors and the SCAHPERD Constitution Committee.

Research Analysis

The research will guide the re-writing of SCDA's governing documents pertaining to implementation of 21st Century trends and use of communication technology. Participants in the research may include but are not limited to the South Carolina Dance Association, North Carolina Dance Association, the Georgia Dance Association, and the National Dance Alliance. The research will also address the intended or expected impact of updating the SCDA governing documents and how it will directly affect the organization.

Areas of research that need pursuit include researching similar organizations governing documents to compare and contrast those to that of the South Carolina Dance Association, plus identifying the 21st Century trends that may or may not be relevant to the organization. These steps are necessary to keep the research focused and to guide the research on the topic. Information or documents that are not currently available will be sought through Internet research. If some SCDA documents are not available, they may not be used in the research and another source or variable may be added to complete the research in place of the unavailable document. The goal is to have all documents prepared for presentation in November 2016.

South Carolina Dance Association Constitution & By-Laws

The South Carolina Dance Association's last known updates to their current governing documents were in November of 1995. After reading their current Constitution and also that of the South Carolina Alliance for Health, Physical education, Recreation, and Dance in which SCDA is a constituent association, the current Constitution aligns with the Alliance's protocols; therefore needs no revisions at this time.

The By-laws of the South Carolina Dance Association is missing sections and contains many grammatical errors, titles, and procedures that are not valid at this point in the organization's life. This document was requested and sent from the organization's administrative assistant; therefore this is the current governing document of the organization.

In Article 1, Section 1 of the By-laws it lists all the titles for the current board of directors. The relevant sections is stated as follows:

“The board of directors shall consist of the following voting members: President, President-elect, Past President, Dance Festival Coordinator, Dance Festival Coordinator-elect, Dance Conference/Workshop Coordinator, Dance Conference/Workshop Coordinator-elect, and five regional coordinators. Non-voting members shall be: Secretary, Newsletter Editor, South Carolina Arts Commission Dance Education Coordinator, South Carolina Department of Education Consultant, and SCAHPERD Executive Director. “

Currently, only 7 out of the 13 positions are utilized, as many of the titles listed above have shifted to committees or were absorbed into another position. The revision of this statement should add archivist and financial officer who are part of the executive board on the SCAHPERD website, and delete the titles of those positions that are not current or active:

“The board of directors shall consist of the following voting members: President, President-elect, Past President, five regional coordinators, and financial officer. Non-voting members shall be: Secretary, Newsletter editor, archivist, and SCAHPERD Executive Director.”

According to the Free Management Library the role of the board is to “ensure the organization's capacity to carry out products/services/programs by continually reviewing its work.” If a board of directors title and role have shifted it is imperative that appropriate changes be made to the by-laws in order to conduct effective and legal voting and running of the organization for its constituents. The current document in a liability for SCDA and it is difficult for new board members to know and understand their roles. Also, not having a financial officer has a negative impact on the financial health of the organization, as the board does not know their current monetary balance.

The next major section that is in need of an update to align with current actions of the governing board of directors is in Article 2, Section 9: Newsletter editor. This section currently states:

“It shall be the duty of the Newsletter Editor to:

- a. Publish a minimum of four newsletters annually.
- b. Publish a calendar of dance events and grant deadlines in a timely manner.
- c. Coordinate Regional Network information.
- d. Chair of the Publication Committee.”

Unfortunately at this time there is no record of published newsletters that are for SCDA constituents that only discusses SCDA news. However, according to the SCAHPERD website they too publish newsletters twice a year in which the President and President-elect of SCDA contribute. This has been confirmed. Research revealed that SCDA has a Facebook page, which it uses to reach constituents and publicize information. Currently, on the Facebook page there are videos of their last conference along with advertising for their upcoming 2016 SCDancing Festival. According to Facebook SCDA currently has 293

“likes”, reaches a total of 8 average people per day, and an average of 2 people are continually engaged on the page. However, this information may be misleading, as there are two administrators who post and maintain the page daily, which may be the two people who are continually engaged. There were also 3 reviews of the organization in which all reviewers rated SCDA 5 out of 5. According to the website Memberhub, there are some ways to amplify SCDA’s online presence and engage constituents. Memberhub suggests encouraging members to utilize the “check-in” feature that most social media sources have, and get the leader blogging; however this could be the action of the newsletter editor as a way to inform members of current advocacy, upcoming events, and a means of communication between the 5 regional coordinators. They also suggest having a place for members to share photos and comments. They suggest using Facebook as a social media platform, but there are others such as Twitter, Instagram, and blogs could be used in the same manner. This amount of work could be daunting for one person, so for more efficiency SCDA should allow the Newsletter Editor and Archivist to work together to maintain all social media platforms as they not only inform but document the ongoing work and activities of the organization. Social media platforms could act as a living archive for the organization.

The re-write of Section 9 would be as follows:

“It shall be the duty of the Newsletter Editor and Archivist to:

- a. Publish and maintain an online social media platform of regional information and advocacy.
- b. Publish a calendar using Google calendars in a timely manner.
- c. Maintain and utilize the SCDA Facebook page, Twitter, and Instagram accounts.
- d. Invite all new members to join and/or follow all social media platforms.”

The last major update to the SCDA By-laws is in Article V: Meetings of the Association, Sections 2 and 4. Those sections directly address meeting norms and voting procedures.

Those sections currently read as follows:

“Section 2. Board of Directors

- a. There shall be at least four meeting annually of the Board of Directors.
- b. An agenda shall accompany the call to meetings.
- c. The President shall be responsible for the agenda and the conduct of the meeting.
- d. A quorum of the Board of Directors shall be me members present. According to the SCAHPERD by laws a quorum will consist of 2/3rds majority of voting members.
- e. The President shall vote only to break a tie or cause a tie.”

Section 4. Voting by mail

Any action, which may be taken at a meeting by members, may be taken without a meeting by mail vote conducted in such a manner, as the Board of Directors shall determine. At least three weeks must be allowed to distribute and collect votes. Those members voting on an officially conducted mail vote of the Association Membership shall constitute a quorum.”

Section 2 discusses protocols for meetings, but the outlined information is broad and open for interpretation. It does not directly state if meetings can be done virtually or if they should be face to face. It also does not indicate what type of agenda should be used during the meeting. Currently SCAHPERD utilizes a consent agenda, which allows the meeting to be more efficient. Conducting 4 meeting annually does not seem like a difficult task; however, SCDA is a statewide organization with board members spread throughout making it more difficult to hold a face-to-face meeting. In the past three years as technology has grown, SCDA has been using virtual meetings to allow for ease and access to its board members. This type of meeting experience can be both beneficial and harmful according to CVTips, an online career and job website. CVTips negatives include formatting issues. VoiceMailTel, an online service provider, reiterates that “technology is not 100% reliable,” and participation values will drop as there are “limitations of virtual meeting technology.” For example, since

personal contact is diminished, time must be allowed for a “learning curve, as it will take time and familiarity” for board members to become comfortable using online meetings. Another possible negative could be the cost of utilizing a reliable virtual meeting outlet or platform.

However, there are some “pros” or benefits to using virtual meetings. The ability to communicate and allow access is improved. For example, GotoMeeting allows anywhere between 5 and 100 people to participate, based on your monthly subscription to the company. Thus virtual meetings allow for convenience and ease of connection and communications for an organization that is spread throughout the state.

With all the pros and cons there is still the argument that face-to-face meetings would benefit SCDA as participation in their online meetings have diminished. Participation has nearly decreased 50% in the virtual meetings. According to Leading Virtually’s Angelo Sasso, the advantages of face-to-face meetings all deal with the bonding of a team or in SCDA’s case, their executive board. Sasso says the advantages of face-to-face meetings are “strengthening of bonds among team members, creation of a similar experience to build comfort among members when meeting virtually, and reinforcement of the importance of one’s work-related roles and their implications on ‘real’ people and other team members.”

Based on the research the re-write of Article V, Sections 2 would be as follows:

“Section 2. Board of Directors

- a. There shall be at least four meeting annually of the Board of Directors, 2 must be face-to-face meetings and the other 2 meetings may be virtual or face-to-face at the discretion of the President.
- b. An agenda shall accompany the call to meetings.
- c. The President shall be responsible for the agenda and the conduct of the meeting.
- d. A quorum of the Board of Directors shall be members present. This includes members who are present and virtually present.

e. The President shall vote only to break a tie or cause a tie.”

Section 4 discusses the voting procedures of SCDA of when a vote needs to be taken in between meetings. Currently, voting procedures are done through standard mail, which according to the by-laws is a 3-week turnaround time to get a vote confirmation. Many of SCDA’s voting takes place via email, which no information regarding this type of voting can be found in their current By-laws. According to Gene Takagi, contributing author to *Blue Avocado: A Magazine for American Nonprofits*, “the danger with email voting is that few, if any, states specifically authorize this practice. The problem is whether an email should be treated the same as a signed written consent.” The article discusses that in legal matters voting and consent via email does not hold the same merit as written consent. Takagi suggests “one way to address the problem of verification is to have each board member sign the written consent and return the signed copy back to the board secretary -- either by postal mail, by returning a scan of the signed consent via email, faxing back a signed copy, or using an authenticated electronic signature.” The article continues to address positive aspects in using email not only for voting but also for participation in discussions of topics that are being considered for voting. The article in *Blue Avocado* states, “In many organizations, board discussions by email enhance participation. This should not be discouraged. But more frequently, email voting is not used to promote thorough discussion and involvement. Most nonprofits are interested in email voting in order to make decisions without discussion or involvement -- typically on items that appear not to need either.” Being able to vote and discuss topics via email would be beneficial for SCDA since the majority of their executive board is spread throughout the state of South Carolina. It would also allow for efficiency and

productivity of the organization since they only have 4 meetings per year. Tagaki “suggests a simple safeguard: the executive committee (or the officers) can be assigned the responsibility of determining whether a particular action should be taken by email/written consent or at a board meeting. If the matter is routine or has already been discussed and widely agreed upon, an action by written consent may be appropriate.” He also states that creating a standard template for voting will also help for record purposes. With this information it is suggested that Article V: Section 4 should be re-written as”

“Section 4. Voting by mail

Any action, which may be taken at a meeting by members, may be taken without a meeting, by mail or electronic vote conducted in such a manner as the Board of Directors shall determine. At last three weeks must be allowed to discuss, distribute, and collect votes completed by mail. At least one week must be allowed to discuss, distribute, and collect votes completed by electronic vote. All votes must be accompanied by the voter’s signature. Those members voting on an officially conducted mail or electronic vote of the Association Membership shall constitute a quorum. The quorum number will be determined based off the membership total at the time of the vote or board of directors. A quorum will be 2/3rds vote majority based off the number of the membership.”

The remaining updates and revisions to the SCDA By-laws are minor such as fixing typos, clarifying what consists of a quorum, and adding in digital requirements as needed. Those updates can be seen in Appendix A.

Other Relevant Documents

The South Carolina Dance Association elects new board members each year to serve the organization ranging from President to area Regional Coordinators. The vast majority of newly elected positions simply don’t understand what they are supposed to be doing and their accountability. While this may be an ongoing (and seemingly Sisyphean) process, some

quick fixes can be made. For example, set up a basic orientation process and invite a nonprofit-exempt organization's lawyer to present to the board (directors' ears tend to perk up when they hear the word "liability"), regularly send out information to the board about the organization's major issues (it's okay to be repetitive if the issues remain outstanding) and how board members might help, and have the board conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis of itself (not just the organization) and create an action plan based on the analysis. Some of the boards of director positions change constantly and are appointed by the current President, where others hold positions for a maximum of three years. Currently, there is not board of director's manual to guide and inform new and old board members of where the organization is currently and where it is headed in the future, which may be a direct cause of the lack of current governing documents, lack of board commitment, and aged practices of the South Carolina Dance Association. According to Management Help and Authenticity Consulting "each member of the Board should have a Board Manual, or Handbook. Board members should be oriented to the contents, for example, during a Board orientation session. Contents of Board manuals may differ somewhat among different organizations, depending on the needs and nature of the organization, including the Board model preferred by the nonprofit. The contents of the Board Manual and activities to update it might be the responsibility of a Board Development Committee." The SCDA Board of Director's Manual will align with the SCAHPERD Board of Director's Manual, but will also have content that is SCDA specific.

The creation of a new Board Manual for the South Carolina Dance Association will have benefits such as clarity of the rules and regulations of the organization,

and protect the organization in legal action. The state of South Carolina, according to the Nonprofit Risk Management, recognizes implied contracts based on handbook statements. However, Nonprofit Risk Management reiterates “to minimize the likelihood that a court or arbitrator will find that handbook provisions amount to an implied contract is to include an unambiguous prominent disclaimer, on the first page of the handbook, stating that the handbook or other documents don't create contractual rights, and that the employment relationship is at-will.” Nonprofit Risk Management along with the book Taking the High Road: A Guide to Effective and Legal Employment Practices for Nonprofits state that there are several mistakes organizations make such as wording using “probationary period,” verbal promises, and a definite list of disciplinary actions. Both also reiterate the importance of making sure “policies are current and to schedule a policy review on a regular basis.” The document updating process will be tedious. The implementation of the new documents will also be tedious, and adjustments will need to be made to ensure the longevity and correct implementation of the new documents. The long-term outcome is that the South Carolina Dance Association will benefit positively from having updated governing documents that align with their current practices and give them sustaining guidelines for the 21st Century. The presentation of the new governing documents and operations manuals will take place at the organization’s 2016 Conference in Myrtle Beach, South Carolina. This will help the organization in its ongoing efforts to advance leadership and continue making its contribution as a resource within the field of dance

The South Carolina Dance Association has been in service for over 89 years within the state and has been sustained largely by its volunteers. Those volunteers provide service to

the organization that includes serving on the board of directors, offering their teaching abilities at conference, and serving on committees to produce events such as the state danced festival. While the governing documents have been revised and the board manual is being created, one document is still missing-- a volunteer manual. At a recent Leadership retreat that included the SCDA President and Past President, the discussion included looking at why the same people continually volunteer and the difficulties of recruiting new volunteers. The conversation concluded that an effective volunteer manual would be beneficial for guiding and providing information to those who continually volunteer, and for recruiting new volunteers. Many volunteers are hesitant due to lack of clarity about their obligations, commitment required, expectations, and responsibilities. Having a volunteer manual will help current and new volunteers to better understand their roles and diminish anxiety about volunteering.

According to Tobi Johnson, a volunteer management blogger, “volunteer Handbooks are a key foundational risk management strategy. They can help protect your volunteers, clients, and agency from unintended harm by providing guidelines for acceptable conduct. They’re also a great resource for volunteers when they have questions about a policy or process they may have forgotten or missed during orientation.” While research has shown that there are many topics for potential inclusion in a volunteer manual, the Minnesota for the Council of Nonprofits suggestions that the policies included “provide guidance to keep volunteers safe and manage various risks in programs staffed by volunteers.” Tobi Johnson states that there are two concepts that one should remember when developing a volunteer manual. Those two concepts are “volunteer manuals help manage the talent” and

“volunteer handbooks don’t have to be boring.” Tobi Johnson also states “volunteer Handbooks can also help deepen levels of engagement. When volunteers join, many haven’t yet fully committed to your program and are still checking you out. A well-written, informative, and approachable Handbook answers three critical personal questions your new recruits are asking themselves -- Does this organization have the capacity to make a difference in the world? Can I make a difference here? Will I fit in?”

The Volunteer Center of Camrose and District’s current volunteer manual states that the purpose of a volunteer manual can be summarized by three questions: “What do our volunteers need to know? Do volunteers need to understand the big picture or just their own piece of the puzzle? How can we minimize risks of misunderstandings, under-performing expectations, or overstepping boundaries?” These three questions will guide in the planning process of creating a volunteer manual for the South Carolina Dance Association.

The South Carolina Dance Association is solely a volunteer organization. The key aspects of the organization that are important for all the volunteers to understand, no matter what role, are as follows: a) mission statement of the organization, b) list of those who run the organization and their contact information, c) expectations of conduct and behavior, d) policy of reimbursement, e) conflict of interest policy, and lastly, f) a detailed explanation of the role they are fulfilling. It is also important for the volunteers to know how SCDA fits into the larger organization SCAHPERD, the South Carolina Alliance for Health, Physical Education, Recreation, and Dance. In order for volunteers to be focused and successful, they need to know how to effectively complete their task to the best of their ability. In order to minimize the risk of misunderstandings, under-performance of expectations, or overstepping

boundaries, all volunteers will complete an orientation and training prior to their volunteer experience. Due to SCDA volunteer's being statewide this orientation and training would be done virtually in order to maximize time and the ability to reach all volunteers. According to 501 Commons, a resource for nonprofits and a partner for philanthropy, "all volunteers, regardless of their specific assignment, should receive the same orientation. This places volunteer work in context and allows for consistent communication of policies and procedures. A well-oriented volunteer will also be a better spokesperson for your organization in the community." Along with orientation, 501 Commons also states, "Training, on the other hand, is task-specific and should be tailored to the requirements of each position. Developing a set of clear training materials, such as manuals, slide shows, or workshops, will not only get your volunteers off to a great start, but also help to maintain high-quality service."

Conclusion

The South Carolina Dance Association has operated with insufficient governing documents and lack of manuals. As the organization continues to increase its membership and professional development offerings it is imperative that the documents are current and are able to guide those who lead and run the organization for stability and growth in the 21st Century. The impact of updating and creating new living documents will allow and help SCDA's continued growth and advocacy for dance in the state of South Carolina.

**SOUTH CAROLINA DANCE ASSOCIATION
CURRENT BY-LAWS**

**Article I
Board of Directors**

Section 1.

The board of directors shall consist of the following voting members: President, President-elect, Past President, Dance Festival Coordinator, Dance Festival Coordinator-elect, Dance Conference/Workshop Coordinator, Dance Conference/Workshop Coordinator-elect, and five regional coordinators. Non voting members shall be: Secretary, Newsletter Editor, South Carolina Arts Commission Dance Education Coordinator, South Carolina Department of Education Consultant, and SCAHPERD Executive Director.

Section 2.

It shall be the duty of the Board of Directors to:

- a. Take initiative in formulating policies of the Association.
- b. Assume responsibility for the relation for the Association to the SCAHPERD.
- c. Keep a record of its proceedings and make reports available to the SCAHPERD upon request.
- d. Approve all Association substructure Operating Codes and changes therein.
- e. Act as the legislative and administrative body of the Association between regular business meetings of the Association. The action is subject to review at the Association' regular business meetings.
- f. Approve standing committee appointments made by the President.

Section 3.

The Board of Directors shall be empowered to replace any non-functioning member of the Board of Directors.

**Article II
Officers**

Section 1. President

It shall be the duty of the Association president to:

- a. Preside at all meetings and to enforce all rules and regulations relating to the administration of the Association.
- b. Call meetings of the Association or Board of Directors when deemed necessary, or when requested to do so by the Board of Directors of 25% of the voting membership.
- c. Appoint the member of all Association committees. The Association President shall be ex-officio member of all Association committees.
- d. Make recommendations, when requested by the SCAHPERD President, for appointments to the Alliance Public Relations, Constitution, Publications, Scholarship, and Political Action Committees and additional requests of the SCAHPERD Alliance President.
- e. Serve as voting member of the Alliance Board of Directors.
- f. Serve on the Alliance nominating committee.
- g. Submit articles describing activities of SCDA to the Alliance Newsletter, Alliance journal, and the Association Newsletter.
- h. Serve as liaison to the Southern District AAHPERD for dance, and the National Dance Association.
- i. Serve on the finance committee of SCDA.
- j. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Director meetings.
- k. Maintain a file of calendar events and activities to be turned over to the incoming president immediately following the Annual Alliance Convention. (Amended 11/95).
- l. Serve as a voting member of the Association Board of Directors.

Section 2. President-elect

It shall be the duty of the President-elect to:

- a. Chair the constitution committee.
- b. Preside at Association and Board of Director's meetings in the absence of the president and Past President.
- c. Serve as a voting member of the Alliance Board of Directors.
- d. Oversee securing grants, and appropriate follow up activities, for funding of projects for SCDA.
- e. Serve as member of the Finance Committee.
- f. Serve as Vice Chair of the Association Convention planning.
- g. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Directors Meetings.
- h. Maintain a file of activities to be turned over the incoming president-elect immediately following the Annual Alliance Convention.
- i. Serve as a voting member of the Association Board of Directors.

Section 3. Past-President

It shall be the duty of the immediate past president to:

- a. President of the Association and Board of Director's meetings in the absence of the President.
- b. Serve as Chair of the Association of the Association nominating committee.
- c. Serve as SCDA liaison to the Alliance Convention Planning Committee (Amended 11/95).
- d. Serve as the Coordinator of Regional network activities.
- e. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Directors meetings.
- f. Maintain a file of activities to be turned over to incoming Past president immediately following the Annual Alliance Convention.
- g. Serve as a voting member of the Association Board of Directors.
- h. Serve as a member to the Finance Committee.
- i. Chair the Convention Planning Committee.

Section 4. Secretary (Appointed)

It shall be the duty of the secretary to:

- a. Maintain an accurate record of the minutes of the SCDA Board of Director's meetings.
- b. Prepare, distribute, collate, and report results of evaluations of SCDA events to the Board of Directors.
- c. Serve for one year; may be reappointed each year at the discretion of the incoming President.
- d. Perform other duties as designated by the president of SCDA.

Section 5. Dance Festival Coordinator

It shall be the duty of the Dance Festival Coordinator to:

- a. Server as the chair of the Festival Planning committee; coordinate the festival.
- b. Seek assistance from the

Section 9. Newsletter Editor

It shall be the duty of the Newsletter Editor to:

- a. Publish a minimum of four newsletters annually.
- b. Publish a calendar of dance events and grant deadlines in a timely manner.
- c. Coordinate Regional Network information.
- d. Chair of the Publication Committee.

Section 10. Regional Coordinator (8) (three-year appointment) (amended 11/95)

It shall be the duty of the Regional Coordinators to:

- a. Serve a voting member of the SCDA Board of Directors.
- b. Coordinate and chair a regional committee.
- c. Coordinate all aspects of co-sponsorship and/or co-participation within respective regions and share progress on such projects with the Board of Directors.
- d. Serves as liaison for all members of the dance community in respective regions.
- e. Make nominations to the SCDA/SCAHPERD Honors and Awards Committee.
- f. Contribute regional reports for the SCDA Newsletter and calendars.
- g. Serve as a member of the SCDA Nominating Committee.
- h. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Directors Meetings.
- i. Submit written annual report of respective regional activities as part of the file to be passed on to the Regional Coordinator successor in respective region immediately following the Annual Alliance Convention.
- j. Facilitate private and commercial dance collaboration activities.
- k. Create and maintain a list of available dance resources within respective regions; encourage opportunities for exchange of regional resources.
- l. Encourage/sponsor dance networking through conferences and workshops for specific interest groups.
- m. Develop performance opportunities to nurture and promote dancers.
- n. Stimulate development of culturally diverse dance resources and organizations to preserve our cultural heritage.
- o. Encourage corporate sponsorships within the Alliance guidelines; developing marketing opportunities for dance with the assistance of SCDA/SCAHPERD Public Relations Committee(s).
- p. Raise awareness of factors necessary for the health, safety, and well being of all dances, particularly within respective geographic regions.
- q. Serve as designated by SCDA President, as a member of the SCDA Finance Committee.

Section 11. Archivist (Appointed by the Association president)

It shall be the duty of the Archivist:

- a. To document and preserve all of the activities and events sponsored by SCDA.
- b. To insure the transfer of all records and documents to his or her successor.
- c. To provide information of an historical nature to national and regional Alliance Representatives upon request by the SCDA President.

- d. To maintain a listing of all activities generated for the SCDA membership and pass the typed list to the next historian.

Article III

Association Substructures

(To be amended as developed-regional networks)

Article IV Committee

Section 1. Standing Committees

There shall be the following standing committees of the Association appointed by the Association President with the approval of the Board of Directors. Members shall be appointed for three-year terms on a rotating basis where appropriate. Each committee shall have an Operating Code approved by the Board of Directors.

- a. Constitution and By-Laws (President-elect, chair, and two appointed members.) It shall be the duty of the constitution and By-Laws Committee to study the SCDA Constitution, Bi-Laws and operating Codes and propose such amendment and/or revisions as deemed appropriate.
- b. Convention Program Planning (Past President, chair, Conference/Workshop Coordinator, Conference/Workshop Coordinator-elect, minimum of two Regional Coordinators, Festival Coordinator-elect. It shall be the duty of the Convention Program Planning Committee to plan, implement, and evaluate the SCDA Convention Programs at the sit as the Annual Alliance Convention. SCDA Convention Program Planning is the SCA liaison to the Alliance Program Planning Committee.
- c. Conference/Workshop Planning Committee (Conference/Workshop Coordinator, chair, Conference/Workshop Coordinator-elect, minimum of three additional members). It shall be the duty of the Conference/Workshop Planning Committee to plan, implement, and evaluate a minimum of on special conference annually.
- d. Executive Committee (President, chair, Past President, President-elect, Chair of Finance Committee) It shall be the duty of this committee to carry out the business of the Board of Directors in the absence of Board approval. Actions of this committee shall be brought forward at the next Board Meeting for Board Affirmation.
- e. Finance Committee (Chair to be appointed be the President; President, President-elect, past President, and one representative from the Festival Planning Committee, one representative from the Convention/Conference planning Committee, one at-large Regional member.) It shall be the duty of this Committee to prepare the annual SCDA budget and review all fiscal matters pertaining to SCA/SCAHPERD. This committee shall submit the budget to the Board of Directors of SCDA for approval on a schedule parallel with the Alliance.

- f. Honors and Awards Committee (three members –when possible should be previous recipients of SCDA/SCAHPERD awards-Chair to be appointed by the SCDA President.) It shall be the duty of this Committee to appraise the professional work of the people of the State of South Carolina who have made outstanding contributions to Dance and, at the annual convention of the Association, present as recipient(s) for Honors Awards, Dance Educator of the Year, Advocacy, and other awards to be developed by the Association.
- g. Nominating Committee (Past President, chair, representative for each region (5) It shall be the duty of this committee to select the candidate for all offices of SCDA and coordinate the election procedures for SCDA.
- h. Membership Committee (Chair to be appointed by SCDA President of each region (5)) It shall be the duty of this Committee to promote membership by contacting persons who are professionally involved in Dance in the State of South Carolina. It shall assist in any possible way to further the growth off SCDA.
- i. Publications Committee (Newsletter Editor, Chair, President-ex officio, two additional members.) It shall be the duty of the publications committee to contribute to the public relations work of the Alliance and promote the best interests of dance by making its good works known to the public. This Committee shall submit recommendations of procedures and projects to the SCDA Board of Directors for approval.
- j. Scholarship Committee (Three members; Chair to be appointed by the President). It shall be the duty of this Committee to establish meaningful scholarship opportunities for students and professional who are members of SCDA. This Committee shall coordinate its work with the public relations and finance committees respectively.
- k. Applied Strategic Planning Committee (5 members, chair to be appointed by the SCDA President). It shall be the duty of this Committee to develop a constantly evolving long-term plan for growth of SCDA. It shall establish immediate, middle, and long-term goals and recommend the means to accomplish each set of goals, including resources and finances.

Section 2. Ad Hoc Committees

Ad Hoc committees shall be appointed by the President whenever deemed necessary. Such committees are subject to the approval of the Board of Directors and shall cease to function as soon as the specific task for which they have been created have been completed.

Article V Meetings of the Association

Section 1. Annual Business Meeting

- a. There shall be at least one business meeting of the Association each year to be held in conjunction with the Annual Alliance Convention.
- b. Special meetings of the Association may be called at any time by the President with the approval of the Board of Directors. The membership shall be notified one month in advance.
- c. All "first choice" professional members of the Association shall be allowed both voting and speaking privileges, "Second Choice" professional members shall be allowed speaking privileges.
- d. Members present at an officially called business meeting so the Association shall constitute a quorum.

Section 2. Board of Directors

- a. There shall be at least four meetings annually of the Board of Directors.
- b. An agenda shall accompany the call to meetings.
- c. The President shall be responsible for the agenda and the conduct of the meeting.
- d. A quorum of the Board of Directors shall be five members present.
- e. The President shall vote only to break a tie or cause a tie.

Section 3. Manner of Acting

A majority of the votes entitled to be cast on a matter to be voted upon by the voting members present at a meeting at which a quorum is present shall be necessary for the adoption thereof unless a greater proportion is required by the Constitution or these by-laws.

Section 4. Voting by mail

Any action, which may be taken at a meeting by members, may be taken without a meeting by mail vote conducted in such a manner, as the Board of Directors shall determine. At least three weeks must be allowed to distribute and collect votes. Those members voting on an officially conducted mail vote of the Association Membership shall constitute a quorum.

Article VI Nominations and Election of Officers

Section 1. Nominations

- a. The Nominating Committee of the Association shall present a slate of candidates and biographical sketches for the officers who are to be elected each year.

- b. Only Alliance members who have designated affiliation with the **South Carolina Dance Association** by a first choice membership check may hold office in this Association.
1. SCDA President-elect (elected)
 - a. Membership in the Alliance for at least 3 years immediately preceding nomination for office.
 - b. Should serve on the Association Board for at least one year to be eligible.
 2. SCDA Dance Festival Coordinator-elect (elected)
 - a. Membership in the Alliance for at least 2 years immediately preceding nomination for office.
 - b. Should have served on the Dance Festival Committee for at least one year to be eligible.
 3. SCDA Dance Conference/Workshop Coordinator (elected)
 - a. Membership in the Alliance for at least 2 years immediately preceding nomination for office.
 - b. Should have served on the Dance Conference/Workshop Committee for at least one year to be eligible.
 4. SCDA Regional Coordinator (5) (Appointed)
 - a. Membership in the Alliance for at least 2 years immediately preceding nomination for office.
 - b. Should be a resident of the region which is to be represented.
 5. SCDA Secretary (Appointed)
 - a. Membership in the Alliance.
 - b. Should have skills for recording and maintaining accurate records
 - c. Should have access to appropriate office equipment.
 6. Newsletter editor (Appointed)
 - a. Membership in the Alliance.
 - b. Should have communication skills and interest for producing newsletters and calendars for the Association.
 7. Archivist (Appointed)
 - a. Member in the Alliance.
 - b. Collect, organize, and store all materials relevant to the Association.

Section 2. Elections

a. Schedule of Elections

1. President-elect to be elected annually.
2. Dance Festival Coordinator-elect to be elected annually.
3. Dance Festival/Workshop Coordinator to be elected annually.

e. Elections procedures

1. Elections shall be held during the annual convention by secret ballot.
2. The Nominating Committee shall be responsible for coordinating election procedures.
3. Officers shall be elected by a majority of votes cast in the election.
4. In case of a tie, the tie shall be seceded by a subsequent vote to the conclusion of the annual business meeting.
5. The results of the elections shall be announced, by the President, at the annual convention.

Section 3. Terms of Office

- a. The newly elected President-elect shall take office at the conclusion of the annual conference and shall serve a three-year term: One year as president-elect followed by one year as President and one year as Past president.
- b. The newly elected Festival Coordinator-elect of each division shall take office at the conclusion of the annual conference and shall serve a two year term: one year as Festival coordinator-elect followed by one year as Festival Coordinator.
- c. The newly elected Conference/Workshop Coordinator-elect shall take office at the conclusion of the annual conference and shall serve a two year term: one year as Chair-elect followed by one year as Chair.

Section 4. Vacancies

In the event of a vacancy in any elected Association position, President shall fill the existing vacancy with approval by the Board of Directors.

Section 5. Other Stipulations

No individual may hold more than one elected position in the Alliance or one of its Associations at one time, unless extreme circumstances deem it necessary.

Article VII Finances

Section 1.

The fiscal year of the Alliance/Association shall be from January 1 immediately following the annual convention until December 31.

Section 2.

Alliance income shall be shared with the Association according to the formula described in the Alliance By-laws.

Section 3.

SCDA Workshops will give the Alliance 15% of their profit.

Section 4.

Any public or private funding, including grants, will be subject to a 15% levy of the amount granted.

Article VII Tax Free Exemption

As a constituent body of SCAHPERD this Association is subject to the regulations and privileges described in Article X of the Alliance by-laws.

Article IX Relationship to the South Carolina Alliance (SCAHPERD)

Section 1.

The Association must have twenty-five (25) first plane membership checks to continue as an Association of the Alliance.

Section 2. This constitution and By-Laws must be in agreement with the Constitution and By-Laws of the Alliance and are subject to the approval by the Board of Directors.

These By-Laws may be amended at the SCDA business meeting by a two-thirds vote of the members present, subject to final approval by the Alliance Board of Directors.

Article X Procedures of Amending

Section 1.

The Constitution an By-Laws maybe amended at any regular business meeting of the Association by a two-thirds vote (2/3) of the members present provided the proposed amendments have been submitted to the membership at least twenty-one (21) days prior to the meeting.

Section 2. Any recommended changes to the constitution of By-Laws must be approved by the SCAHPERD Constitution Committee and Board of Directors prior to submission to the members.

Section 3. The SCDA Board of Directors will determine the procedures for putting properly submitted amendments before the Association at its annual meeting.

Article XI
Rules of Order

The rules in the Latest Edition of New Robert's Rules of Order shall govern the Association in all cases to which they are applicable and in which they are not inconsistent with the rules of order with this Association.

SOUTH CAROLINA DANCE ASSOCIATION
REVISED BY-LAWS

Article I
Board of Directors

Section 1.

~~The board of directors shall consist of the following voting members: President, President-elect, Past President, Dance Festival Coordinator, Dance Festival Coordinator-elect, Dance Conference/Workshop Coordinator, Dance Conference/Workshop Coordinator-elect, and five regional coordinators. Non voting members shall be: Secretary, Newsletter Editor, South Carolina Arts Commission Dance Education Coordinator, South Carolina Department of Education Consultant, and SCAHPERD Executive Director.~~

“The board of directors shall consist of the following voting members: President, President-elect, Past President, five regional coordinators, and financial officer. Non-voting members shall be: Secretary, Newsletter editor, archivist, and SCAHPERD Executive Director.”

Section 2.

It shall be the duty of the Board of Directors to:

- a. Take initiative in formulating policies of the Association.
- b. Assume responsibility for the relation for the Association to the SCAHPERD.
- c. Keep a record of its proceedings and make reports available to the SCAHPERD upon request.
- d. Approve all Association substructure Operating Codes and changes therein.
- e. Act as the legislative and administrative body of the Association between regular business meetings of the Association. The action is subject to review at **the** ~~eh~~ Association’ regular business meetings.
- f. Approve standing committee appointments made by the President.

Section 3.

The Board of Directors shall be empowered to replace any non-functioning member of the Board of Directors.

Article II Officers

Section 1. President

It shall be the duty of the Association president to:

- a. Preside at all meetings and to enforce all rules and regulations relating to the administration of the Association.
- b. Call meetings of the Association or Board of Directors when deemed necessary, or when requested to do so by the Board of Directors of 25% of the voting membership.
- c. Appoint the member of all Association committees. The Association President shall be ex-officio member of all Association committees.
- d. Make recommendations, when requested by the SCAHPERD President, for appointments to the Alliance Public Relations, Constitution, Publications, Scholarship, and Political Action Committees and additional requests of the SCAHPERD Alliance President.
- e. Serve as voting member of the Alliance Board of Directors.
- f. Serve on the Alliance nominating committee.
- g. Submit articles describing activities of SCDA to the Alliance Newsletter, Alliance journal, and the Association Newsletter.
- h. Serve as liaison to the ~~Southern District AAHPERD for dance~~, and the National Dance Association. **Organization listed no longer in exists**
- i. Serve on the finance committee of SCDA.
- j. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Director meetings.
- k. Maintain a file of calendar events and activities to be turned over to the incoming president immediately following the Annual Alliance Convention. (Amended 11/95).
- l. Serve as a voting member of the Association Board of Directors.

Section 2. President-elect

It shall be the duty of the President-elect to:

- a. Chair the constitution committee.
- b. Preside at Association and Board of Director's meetings in the absence of the president and Past President.
- c. Serve as a voting member of the Alliance Board of Directors.
- d. Oversee securing grants, and appropriate follow up activities, for funding of projects for SCDA.
- e. Serve as member of the Finance Committee.
- f. Serve as Vice Chair of the Association Convention planning.

- g. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Directors Meetings.
- h. Maintain a file of activities to be turned over the incoming president-elect immediately following the Annual Alliance Convention.
- i. Serve as a voting member of the Association Board of Directors.

Section 3. Past-President

It shall be the duty of the immediate past president to:

- a. Serve as President ~~a~~ of the Association and Board of Director's meetings in the absence of the President.
- b. Serve as Chair of the ~~Association~~ Association of the Association nominating committee.
- c. ~~Serve~~ Serve as SCDA liaison to the Alliance Convention Planning Committee (Amended 11/95).
- d. Serve as the Coordinator of Regional network activities.
- e. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Directors meetings.
- f. Maintain a both a digital and hard copy file of activities to be turned over to incoming Past president immediately following the Annual Alliance Convention.
- g. Serve as a voting member of the Association ~~Board~~ Board of Directors.
- h. Serve as a member to the Finance Committee.
- i. Chair the Convention Planning Committee.

Section 4. Secretary (Appointed)

It shall be the duty of the secretary to:

- a. Maintain an accurate record of the minutes of the SCDA Board of Director's meetings.
- b. Prepare, distribute, collate, and report results of evaluations of SCDA events to the Board of Directors.
- c. Serve for one year; may be reappointed each year at the discretion of the incoming President.
- d. Perform other duties as designated by the president of SCDA.

~~Section 5. Dance Festival Coordinator~~

~~It shall be the duty of the Dance Festival Coordinator to:~~

- ~~a. Server as the chair of the Festival Planning committee; coordinate the festival.~~
- ~~b. Seek assistance from the~~

Section 5. Financial Officer

It shall be the duty of the Financial Officer to:

- a. Maintain an accurate budget of all SCDA's income and expenses.
- b. Serve on SCAHPERD's Financial Committee
- c. Document and maintain any financial requests from the executive board.

~~Section 9.~~ **Section 6.** Newsletter Editor

~~It shall be the duty of the Newsletter Editor to:~~

- ~~_____ a. Publish a minimum of four newsletters annually.~~
- ~~_____ b. Publish a calendar of dance events and grant deadlines in a timely manner.~~
- ~~_____ c. Coordinate Regional Network information.~~
- ~~_____ d. Chair of the Publication Committee.~~

It shall be the duty of the Newsletter Editor and Archivist to:

- a. Publish and maintain an online social media platform of regional information and advocacy.
- b. Publish a calendar in a timely manner using Google calendars.
- c. Maintain and utilize the SCDA Facebook page, Twitter, and Instagram accounts.
- d. Invite all new members to join and/or follow all social media platforms.

~~Section 10.~~ **Section 7.** Regional Coordinator (8) (three-year appointment) (amended 11/95)

It shall be the duty of the Regional Coordinators to:

- a. Serve a voting member of the SCDA Board of Directors.
- b. Coordinate and chair a regional committee.
- c. Coordinate all aspects ~~of~~ **of** co-sponsorship and/or co-participation within respective regions and share progress on such projects with the Board of Directors.
- d. Serves as liaison for all members of the dance community in respective regions.
- e. Make nominations to the SCDA/SCAHPERD Honors and Awards Committee.
- f. Contribute regional reports for the SCDA Newsletter and calendars.
- g. Serve as a member of the SCDA Nominating Committee.
- h. Submit written report of activities to the Board of Directors at all SCDA Association and Board of Directors Meetings.
- i. Submit written annual report of respective regional activities as part of the file to be passed on to the Regional Coordinator successor in respective region immediately following the Annual Alliance Convention.
- j. Facilitate private and commercial dance collaboration activities.
- k. Create and maintain a list of available dance resources within respective regions; encourage opportunities for exchange of regional resources.

- l. Encourage/sponsor dance networking through conferences and workshops for specific interest groups.
- m. Develop performance opportunities to nurture and promote dancers.
- n. Stimulate development of culturally diverse dance resources and organizations to preserve our cultural heritage.
- o. Encourage corporate sponsorships within the Alliance guidelines; developing marketing opportunities for dance with the assistance of SCDA/SCAHPERD Public Relations Committee(s).
- p. Raise awareness of factors necessary for the health, safety, and well being of all dances, particularly within respective geographic regions.
- q. Serve as designated by SCDA President, as a member of the SCDA Finance Committee.

~~Section 11.~~ **Section 8.** Archivist (Appointed ~~by~~ **by** ~~en~~ **the** Association president)

It shall be the duty of the Archivist:

- a. To document and preserve all of the activities and events sponsored by SCDA.
- b. To insure the transfer of all records and documents to his or her successor.
- c. . To provide information of an historical nature to national and ~~regional~~ **regional** Alliance Representatives upon request by the SCDA President.
- d. To maintain a listing of all activities generated for the SCDA membership and pass the typed list to the next historian.

Article III

Association Substructures

(To be amended as developed-regional networks)

Article IV Committee

Section 1. Standing Committees

There shall be the following standing committees of the Association appointed by the Association President with the approval of the Board of Directors. Members shall be appointed for three-year terms on a rotating basis where appropriate. Each committee shall have an Operating Code approved by the Board of Directors.

- a. Constitution and By-Laws (President-elect, chair, and two appointed members.)
It shall be the duty of the constitution and By-Laws Committee to study the SCDA Constitution, Bi-Laws and operating Codes and propose such amendment and/or revisions as deemed appropriate.
- b. Convention Program Planning (Past President, chair, ~~Conference/Workshop Coordinator, Conference/Workshop Coordinator-elect, minimum of two Regional~~ ~~Coordinators, Festival Coordinator-elect.~~ It shall be the duty of the

- Convention Program Planning Committee to plan, implement, and evaluate the SCDA Convention Programs at the sit as the Annual Alliance Convention. SCDA Convention Program Planning is the SCA liaison to the Alliance Program Planning Committee.
- c. Conference/Workshop Planning Committee (Conference/Workshop Coordinator, chair, ~~Conference/Workshop Coordinator-elect~~, minimum of three additional members). It shall be the duty of the Conference/Workshop Planning Committee to plan, implement, and evaluate a minimum of on special conference annually.
 - d. Executive Committee (President, chair, Past President, President-elect, ~~Chair of Finance Committee~~ **Financial Officer**) It shall be the duty of this committee to carry out the business of the Board of Directors in the absence of Board approval. Actions of this committee shall be brought forward at the next Board Meeting for Board Affirmation.
 - e. Finance Committee (Chair to be appointed be the President; President, President-elect, past President, and one representative from the Festival Planning Committee, one representative from the Convention/Conference planning Committee, one at-large Regional member.) It shall be the duty of this Committee to prepare the annual SCDA budget and review all fiscal matters pertaining to SCA/SCAHPERD. This committee shall submit the budget to the Board of Directors of SCDA for approval on a schedule parallel with the Alliance.
 - f. Honors and Awards Committee (three members –when possible should be previous recipients of SCDA/SCAHPERD awards-Chair to be appointed by the SCDA President.) It shall be the duty of this Committee to appraise the professional work of the people of the State of South Carolina who have made outstanding contributions to Dance and, at the annual convention of the Association, present as recipient(s) for Honors Awards, Dance Educator of the Year, Advocacy, and other awards to be developed by the Association.
 - g. Nominating Committee (Past President, chair, representative for each region (5))It shall be the duty of this committee to select the candidate for all offices of SCDA and coordinate the election procedures for SCDA.
 - h. Membership Committee (Chair to be appointed by SCDA President of each region (5)) It shall be the duty of this Committee to promote membership by contacting persons who are professionally involved in Dance in the State of South Carolina. It shall assist in any possible way to further the growth off SCDA.
 - i. Publications Committee (Newsletter Editor, Chair, President-ex officio, two additional members.) It shall be the duty of the publications committee to contribute to the public relations work of the Alliance and promote the best interests of dance by making its good works known to the public. This Committee shall submit recommendations of procedures and projects to the SCDA Board of Directors for approval.
 - j. Scholarship Committee (Three members; Chair to be appointed by the President). It shall be the duty of this Committee to establish meaningful

scholarship opportunities for students and professional who are members of SCDA. This Committee shall coordinate its work with the public relations and finance committees respectively.

k. Applied Strategic Planning Committee (5 members, chair to be appointed by the SCDA President). It shall be the duty of this Committee to develop a constantly evolving long-term plan for growth of SCDA. It shall establish immediate, middle, and long-term goals and recommend the means to accomplish each set of goals, including resources and finances.

Section 2. Ad Hoc Committees

Ad Hoc committees shall be appointed by the President whenever deemed necessary. Such committees are subject to the approval of the Board of Directors and shall cease to function as soon as the specific task for which they have been created have been completed.

Article V Meetings of the Association

Section 1. Annual Business Meeting

- a. There shall be at least one business meeting of the Association each year to be held in conjunction with the Annual Alliance Convention.
- b. Special meetings of the Association may be called at any time by the President with the approval of the Board of Directors. The membership shall be notified one month in advance.
- c. All "first choice" professional members of the Association shall be allowed both voting and speaking privileges, "Second Choice" professional members shall be allowed speaking privileges.
- d. Members present at an officially called business meeting of the Association shall constitute a quorum.

Section 2. Board of Directors

- ~~a. There shall be at least four meetings annually of the Board of Directors.~~
- ~~b. An agenda shall accompany the call to meetings.~~
- ~~c. The President shall be responsible for the agenda and the conduct of the meeting.~~
- ~~d. A quorum of the Board of Directors shall be five members present.~~
- ~~e. The President shall vote only to break a tie or cause a tie.~~

Section 2. Board of Directors

- a. There shall be at least four meetings annually of the Board of Directors, 2 must be face-to-face meetings and the other 2 meetings may be virtual or face-to-face, at the discretion of the President.
- b. A consent agenda shall accompany the call to meetings.
- c. The President shall be responsible for the agenda and the conduct of the meeting.

d. A quorum of the Board of Directors shall be members present. According to the SCAHPERD by laws a quorum will consist of 2/3rds majority of voting members. Members who can be considered present are those in person and also participating virtually. The President shall vote only to break a tie or cause a tie.

Section 3. Manner of Acting

A majority of the votes entitles to be cast on a matter to be voted upon by the voting members present at a meeting at which a quorum is present shall be necessary for the adoption thereof unless a greater proportion is required by the Constitution or these by-laws.

~~Section 4. Voting by mail~~

~~Any action, which may be taken at a meeting by members, may be taken without a meeting by mail vote conducted in such a manner, as the Board of Directors shall determine. At last three weeks must be allowed to distribute and collect votes. Those members voting on an officially conducted mail vote of the Association Membership shall constitute a quorum.~~

Section 4. Voting by mail

Any action, which may be taken at a meeting by members, may be taken without a meeting by mail or electronic vote conducted in such a manner as the Board of Directors shall determine. At least three weeks must be allowed to discuss, distribute, and collect votes completed by mail. At least one week must be allowed to discuss, distribute, and collect votes completed by electronic vote. All votes must be accompanied by the voter's signature. Those members voting on an officially conducted mail or electronic vote of the Association Membership shall constitute a quorum. [Again, no minimum number?] The quorum number will be determined based off the membership total at the time of the vote. A quorum will be 2/3rds vote majority based off the number of the membership.

Article VI Nominations and Election of Officers

Section 1. Nominations

a. The Nominating Committee of the Association shall present a slate of candidates and biographical sketches for the officers who are to be elected each year.

b. Only Alliance members who have designated affiliation with the **South Carolina Dance Association** by a first choice membership check may hold office in this Association.

1. SCDA President-elect (elected)

- a. Membership in the Alliance for at least 3 years immediately preceding nomination for office.
- b. Should serve on the Association Board for at least one year to be eligible.

~~2. SCDA Dance Festival Coordinator-elect (elected)~~

- ~~a. Membership in the Alliance for at least 2 years immediately preceding nomination for office.~~

~~b. Should have served on the Dance Festival Committee for at least one year to be eligible.~~

3. SCDA Dance Conference/Workshop Coordinator (elected)

- a. Membership in the Alliance for at least 2 years immediately preceding nomination for office.
 - b. Should have served on the Dance Conference/Workshop Committee for at least one year to be eligible.
4. SCDA Regional Coordinator (5) (Appointed)
- a. Membership in the Alliance for at least 2 years immediately preceding nomination for office.
 - b. Should be a resident of the region, which is to be represented.

5. SCDA Secretary (Appointed)

- a. Membership in the Alliance.
- b. Should have skills for recording and maintaining accurate records
- c. Should have access to appropriate office equipment.

6. Newsletter editor (Appointed)

- a. Membership in the Alliance.
- b. Should have communication skills and interest for producing newsletters and calendars for the Association.

7. Archivist (Appointed)

- a. Member in the Alliance.
- b. Collect, organizes, and store al materials relevant to the Association.

Section 2. Elections

a. Schedule of Elections

- 1. president-elect to be elected annually.
- ~~2. Dance Festival Coordinator-elect to be elected annually.~~
- ~~3. Dance Festival/Workshop Coordinator to be elected annually.~~

e. Elections procedures

- 1. Elections shall be held during the annual convention by secret ballot.
- 2. The Nominating Committee shall be responsible for coordinating election procedures.
- 3. Officers shall be elected by a majority of votes cast in the election.

4. In case of a tie, the tie shall be decided by a subsequent vote to the conclusion of the annual business meeting.

5. The results of the elections shall be announced, by the President, at the annual convention.

Section 3. Terms of Office

a. The newly elected President-elect shall take office at the conclusion of the annual conference and shall serve a three-year term: One year as president-elect followed by one year as President and one year as Past president.

~~b. The newly elected Festival Coordinator-elect of each division shall take office at the conclusion of the annual conference and shall serve a two year term: one year as Festival coordinator-elect followed by one year as Festival Coordinator.~~

~~c. The newly elected Conference/Workshop Coordinator-elect shall take office at the conclusion of the annual conference and shall serve a two year term: one year as Chair-elect followed by one year as Chair.~~

Section 4. Vacancies

In the event of a vacancy in any elected Association position, President shall fill the existing vacancy with approval by the Board of Directors.

Section 5. Other Stipulations

No individual may hold more than one elected position in the Alliance or one of its Associations at one time, unless extreme circumstances deem it necessary.

Article VII Finances

Section 1.

The fiscal year of the Alliance/Association shall be from January 1 immediately following the annual convention until December 31.

Section 2.

Alliance income shall be shared with the Association according to the formula described in the Alliance By-laws.

Section 3.

SCDA Workshops will give the Alliance 15% of their profit.

Section 4.

Any public or private funding, including grants, will be subject to a 15% levy of the amount granted.

Article VII Tax Free Exemption

As a constituent body of SCAHPERD this Association is subject to the regulations and privileges described in Article X of the Alliance by-laws.

Article IX Relationship to the South Carolina Alliance (SCAHPERD)

Section 1.

The Association must have twenty-five (25) first plane membership checks to continue as an Association of the Alliance.

Section 2. This constitution and By-Laws must be in agreement with the Constitution and By-Laws of the Alliance and are subject to the approval by the Board of Directors.

These By-Laws may be amended at the SCDA business meeting by a two-thirds vote of the members present, subject to final approval by the Alliance Board of Directors.

Article X Procedures of Amending

Section 1.

The Constitution an By-Laws maybe amended at any regular business meeting of the Association by a two-thirds vote (2/3) of the members present in person or via technology provided the proposed ~~amendments~~ **amendments** have been submitted to the membership at least twenty-one (21) days ~~prior~~ **prior** to the meeting. [Again, considering your topic, does/should the 2/3 minimum vote include those "present" via technology (phone or video-call)?]

Section 2.

Any recommended changes to the constitution of By-Laws must be approved by the SCAHPERD Constitution Committee and Board of Directors prior to submission to the members.

Section 3.

The SCDA Board of Directors will determine the procedures for putting properly submitted amendments before the Association at its annual meeting.

Article XI
Rules of Order

The rules in the Latest Edition of New Robert's Rules of Order shall govern the Association in all cases to which they are applicable and in which they are not inconsistent with the rules of order within this Association. Using Robert's Rules of Order aligns with the By-laws and rules of the Alliance.

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