

PREFACE

This manual has been prepared to assist members of the Board of Directors to fully understand their responsibilities, and thus enable each of them to perform the role of Director in a professional manner.

Each Director will be assigned a manual upon his/her election and is responsible for reading and carrying out the responsibilities as outlined. The manual will be returned to the Secretary upon completion of the Director's term of service.

The material contained herein will be reviewed from time to time by the Vice-Chair and revisions circulated to the Board. Questions are welcome about how the organisation operates and should be addressed to the Chair or the Vice-Chair.

RSCDS Toronto Association was legally incorporated in 2004. Accordingly, this manual contains the following information:

- Preface
 - Legal Objects
 - Governance Model and Organisational Structure
 - Committees'/Convenors' General Responsibilities
 - RSCDS Schedules
- By-Laws
- Procedures Manual
- Operations Manual
 - Officer, Director, Committee and Convenor Responsibilities
- Appendices

LEGAL OBJECTS

- To promote Scottish Country Dancing
- To encourage the presentation of Scottish Country Dancing in cooperation with the Royal Scottish Country Dance Society in Scotland
- To give aid and direction to any affiliated groups of the RSCDS Toronto Association
- To promote and encourage the arrangements and playing of music associated with Scottish Country Dancing
- To educate and increase the public's understanding and appreciation of Scottish Country Dancing and the traditional dances of Scotland
- To direct and sponsor community participation in Scottish Country Dancing by the promotion of dances, classes, competitions, demonstrations, public performances and any other activities considered to be in the interest of the objectives of the Association.

PREFACE

GOVERNANCE MODEL & ORGANISATIONAL STRUCTURE

ROLE OF BOARD OF DIRECTORS

The role of the Board is to ensure that the organisation achieves its mission in a prudent and efficient way through linkages between the organisation and its community. Board members shall behave with the belief that they are the moral trustees for the members of the organisation. As such, they will be responsible for all decisions made for the Toronto Association. The Board will address the needs, demands and concerns of the membership through dialogue and consultation. The Board, as well, has the overall responsibility for the financial viability of the organisation.

GOVERNANCE STYLE

Board members often wear many hats and have many areas of interest and expertise. However, when convened as a Board of Directors and governing as such, the Board will govern with emphasis on:

- outward vision rather than internal preoccupation
- strategic leadership rather than administrative detail
- collective rather than individual decisions
- future rather than past or present
- proactivity rather than reactivity

The Board of Directors will direct and inspire the organisation through the careful establishment of broad Vision, Mission and Goals/Objectives. It will enforce upon itself whatever discipline is needed to govern with excellence. Such discipline will apply to matters such as attendance, preparation for meetings, respect of roles and ensuring the continuity of governance capability. Board development will include orientation of new members and periodic discussion of process improvement.

BOARD MEMBERS' CODE OF CONDUCT

The Board of Directors is representative of the overall organisation and therefore must be committed to proper use of its authority and to decorum consistent with the integrity and discipline of Board leadership.

- Members of the Board must represent loyalty to the interests of the organisation.
- Members of the Board must avoid conflict of interest with respect to their fiduciary responsibility or any other responsibility.
- Members of the Board can specify expectations for individual Board Member discipline.
- Regardless of individual dissent from a Board decision, all members of the Board are bound by a Board decision.
- Members of the Board are expected to openly communicate regarding Association activities and must submit reports on activity one week before each Board meeting.

PREFACE

- Board members' interaction with the public, media, or other entities must recognise that individuals have no authority to speak for the Board unless specifically authorised by the Board.
- In accordance with the Canadian Anti-Spam Legislation*, all Board actions and communications will respect membership privacy rights.

BOARD ORGANISATIONAL STRUCTURE

The Board consists of the Chair, Vice-Chair & Volunteers, Secretary, Treasurer and five (5) Directors-at-Large. Currently defined portfolios for the Directors are Membership, Communications, Programs, Outreach/Marketing, and Education & Training. The Nominations Committee recruits new Board members as required and creates a slate of nominees (standing and new) for ratification at the Annual General Meeting.

The Chair takes on this position after two (2) years of holding the Vice-Chair position and holds the Chair for two (2) years. The Vice-Chair should have previous Board experience and also holds this position for two (2) years. All other Board members make a commitment of a minimum of two (2) one-year terms, with the opportunity for re-election for up to four (4) additional terms to a maximum total of six (6) years, except for the Treasurer, who may hold the position indefinitely due to the skills required.

Under the executive function of the Board there is an Executive Committee, assembled for unusual business, if required, between Board meetings, and a Nominations Committee (noted above) chaired by the immediate Past Chair. Under the Treasurer is the Finance Committee. These executive functions are described in the By-Laws and the Procedures Manual, with more detail in the Operations Manual.

The Board Past Chair can be called on to act as Advisor and, as lead of the Nominations Committee, also provides orientation for new Board members as a new Board convenes. The Board may also engage Legal Counsel for advice from time to time.

Board members should be advised that the RSCDS TA Board is not just a decision-making body but a working Board, where Directors are responsible for the implementation of TA activities.

GENERAL RESPONSIBILITIES OF BOARD MEMBERS

- assemble Committees and appoint Convenors for specific activities
- create annual workplan and budget, often consolidated from Convenors' submissions, for approval by Board
- present for Board approval any changes to approved workplan and budget
- ensure workplan is implemented
- keep accurate financial records with all supporting documentation for audit

* (See Appendices for more information)

PREFACE

- submit activity reports for, and attend, each Board meeting
- provide evaluation of all activities, typically consolidated from Convenors' submissions, with any recommendations to the Board
- prepare year-end report for incorporation into the Secretary Report for the AGM
- submit relevant hardcopy material for TA Archives
- promote recruitment and retention of TA membership

COMMITTEES'/CONVENORS' GENERAL RESPONSIBILITIES

COMMITTEES

Each of the Directors will assemble, and chair, Committees to deal with the non-executive functions or the 'activities' of the Toronto Association. Committees may create ad hoc sub-committees, as required; however, Convenors are engaged to be responsible to carry out activities and manage events. Convenors are responsible for engaging volunteers to accomplish these assigned activity duties. The Organisational Chart (Figure 1) illustrates the current hierarchy in the RSCDS TA governance model.

Recruitment

The need for Committee members can be advertised in the newsletter and website as part of the volunteerism campaign. Considering their interests, volunteer TA members are invited by the Directors to form their Committee, as are sub-committee members by Convenors for specific activities.

When assembling a Committee, the Director should consider the members' work experience and/or skills that can materially assist in the Committee tasks. Diversity in the make-up of the Committee is also important. The following factors should be considered regarding the diversity of Committee and sub-committee members: length of dancing experience, affiliated social groups, geographical area and age.

According to the TA By-Laws, Committee membership should be approved by the Board. Once a commitment is made by appointed Committee members, they are encouraged to serve for at least two (2) and up to six (6) years. The intention would be to have Committee members with staggered terms in order to provide continuity in experience in the Committee's work. The terms of office for all Committee members will be reviewed annually prior to the Annual General Meeting.

Committee General Responsibilities

- support the Director, Committee Chair, in fiduciary duties
- implement approved workplan
- support Convenors, when appointed, in specific activities
- generate ideas to support the responsibilities of the specific portfolio

PREFACE

- evaluate activities undertaken and generate recommendations

Current Association Committees

Finance Committee

Oversees and manages the financial aspects of the TA, including the annual budget process, fund acquisition, investments, insurance and the annual audit. Provides recommendations regarding the fees/revenues generated by membership dues and TA activities to maintain the financial viability of the TA.

Volunteers Committee

Supports the recognition of volunteers within the TA by conducting a Volunteer Appreciation Event and honouring volunteers in articles and postings in the newsletter and website.

Communications Committee

Manages the internal communications of SCD events/activities and Board decisions through the regularly published TA newsletter and an up-to-date website. Liaises with the TA affiliated social groups. Appointed Convenors include:

- Newsletter Editor
- Webmaster

Program Committee

Organises activities and events that are desirable and of benefit to SCD in the GTA, including Dancing in the Park, Monthly Dances, the Tartan Ball and the Toronto Workshop & Afternoon Dance. The Program Committee works closely with the Education & Training Committee (including the Teachers' Panel) to ensure that the 'Guidelines for Devising Toronto Association Dance Programmes' reflect the TA philosophy and goals. Note that programs outlined are targeted at adult members of TA, while activities and events for youth are covered by Education & Training's Youth Convenor. Appointed Convenors include:

- Dancing in the Park Convenor
- Monthly Dance Convenor
- Tartan Ball Convenor
- Toronto Workshop & Afternoon Dance Convenor

Marketing Committee

PREFACE

Promotes the TA's activities to the general public through the creation of promotional materials and the implementation of events with the objective of increasing TA membership. Appointed Convenors include:

- Culture Days Convenor
- Demonstration Pool Convenor
- Convenor appointed for other promotional events, as required

Education & Training Committee

Ensures that SCD educational activities/Association Classes are available at all levels of dance ability, and for teacher candidates. Supports activities for youth (up to age 35 years). Liaises with Teachers' Panel. A designate of the Teachers' Panel will be responsible for devising all dance programmes according to the 'Guidelines for Devising Toronto Association Dance Programmes'. These Guidelines are periodically reviewed with the Program Director to ensure that they continue to reflect TA philosophy and goals. Appointed Convenors include:

- Association Classes Convenor
- Youth Convenor
- Adult Festival (biennial appointment)
- Teachers' Panel Convenor

CONVENORS

Recruitment

Directors are responsible for inviting Convenors to take on specific activities; however, it is required by the By-Laws that all Convenors be approved by the Board, as they are very visible to the membership and are seen to be the lead in providing the events. Convenors ideally should have experience volunteering with the specific activity before taking on its management. Tenure as Convenor is two to six (2-6) years with an annual review, and with the possibility of an extension.

Convenor General Responsibilities

- report to the lead Director
- create workplan and budget for specific event/activity
- convene a sub-committee to implement approved workplan; record all volunteers
- report any changes to workplan to Director/Board for approval
- book venues, follow up on contracts, obtain Insurance Certificates
- create event-specific communications for newsletter and website
- maintain activity reports, financial records (expenses and revenues); submit monies received in a timely manner to Treasurer for deposit
- ensure all safety measures and administrative duties are undertaken as outlined in responsibilities on the day(s) of event/activity

PREFACE

- evaluate the success of the event/activity

RSCDS SCHEDULES

RSCDS TORONTO ASSOCIATION

Fiscal Year:	January to December	<ul style="list-style-type: none">• workplans and budgets are approved for this time period
AGM:	April	
Board Appointment:	Post-AGM (April) until next AGM (April)	
TA Membership:	October to September	
Dance Season:	September to June	<ul style="list-style-type: none">• runs from the beginning of Association Classes in September to the end of Dancing in the Park at the end of June• dance programmes (lists of dances) must be devised by February for their approval and distribution to Convenors, Teachers and Musicians by the end of May for the dance season beginning in September

RSCDS EDINBURGH (THE 'SOCIETY')

Fiscal year:	April to March
AGM:	November
Society Membership:	July to June