

ACRONYMS

The following is a list of acronyms that appear in the Yellow Book:

AED	Automated External Defibrillator
AGM	Annual General Meeting
DITP	Dancing in the Park
MC	Master of Ceremonies
RSCDS	Royal Scottish Country Dance Society
SCD	Scottish Country Dance
TA	Toronto Association
TAC	Teachers' Association Canada
TATA	Toronto Area Teachers' Association

VISION - MISSION – STRATEGIC THEMES

VISION: A supportive organisation for Scottish Country dancers, teachers and musicians to enjoy Scottish Country Dancing in the Greater Toronto Area.

MISSION: As one of the world’s largest Scottish Country Dance (SCD) Branches, we promote and deliver SCD events, programs and training, which:

1. are welcoming, enjoyable and appropriate for participants of all ages and levels of ability
 2. provide the mental, social and physical benefits of SCD while maintaining the standards of the SCD form of dance
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STRATEGIC THEMES:

- * **Programs:** Provide fun programming throughout the dancing season.
- * **Education:** Ensure availability of high-quality dance instruction to support the continuation of the SCD form and standards, and the availability of qualified teachers.
- * **Outreach/Member Recruitment:** Implement strategies to increase awareness of SCD in the Greater Toronto Area (GTA) and environs.
- * **Member Retention:** Implement strategies that encourage new and existing dancers to become valued members and participate in the Association’s dance community.
- * **Communication:** Create effective communication for existing members and other branches and social groups.
- * **Finances/Administration:** Manage the operations, revenues and financial donations in a responsible and effective manner in accordance to the laws governing not-for-Profit corporations.

BOARD OF DIRECTORS

The RSCDS Toronto Scottish Country Dance Association incorporated in 2004 as a not-for-profit organisation.

According to the By-Laws, the members of the Board of the RSCDS Toronto Association will be nominated and ratified at the Annual General Meeting or may be co-opted to carry on business on an interim basis mid-season, if necessary.

The Board consists of the following:

- Chair
- Vice-Chair
- Secretary
- Treasurer
- Program Director
- Membership & Volunteers Director
- Communications Director
- Two (2) Directors at large:
 - 1) Marketing Director
 - 2) Education & Training Director

The Executive Committee of the Board shall include:

- Chair
- Vice-Chair
- Secretary
- Treasurer
- One additional elected member of the Board as appointed by the Board

In the following descriptions of each Board Member's Responsibilities, the term 'Toronto Association' or 'TA' is used to refer to the RSCDS Toronto Scottish Country Dance Association.

The Royal Scottish Country Dance Society Head Office in Edinburgh will be referred to as the 'Society'.

EXECUTIVE COMMITTEE

Terms of Reference

Composition

- Chair, Chair of Committee
- Vice-Chair, Treasurer, Secretary and one other member of the Board, whom the Board appoints

NOTE: The term of membership on this Committee is until the next Annual General Meeting, or Special General Meeting if the Board structure is affected.

Reports to

- the Board of Directors

General Mandate

- to provide guidance and make decisions on behalf of the Board when an issue has to be addressed prior to the next scheduled Board meeting and the full Board cannot meet

Authority

- the Executive Committee must be formed at the first Board meeting following an Annual General Meeting, or of a special General Meeting if the Board structure is affected
- an Executive Committee meeting will be called by the Chair, or by the Vice-Chair in the Chair's absence
- the minimum quorum is the Chair plus two (2) others on the Executive Committee or the Vice-Chair (when the Chair is not available) plus two (2) others on the Executive Committee

Responsibilities

1. make decisions on behalf of the Board when an issue must be addressed prior to the next scheduled Board meeting
2. record and file minutes of the meeting with Secretary

NOMINATION COMMITTEE

Terms of Reference

Composition

- Past Chair, Chair of Committee
 - minimum of three (3) other members
- NOTE:** All committees should rotate in new members at least every two to three (2-3) years.

Reports to

- the membership through the Past Chair, and advises the Board of the slate before going to the membership

General Purpose and Mandate

- prepare a slate of nominees for each Board position

Authority

- make recommendations to the membership as to the nominees to the Board

Responsibilities of the Nomination Committee

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Goals/Objectives through the responsibilities assigned
2. determine which Board positions are becoming vacant
3. ensure that no more than four (4) new Directors are required in any one year
4. prepare a slate of nominees for each Board position, following the suggestions for qualifications as required, and considering diversity in age and length of membership if possible
5. at least ninety (90) days before the Annual General Meeting (AGM) provide nomination forms to the Secretary and the Webmaster and publish a notice that the membership may nominate any member with the required qualifications for any Board position
6. inform the Board at least sixty (60) days prior to the AGM of the proposed slate of nominees
7. include the proposed slate of officers in the March newsletter at the latest; in the case of two nominees for one position, additional brief copy should be submitted to the newsletter regarding the nominees' background, plans and aims, etc. to inform the membership's vote at the AGM
8. present slate of nominees to the membership at the AGM
9. run an election at the AGM if any positions are contested
10. orient new Board members at first Board meeting following the AGM

CHAIR

Term of Office

- two (2) consecutive one-year terms following two (2) years as Vice-Chair

Responsibilities

1. provide leadership and exemplify the Toronto Association (TA) Vision, Mission and Goals/Objectives through the responsibilities assigned
2. review, on odd-numbered years, the TA's philosophy as it relates to the Strategic Plan's stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, and set process to revise, as required
3. preside at meetings of the TA's Board of Directors and the Executive Committee to ensure that the By-laws of the TA are enforced, and to perform such other duties as may be necessary to the proper conduct of the office of Chair; refer to Bourinot's Rules of Order* as per TA By-laws, Article 6.7
4. keep informed of all activities, and direct and supervise administrative and business matters of the TA, a not-for-profit organisation
5. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year; including a budget for publishing a dance book and sending memorial flowers, and, from time to time, expenditures related to special projects.
6. keep appropriate records of expenses and revenues compared to the budget; submit, as required, to the Treasurer
7. submit final records for fiscal year (Jan - Dec) to Treasurer early January
8. act as signing officer for:
 - a) any financial purposes including all contracts; signed originals to go to Secretary
 - b) minutes of the Board
 - c) forms related to incorporation
 - d) TA By-laws
 - e) annual financial statements
 - f) reports to any grant foundation
9. prepare, together with the Secretary, the agenda for the Board meetings
10. call meetings of the Executive Committee, if required, and act as Chair
11. write Chair's message for the monthly newsletter
12. receive and review, within two (2) weeks of meeting, a submission of the Finance Committee's meeting minutes, in order to be aware of the Committee's intentions and decisions
13. post, together with the Secretary, the required Notices of Motions for the Annual General Meeting (AGM): request motions from the membership ninety (90) days before AGM, member(s) to provide suggested motion(s) to Board sixty (60) days prior to AGM; post all motions to be addressed at the AGM thirty (30) days before AGM
14. prepare, together with the Secretary, the agenda for the AGM

CHAIR

15. chair the AGM
16. arrange for proposers and seconders of motions at the AGM
17. provide an annual report at the AGM
18. liaise with the Society
19. coordinate, together with the Vice-Chair, discussions with neighbouring RSCDS branches and affiliated groups (e.g., Southern Great Lakes Group)
20. be an ex-officio member of all TA Committees; request Committee minutes at his/her discretion
21. act as spokesperson and represent the TA at external functions as required
22. sign off on approved expenditure receipts/invoices, and submit to the Treasurer for reimbursement by cheque
23. participate in the recruitment of member volunteers to assist in TA events/activities
24. review portfolio descriptions annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
25. promote recruitment and retention of membership
26. submit any relevant material for Archives* to the Secretary in hardcopy in September
27. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from the Board
3. access to resources available

Resources

1. Society website: www.rscds.org including Society contacts
2. updated membership lists
3. Bourinot's Rules of Order

Success Indicators

1. Vision, Mission and Strategic Themes statements that reflect the current thinking of the TA
2. a vibrant SCD Association in Toronto, fulfilling stated Vision, Mission and Strategic Themes

* (see Appendices for more information)

VICE-CHAIR

Term of Office

- two (2) consecutive one-year terms leading up to two (2) years as Chair. Incumbent must have previously been a member of the Board, former Executive or Convenor for a period of at least two (2) years

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. perform the duties of the Chair in the absence of the Chair and such other duties as the Chair may designate from time to time
3. act as signing officer and member of the Executive Committee
4. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year; include budget for Special Events
5. keep appropriate records of expenses and revenues compared to the budget; submit as required, to the Treasurer
6. submit final records for fiscal year (Jan - Dec) to Treasurer early January
7. attend Board meetings and submit activity report as necessary
8. advise all members, teachers, musicians and volunteers regarding issues involving the Safeguarding Children and Vulnerable Persons Policy; appoint a Police Service Contact Person who will take appropriate action (see Glossary for more information)
9. be responsible, together with the Treasurer, for knowing the location and value of all TA fixed assets (e.g., regalia, computers, PA system, generator, Demo Pool costumes etc.)
10. ensure the review of and update on even-numbered years the By-Laws, Procedures and Operations Manual (known as the "Yellow Book"), incorporating revisions to role outlines submitted by Directors when approved by Board
11. get to know the volunteers who run events and make himself/herself known to the membership
12. coordinate and minute, together with the Chair, discussions with neighbouring RSCDS branches and affiliated groups (e.g., Southern Great Lakes Group)
13. send required contracts to the Chair for signature; send original signed document to the Secretary, who will file and forward copies to the Treasurer and appropriate Director
14. sign off on approved expenditure receipts/invoices and forward to the Treasurer for reimbursement by cheque
15. participate in the recruitment of member volunteers to assist in TA events/activities
16. review portfolio description annually to determine need for edits; some changes may require Board approval

VICE-CHAIR

17. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
18. promote recruitment and retention of membership
19. prepare year-end report for consolidation into Secretary Report for the AGM submit any relevant material for Archives* to the Secretary in hardcopy in September
20. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from the Board
3. access to resources available

Resources

1. Society website: www.rscds.org including Society contacts
2. updated membership lists
3. Bourinot's Rules of Order

Success Indicators

1. A vibrant SCD Association in Toronto, fulfilling stated Vision, Mission and Goals/Objectives
2. Up-to-date By-laws, Procedures and Operations Manual

* (see Appendices for more information)

VICE-CHAIR

VOLUNTEERS & AWARDS CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review – when no member can be found to take on the position the Convenor may stay on for additional terms

Reports to

- The Vice Chair

General Mandate

- to promote volunteerism in the organization, and to coordinate Volunteer Awards on an annual basis to recognize individuals that provide outstanding service toward the Toronto Association.

Responsibilities

1. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year
2. keep appropriate records of expenses and revenues compared to the budget; submit as required to the Vice Chair for reimbursement by cheque to the designated individual
3. ensure any major changes to the approved workplan, regarding location, format, and/or budget, be approved by the Board prior to implementation
4. assemble and maintain an active, operational Volunteers & Awards Committee; serve as Chair of this Committee
5. promote the benefits of volunteerism through newsletter and website
6. gather names of all volunteers helping at all TA activities for presentation at the Volunteer Appreciation Event through the distribution of the 'Volunteer Assignment Form' to all Directors and Convenors and on the website membership page
7. keep records of all volunteers on 'Volunteer Assignment Form' for volunteer activities
8. organize an annual Volunteer Appreciation Event in conjunction with the Vice Chair
9. solicit nominations for the Volunteer Award(s), presented at the Volunteer Appreciation Event
10. participate in the recruitment of member volunteers to assist in TA events/activities

Support from the TA Board

1. reimbursement of expenses
2. cooperation from Board
3. support of Board in meeting defined objectives of the Volunteer and Award Committee in completing specific activities

VICE-CHAIR

Resources

1. current membership database
2. method of distributing communications (e.g., TA newsletter and website)
3. Society website: www.rscds.org
4. Volunteer Award records from previous years

VOLUNTEER COMMITTEE

Terms of Reference

Composition

- Volunteer & Awards Convenor, Chair of the Committee
 - Appoint committee members as needed, suggested three to five (3-5) other members
- NOTE:** All committees should rotate in new members at least every two to three (2-3) years.

Reports to

- the Board through the Vice Chair

General Mandate

- to promote, plan, track and evaluate volunteer activities
- routinely gather members' ideas and suggestions in order to understand trends, generate plans to recruit and honour TA volunteers

Authority

- implement the approved workplan
- ensure any major changes to the approved workplan are approved by the Board prior to implementation
- make recommendations to the Board

Responsibilities of the Membership Committee

1. take minutes and keep a record of all meetings
2. create ad hoc sub-committees to do specific tasks as needed
3. make recommendations to the Board regarding the promotion of membership and the tools to carry out these plans effectively
4. recommend annually, in consultation with the Treasurer and the Finance Committee, a membership fee structure and rates to the Board
5. submit receipts to the Vice Chair & Volunteers Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)

VICE-CHAIR

6. promote volunteer recruitment:
 - a) respond to members' interest, assess the skills/services offered and set up the appropriate contact within the TA
 - b) liaise with other Committees to identify the needs for volunteers and maintain a list of potential volunteers that can be provided on request
 - c) promote recruitment via a Volunteer page on the TA website that introduces the importance of volunteerism and outlines the skills and services needed
 - d) promote recruitment with articles and notices in the newsletter
 - e) encourage currently engaged volunteers to solicit fellow dancers to participate in the volunteer program
7. promote volunteer retention:
 - a) promote an atmosphere of mutual respect at all TA events and activities
 - b) respond to a volunteer's request to move from one area of interest to another within the Association
 - c) inform the membership via the newsletter and the website of the contributions made by a volunteer group or individual
 - d) develop concrete ways and means to demonstrate appreciation
8. manage Volunteer Awards process:
 - a) procure Volunteer Award nominations from social groups, the membership and the Board; ensure the recognition of contributions made by teachers, class reps, social group contact persons, along with all TA volunteers
 - b) provide nominators with the criteria and decision-making process adopted
 - c) assign a sub-committee the task of reviewing the nominations for the Volunteer Award and selecting the recipient(s) for recommendation to the Board
 - d) Prepare the Volunteer Certificate(s)
9. organise a Volunteer Appreciation Event:
 - a) identify, with the Program Director, a suitable event in the TA's annual program to celebrate volunteerism and honour the Volunteer Award recipient(s)
 - b) coordinate the event's activities with appropriate Convenor (typically Monthly Dance Convenor)
 - c) identify the location of site-specific AED* and stocked TA first aid kit and advise committee members and briefers
 - d) promote the event in the newsletter and on the website
 - e) solicit, throughout the year, the names of all volunteers by widely circulating the 'Volunteer Tracking Form' to Board members, Program and Education & Training Convenors, social groups, etc.
 - f) create exhibits, for presentation at the event, of compilations of all the names of volunteers who have contributed to the organisation throughout the year
 - g) publish the names of the Volunteer Award recipients and other volunteers in newsletter and website link and provide hardcopy lists to Secretary for Archives

* (See Appendices for more information)

SECRETARY

Term of Office

- minimum of two (2) one-year terms, with opportunity for re-election for up to four (4) additional terms to a maximum of six (6) years

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. maintain in electronic and hardcopy format all records of the Board of the TA, including Board and Annual General Meeting (AGM) minutes, Director activity reports, correspondence, original contracts, Incorporation documents (e.g., OnCorp) and awards, as well as miscellaneous material (hardcopy) submitted for Archives
3. provide access to all TA records as requested
4. act as signing officer and member of the Executive Committee
5. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year
6. keep appropriate records of expenses compared to the budget; submit as required, to the Treasurer
7. submit expense records for fiscal year (Jan - Dec) to Treasurer in early January
8. submit any donations to the TA to the Treasurer for deposit to the operating chequing account in a timely manner; send acknowledgement card to the donor
9. organise and participate in Board and Executive Committee meetings:
 - a) request activity reports from Directors prior to each Board meeting and maintain these reports with the minutes
 - b) receive mailings from the Society and distribute to Board members
 - c) attend to all incoming and outgoing correspondence, together with the Chair, including cards of condolence and memorial flowers as required
 - d) prepare the agenda for the Board meetings, together with the Chair
 - e) notify Board members of dates, times and location of Board meetings
 - f) attend Board meetings and provide a summary of correspondence at each Board meeting
 - g) take minutes of the Board meetings and circulate to Board members prior to the next meeting
 - h) compose Brief Notes (a summary of key actions coming out of the meeting) and distribute to Board members immediately after each Board meeting
 - i) request that all Board members compile relevant archival* material from their portfolio at the end of the dance season (June) and submit material for disposition in September

SECRETARY

10. organise and participate in the Annual General Meeting (AGM):
 - a) together with the Chair provide the required Notices of Motions for the AGM: request motions from the membership ninety (90) days before AGM, member(s) to provide suggested motion(s) to Board sixty (60) days prior to AGM, post all motions to be addressed at the AGM thirty (30) days before AGM
 - b) prepare the agenda for the AGM, together with the Chair
 - c) request and maintain Annual Reports from all Board Directors
 - d) summarise Director Annual Reports into Secretary Report for AGM
 - e) distribute electronically to membership: the previous year's AGM Minutes and current year's AGM Agenda and Secretary Report; print copies of these documents to have available for membership at the AGM
 - f) attend and take minutes of the TA's AGM
 - g) present the Secretary Report at the AGM
11. update incorporation information annually (deadline: 14 days after AGM) or when any changes are made to Board Officers and/or Directors or their contact information
NOTE: TA currently uses the registration services of OnCorp*
12. submit annual Branch Report (Activities) and Secretary Report (Executive Contacts) in June, as requested by the Society
13. maintain the Motions Record of all motions tabled at Board, Executive and AGM meetings
14. back up all electronic records regularly
15. maintain an updated contact list of all Board members
16. book venues for Board meetings (typically done on an annual basis after first Board meeting in May when meetings for the year are determined); obtain an insurance certificate for these venues from the Treasurer*
17. receive and maintain for a period of seven (7) years all original or copies of contracts signed by the Chair (e.g., venues, musicians etc.); distribute copies of contracts to appropriate Directors and Treasurer
18. provide access to contracts as required by external auditors
19. provide Treasurer with copies of all signed minutes of monthly meetings and AGM for the fiscal year (January to December) in January as part of the audit documentation
20. maintain a list of the TA delegates (votes) for the annual Society AGM in Perth, Scotland; liaise with Director of Membership annually to determine the correct number of delegates based on membership numbers
21. be the contact person with the Archivist for the appropriate disposition of all TA records; hold all material and deliver to York University for archiving when quantity dictates*

SECRETARY

22. assist in submission to Society:
 - a) Scroll of Honour Award (awarded by the Society annually to individuals for exceptional contributions to the Society): provide application forms, complete with criteria, for a TA member to draft nomination(s); assist in completing submission to the Society according to criteria and annual schedule
 - b) Branch Award (awarded by the TA at any time to an individual for exceptional contributions to the TA, and acknowledged by the Society): assist in compiling documentation according to criteria and submitting nominations to the Society
- NOTE:** Nominations for the annual Volunteer Awards for the TA are managed by the Vice-Chair & Volunteer Director and Committee
23. assist with registration of teacher candidates for examinations as requested by Education & Training Director (see www.rscds.org for details)
24. respond to requests from the Society
25. sign off on approved expenditure receipts and forward to the Treasurer for reimbursement by cheque
26. participate in the recruitment of member volunteers to assist in TA events/activities
27. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require Board approval
28. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
29. promote recruitment and retention of membership
30. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from the Board
3. support of Board in meeting defined objectives and in completing specific activities
4. access to resources available

Resources

1. Society website: www.rscds.org including Society contacts
2. updated membership lists
3. previous years' records for guidance and templating
4. Bourinot's Rules of Order

Success Indicators

1. timely notification to Board members of all Board meetings/activities
2. complete and accurate record of all Board meetings and the AGM
3. ability to quickly and accurately retrieve requested records

* (See Appendices for more information)

TREASURER

Term of Office

- minimum of two (2) one-year terms, with opportunity for re-election up to four (4) additional terms to a maximum total of six (6) years. When no skilled member in good standing can be found to stand for election, the Treasurer may be elected for an additional term or terms.

Qualifications

- The Treasurer does not need to have a recognized accounting degree or credentials; however, previous experience in maintaining financial accounts, knowledge of current accounting software and working with auditors is preferable.

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. act as signing officer and member of the Executive Committee
3. assemble and maintain an active, operational Finance Committee; serve as Chair of this Committee
4. convene a minimum of three (3) meetings per year of the Finance Committee
5. develop and submit, in September, a workplan and budget (for Finance Portfolio) for implementation in the upcoming calendar year
6. keep appropriate records of portfolio expenses compared to the budget
7. attend Board meetings and submit monthly financial reports the week prior to each meeting
8. communicate Board decisions back to the Finance Committee
9. forward approved expenditure receipts and third-party invoices to Chair for signature for reimbursement by cheque
10. issue cheques in payment of approved invoices and member expenses
11. prepare post-dated cheques for venue rental, musicians, teachers, etc. as required
12. keep copies of all contracts and arrange with the Secretary for final disposal of same
NOTE: Signed copies or originals of all contracts will be held by the Secretary.
13. oversee all TA financial matters, including the investment of funds not needed for immediate use and appropriate banking resolutions
14. receive and deposit all monies received related to TA operation in the operating chequing account in a timely manner
15. maintain the integrity of TA financial reporting process, including:
 - a) payments and receipts
 - b) income and expenses by budget line
 - c) assets and liabilities
 - d) adjustments
 - e) analysis and reconciliation
 - f) costs of accessories and publications
 - g) tax reporting

TREASURER

16. maintain financial records in hardcopy and electronic form for a period of seven (7) years beyond the applicable year as required by statute
17. prepare overall TA annual budget for the upcoming calendar year with input from all Executive, Directors and Convenors for approval by the Board in December
18. arrange for annual financial audit for fiscal year, when necessary (January - December)
19. present annual financial reports at Annual General Meeting
20. maintain financial details of all equipment and assets owned by the TA, noting items depreciated or written off, for annual review with Vice-Chair
21. prepare specific financial reports and financial analysis as required by Board
22. ensure that all Executive, and Directors with their Convenors, provide accurate records of receipts and expenditures reconciled against activity records
23. act as the TA contact to the insurance agent that underwrites a single insurance policy RSCDS Branches across Canada; issue insurance certificates* to Convenors and social group leaders/teachers to have on site during events/activities as proof of coverage
24. propose membership fee schedule, together with the Membership Director
25. ensure compliance with all legislation and regulations applicable to financial record keeping for corporations
26. participate in the recruitment of member volunteers to assist in TA events/activities
27. evaluate the workplan, as well as the process for monitoring compliance and systems of internal control, at the end of the dance season and report to the Board with recommendations for changes
28. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
29. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
30. promote recruitment and retention of membership
31. submit any relevant material for Archives to the Secretary in hardcopy in September, including minutes of the Finance Committee (see Appendix for more Information)
32. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from the Board
3. support of Board in meeting defined objectives and in completing specific activities
4. access to resources available

Resources

1. Society website: www.rscds.org including Society contacts
2. appropriate accounting software
3. previous years' financial records

Success Indicators

1. up-to-date and accurate financial records that pass the scrutiny of Auditor
2. ability to quickly and accurately retrieve requested records
3. satisfactory reporting to the Board in a timely manner

* (See Appendices for more information)

TREASURER

FINANCE COMMITTEE

TERMS OF REFERENCE

Composition

- Treasurer, Chair of the Committee
- two to four (2-4) other members

NOTE: All committees should rotate in new members at least every two to three (2-3) years

Reports to

- the Board of Directors through the Treasurer
- the Chair through Finance Committee Meeting minutes

General Mandate

- to oversee, analyse and make proposals to the Board regarding the annual budget and all financial aspects of the TA

Authority

- undertake responsibilities as outlined
- make recommendations to the Board

Responsibilities of the Finance Committee

1. appoint a secretary to take minutes and keep a record of all meetings
2. form sub-committees to do specific tasks, as required
3. liaise with other Committees as appropriate
4. recommend or advise on fee structures for program, membership or other revenue-generating functions to the Board together with Directors of related Committees
5. make recommendations on TA Committee expenditures based on that calendar year's budget
6. review and advise on insurance coverage
7. establish and recommend to the Board financial reserve positions
8. review a consolidated budget from all sources across the TA annually, and as requested by the Board
9. control, monitor and report to the Board on expenses versus annual budget
10. review TA financial reporting and accounting processes and make recommendations to the Board regarding revisions
11. evaluate the activities of the Committee and report to the Board

MEMBERSHIP

DIRECTOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for re-election up to four (4) additional terms to a maximum total of six (6) years

Responsibilities

10. support the Toronto Association (TA) leadership, and embody the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
11. attend Board meetings and submit an activity report the week prior to each meeting
12. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year
13. keep appropriate records of expenses and revenues compared to the budget; submit as required, to the Treasurer
14. submit final records for fiscal year (Jan - Dec) to Treasurer early January
15. ensure any major changes to the approved workplan, regarding location, format and/or budget, be approved by the Board prior to implementation
16. liaise with other Directors on membership matters
17. maintain a comprehensible, useable, and up-to-date database of existing member information (including joining date)
18. recommend, together with the Treasurer and Finance Committee, membership fee structure (single/joint/youth etc.) and rates (annual fees)
19. manage the membership renewal process, including distribution of renewal notices, membership applications, membership cards, newsletter delivery preferences etc.
20. collect and record, in the database, all member fees received; ensure funds received are delivered to the Treasurer for deposit to the operating chequing account in a timely manner
21. coordinate, with the Treasurer, the payment of membership fees to the Society
22. submit database of membership information and updates to Society as required
23. promote membership through an annual campaign (starting in September) via the newsletter, the website membership page and past membership email lists
NOTE: Solicit Beginner Classes in January, as participants from the fall must be members to join a second class in the New Year
24. ensure that all social groups and Class Representatives receive an adequate supply of membership applications in hardcopy
25. ensure there is an up-to-date contact list of all members available to Board members
26. ensure there is a list of all paid members for distribution to Convenors, as required, to grant membership benefits (e.g., reduced Monthly Dance, Toronto Workshop & Afternoon Dance and Tartan Ball fees, registration at a second Association class, teachers' eligibility to teach classes and sit on Teachers' Panel, etc.)

27. provide TA members with the user names and passwords for the Society's website when requested
28. prepare and distribute new member packages
29. provide each social group with a list of members who have identified themselves as regular dancers at said social group
30. survey the membership, from time to time, regarding TA successes, wants and needs
31. participate with the Education & Training and Program Directors regarding the review of the 'Guidelines for Devising Toronto Association Dance Programmes'*; make recommendations for revisions to Guidelines that ensure the perspective of the membership and teachers will be reflected in devised programmes
32. be aware, and advise the Board, of trends in membership and newsletter subscriptions
33. make recommendations to the Board regarding methods to promote membership recruitment and retention
34. keep records of all volunteers on 'Volunteer Assignment Form' for membership activities
35. sign off on approved expenditure receipts/invoices and forward to the Treasurer for reimbursement by cheque to the designated individual(s)
36. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
37. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
38. promote recruitment and retention of membership
39. evaluate the workplan at the end of the dance season and report to the Board with recommendations for changes to recruitment and retention of members
40. prepare year-end report for consolidation into Secretary Report for the AGM
41. submit any relevant material for Archives* to the Secretary in hardcopy in September,
42. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from Board

Resources

1. current membership database
2. database software with appropriate training and IT support when necessary
3. RSCDS membership cards and other member material
4. method of distributing communications (e.g., TA newsletter and website)
5. Society website: www.rscds.org
6. Society membership database

Success Indicators

1. maintaining a successful member recruitment strategy through:
 - a) ongoing variety of communications to membership
 - b) attracting new members
 - c) maintaining a level of membership that is stable, but preferably rising
2. reporting to the Board in a timely manner

* (See Appendices for more information)

MEMBERSHIP COMMITTEE

Terms of Reference

Composition

- Membership Director, Chair of the Committee
- Appoint members as necessary, recommended three to five (3-5) other members
NOTE: All committees should rotate in new members at least every two to three (2-3) years.

Reports to

- the Board through the Membership Director

General Mandate

- to promote the benefits of membership, and plan, track and evaluate membership
- routinely gather members' ideas and suggestions in order to understand trends, generate plans to recruit and retain membership in the TA

Authority

- implement the approved workplan
- ensure any major changes to the approved workplan are approved by the Board prior to implementation
- make recommendations to the Board

Responsibilities of the Membership Committee

1. appoint a secretary to take minutes and keep a record of all meetings
 2. create ad hoc sub-committees to do specific tasks as needed
 3. make recommendations to the Board regarding the promotion of membership and the tools to carry out these plans effectively
 4. recommend annually, in consultation with the Treasurer and the Finance Committee, a membership fee structure and rates to the Board
 5. submit receipts to the Membership Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)

PROGRAM

DIRECTOR

Term of Office

- Minimum of two (2) one-year terms, with opportunity for re-election up to four (4) additional terms to a maximum total of six (6) years

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. attend Board meetings and submit an activity report the week prior to each meeting
3. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year
4. keep appropriate records of expenses and revenues compared to the budget; submit as required, to the Treasurer
5. submit final records for fiscal year (Jan - Dec) to Treasurer early January
6. ensure any major changes to the approved workplan, regarding location, format and/or budget, be approved by the Board prior to implementation
7. present recommendations of the Program Committee to the Board, regarding:
 - a) program offerings
 - b) fees for events
 - c) expansion, or changes, to events
8. communicate Board decisions back to the Convenors
9. liaise with other Directors on program matters
10. negotiate dates and fees, and book venue for Monthly Dances and AGM dance, participate, as required, with the Convenors of Dancing in the Park, the Toronto Workshop and Afternoon Dance and Tartan Ball in obtaining permits or venue contracts
11. send all contracts with venues to the Chair for signature; forward the signed original or a copy of the document to the Secretary, who will file and forward copies to the Treasurer and Program Director
12. ensure, together with the Treasurer and Monthly Dance Convenor, that post-dated cheques for rent are delivered to venues (or as per arrangements negotiated with Monthly Dance venue)
13. maintain an up-to-date list of musicians
14. book musicians for all TA events and negotiate fees (except for DITP fees, which are set for this event by the Musicians' Union) including: Monthly Dances, AGM Dance, Toronto Workshop and Afternoon Dance, Tartan Ball,
15. advise Marketing and Communication Directors of confirmed dates for all events as soon as possible to coordinate advertising in newsletter and on website

PROGRAM

16. review periodically, with the Membership Director, the Education & Training Director and the Teachers' Panel, the 'Guidelines for Devising Toronto Association Dance Programmes'*; review activity evaluations and membership surveys and make revisions to Guidelines that ensure the perspective of the membership and teachers will be reflected in devised programmes; present, together with the Education & Training Director, any revisions to the Board for approval
17. review devised programmes for upcoming season when received from Education & Training Director and come to consensus regarding their suitability; the Education & Training Director will work with the designated deviser to revise programmes, if necessary, according to the agreement reached
 - NOTE:** Programmes are to be devised according to the 'Guidelines for Devising Toronto Association Dance Programmes' and will be initially reviewed by the Teachers' Panel to ensure the programmes' technical adherence to the Guidelines, and their general sociability (i.e., consider dancers' experience, the dances' 'danceability' and the programme's contribution to a social event)
 - NOTE:** Programmes for the upcoming dance season (September to May) should be devised by the February that year, and reviewed by Teachers' Panel, and then by Program and E&T Directors by April, so that the finalised programmes are available by the end of May for distribution to Convenors, teachers, musicians etc.
18. keep records of all volunteers on 'Volunteer Assignment Form' for all Program activities; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
19. sign off on approved expenditure receipts/invoices and forward to the Treasurer for reimbursement by cheque to the designated individual(s)
20. participate in the recruitment of member volunteers to assist in TA events/activities
21. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
22. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
23. promote recruitment and retention of membership
24. consolidate activity evaluations from Convenors at dance season's end and report to the Board with recommendations regarding Dancing in the Park, Monthly Dances, Tartan Ball and the Toronto Workshop & Afternoon Dance
25. prepare year-end report for consolidation into Secretary Report for the AGM
26. submit any relevant material for Archives to the Secretary in hardcopy in September, including minutes of the Program Committee (see Appendix for more information)
27. perform other duties as determined by the Board

PROGRAM

Support from the TA Board

1. reimbursement of expenses
2. cooperation from the Board
3. support of Board in meeting defined objectives of the Committee, and in completing specific activities

Resources

1. list of possible resources (e.g., musicians, printers, suppliers etc.)
2. list of all Scottish Country Dance events, both local and international
3. access to volunteers and financial resources
4. suggested programmes from the Teachers' Panel

Success Indicators

4. maintenance of a quality, standardised program of SCD activities and events in the GTA, at a level of revenue and expense acceptable to the Board
5. reporting to the Board in a timely manner

* (See Appendices for more information)

PROGRAM

DANCING IN THE PARK CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review – when no member can be found to take on the position the Convenor may stay on for additional terms

Reports to

- the Program Director, as requested, in order to review the Convenor's report prior to scheduled meetings of the Board

General Mandate

- to organise dances on the first four (4) Tuesday evenings in June, typically in an outdoor venue, such as Edwards Gardens (and/or other park venues as assigned) to give exposure to the TA, and specifically SCD, and to engage the general public in the event, anticipating future participation in TA activities

Responsibilities of DITP Convenor

1. convene an ad hoc sub-committee to assist in responsibilities if required
2. prepare an annual workplan and budget, and submit to the Program Director at the beginning of September for implementation in the upcoming calendar year
3. keep appropriate records of expenses compared to the budget
4. apply for subsidy for musician through the Music Performance Trust Fund* by mid-February
5. obtain a Special Event Permit* from the City of Toronto
6. obtain insurance certificate* from the Treasurer and forward to the City of Toronto Special Events Permit Officer
7. ensure the letter of confirmation is forwarded to the Treasurer (usually received mid-May), who will then process payment
8. ensure the permit is signed by Chair; the original is sent to the City of Toronto Special Events Officer and a copy is sent to the Secretary for filing.
9. arrange four (4) Tuesday evenings of Dancing in the Park (DITP) at Edwards Gardens, from 7:00 p.m. until dusk, beginning on the first Tuesday in June
10. arrange DITP in other venues as requested by the Board

PROGRAM

11. visit the park, following Permit approval, and meet with Park Site Manager to review timing, hydro access for the band, ground cover (tarpaulin) for set-up, availability of tables for information display and parking restrictions
12. ask Park Site Manager about the location of the AED (Automated External Defibrillator)* in the area as well as the official address for the field/park to provide in case of an emergency during the event
13. obtain dance programmes (list of dances) from the Education & Training Director; be sure to obtain copies of any non-RSCDS dances which musicians may not be familiar with or have easy access to
14. provide the band leader with the dates and programmes for DITP; ensure all paperwork (contracts, permits, etc.) is signed by the musicians, and the Musicians' Union
15. arrange for MC, briefers and demonstration groups (if requested) for each night, with confirmation in writing
16. arrange for PA system and CD/tape player for back-up and demonstrations
17. develop copy for newsletter 'teaser' for April and May publications
18. liaise with the Communications and Marketing Directors to advertise events in the TA newsletter, on the website, and through any other promotional opportunities
19. decide as to the use of flags alongside the band area on the last evening
20. print dance crib sheets (~ 50) for each night
21. arrange for volunteers to be present at the information table each week to
 - a) monitor the donations' box
 - b) distribute dance crib sheets if requested
 - c) distribute and explain literature
 - d) promote Introductory and Beginner Classes in the fall
 - e) encourage participants to sign 'sign-up' sheet to be notified about classes; obtain 'sign-up' sheet from Marketing Director and forward to Association Class Convenor for follow-up
22. submit receipts/invoices to the Program Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
23. evaluate the DITP activities and provide a report to the Program Director, including any recommendations for the Teachers' Panel or changes to the activity
24. ensure that the Treasurer is aware of any changes to dates and venues for DITP so that appropriate revisions can be made to the Ontario Lottery Application for 50/50 Draws; the application must indicate explicitly the intended use of funds raised through a lottery.
25. submit an article on DITP activities for the September newsletter (deadline August 10)

On the day of each event:

1. check weather early in the day, and prepare announcements to be posted to the website by 3:00 p.m. as to the 'Go or No-Go' status of the evening. If a 'No-Go', advise the Webmaster

PROGRAM

for posting (by 4:00 p.m.), ensuring the band leader knows first, then the MC, briefer(s), and demonstration team(s) leader

2. prepare, and arrange delivery of, announcements and opening and closing remarks, including: welcome dancers and guests, introduction of band members, recognition of the park staff, Musicians' Union, briefers, demonstration team (if participating), and programme devisor, and announce prize winners, if prizes offered
3. arrive early at the site to review set-up with musicians and Park Site Manager
4. bring chairs for the band
5. ensure there is a table set up for donations, TA brochures, 'sign-up' sheet etc.; ensure 'sign-up' sheets are sent to the Association Class Convenor for follow-up
6. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
7. advise Program Director, sub-committee members and briefer of the location of site- specific AED*, as well as the official location address to be provided in case of an emergency during the event
8. ensure there is a stocked first aid kit*, venue permit* and insurance certificate* on site each night
9. survey and ensure grounds are left in good condition following the event
10. create a record of donations received each evening and ensure funds are delivered to the Treasurer for deposit to the operating chequing account in a timely manner

* (See Appendices for more information)

PROGRAM

MONTHLY DANCE CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review - when no member can be found to take on the position the Convenor may stay on for additional terms

Reports to

- the Program Director, as requested, in order to review the Convenor's report prior to the scheduled meetings of the Board

General Mandate

- to organise and manage a minimum of five (5) monthly dances between September and April, plus the AGM Dance

Responsibilities of the Monthly Dance Convenor

1. convene an ad hoc sub-committee to assist in responsibilities if required
2. prepare an annual workplan and budget for each activity, submitting both to the Program Director at the beginning of September for implementation in the coming calendar year
3. keep appropriate records of expenses compared to the budget
4. ensure post-dated cheques for venue rent are delivered to venue (or as per arrangements negotiated with Monthly Dance venue)
5. obtain the insurance certificates* from Treasurer
6. obtain dance programmes (list of dances) from the Education & Training Director; be sure to obtain copies of any non-RSCDS dances which musicians may not be familiar with or have easy access to
7. liaise with Program Director to ensure musicians, once hired, have all dance programmes and appropriate information about event place and time
8. arrange for host affiliated social groups and briefers for each dance, outlining responsibilities; consider Children's Class teacher(s) as briefer at the Family Night Dance in December, and Beginner Class teacher(s) as briefer at the Beginners' Night in March

NOTE: Host social groups are responsible for bringing food for the break and host social group's teachers are typically the briefers for the event.

PROGRAM

9. send programme (list of dances) and selected host groups for each dance to the Program Director and to the Communications Director for inclusion in the newsletter and posting to the website.
10. ensure the 'No Nut' Policy of schools is advertised in the newsletter and website, and is posted at the venue
11. inform venue kitchen helpers of the dates and times of dances
12. arrange for supplies of coffee, tea, stir sticks, cups, serviettes, milk, lemons, ice, juice, as required, and advise kitchen helpers as to who will have the items available
13. inform 50/50 Draw volunteers of the dates and venues of all dances organised
14. ensure copies of crib sheets are available for each dance
15. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director and return as soon as possible after activity
16. submit any receipts/invoices to the Program Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
17. evaluate, at year end, all Monthly Dance activities and provide a report to the Program Director, including any recommendations for the Teachers' Panel or changes to the activities
18. arrange for cleaning and storage of any equipment for the summer, after the last dance event (e.g., tea and coffee urns)

At the time of the Monthly Dance:

1. have on site, as required, shoe booties and tarps to protect floors, name tags, pens and markers, and decorations and candies as appropriate for Christmas
2. request float from the Treasurer, as well as cheque for the band; give cheque to band at the dance
3. arrange for creation of signage to indicate directions (as required), 'No-Nut' policy posters, etc., and recruit volunteers to post signs
4. go early to set up tables
5. have all necessary venue materials available on site (e.g., contract, insurance certificate, stocked first aid kit*, etc.)
6. identify the location of site-specific AED* and advise Program Director, sub-committee members and briefers
7. ensure briefers and all sub-committee members have the specific address and contact information of the dance venue in case of emergency
8. have attendees sign in on one of multiple sign-in sheets (at least 4), keeping a record of the number of attendees in each category (e.g., member, non-member, beginner etc.)
9. arrange for the Chair, or a designate, to make announcements, including appreciation to those responsible for the evening
10. confirm with the kitchen staff that all is in order for the refreshments being served during the interval
11. ask the 2nd briefer to send help to the kitchen staff one dance before the interval

12. adjust interval timing as required, ensuring the dance concludes at contracted time
13. pay kitchen helpers out of cash receipts
14. check facility before leaving
15. deposit event revenue immediately after event and notify Treasurer of deposit and breakdown of attendees
NOTE: Due to the sum of money collected, the Convenor will have authority to make deposits directly to the TA operating chequing account
16. submit a notice for the newsletter and website regarding any 'Lost and Found' items

* (See Appendices for more information)

PROGRAM

TARTAN BALL CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review - when no member can be found to take on the position the Convenor may stay on for additional terms

Reports to

- the Program Director as requested, in order to review the Convenor's report prior to the scheduled meetings of the Board

General Mandate

- to organise an annual formal event for the enjoyment of the TA members and the extended SCD community

General Responsibilities of Tartan Ball Convenor

1. convene an ad hoc sub-committee to support responsibilities; suggest a minimum of four (4) members to fill following positions: secretary, ticket convener, Chief Grand Marshal, decoration coordinator
NOTE: All sub-committees should rotate in new members at least every two to three (2-3) years.
2. manage the Tartan Ball planning primarily through email communication and also by meeting three (3) times: event planning in late October/early November and mid-January; and event follow-up in late February/early March
3. send report(s), along with the minutes of meeting, to Program Director before each Board meeting
4. prepare an annual budget, including the ticket price and workplan, submitting both to the Program Director by September for implementation in the upcoming calendar year
5. keep accurate records of all expenses and receipts against budget
6. send contracts to the Chair for signature; send original signed document to the TA Secretary, who will file and forward copies to the Treasurer and Program Director
7. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
8. submit expense receipts /invoices to the Program Director for signed approval, which are to be submitted to the Treasurer for reimbursement by cheque to designated individual(s)

PROGRAM

9. evaluate the season's Tartan Ball and provide a report to the Program Director, including any recommendations for changes to the event

Event-Specific Responsibilities

A) Preparation

1. arrange preliminary contract with venue
2. make decisions re: the Guest of Honour and Master of Ceremony (MC) as soon as possible, in consultation with the Program Director
3. request TA Chair send formal invitations to head table guests (Guest of Honour, MC, TAC representative, St. Andrew's Society President; ensure Vice-Chair is invited and finalise head table
4. send invitations to selected briefers with programme information
5. contact piper to hire for event
6. advertise Ball in Society's Scottish Country Dancer magazine by end of July for publication in November, if desired
7. request Ball programme (list of dances) and dance instructions/cribs from the Education & Training Director
8. request meal choices from the venue, and plan the meal with the Committee at the fall meeting
9. prepare the Ball booklet (guests, meal, cribs) and forward to the printer as soon as possible; proof copy and order printing of Ball booklets
10. decide on refund policy
11. submit promotional articles for the newsletter and website's 'Near and Far' section by September for publication in October; include information on any promotional draws that have been arranged
12. submit advertisement for the November newsletter
13. prepare flyer/ticket order form for printing and distribution; arrange with Communications Director for hardcopy forms to be included with November newsletter mailings, and make copies available to Monthly Dance Convenor (suggest 50 copies) for distribution at the Monthly Dances
14. arrange with the Communications Director for Tartan Ball information to be posted to the website, including links to ticket order form and crib sheet
15. send emails to social groups, branches and affiliated groups in Canada and in neighbouring U.S. states, and to out-of-town individuals attending previous Balls with direction to the TA website
16. confirm location and dates of Ball practices with teachers offering special practices and confirm their advertisement in newsletter and website and with social group leads
17. ask Chief Marshal to organise volunteers to be line marshals

PROGRAM

18. have Decoration Coordinator design table decorations and recruit volunteers (suggest 10 to 12 people) to set up the room the morning of the Ball, as well as dismantle at the end of the Ball
19. arrange for someone to say grace
20. have head table plaque updated, if necessary
21. arrange with TA Chair or a designate to purchase gift for Guest of Honour
22. ensure Ticket Convenor keeps records of ticket sales, table assignments, Ball booklet delivery
23. arrange with Treasurer for cheques to be given to band and piper at the Ball
24. create event timetable, submitting copies to sub-committee, venue, TA Chair and Vice-Chair

B) Venue

1. draw up final contract, reviewing it very carefully
2. send contract to the Chair for signature; send original or copy of the signed document to the TA Secretary, who will file and forward copies to the Treasurer, Program Director and Ball Convenor
3. arrange for cheque for down-payment (two signatures required) for submission with the signed contract to venue
4. confirm locations of first aid kit(s)* and AEDs (Automated External Defibrillator)* at the venue and convey information to Program Director, MC, Chief Marshal and briefers
5. advise social groups wishing a hospitality suite to make their own arrangements with the venue
6. submit guaranteed number of attendees (ten (10) fewer than actual number) to venue two (2) days prior to the Ball
7. send ballroom set-up floor plan to the venue two days prior to event, indicating preferred location of head table and the location of tables

D) Day of the Ball

1. arrange for decorators and all necessary decorations (contact Vice-Chair regarding location) to be at the hotel by 9:00 a.m., to decorate the appropriate spaces, and to set lines of dance set, and confirm, the date of following year's Ball with the venue; have the Program Director check availability of the musicians for this date with the band leader
3. have Chief Marshal organise head table's entrance and exit for the meal; also head table guests' re-entry to ballroom for Grand March and dancing
4. present 'thank you' speech before the last dance of the Ball
5. arrange for Decoration Coordinator and volunteers to remove decorations immediately after the Ball; pack decorations and arrange for storage with venue for pick-up next day

PROGRAM

E) Post-Ball

1. request actual number of dinners served to prepare draft of expenses; the venue Invoice is usually issued within a week of the Ball
2. send thank you letters to the sub-committee members, briefers, band leader, piper and venue
3. update list of briefers
4. review venue bill carefully before submitting to the Treasurer; arrange for the cheque for final payment be sent to the venue
5. have decorations returned to agreed-upon storage location
6. evaluate Ball with sub-committee, and record suggestions for consideration the following year
7. report to the Program Director with:
 - a) an evaluation of the event, and any suggestions for change
 - b) recommendations for the Teachers' Panel regarding the dance programme

* (See Appendices for more information)

PROGRAM

TORONTO WORKSHOP & AFTERNOON DANCE CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review - when no member can be found to take on the position the Convenor may stay on for additional terms

Reports to

- the Program Director as requested, in order to review the Convenor's report prior to the scheduled meetings of the Board

General Mandate

- to create and manage an annual, enjoyable, SCD skill-training event (typically in November), attracting participants of all levels of dancing skills from the SCD community in the GTA and beyond

General Responsibilities of the Workshop Convenor

1. Convene an ad hoc sub-committee; suggest a minimum six (6) members to fulfill the following duties: take minutes, registrar, venue/catering contact, teacher/musician contact, hospitality (for teachers and musicians), communications or assign roles as necessary
NOTE: All sub-committees should rotate in new members at least every two to three (2-3) years
2. manage the Workshop planning by meeting at least four (4) times per dance season, beginning in early spring, and through email communication; include a debrief session to evaluate the outcome of Workshop
3. prepare an annual workplan (timeline and budget), submitting both to the Program Director in September for implementation the following calendar year
NOTE: Workshop coordination often involves working a year ahead in order to secure bookings with top international teachers.
4. keep accurate records of all expenses and receipts against budget
5. request Program Director book musicians for the next year immediately after the event
6. send contracts, if required, to the Chair for signature; send original signed document to the TA Secretary, who will file and forward copies to the Treasurer and Program Director

PROGRAM

NOTE: If venue secured by invoice, review invoice with Program Director and arrange for payment via cheque from Treasurer; provide TA Secretary with a copy of the invoice for filing

7. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
8. submit expense receipts/invoices to the Program Director for signed approval, to be submitted to the Treasurer for reimbursement by cheque to designated individual(s)
9. evaluate the Toronto Workshop and Afternoon Dance at its completion and provide a report to the Program Director, including any recommendations for changes to the event

Event-Specific Responsibilities

A) Preparation

1. set date for the Workshop, usually the 2nd Saturday in November
2. reserve a venue that has three (3) areas for dance teaching, including one large dance floor
3. Request list of suggested teachers from E&T Director and book teachers from the list. Any SCD teacher not on the list must be approved by the Board.
4. obtain, and keep on file, the insurance certificate from Treasurer (see Glossary for more information)
5. obtain Afternoon Dance programme (list of dances) from the Education & Training Director; be sure to obtain copies of any non-RSCDS dances which musicians may not be familiar with or have easy access to
6. liaise with Program Director to ensure musicians, once hired, have all dance programmes. Maintain contact with musicians as required and update accordingly.
7. arrange for a caterer for lunch and refreshments during registration and break times if this is not included in the venue contract
8. set registration fees and dates for refund policy
9. prepare registration form and flyers, ensure link to "Class Choices" on website is included on form and flyers
10. arrange with the Communications Director/newsletter editor and webmaster for publicity in newsletter and website (and also Society's Scottish Country Dancer magazine if desired)
11. notify other RSCDS websites and newsletters of the Workshop date, requesting that they post a notice for their membership
12. arrange for Workshop information to be distributed to social group leads and membership (e.g., visits to social groups, email to members)
13. arrange hospitality for teachers, musicians and out-of-towners
14. arrange for the purchase of gifts/mementos for the Workshop teachers
15. arrange for floaters (experienced dancers) to go into any class that needs extra dancers

PROGRAM

16. arrange for the introduction of the teachers at the beginning of the Workshop
17. prepare evaluation forms
18. prepare a schedule for the Workshop to be sent to the teachers and musicians six to eight (6-8) weeks in advance. Provide each teacher with a planning template with location and musician assignments. Plans are to be shared among teachers and musicians at least 4 weeks before workshop
19. prepare a schedule of Workshop day assignments for the members of the sub-committee
20. arrange for procurement or rental of microphones/ sound systems for each of the teachers
21. provide a venue needs list to school staff liaison manager, specifying set up needs
22. arrange for briefers for the Afternoon Dance
23. request Treasurer to prepare cheques for musicians, and honoraria for teachers
24. access venue the day before workshop, if possible, to set up tables and affix signage

B) Day of Workshop

1. provide food, coffee, tea, juice, cups, cream, sugar, stir sticks, serviettes, if not provided by caterer as part of the contract; purchase bottled water
2. have all necessary venue materials available on-site (e.g., permits, insurance certificate*, fully stocked first aid kit(s)*, Slip Stop, paper towels/tissues etc.)
3. identify the location of site-specific AED (Automated External Defibrillator)*, and advise sub-committee members, floaters, and teachers at the Workshop where these are located
4. ensure Convenor and sub-committee members know the specific address and contact information of the dance venue in case of emergency
5. request sub-committee members and volunteers arrive 30 minutes before registration
6. set up registration table in main foyer and assign volunteers to manage
7. set up each classroom with tables for teacher,, first aid kits, red ribbons
8. ensure teachers and musicians have everything they need, including microphone headsets that have been sound-tested
9. ensure teachers know the Workshop schedule
10. assign a facilitator to each teacher, to be available to solve any unforeseen problems and provide timekeeping support
11. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director and return as soon as possible after activity
12. be available to caterer, if needed
13. thank everyone at the end of the Workshop, and make presentations when appropriate
14. distribute and collect completed evaluation forms
15. pay musicians and teachers by cheques provided by Treasurer at the end of the day
16. ensure everyone receiving hospitality has directions

PROGRAM

C) Afternoon Dance

1. recruit and assign volunteers to manage the Afternoon Dance, as required, and coordinate with Monthly Dance convenor
2. request float from the Treasurer
3. set up registration table for sign-in in main foyer for those coming just for the afternoon dance
4. assign volunteers to set up afternoon refreshments if these are not part of the catering contract
5. set up a drop box for dancers to leave name tags for recycling and evaluation forms
6. check facility before leaving to see that everything is in good order

D) Post-Workshop

1. review evaluation forms, and offer feedback to teachers if requested
2. evaluate the event with the sub-committee
3. send thank you notes to all concerned
4. report to the Program Director with:
 - a) an evaluation of the Workshop, and any suggestions for change
 - b) recommendations to the Teachers' Panel regarding programme and/or teachers
 - c) prepare an article for December issue of Set & Link
 - d) update website workshop page
 - e) prepare a prioritized list of teachers 'from away' and extend invitation(s)

* (See Appendices for more information)

COMMUNICATIONS

DIRECTOR

Term of Office

- minimum of two (2) one-year terms with opportunity for re-election for up to four (4) additional terms (maximum total of six (6) years)

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. attend Board meetings and submit an activity report the week prior to each meeting
3. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year
4. keep appropriate records of expenses and revenues compared to the budget; submit as required, to the Treasurer
5. submit final records for fiscal year (Jan - Dec) to Treasurer early January
6. ensure any major changes to the approved workplan, regarding location, format and/or budget, be approved by the Board prior to implementation
7. participate in editorial meetings of the newsletter as necessary
8. present recommendations of the Newsletter Editor and Webmaster to the Board
9. communicate Board decisions back to the Newsletter Editor and Webmaster
10. liaise with other Directors on communications matters
11. create and distribute Board e-notes to all social group contacts and post on website after each Board meeting
12. assemble and distribute information for social group leaders and Association Class teachers. Package includes:
 - a) membership forms
 - b) an outline of responsibilities regarding obtaining venue contracts, the need for insurance certificates*, and knowing the location of an AED (Automated External Defibrillator)* and venue contact information should an emergency situation arise
13. maintain contact with the social groups to keep informed of any problems they may be facing or ideas they may have
14. send articles for Society's Scottish Country Dancer magazine when requested by Canada East representative
15. communicate motions for the AGM to members via the newsletter and website at the direction of the Board
16. keep records of all volunteers on 'Volunteer Assignment Form' for all Communications activities; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity

COMMUNICATIONS

17. sign off on approved expenditure receipts and third-party invoices and forward to the Treasurer for reimbursement by cheque to the designated individual(s)
18. participate in the recruitment of member volunteers to assist in TA events/activities
19. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
20. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
21. promote recruitment and retention of membership
22. evaluate the workplan at the end of the dance season and report to the Board with recommendations to address changes to communications trends, and the operations of the newsletter and website
23. prepare year-end report for consolidation into Secretary Report for the AGM
24. submit any relevant material for Archives* to the Secretary in hardcopy in September, including minutes of the Communications Committee
25. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from Board
3. support of Board in meeting defined objectives of the Communications Committee and in completing specific activities

Resources

1. appropriate computer software for publishing newsletter and maintaining website
2. newsletter supplies
3. methods of distributing material (newsletter, website)
4. up-to-date list of TA members, contacts with TAC, TATA, and the Teachers' Panel
5. lists of RSCDS Branches, RSCDS Affiliated Groups and other social groups in North America
6. access to volunteers

Success Indicators

1. maintenance of a proactive program of member communication through
 - a) regular production of the newsletter at an agreed frequency
 - b) maintenance of website
 - c) internal advertising of TA events satisfactory to the Convenors
2. reporting to the Board in a timely manner

* (See Appendices for more information)

COMMUNICATIONS

NEWSLETTER EDITOR

Term of Office

- due to the need for continuity, the term of the Editor is not limited

Reports to

- the Communications Director in order to include relevant information in the reports required for scheduled meetings of the Board

General Mandate of the Newsletter

- a communication medium that is proactive in disseminating timely, interesting and relevant TA and SCD information directly to membership, in both electronic and hardcopy format

Responsibilities of the Newsletter Editor

1. prepare an annual budget and workplan and submit to the Communications Director by September for implementation in the upcoming calendar year
2. keep appropriate records of expenses compared to the budget
3. collect information that could be reproduced in the newsletter, including articles and announcements from members and affiliated groups; collect items from additional sources which are considered to be of interest to readers for inclusion when space is available and content is appropriate
4. collect and scan event notices sent to TA from other Branches to be listed under 'Events Near' and 'Events Far'; forward notices to Webmaster
5. select items to be used each month and edit as required
6. create, proof and approve electronic layout; include the deadline for the next newsletter; especially check spelling of people's names
7. send final copy to member who will be responsible for emailing to membership
8. print appropriate number of newsletter hard copies for members who have applied; obtain number from Membership Director
9. arrange for mailing labels, and forward, along with appropriate numbers of printed copies, to member organising mail delivery; coordinate accuracy of addresses with Membership Director
10. archive each newsletter electronically (to be forwarded to next editor when the position changes)
11. print two copies of each issue to be sent to the TA Secretary for archiving
12. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity

COMMUNICATIONS

13. submit receipts/invoices to the Communications Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
14. evaluate the newsletter activities and provide a report to the Communications Director, including any recommendations for changes to activities

COMMUNICATIONS

WEBMASTER

Term of Office

- due to specialised skills and interests, the term of the Webmaster is not limited

Skills

- working knowledge of ftp and html software
- graphic design
- copy writing
- ability to use multiple software packages and conversion(s), particularly skills in formatting Word documents and converting to Adobe Acrobat

Reports to

- Communications Director in order to include relevant information in the report required for scheduled meetings of the Board

General Mandate of the Website

- to provide an articulate, comprehensive and easily navigated website for the membership, as well as the broader public, that promotes the TA and all of its activities, as well as SCD around the world

Responsibilities of the Webmaster

1. prepare an annual workplan and budget and submit to the Communications Director by September for implementation in the upcoming calendar year
2. keep appropriate records of expenses compared to the budget
3. develop website content and guidelines for posting information, together with the Communications Director
4. post TA information on the website, as requested
5. provide write-ups and pictures of TA events of interest to members and the general public through liaison with Board members, membership and web research
6. post external information of interest to TA members, particularly that related to SCD events, Scottish tradition and culture
7. create (or use donated) images and videos; size, compress and post images appropriate to events and items on the website
8. compose coherent and attractive announcements of TA events submitted by Convenors for posting as required
9. format documents received for concise presentation; improve graphic design where needed, convert to Acrobat for virus-free posting

COMMUNICATIONS

10. maintain communication links with contributors and associated websites, including reciprocal links and event posting
11. develop new material for the website as requested (and as able), working with a website assistant (if available)
12. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
13. submit receipts/invoices to the Communications Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
14. evaluate the website activities/trends and provide a report to the Communications Committee, including any recommendations for changes

OUTREACH & MARKETING

DIRECTOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for re-election up to four (4) additional terms to a maximum total of six (6) years

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. assemble and maintain an active, operational Outreach & Marketing Committee; serve as Chair of this Committee
3. convene a minimum of four (4) meetings per year of the Outreach & Marketing Committee
4. attend Board meetings, and submit an activity report the week prior to each meeting
5. develop and submit, in September, a workplan and budget for implementation in the upcoming calendar year
6. keep appropriate records of expenses and revenues compared to the budget; submit as required, to the Treasurer
7. submit final records for fiscal year (Jan - Dec) to Treasurer early January
8. ensure any major changes to the approved workplan, regarding location, format and/or budget, be approved by the Board prior to implementation
9. present recommendations of the Marketing Committee to the Board
10. communicate Board decisions back to the Outreach & Marketing Committee and activity Convenors
11. advise the Board of Directors of trends in marketing activities
12. liaise with other Directors on marketing matters
13. manage any public relations issues in consultation with the Chair or Vice-Chair
14. develop marketing materials and methods to distribute information about TA activities including managing TA social media (e.g., Facebook).
15. liaise with appropriate government organisations, the general public and other dance groups, Scottish groups, Celtic groups etc. to promote the TA
16. develop and maintain a list of current and possible media contacts
17. coordinate media attendance for special events, if required
18. organise promotional events such as Culture Days, ceilidhs or special events; includes contracting venue, venue insurance and the programme for events (e.g., engaging teachers and music as required)
19. keep records of all volunteers on 'Volunteer Assignment Form' for marketing activities; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity

OUTREACH & MARKETING

20. post a 'sign-up' document on the website for download for member volunteers to have available at all promotional events in order to obtain the permission of interested person(s) to be contacted regarding upcoming events and/or classes; give compiled lists to the Association Class Convenor for follow-up
21. sign off on approved expenditure receipts and third-party invoices and forward to the Treasurer for reimbursement by cheque to the designated individual(s)
22. participate in the recruitment of member volunteers to assist in TA events/activities
23. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
24. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
25. promote recruitment and retention of membership
26. evaluate the workplan at the end of the dance season and report to the Board with recommendations regarding changes to TA marketing strategies, and with ideas from Culture Days and Demo Pool Convenors
27. prepare year-end report for consolidation into Secretary Report for the AGM
28. submit any relevant material for Archives* to the Secretary in hardcopy in September, including Minutes of the Outreach & Marketing Committee
29. perform other duties as determined by the Board

Support from the Toronto Association Board

1. reimbursement of expenses
2. cooperation from Board
3. support of Board in meeting the objectives of the Outreach & Marketing Committee and in completing specific activities

Resources

1. list of media contacts
2. list of other possible contacts (e.g., musicians, pipers, printing facilities, suppliers etc.)
3. list of all dance events locally and internationally
4. list of all government agencies connected with the arts/culture/not-for-profits
5. access to volunteers

OUTREACH & MARKETING

Success Indicators

1. maintenance of proactive marketing by timely release of advertising material at a level of revenue and expense acceptable to the Board
2. design and promotion of the TA's public image in a form approved by the Board
3. reporting to the Board in a timely manner

* (See Appendices for more information)

OUTREACH & MARKETING

OUTREACH & MARKETING COMMITTEE

Terms of Reference

Composition

- Outreach & Marketing Director, Chair of the Committee
- Four to six (4-6) members

NOTE: All committees should rotate in new members at least every two to three (2-3) years.

Reports to

- the Board through the Outreach & Marketing Director

General Mandate

- to promote public awareness of activities of the TA, including classes and special promotional events that elicit participation in SCD, with the goal of increasing TA membership.

Authority

- implement the approved workplan
- ensure any major changes to the approved workplan and budget are authorised by the Board prior to implementation
- make recommendations to the Board

Responsibilities of the Outreach & Marketing Committee

1. appoint a secretary to take minutes and keep a record of all meetings
2. create ad hoc sub-committees to do specific tasks

NOTE: Two (2) convenors are currently outlined in the organisational structure, with the ability to convene a sub-committee and enlist volunteers as required:

- I) Culture Days Convenor(s)
 - II) Demonstration Team Convenor
3. make recommendations to the Board regarding marketing trends and plans, and tools to effectively carry out plans
 4. develop and implement a marketing strategy
 5. develop a media kit
 6. design, create and publish relevant and timely marketing material such as brochures, leaflets, cards, flyers, magnets, flags etc. for the Committee and membership to distribute as promotional material about TA events
 7. liaise with appropriate Directors/Convenors to create, review, distribute and evaluate all specific promotional material, news releases and brochures
 8. monitor relevant media to be aware of events that offer the opportunity to promote the TA and SCD

OUTREACH & MARKETING

9. review and implement opportunities to promote SCD music and musicians who perform in the GTA
10. submit receipts and third-party invoices to the Outreach & Marketing Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)

OUTREACH & MARKETING

CULTURE DAYS CONVENOR

NOTE: The following outline would generally be followed by an appointed Convenor for any external promotional opportunity planned or identified by the Outreach & Marketing Committee (e.g., promotional ceilidh or Culture Days events in the Greater Toronto Area sponsored by TA)

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review

Reports to

- the Outreach & Marketing Director, for review of the Convenor's report prior to the next scheduled meeting of the Board

General Mandate

- to promote the local public's knowledge and experience of SCD at the annual 'Culture Days', a national event held in September

General Responsibilities of the Culture Days Convenor

1. convene an ad hoc sub-committee to assist in responsibilities; suggested group composition would be at least ten (10) member volunteers, including:
 - a volunteer RSCDS TA teacher
 - a hospitality/decor organiser
 - at least two (2) volunteers to be posted outside to invite pedestrians to join the event
 - several (8-10) volunteers to help attendees on the dance floor
2. prepare an annual workplan and budget and submit to the Outreach & Marketing Director by September for implementation in the upcoming calendar year
3. keep appropriate records of expenses compared to the budget
4. send contracts to the Chair for signature; send original signed document to the TA Secretary, who will file and forward copies to the Treasurer and Outreach & Marketing Director
5. ensure venue has appropriate insurance coverage through liaison with the Treasurer (see Glossary for more information)
6. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director and return as soon as possible after activity
7. submit expense receipts and third-party invoices to the Marketing & Outreach Director for signed approval, to be submitted to the Treasurer for reimbursement by cheque to designated individual(s)

OUTREACH & MARKETING

8. evaluate the event at its completion and provide a report to the Marketing & Outreach Director, including any recommendations for changes to the event

Event-Specific Responsibilities of the Culture Days Convenor

1. register for this September event in the spring
2. book venue by early June (usually for the last Saturday in September at Eastminster United Church). As above, send any contract received for venue to the Chair for signature; send original signed copy to the Secretary, who will forward copies to the Outreach & Marketing Director and Treasurer
3. determine the day's programme and recruit teacher, piper etc. as needed; convey expectations as they relate to the day's programme
4. ensure the teacher and sub-committee members have the site address and related contact information for the location, in the event of an emergency
5. confirm appropriate numbers of volunteers for the event and advise all of timing and expectations, including set-up and tear-down of displays, etc.
6. obtain any decoration regalia as needed for event by contacting the Vice-Chair
7. obtain marketing material for distribution at the event such as brochures, leaflets, cards, flyers, magnets, flags etc. and/or other give-aways through Outreach & Marketing Director
8. ensure hospitality organiser purchases or brings snacks and several cases of water to be available for attendees as per budget
9. arrive in time for set-up; coordinate, as required, with custodian of the venue
10. have facility contract, insurance certificates, dancer 'sign-in' lists, general public 'sign-up' lists and stocked first aid kit on site during event (see Glossary for more information)
11. know the location of closest AED (Automated External Defibrillator)* in the venue and advise the teacher of location
12. provide promotional material to outdoor volunteer members to help invite public to the event
13. ensure hospitality volunteer(s) set up decorations and prominently display promotional materials, particularly for Introductory and Beginner Classes, as well as any 'give-aways'
14. ensure the sign-up lists for interested individuals are in a prominent location at the event; ensure that all volunteers know about, and promote, these sign-up lists with the public attending; after the event send lists compiled to the Association Class Convenor for follow-up
15. keep records of all volunteers (teacher, Convenor, dancers, sub-committee members etc.) on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director and return as soon as possible after the event
16. ensure that the venue is left in the same condition as upon arrival
17. send thank you notes to all involved following the event

NOTE: For promotional events other than Culture Days, should participation fees or donations to TA be gathered, ensure appropriate activity record is created and ensure that funds are delivered to the Treasurer for deposit to the operating chequing account in a timely manner.

* (See Appendices for more information)

OUTREACH & MARKETING

DEMONSTRATION POOL CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review

Reports to

- the Outreach & Marketing Director, as requested, in order to review the Convenor's report prior to scheduled meetings of the Board

General Mandate

- to organise and coordinate demonstration dancing to showcase and advertise the benefits of SCD, encouraging the public to take classes and/or attend events
- provide a community service in care facilities and raise funds for the TA

General Responsibilities of Demonstration Pool Convenor

1. prepare an annual budget and workplan and submit to the Outreach & Marketing Director in September for implementation in the upcoming calendar year
2. keep appropriate record of expenses against budget
3. recruit a TA member teacher volunteer (minimum term of two (2) years) to teach the Demo Pool members a selection of 'core' demo dances during eight to ten (8-10) practice sessions during the dance season
4. recruit a minimum of two to three (2-3) members as On-site Coordinators
5. confirm appointment of a Demo Dress Coordinator
6. maintain a database of all volunteer demo dancers and invite additional accomplished dancers to join the Demo Pool as appropriate
7. maintain the 'core' list of Demo Pool dances and adjust the list annually as needed, together with the current practice teacher
8. be responsible for the safekeeping of the original CDs
9. ensure that points of interest/history of the dances etc. are compiled if requested
10. keep records of all volunteers (teacher, Convenor, dancers, committee members etc.) on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
11. submit receipts and third-party invoices to the Outreach & Marketing Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
12. evaluate activities at the end of the season and report to the Outreach & Marketing Director, including recommendations for any changes to the management of the Demonstration Pool

OUTREACH & MARKETING

Responsibilities related to Demo Pool Practices

1. submit dates for practice sessions, normally held at Broadlands Community Centre, to the Director Designate (see Glossary for more information) no later than mid-June; ensure permit(s), once received by the Director Designate from the City of Toronto, are forwarded to the Demo Pool Convenor, the practice teacher, the Outreach & Marketing Director and the TA Secretary for filing
NOTE: If a venue other than Broadlands is required for practices, the Convenor will negotiate a venue contract within the assigned budget; send the contract(s) to the Chair for signature and forward original signed document to the TA Secretary, who will file and forward copies to the Treasurer, Outreach & Marketing Director and practice teacher.
2. organise the posting of practice dates and venue(s) in newsletter and website to keep demo team members up to date
3. ensure the teacher has the practice venue address(s) and related contact information for the location, in the event of an emergency
4. know location of the AED (Automated External Defibrillator)* in the practice venue(s) and advise the teacher of location
5. obtain the insurance certificates* from Treasurer for all practice venues
6. have venue permits (or contract as applicable), insurance certificates, dancer 'sign-in' lists, as well as a stocked first aid kit* on site at all practices; delegate this duty to the teacher or a confirmed attendee as required

Responsibilities related to Demonstration Events

1. organise demonstration events as requested by community organisations, seniors' residences, festivals, television media, individuals etc.
2. ensure lists are available at all practices of upcoming demos, including date and location information for Demo Pool dancers
3. send electronic information to Demo Pool dancers asking for their confirmation of availability for demos on dates requested
4. email confirmed Demo Pool dancers to advise of demo date, time, location, directions, parking availability, the dance programme including the order of the dances, and the expected dress code for the event
5. obtain dance briefs from the practice teacher and send electronically to all confirmed demo dancers
6. assign On-site Coordinators to lead the demos and confirm assigned duties
7. request/confirm the availability of a sound system at event venue if required
8. ensure the availability to On-site Coordinators of CDs of SCD music for demo/audience dances, respecting all copyright requirements

OUTREACH & MARKETING

9. request the location of AED at venues when booking (if the facility has one) and forward this information to On-site Coordinators
10. ensure On-site Coordinator has a stocked first aid kit* available at each demo event (see Glossary for more information)
11. ensure the On-site Coordinator has the site address(s) and related contact information for the location, in the event of an emergency
12. arrange for, and track, payments for each demonstration against an activity record; cheques to 'RSCDS Toronto Association' can be forwarded by mail to the Treasurer or may be given to the On-site Coordinator at the event; alternatively, an invoice, if required, can be sent to venue by the Treasurer; ensure funds received are delivered to the Treasurer for deposit to the operating chequing account in a timely manner

On-Site Coordinator(s) Responsibilities

1. devise the event programme, drawing on the core dances, and set dress code; forward to the Demo Pool Convenor for distribution of programme/cribs and other instructions to dancers participating in the event
2. compile, together with the Convenor, points of interest regarding dances, tartans, historical notes etc. to provide entertainment for the audience; ask for individual dancers' participation in the presentation as required
3. undertake some or all organisational responsibilities (outlined above) for an event as coordinated by the Demo Pool Convenor
4. know the location of AED* at the event venue
5. bring stocked first aid kit* to each demo event
6. have venue address and related contact information for the location, in the event of an emergency
7. bring music player and ensure (or delegate) that the appropriate recorded music for the demo is on the music player
8. act, on the day of the event, as on-site lead of the Demo Pool with all venue staff interactions
9. conduct walk-through with the Demo Pool prior to the event
10. act as MC for the event, introducing dances and requesting individual dancer participation in the presentation if required (e.g., outlining points of interest)
11. receive payment on day of event from venue and forward to the Demo Pool Convenor/Treasurer if so organised

Practice Teacher Responsibilities

1. review and revise, together with the Demo Pool Convenor, the list of core dances to be performed by the Demo Pool
2. supply Convenor with core dance cribs for distribution to Demo Pool Dancers as required
3. supply own music resources for practices
4. teach the Demo Pool dancers the core dances with emphasis on performance skills

OUTREACH & MARKETING

5. know the location of AED* at the practice venue
6. have venue address and related contact information for the location, in the event of an emergency

Demonstration Dress Coordinator Responsibilities

1. recruit four to six (4-6) members of the Demo Pool (the Demo Pool Convenor also sits in on meetings of this team); preferably, members recruited have sewing experience
2. meet at least annually to review the style of demo dress and accessory requirements, and submit workplan and budget to Demo Pool Convenor for inclusion in Demo Pool budget for upcoming calendar year
3. keep appropriate records of expenses compared to the budget
4. coordinate/recruit additional volunteers to sew demo outfits as needed
5. acquire fabrics or sewing patterns (either from donations or by purchase within approved budget) to create new demo outfits as needed

NOTE: Costumes created with materials purchased with TA funds are considered to be TA assets and must be tracked regarding their cost and assignment to Demo Pool dancers so they may be retrieved and reassigned as appropriate. However, several demo dancers have in the past purchased fabric and made their own demo outfits.

6. provide list of the costumes considered assets and their location/assignment to dancers in the Demo Pool to the Vice-Chair and Treasurer

* (See Appendices for more information)

EDUCATION & TRAINING

DIRECTOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for re-election up to four (4) additional terms to a maximum total of six (6) years

Responsibilities

1. support the Toronto Association (TA) leadership, and exemplify the TA's Vision, Mission and Strategic Themes through the responsibilities assigned
2. attend Board meetings, and submit an activity report the week prior to each meeting
3. develop and submit, in September, workplan and budget for implementation in the upcoming calendar year
4. keep appropriate records of expenses and revenues compared to the budget; submit as required, to the Treasurer
 5. submit final records for fiscal year (Jan - Dec) to Treasurer early January
 6. ensure any major changes to the approved workplan, regarding location, format and/or budget, be approved by the Board prior to implementation
 7. present recommendations of the Education & Training Committee to the Board regarding dance programmes for the upcoming dancing season, Association Classes and youth programme offerings and related fees
 8. communicate Board decisions back to the Education & Training Committee, and to the Convenors and Teachers' Panel
 9. liaise with other Directors on education and training, and on youth programming matters
 10. review periodically, in collaboration with representatives of the Teachers' Panel and the Directors of Program and Membership, the 'Guidelines for Devising Toronto Association Dance Programmes'*; review activity evaluations and membership surveys and make recommendations for revisions to Guidelines that ensure the perspective of the membership and teachers will be reflected in devised programmes; present, together with the Program Director, any revisions to the Board for approval
 11. be the primary Board contact with the Teachers' Panel to:
 - provide the members of the Panel with the philosophies and priorities of the TA
 - ensure the objectives of the current 'Guidelines for Devising Toronto Association Dance Programmes' are met
 - ensure the regular review and update of these Guidelines
 12. review the proposed dance programmes submitted by the Teachers' Panel, considering the philosophy/priorities of the Board and the Program Committee

EDUCATION & TRAINING

13. liaise with Program Director to reach consensus on the proposed upcoming dance programmes; work with the designated devisor to revise programme(s), if necessary, according to agreement reached
NOTE: Programmes for the upcoming dance season (September to May) should be devised by February, and reviewed by Teachers' Panel and then by Program Director by April, so that finalised programmes are available by the end of May for distribution
14. forward the confirmed programmes (list of dances), to the Program Director, class teachers, social group teachers, musicians, Webmaster, and relevant Convenors; be sure to include cribs/dance instructions of any non-RSCDS dances which teachers and musicians may not be familiar with or have easy access to
15. ensure the Teachers' Panel develops and maintains a database of dances and briefs for crib sheets
16. ensure the Teachers' Panel develops and maintains a list of willing and suitable teachers for the Association Classes
17. liaise with TAC (Teachers' Association (Canada)), TATA (Toronto Area Teachers' Association), as well as the Society
18. promote and encourage advancement of dancers to become accredited teachers
19. encourage retiring teachers and dancers to share resources with teacher candidates
20. provide awareness of designated youth funds and grants available (e.g., TAC, and RSCDS Jean Milligan Fund)
21. develop a library of resources for teachers (e.g., musicians, printers, suppliers etc.)
22. keep records of all volunteers on 'Volunteer Assignment Form' for all Education and Training activities; obtain form from Vice Chair & Volunteers Director, and return as soon as possible after activity
23. sign off on approved expenditure receipts/invoices and forward to the Treasurer for reimbursement by cheque to the designated individual(s)
24. participate in the recruitment of member volunteers to assist in TA events/activities
25. review portfolio description annually and forward requested edits to Vice-Chair for consideration and review; some changes may require full Board approval
26. review, on odd-numbered years, TA philosophy as it relates to stated Vision, Mission and Strategic Themes; track achievements and set targets on assigned goals, as required
27. promote recruitment and retention of membership
28. Organise, coordinate and evaluate Special Classes as requested or required
29. Organise, coordinate and evaluate Teacher Candidate Classes and Examinations every second year when numbers of eligible candidates warrant
30. consolidate activity evaluations from Convenors at the end of the dance season and report to the Board with recommendations regarding Association Classes, Youth Activities, Adult Festival (if applicable) and the Teachers' Panel
31. prepare year-end report for consolidation into Secretary Report for the AGM

EDUCATION & TRAINING

32. submit any relevant material for Archives* to the Secretary in hardcopy in September, including minutes of the Education & Training Committee
33. perform other duties as determined by the Board

Support from the TA Board

1. reimbursement of expenses
2. cooperation from the Board
3. support of Board in meeting defined objectives of the Committee, and in completing specific activities
4. access to resources available

Resources

1. list of possible resources (e.g., musicians, printers, suppliers etc.)
2. list of contacts of TAC and TATA
3. list of members of Teachers' Panel
4. access to volunteers and financial resources
5. record of dance descriptions
6. list of teachers with desire and suitability for different levels of Association Classes and workshops

Success Indicators

1. standardised programme of SCD training and educational activities in the GTA at a level of revenue and expense acceptable to the Board
2. engaging programmes for all levels of dancers
3. reporting to the Board in a timely manner

* (See Appendices for more information)

EDUCATION & TRAINING

EDUCATION & TRAINING COMMITTEE

Terms of Reference

Composition

- Education & Training Director, Chair of the Committee
 - Appoint committee members as needed – suggested four to six (4-6) members, not necessarily the Education & Training Committee Convenors
- NOTE:** All committees should rotate in new members at least every two to three (2-3) years.

Reports to

- the Board through the Education & Training Director

General Mandate

- ensure that TA activities involving the education and training of dancers and teachers in the GTA are provided for all ages and levels of dance ability, and are consistent with the curriculum and standards of the Society

Authority

- implement the workplan approved by the Board
- ensure any major changes to the approved workplan, regarding location, format and/or budget, be approved by the Board prior to implementation
- make recommendations to the Board

Responsibilities of the Education & Training Committee

1. appoint a secretary to take minutes and keep a record of all meetings
2. create ad hoc sub-committees to do specific tasks, as needed

NOTE: Four (4) Convenors are currently outlined in the organisational structure, each with the ability to convene a sub-committee and enlist volunteers as required

- I) Association Classes Convenor
- II) Youth Activities Convenor
- III) Adult Festival Convenor (biennial appointment)
- IV) Teachers' Panel Convenor

3. make recommendations to the Board regarding educational offerings and the youth program

EDUCATION & TRAINING

4. coordinate membership surveys, together with the Membership and Program Committees, gathering ideas for possible future offerings to inform recommendations
5. liaise with other Board committees to ensure adequate promotion of activities and feedback on classes and programmes
6. ensure there are suitable educational activities for all levels of dancer ability and interest

ASSOCIATION CLASSES CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review

-

Reports to

- the Education & Training Director, as requested, in order to review the Convenor's report prior to scheduled meetings of the Board

General Mandate

Organise, coordinate and evaluate all classes:

- Association Classes:
 - Levels 1 and 2 Classes, two (2) sessions of ten (10) weeks each
 - Level 3 Class, two (2) sessions of five (5) weeks each
 - Level 4 Class, as numbers dictate
 - Extension Class, one (1) session of eight (8) weeks prior to Dancing in the Park

General Responsibilities of Association Classes Convenor

1. convene an ad hoc sub-committee to assist in responsibilities, if required
2. prepare an annual budget and workplan for each Association Class activity in the upcoming year, and submit to the Education & Training Director at the beginning of September for implementation in the upcoming calendar year
3. keep appropriate records of expenses against workplan/budget
4. send all contracts issued by the venues to the Chair for signature; send signed original document to the Secretary, who will file and forward to the Treasurer and Education & Training Director

EDUCATION & TRAINING

5. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice Chair & Volunteers Director, and return as soon as possible after activity
6. follow up on 'sign-up' lists of people interested in classes obtained at promotional events
7. keep appropriate accounts verifying the collection of registration fees and their disposition with the Treasurer
8. submit all receipts/invoices to the Education & Training Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
9. report to the Education & Training Director with a written summary of the season's activities, including any recommendations for changes

Association Classes: Levels 1, 2, 3, 4 and Extension Classes

Association Classes Convenor Responsibilities

1. book locations for classes and arrange payments
2. obtain, and keep on file, the insurance certificates from Treasurer *
3. send all contracts issued by the venues to the Chair for signature; send the signed original document or a copy to the Secretary, who will file and forward to the Treasurer and Education & Training Director
4. obtain the names of RSCDS TA member teachers recommended for all Association Classes from the Teachers' Panel, confirming a two-year term for each, which can be extended for one additional year with permission from the Board
5. instruct teachers to supply their own resources (i.e., music system, lesson plans)
6. ensure each class site has a Class Representative (Class Rep) to manage administration, and provide assistance as needed
7. make all necessary materials available for Class Rep to have on site (e.g., permits/contract, insurance certificate, class registrant/sign-in lists, receipt books for class registration, stocked first aid kit* etc.)
8. ensure all registration fees are appropriately recorded for each class offered; ensure funds collected by Class Rep are delivered to the Treasurer for deposit to the operating chequing account in a timely manner
9. forward list of class registrants to the Membership Director to confirm membership requirements
10. consult with Education & Training Director as to cancellation of any class
11. arrange, together with the Treasurer, payments for teacher at the end of each session
12. promote the upcoming Level 1 Classes at the Introductory Class
13. advise Level 1 Class participants that newcomers may only attend one 10-week session as non-members
14. promote activities of the TA at Level 1 Classes to encourage new dancers to become members

EDUCATION & TRAINING

15. ensure evaluation forms are distributed and collected at the end of the sessions; prepare, and forward, a short overall synopsis of these evaluations to the Education & Training Director with any recommendations to the Board within six (6) weeks of activity completion
16. advise the Communications and Marketing Directors of dates and locations of classes as soon as information is available to facilitate advertising classes in the newsletter and website; request ads be placed in local newspapers (preferably at no cost); promote classes through other advertising opportunities when Marketing has funding available
17. liaise with Communications and Marketing Directors regarding distribution of flyers, postcards, and/or other promotional material
18. identify the location of site-specific AED (Automated External Defibrillator)*, and advise the Education & Training Director, teacher and Class Reps of the location
19. ensure each teacher has the specific address and contact information for their class location and a list of his/her students' names, in case of emergency

Teacher Responsibilities

1. teach the recommended curriculum for the class level as outlined by the Teachers' Panel and the Society
2. supply own music resources
3. obtain a list of names of students in the class from the Class Rep and/or Convenor
4. know where the first aid kit is located
5. know the location of the nearest AED* on site
 6. obtain site address and related contact information for the current class location, in the event of an emergency
 7. promote membership in the TA

Class Representative Responsibilities

1. have on site, during class, the venue contract, insurance certificate, class registrant/sign-in lists, receipt books for class registration, and stocked first aid kit*,
2. know the location of the nearest AED* on site
3. know site address and related contact information for the current class location
4. ensure that participants are registered, collect fees and remit money, with completed attendance sheets, as soon as possible to the Convenor or Treasurer
5. maintain class attendance register against class list
6. suggest to class, and create, sign-up for provision of juice/cookies during break
7. be present at each class and arrange for class helpers as requested by the teacher
8. promote the upcoming Level 1 Class at the Introductory Classes

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9. promote Association activities at Level 1 Class, to encourage new dancers to become TA members
10. distribute and collect completed evaluation forms at the final class, and submit to Convenor

Special Classes

E & T Director Responsibilities

1. solicit ideas for Special Classes from teachers and/or members
2. submit dates and venues for Special Classes, to the Director Designate* no later than mid-June; ensure permits once received by the Director Designate are forwarded to Special Class teachers, the Education & Training Director, and the TA Secretary for filing
3. obtain the insurance certificates* from Treasurer; forward a copy of the certificate to the Teacher and/or Class Administrator
 4. ensure the teacher has the site address and related contact information for the current class location, in the event of an emergency
 5. advise the teacher of his/her responsibilities – assigning administration duties (e.g., completion of sign-up sheet, collecting fees etc.) and acquiring additional assistance (e.g., operation of music, etc.), if needed; teacher may appoint a Class Administrator to assist in duties as required
 6. advise the Communications Director of dates, locations and nature of classes, including any limitations on dancing level required, for inclusion in newsletter and posting on the website
 7. ensure there is a stocked first aid kit* at all class locations
 8. know the location of the nearest AED* on site, and advise the teacher and Class Administrator of its location

Teacher Responsibilities

1. devise the class programme
2. provide music and sound system
3. ensure a TA member is asked to do administration at the event (or take on the responsibilities of Class Administrator outlined below)
4. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
5. ensure a stocked first aid kit is on site in the class
6. know the location of the nearest AED* on site
7. know the site address and related contact information for the current class location, in the event of an emergency

EDUCATION & TRAINING

Class Representative Responsibilities

1. obtain attendance forms from the Association Classes Convenor and ensure all attendees sign in
2. collect fees and remit money, with completed attendance sheets, as soon as possible to the Convenor or Treasurer
3. have venue permit and insurance certificate on site
4. know the location of the nearest AED* on site
5. keep records of all activity's volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
6. ensure that all chairs and tables are returned to storage, windows are closed and room is left in same condition (or better) as found

Teacher Candidate Classes/Examinations

RSCDS Teacher Candidate examination requirements, examination schedules/dates, application forms and fees are outlined on the Society website at:

www.rscds.org/article/teaching-certificate

In summary, certification includes:

Teaching Certificate Part 1

Unit 1: Written Paper (Self Study)

Unit 2: Practical Dancing

Unit 3: Teaching Level 1

Teaching Certificate Part 2

Unit 4: Teaching Practice (Record of accumulated teaching hours)

Unit 5: Teaching Level 2

A) Candidate Self Study Exam

Teaching Certificate Part 1: Unit 1 Examination

This exam is typically undertaken through self study. The Society sets examination dates on the second Saturday of February and October of every year. To sit this exam, candidates must send their application and fees to the Society no later than six (6) weeks prior to the exam dates.

EDUCATION & TRAINING

E & T Director Responsibilities

1. assist the candidate with required Part 1 Unit 1 application forms. The TA Secretary may also be enlisted as the key contact with the Society for required correspondence.
2. determine an appropriate (quiet) examination venue on the set date
3. identify two (2) exam invigilators to undertake all prescribed responsibilities, including the sign-off and submission of completed examination papers to Headquarters. This may be done by electronically scanning and forwarding the documents; however, the TA Secretary may be enlisted to mail hardcopy via Canada Post as required.

B) Candidate Classes and Exams

Teaching Certificate Part 1: Unit 2, 3, & Part 2: Unit 5 Classes and Examinations

Candidates may attend intensive classes and related exams for these units during the annual RSCDS Summer School in St. Andrews, Scotland to obtain certificates. In North America, there are residential Teacher Candidate courses run by TAC held every other year (e.g., 2015, 2017...) in conjunction with the TAC summer school. To support area candidates for these exams, the TA holds classes with an assigned Teacher Candidate Tutor when appropriate.

A Teacher Candidate Tutor may tutor candidates through three consecutive exam periods (six (6) years), with one extension of service for a further three (3) iterations (maximum of twelve (12) years). When a tutor is required, a suitably qualified person is appointed by the Teachers' Panel, with the approval of the Board.

The Tutor may appoint a 'Shadow Tutor' who will assist with instructions as well as administration. The Tutor may delegate or share some of the responsibilities indicated under "Tutor Responsibilities". The Teachers' Panel is expected to consider Shadow Tutors when the time comes to appoint the next Tutor.

E & T Director Responsibilities

1. advertise Teacher Candidate Classes, in spring of 'off' year, in the newsletter and on the website, including the name and contact information of the designated tutor for more information
2. consult the Treasurer regarding the amount the TA can subsidise each candidate

EDUCATION & TRAINING

3. research costs of appropriate venues for classes and examinations, in consultation with the Tutor, taking into account the examiners' requirements, the amount of time musicians are required and other miscellaneous costs, making recommendations on the options available
NOTE: Venue Criteria: For examinations the venue: must be available over a two (2) day period; needs a large room (wood sprung floor preferable) which would accommodate two (2) full sets of dancers ('stooges'), two (2) examiners, and musician with keyboard; kitchen facility; washrooms; and at least two additional rooms – one for the candidates and another for hospitality for stooges and candidates.
4. set budget in September of the 'off' year, in consultation with the Treasurer and Board, to determine total fees for candidates, considering available subsidy from the TA

Proceed, as below, when the viability of a class has been determined

5. keep appropriate records of expenses compared to budget
6. liaise with the tutor, the TAC exam coordinator and the Society to plan the year and exams, and apply for funding if necessary
7. set examination date as soon as possible in order to book an appropriate examination venue
8. refer to details as provided on the Society website and on required application forms (see www.rscds.org and look up 'Courses') to advise tutor, Education & Training Director and candidates of Society time lines, funding sources and responsibilities regarding applications and payment of fees
9. process the paperwork and send fees to Society
10. advertise for stooges in the newsletter and on the TA website to participate in practice teaching classes
11. select stooges, together with the tutor, for practices; for exams, a minimum of 18 stooges are required, with 24 being preferable; give candidates the opportunity to request specific stooges; ensure stooges know the dates and times of practices and examinations
12. send requests for booking dates for these classes and examinations at the venue (to the Director Designate* no later than the middle of June of the 'off' year
NOTE: If a venue other than Broadlands is required for practices, the E & T Director will negotiate a venue contract within the assigned budget. The signed original document or a copy will be forwarded to the Chair for signature and forwarded to the Secretary, who will file and forward copies to the Treasurer and the Education & Training Director
13. arrange with the Treasurer for payment to the venue
14. obtain the insurance certificates* from Treasurer forward copies of the certificates to the tutor and/or Class Administrator

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15. request the tutor negotiate for a musician to play for candidate classes and exams, within the approved budget
16. ensure the tutor has the site address and related contact information for the current class location, in the event of an emergency
17. ensure tutor has candidate lists, sign-in sheets and insurance certificate
18. identify the location of site-specific AED (Automated External Defibrillator)* and advise the tutor and Class Administrator of the location
19. arrange for payment of tutor and musician
20. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
21. submit receipts/invoices to the Treasurer for reimbursement by cheque to designated individual(s)
22. evaluate the candidate classes, taking into consideration comments from candidates, teachers, tutor and stooges
23. report to the TA Board with a written summary of the season's activities, including any recommendations for changes;
24. send thank you notes to all involved

On Examination Day

1. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
2. arrange accommodation and hospitality for the examiners
3. arrange refreshments for tutor, candidates, stooges and examiners
4. manage assignments and sign-in sheets for stooges on the day of exam
5. have, on site, sign-in sheets, insurance certificate*, contracts, stocked first aid kit
6. manage the conveyance of any Society official documentation required by/from the examiners and/or the Society
7. submit any expense receipts/invoices to the Education & Training Director for signed approval, to be submitted to the Treasurer for reimbursement by cheque to designated individual(s)

Tutor Responsibilities

1. determine the length of the course and of each of the weekly sessions
2. determine when music is needed; this may not be for the entire candidate course, but is essential on the examination day
3. negotiate for a musician to play for candidate classes (as required) and exams, within the approved budget

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4. identify when, how many, and which stooges are required throughout the course, ensuring an appropriate number of dancers are available
5. ensure that candidates who are completing their Unit 4 - Record of Teaching Practice as part of Teaching Certificate Part 2 have a qualified teacher mentor
6. ensure administration activities are covered for classes; obtain attendance forms from the Convenor, ensure attendees sign attendance sheets, have insurance certificate on site; the Convenor/tutor may designate a volunteer to be responsible for these duties
7. know that a stocked first aid kit* is on site during the practices
8. know the location of the nearest AED* on site
9. know the site address and related contact information for the current class location, in the event of an emergency
10. Delegate/share some of the responsibilities to/with the Shadow Tutor

* (See Appendices for more information)

EDUCATION & TRAINING

YOUTH ACTIVITIES CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review

Reports to

- the Board through the Education & Training Director

General Mandate

- identify and organise a minimum of two (2) annual activities (e.g., Workshop, Ball, Medal Testing, Family Ceilidh, discussion sessions to attract and retain young dancers etc.) of interest to youth (participants are designated 'Youth' up to age 35 years)

General Responsibilities of Youth Activities Convenor

1. convene an ad hoc sub-committee to assist with responsibilities; suggest representation from each youth group by teacher, helper, parent or (youth) dancer
NOTE: All sub-committees should rotate in new members at least every two to three (2-3) years.
2. prepare an annual budget and workplan for each youth activity, submitting both to the Education & Training Director at the beginning of September for implementation in the upcoming calendar year
3. keep accurate records against budget of expenses for each activity/event
4. send all contracts to the Chair for signing, with signed original document going to the TA Secretary, who will file and distribute copies to the Treasurer and Education & Training Director
5. set spectator and participant fees, if required, for each event
6. obtain the insurance certificates* from Treasurer; forward a copy of the certificate to appropriate on-site lead as required
7. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
8. submit expense receipts/invoices to the Education & Training Director for signed approval, to be submitted to the Treasurer for reimbursement by cheque to designated individual(s)
9. prepare a summary of the dance season's activities, with any suggestions for changes, and submit to the Education & Training Director by the end of June

EDUCATION & TRAINING

Event-Specific Responsibilities

It shall be the responsibility of the Convenor to organise at least two (2) Youth Activities chosen for the year. For example:

- One or more of **Gala Day, Family Ceilidh** and/or **Youth Workshop**; be sure to alternate venues between East and West annually; and
- **Youth Ball**: an annual, age-appropriate event (participant age agreed to by Youth Teachers) that is held in spring, avoiding March Break, Easter and other TA events.

For each of the activities for the year, it shall be the responsibility of the Convenor to initiate the following:

1. set date and time, together with the Education & Training Director
2. prepare program for the event, confirming teachers, briefers and musicians as required
3. set spectator and participant fees as applicable
4. confirm venue and send contract, if required, to Chair for signature; send signed contract to Secretary for distribution to the Education & Training Director and the Treasurer
5. engage a musician within the approved budget
6. arrange for catering, in the case of the Youth Ball; solicit meal choices
7. coordinate, as required, with the custodian of the venue(s)
8. apply for insurance certificate* through Treasurer
9. liaise with the Communications and Marketing Directors to publicise the event and provide relevant details (date, time, fees etc.)
10. enlist volunteers to assist in event set-up and closure
11. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
12. arrange with the Treasurer for payment (or donation) to the management of the venue, as well as to the musician(s), if engaged
13. know the location of the nearest AED (Automated External Defibrillator)* on site, and advise the sub-committee, Education & Training Director and volunteers of its location
14. have the site address and related contact information for the venue in the event of an emergency

On the day of and after events, it shall be the responsibility of the Convenor to:

1. arrive in time with volunteer team for set-up
2. have sign-in sheets, venue contract (if applicable), insurance certificate and stocked first aid kit on site
3. assign a volunteer to monitor sign-in and fee payment
4. ensure that the venue is left in the same condition as upon arrival

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5. send thank you notes to all involved
6. ensure fees collected are recorded and delivered to the Treasurer for deposit to the operating chequing account in a timely manner
7. submit any expense receipts to the Education & Training Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
8. evaluate event(s) and submit a final evaluation report to the Education & Training Director with recommendations within six (6) weeks of activity completion

* (See Appendices for more information)

EDUCATION & TRAINING

ADULT FESTIVAL CONVENOR

Term of Office

- as appointed by the Education & Training Director

Reports to

- the Board through the Education & Training Director

General Mandate

- organise a biennial event/festival to celebrate SCD through presentations of the TA Social Groups

General Responsibilities of Adult Festival Convenor

1. convene an ad hoc sub-committee to assist with responsibilities
2. prepare a budget and workplan for the event, submitting both to the Education & Training Director at the beginning of September for implementation in the upcoming calendar year
3. keep accurate records against budget of expenses for each activity/event
4. send all contracts to the Chair for signing, with signed original document going to the TA Secretary, who will file and distribute of copies to the Treasurer and Education & Training Director
5. set spectator and participant fees, if required, for the event
6. obtain the insurance certificates* from Treasurer
7. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
8. submit any expense receipts to the Education & Training Director for approval, who will submit to the Treasurer for reimbursement by cheque to designated individual(s)
9. prepare a summary of the event, with any suggestions for changes, and submit to the Education & Training Director within six (6) weeks of the event

Event Specific Responsibilities

1. set date and time, together with the Education & Training Director
2. solicit participation of Social Groups and prepare programme for the event, confirming participating groups, and briefers and musicians as required
3. engage a musician to play within the approved budget, if this is part of the program; if not, ensure, together with social group leads, that appropriate arrangements are made for a sound system for the event and volunteer(s) to operate
4. set spectator and participant fees as applicable

EDUCATION & TRAINING

5. confirm venue and send contract, if required, to Chair for signature; send signed contract, or a copy, to Secretary for distribution to the Education & Training Director and the Treasurer
6. coordinate, as required, with the custodian of the venue(s)
7. coordinate refreshments
8. apply for insurance certificate* through Treasurer
9. liaise with the Communications and Marketing Director to publicise the event and provide relevant details (date, time, fees etc.)
10. enlist volunteers to assist in event set-up and closure
11. keep records of all volunteers on 'Volunteer Assignment Form'; obtain form from Vice-Chair & Volunteers Director, and return as soon as possible after activity
12. arrange with the Treasurer for payment (or donation) to the management of the venue, as well as to the musician(s), if engaged
13. know the location of the nearest AED (Automated External Defibrillator)* on site, and advise the sub-committee, Education & Training Director and volunteers of its location
14. have the site address and related contact information for the venue in the event of an emergency

On the day of and after events, it shall be the responsibility of the Convenor to:

1. arrive in time with volunteer team for set-up
2. have sign-in sheets, venue contract (if applicable), insurance certificate and stocked first aid kit on site
3. assign a volunteer to monitor sign-in and fee payment
4. ensure that the venue is left in the same condition as upon arrival
5. send thank you notes to all involved
6. ensure fees collected are recorded and delivered to the Treasurer for deposit to the operating chequing account in a timely manner
7. submit any expense receipts and any third-party invoices to the Education & Training Director for approval, who submits them to the Treasurer for reimbursement by cheque to designated individual(s)
8. evaluate event(s) and submit a final evaluation report to the Education & Training Director with recommendations within six (6) weeks of activity completion

* (See Appendices for more information)

EDUCATION & TRAINING

TEACHERS' PANEL CONVENOR

Term of Office

- minimum of two (2) one-year terms, with opportunity for an extension of up to four (4) additional terms, to a maximum of six (6) years upon annual review; appointee will have served on the Teachers' Panel for at least two (2) years prior to appointment

NOTE: Due to the skills required of this position, the extension of the Chair's tenure will be determined at the spring meeting of the Teachers' Panel by members who have served at least a one-year term, in consultation with the Education & Training Director.

Qualification: fully certificated SCD teacher

Reports to

- the Board through the Education & Training Director

General Mandate of the Teachers' Panel

- to advise the TA on teaching matters in order to maintain high standards of SCD through adherence to the training/curriculum offered to students and teacher candidates. The Teachers' Panel also has prime responsibility in devising all TA dance programmes according to agreed-upon Guidelines, contributing to the sociability of SCD in the GTA.

Composition of the Teachers' Panel

- Teachers' Panel Chair, Chair of the Committee
- six to ten (6-10) teachers, who are fully certificated and members in good standing of the TA, and who teach an affiliated social group; ensure representation:
 - of all areas served by the TA
 - of both Beginner and Youth Class teachers
 - of the TAC, by including the TATA and TAC representative(s)
- each Panel member will sit for a minimum for two (2) one-year terms, with an opportunity for an extension of up to four (4) additional one-year terms, to a maximum of six (6) years; ensure that the stability of the Panel remains intact by having no more than three (3) members of the Panel step down during any given dance season

EDUCATION & TRAINING

- invite the Education & Training Director to all Panel meetings, with the understanding that he/she is a non-voting attendee
- invite the Program Director, at the request of the Education & Training Director and with the understanding that he/she is a non-voting attendee

NOTE: All committees should rotate in new members at least every two to three (2-3) years

Authority of the Teachers' Panel

- uphold high standards in SCD as outlined in teaching manual of the Society
- make recommendations to the Board

Responsibilities of the Teachers' Panel Convenor

1. hold a meeting of the Teachers' Panel at least three (3) times during the year to address current issues
2. appoint a secretary to take minutes and keep a record of all meetings
3. review, periodically, the 'Guidelines for Devising Toronto Association Dance Programmes'*, together with the Education & Training, Program and Vice-Chair & Volunteers Directors, regarding trends and priorities of TA classes/activities; ensure discussion is based on feedback gathered through activity evaluations and membership surveys; hold an intention to have TA dancers aspire to a high skill level while including dances in programmes that attend to all skill levels from beginner to highly skilled; present recommendations of modifications to the Guidelines to the Board for approval
4. appoint devisor(s) to devise dance programmes for the Monthly Dances, Toronto Workshop Afternoon Dance, Tartan Ball, Annual General Meeting, Dancing in the Park (currently located at, but not restricted to, Edwards Gardens) and other events organised by the Association, in accordance with the Board's priorities, philosophy and goals and the Guidelines; deadline for devised programmes for the upcoming dance season is February
5. send a copy of the Guidelines to be followed by the appointed devisor
6. review devised programmes when submitted; first, amongst the Panel assessing consistency with the Guidelines, and then coming to consensus with the Education & Training Director and Program Director, addressing any concerns by facilitating the revision of programme(s) as necessary; be sure to obtain copies from devisor of any non-RSCDS dances which teachers and musicians may not be familiar with or have easy access to; review process should be completed by the end of May

NOTE: Included in the review by the Teachers' Panel is the creation of cribs/dance instructions in standardised SCD terminology ready for posting on the website.

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7. facilitate the delivery of the approved programmes (list of dances) to the Education & Training Director for distribution to the Program Director, teachers leading classes and social groups, musicians, Webmaster and relevant Convenors; include copies of any non-RSCDS dances
8. provide, maintain, and periodically update a list of willing and qualified teachers for each level of Association Classes from which the Class Convenor and Education & Training Director may select names for the Association Classes; teachers may also be teaching/leading a social group
9. suggest three (3) teachers for each class, from which the final selection will be made with approval from the Board
10. ensure the teachers have the curriculum to be taught at each level
11. suggest teachers for workshops, and other events, as requested by the Program Director and/or designated Convenor
12. maintain and periodically update a repository of documents including but not restricted to: a) Role of MC and Briefer, b) Guidelines to MC and Briefer at special events such as Toronto Workshop and Dancing in the Park, c) Guidelines for Devising Toronto Association Dance Programmes, d) Association Class Guidelines. These documents may be helpful to convenors of numerous activities, who may wish to disseminate pertinent information to relevant individuals. These events include Association Classes, Toronto Workshop Dance, Dancing in the Park, Monthly Dances, and the Tartan Ball.
13. ensure that the guidelines and principles for all teaching matters are based on those of the TA and the Society
14. ensure that the database of dance instructions is maintained and up to date

* (See Appendices for more information)