



American College Dance Association

POLICIES AND PROCEDURES MANUAL

2014-15

Policies and Procedures Manual and Bylaws approved by the Board of Directors
June 7, 2014

By-Laws Approved by the General Membership November 4, 2014

Welcome to the American College Dance Association (ACDA) Board of Directors. Whether you are new to the Board or have served for several years, your dedication and service to this Association are greatly appreciated. You have been elected to serve on the Board as a representative from your region by your peers, an honor you have earned by your dedication to dance in higher education.

This handbook is a compilation of policies and practices addressing numerous facets of the Association including, among others, its organizational structure, Board membership, election procedures, and expectations of Board Members. The Board of Directors modifies the content this document through Board discussions, ad hoc committees of the Board, polling of the entire membership and finally through a majority vote at the Association's Annual Board Meetings. Your voice, representing the members in your region, is the vehicle for keeping this document as relevant as possible in our ever-changing field of dance in higher education.

Thank you for your willingness to serve on the American College Dance Association Board of Directors.

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Mission Statement

The American College Dance Association exists to support and affirm dance in higher education through Regional Conferences, the adjudication process, and National Festivals. The educational mission of the Association is to foster creative potential, to honor multiple approaches to scholarly and creative research and activity, to promote excellence in choreography and/or performance, and to give presence and value to diversity in dance. The Association acts as a national membership service organization to strengthen the educational network for students and faculty within the academic dance community.

The Association shall operate without profit, so that no part of its earnings or assets shall ever be distributed as a dividend or inure to the benefit of any private shareholder or individual. The Association does not discriminate in leadership, admission or access to its programs and activities.

Organizational Structure of the Association

Members, Elected and Appointed Positions

Institutional Members

The Association is a collective of institutions of higher education who pay a biennial membership fee to join the Association. Institutional members have the right to cast one vote in general membership meetings as well as elections for appropriate Directors of the Board.

Individual Members

Individual Members include any individual or organization (other than institutional members) interested in the mission of the Association. Individual Members join the Association by paying annual dues. Individual members have the right to cast one vote in general membership meetings as well as elections for appropriate Directors of the Board.

Regional Representatives

The membership within each of the 12 geographic regions in the country elects four (4) representatives to serve on the Board of Directors. These Regional Representatives offer a regional perspective to all national Board discussions and decisions. Board Directors (members) must be Individual Members of the Association and may join by paying annual dues or a one-time "Lifetime Membership" fee. Regional Representatives have the right to cast one vote in general membership meetings, elections for appropriate Directors of the Board, elections for Officers of the Board, and for all business conducted at annual Board Meetings.

Regional Directors

Officers of the Board in consultation with the Regional Representatives nominate one Regional Representative from each region, with her/his permission, to serve as the

Regional Director. This nomination is then sent to the regional membership for approval. Regional Directors coordinate the efforts of the elected Regional Representatives and serve as a liaison to the Board of Directors for the membership from their region, among other responsibilities. Regional Directors have the same voting rights as Regional Representatives.

Officers of the Board

The Board of Directors elects its Officers (also referred to as the Executive Committee) from current or immediately past members of the Board (those who have served on the Board within the previous three years). Officers of the Board may include: President, Secretary, Treasurer, Vice-President for Membership, Vice-President for Nominations and Elections, Vice-President for Regional Planning, Vice-President for Policy and Procedures, President-elect (non-voting), Past President (non-voting), Executive Director (non-voting). Voting Officers of the Board have the right to cast one vote in general membership meetings, elections for appropriate Directors of the Board, elections for Officers of the Board, and for all business conducted at annual meetings of the Board of Directors as well as additional meetings of the Officers of the Board.

Advisory Board Members

The President, upon consultation with the Officers of the Board, appoints outstanding individuals who are willing and qualified to advise and support the work of ACDA to the Advisory Board. The terms of appointment, annual or renewing, are determined by the President and in all cases conclude at the end of the term of the President who appointed said individuals.

Note: The Regional Representatives, Regional Directors, Officers of the Board, and Advisory Board Members are all volunteer positions and do not garner any remuneration for their service.

Paid Administrative Positions

Executive Director

The Executive Director is hired by the Officers of the Board of Directors to manage and oversee the ongoing operations of the Association.

Executive Assistant

The Executive Assistant is hired by the Executive Director in consultation with the President to help facilitate the daily business of the Association.

ACDA Regions

The Board of Directors has divided the country into 12 geographic regions for purposes of organization and management of the Association. The number and concentration of Institutional Members were taken into consideration when creating these 12 regions. Institutional Members may attend Conferences, space allowing, in any region—while their direct conduit to the Board is through their “home region” representatives.

Baja

California (south of the
35th parallel)

Central

Illinois
Indiana
Kansas
Missouri
Oklahoma

East-Central

Michigan
New York (west of 78^a longitude)
Pennsylvania (west of Hwy 219)
Ohio

Mid-Atlantic

Delaware
District of Columbia
Maryland
North Carolina (NE of Hwy 601/52:
north of Charlotte area)
Virginia
West Virginia

New England

Connecticut
Maine
Massachusetts
New Hampshire
New York (east of I-81; north of I-88)
Rhode Island
Vermont

Northeast

New Jersey
New York (East of 78° longitude,
West of I81, South of I88)
Pennsylvania (east of Hwy 219)

Northwest

Alaska *
Colorado
Idaho
Montana
Oregon
Utah
Washington
Wyoming

North-Central

Iowa
Minnesota
Nebraska
North Dakota
South Dakota
Wisconsin

South-Central

New Mexico
Texas

South

Arkansas
Alabama
Kentucky
Louisiana
Mississippi
Tennessee

Southeast

Florida
Georgia
North Carolina (SW of Hwy 601/52);
Charlotte area)
South Carolina

West

Arizona
California (north of 35th parallel)
Hawaii *
Nevada

** For the purposes of Conference registration during 2014 and 2015, Alaska and Hawaii are accorded "in-region priority" for all regions except for Northeast and Mid-Atlantic.*

ACDA BOARD OF DIRECTORS DUTIES AND RESPONSIBILITIES

The Board of Directors of ACDA is legally, fiscally and ethically responsible for all activities of the Association. ACDA carries Directors & Officers Liability Insurance for indemnification for any legal action for alleged wrong acts in the event the insured suffers any losses in their capacity as directors and officers.

The Duties of the Directors of the Board include:

- providing fiscal oversight by amending (if required) and approving an annual budget
- annually reviewing all Board Handbooks and materials including the Association's Form 990 and any and all other documents relevant to the fiscal operation of the Association prior to the annual Board Meetings
- identifying any potential conflicts of interest
- attending all Board meetings and participating in an informed manner
- attending a Regional Conference each year and fully participating in all Conference activities, which may include among others:
 - attending pre-Conference meetings with other board members
 - participating in the membership and Regional Planning meetings
 - serving as timekeepers
 - serving as secretary during the membership meeting
 - being available to help in any way necessary, including serving as emergency substitute teachers
- maintaining an Individual Membership in the Association throughout the entire term(s)
- supporting the decisions of the full Board in public even if they may have disagreed with those decisions prior to the outcome of the Board vote

The Responsibilities of the Directors of the Board include:

- determining how the Association carries out its mission through participation in long and short range planning and review
- recruiting, orienting and developing Board members
- establishing policies for the effective management of the Association
- understanding and promoting the Association's mission
- being familiar with the Association's programs and operations
- advocating on behalf of the Association
- reviewing periodic financial statements and audits of the Association's financial records to confirm that the money is prudently managed and expended
- providing positive support to Conference hosts in any capacity necessary both as an attendee and a Board member leading up to and during the Conference to facilitate a successful Conference
- taking an active role in identifying new prospective Board members throughout the year
- assuming an active role in identifying host sites
- understanding that a Board member may be asked to serve as Regional Director and other assigned duties in support of the Association

Time Demands (approximate):

- four to five days of attendance and participation at one Regional Conference each year
- two to four days of Board meetings each year in a location determined by the Board
- as needed to review Board minutes and IRS Form 990 and to respond to Board-related communication
- as needed to fulfill additional responsibilities such as assisting with regional board elections, coordinating peer reviews, serving as the “Voice of the Region” and other duties to be determined

Financial Expectations:

- individual Membership (\$50/year annual individual membership dues) or Lifetime Membership (\$500 one-time payment)
- travel costs and related expenses to attend national Board Meetings and Regional Conferences at personal or institutional (when available) expense

Procedural Requirements and Obligations:

- Board Members must notify the Regional Director of the home region and the National Office if unable to attend their home region’s Conference as expected.
- Board Members must notify the National Office if unable to attend the Board Meetings as expected.
- A Board Member’s failure to attend three (3) Regional Conferences and/or meetings of the Board of Directors within a three-year term shall constitute cause for removal from the Board.
- A Board Member’s disregard for the responsibility of fulfilling Board Duties outlined above shows due cause for the removal from the Board of Directors by action of the President in consultation with the Executive Committee.

The Bylaws of any association are “the rules and regulations enacted by an association... to provide a framework for its operation and management.” (legal-dictionary.thefreedictionary.com). It is important to be familiar with the ACDA Bylaws to more fully understand the specific duties and responsibilities enumerated later in this document.

American College Dance Association Bylaws

Article I - Mission Statement

The American College Dance Association exists to support and affirm dance in higher education through Regional Conferences, the adjudication process, and National Festivals. The educational mission of the Association is to foster creative potential, to honor multiple approaches to scholarly and creative research and activity, to promote excellence in choreography and/or performance, and to give presence and value to diversity in dance. The Association acts as a national membership service Association to strengthen the educational network for students and faculty within the academic dance community.

The Association shall operate without profit, so that no part of its earnings or assets shall ever be distributed as a dividend or inure to the benefit of any private shareholder or individual. The Association does not discriminate in leadership, admission or access to its programs and activities.

Article II - General Membership

Section I - Categories

There are two categories of membership: Institutional and Individual.

A. Institutional Members include dance groups or dance departments/programs of institutions of higher learning. Each Institutional Member shall designate an individual, faculty or staff, in its employ who shall act as its authorized voting representative (faculty liaison) at the General Membership meetings. It is expected that this individual be in communication with all involved faculty, staff and students at her/his institution to properly represent them at the membership meetings. Each Member Institution shall have one vote for all official votes put to the General Membership. An authorized voting representative may only represent one Institutional Member in any single year.

B. Individual Members include any individual or organization (other than Institutional Members) interested in the mission of the Association. Individual Members who serve on the Board of Directors may choose to become Individual Lifetime Members. Individual Members have the right to attend and participate in all General Membership meetings including the right to vote in all official votes of the Association put to the General Membership.

Section 2 - Dues

The Board of Directors shall establish dues for each category of membership. Upon the remittance of dues by an individual, organization, or institution said entity shall immediately become a member in the appropriate category as outlined in Article II, Section I for the duration of the term procured (one year, two years, or lifetime).

Section 3 - Meetings

A General Membership Meeting shall be held at least once during each fiscal year at a time and place to be set by the Board of Directors. The President of the Board may call special meetings of the membership. Additionally, upon written request of not less than twenty (20) Individual and/or Institutional Members, the Vice President for Membership may call special meetings of the membership.

The membership of the Association will be informed concerning matters of Policy and Procedure either through the membership meetings convened at each Regional Conference, or via email or other communication. At least thirty (30) days written notice will be given for any meeting of the membership. This written notice may refer to notifications and schedules posted on the ACDA and/or Regional Conference websites. Any members attending a Conference out of their 'home region' are encouraged to attend the membership meeting at the Conference they are attending to have their voice heard. Minutes of the membership meetings and any advisory votes cast shall be conveyed to the Board of Directors via the Regional Representatives and Regional Directors. When an official vote is required of the membership for elections or other policy issues, a ballot will be sent electronically to all members. An official vote requires a minimum response rate of 30% of the membership involved. In situations when there is only one candidate per open Board position on the ballot there is no minimum response rate required.

Article III - Board of Directors

Section I - Composition

The Board of Directors shall consist of Regional Representatives and Regional Directors from each region, and the Officers of the Board (Executive Committee). The membership of the Board shall consist of not less than thirty (30) or more than sixty (60) Directors, the specific number to be determined by the Board of Directors. The number of Board of Directors shall be defined as elected members, excluding any pro tempore members.

Section 2 - Qualifications

Every Director must be an Individual Member of the Association in good standing during her/his term of service. Each Director must have either some experience in dance prior to being nominated to serve on the Board, e.g., experience in professional dance, dance education at the college level, dance administration, and/or scholarly research in

dance or have professional expertise outside of the range of dance that could serve the Association e.g., financial or legal advisor.

Section 3 - Powers

The Board of Directors shall have membership voting privileges as individual members of the Association and will exercise all the usual powers of the directors of a business association, including the immediate government and direction of the affairs of the Association. The Board of Directors shall make rules and regulations that they deem necessary or proper for the government of the Association, and for the due and orderly conduct of its affairs and the management of its property, not inconsistent with the Bylaws of the Association. The Board of Directors may exercise all powers not expressly given to the General Membership.

Section 4 - Meetings

The Board of Directors will meet at least once a year and at such other times and places as the Board of Directors or the President of the Board may direct. At meetings of the Board of Directors, a quorum for transaction of business shall consist of at least 51% of the elected Directors. At all meetings of the Board, business shall be transacted by a simple majority vote of all Directors present, (excluding amendments to the Bylaws, which require a two-thirds majority vote, see Article VIII) no proxy votes will be allowed. Any action so taken will be deemed to be the action of the full Board.

The Secretary of the Association, or in her/his absence a Secretary pro tempore chosen by the Executive Committee, will keep a record of all its proceedings. These records will be available to any member.

Section 5 - Nomination of Directors

The Board of Directors will determine policy and procedures for nominations and elections of Board Members. The Vice President for Nominations and Elections will invite self-nominations for Directors from the General Membership.

Section 6 - Terms of Office

Each Director of the Board shall be elected for no more than two (2) consecutive three-year terms after which s/he must rotate off the Board for a period of at least one year. Re-nomination may occur after one or more years of absence.

Section 7 - Regional Directors

One elected Board Member within each region will be nominated by the Executive Committee to serve as Regional Director with that individual's consent. Upon approval of the regional membership the Regional Director may serve a total of two (2) three-year terms before rotating out of the position for at least one year. An incumbent Regional Director must communicate to the President her/his intent to be considered for a second term six months prior to the end of the first term. Under unusual circumstances, as determined by the President, the Executive Committee may nominate an individual not

currently serving on the Board to serve as Regional Director or they may nominate a current Regional Director to serve a third term. In either case the Executive Committee will forward the nomination for approval of the membership in the nominee's region. The Board shall determine the function of the Regional Directors.

Article IV - Officers

Section I - Election Process, Positions, and Terms of Office

The Board of Directors will elect the Officers of the Board. The Officers of the Board include: President, Vice-Presidents, Treasurer, and Secretary, all of whom will be elected from among the current or recent Directors (within three (3) years of having served on the Board). These Officers of the Board will also be referred to as the Executive Committee. The term of office for all officers shall be for three (3) years, with the exception of the President who serves a one-year term as President Elect, a four-year term as President, and an additional one-year term as Past President (a six-year commitment to the Association). At the time an officer is elected, s/he will complete the fiscal year in her/his current position and then begin a new term of service as an Officer of the Board. The Treasurer may be re-elected without limitation. Other officers may be re-elected for a second three-year term, but cannot serve on the Executive Committee in the same capacity for more than six (6) consecutive years, with the exception of the President and Treasurer, as outlined. If an office has not been filled through an election process, or if a vacancy occurs during a term of office, the President may appoint a Board Member to fill that office until a successor is duly elected.

Section 2 - Duties

The President of the Board of Directors is the chief executive officer of the Association and will execute the policies of the Association as directed by the Board of Directors. The duties of the other officers of the Association will be such as usually pertaining to their respective offices. Additionally, the duties of each officer of the Association will include those as are prescribed and assigned to them by the President of the Board of Directors.

Section 3 - Additional Officers and Agents

The Executive Committee will have the power to appoint or hire officers, employees, or agents, as may be necessary in their judgment for the conduct of the business of the Association, and designate their titles and compensation, if any. Additionally, the Executive Committee will have the right to create new Officers of the Board positions, to rename, redefine, and/or eliminate Officers of the Board when in their judgment such changes are necessary for the Association. These changes shall be ratified upon the majority vote of the Board of Directors. All Officers of the Board will have full voting rights, while employees, or agents will not have voting privileges in the Association.

Article V - Committees

Section I - Executive Committee

The Executive Committee will consist of the Officers of the Association and will have and all powers of the Board, which may lawfully be delegated in the management of the business and affairs of the Association. It will meet at the call of the President of the Board. To conduct business of the Executive Committee, a quorum requires a simple majority of the voting members.

Section 2 - Special Committees

Such other standing or special committees as may be required to assist and advise the Board of Directors may be appointed by the President of the Board or elected by the Board of Directors, and may include members of the Association who are not Directors.

Article VI - Advisory Board

The President, in consultation with the Executive Committee, may appoint an Advisory Board to the Board of Directors. This Advisory Board shall consist of outstanding individuals who are willing and qualified to advise and support the work of the Association. The Advisory Board Members need not be members of the Association and will not have the right to vote but may attend and participate in all membership and Board Meetings. The terms of appointment, annual or renewing, are determined by the President and in all cases conclude at the end of the term of the President who appointed said individuals.

Article VII - Reports

Section I - Fiscal Year

The fiscal year will begin on the first day of July and end on the thirtieth day of June.

Section 2 - Financial Report

The Financial Report will be created by the Executive Director, Treasurer, and outside auditing service (when applicable). The Executive Director will keep a proper record of all monies received for the Association from all sources, and keep proper vouchers indicating the amount and nature of all expenditures. The monies of the Association will be maintained in the name of the Association and all deposits and payments will be made in its name.

The Treasurer will make a financial report to the Board at least once annually. Additional financial reports for Board-related business will be made available to Directors of the Board in such form(s) as may be requested.

Section 3 - Audit

A designee selected by the Executive Committee will audit the accounts of the Association periodically, as determined by the Executive Committee.

Section 4 - President's Report

The President of the Board will present an annual report to the Board and to the members.

Article VIII - Amendments

The Board of Directors must approve any amendments to the Bylaws. Approval must be by a two-thirds majority vote. Proposed changes to Bylaws will be discussed at regular General Membership Meetings held at Regional Conferences prior to the Board vote. Members shall have a minimum of thirty (30) days notice prior to a vote concerning proposed amendments. Members are encouraged to discuss the issue(s) with their Regional Representatives and Regional Director.

The Executive Committee may make a recommendation, pro or con, concerning each proposed amendment when it comes up for action.

Article IX - Conduct of Business

All meetings of the Board of Directors and the Executive Committee will be conducted in accordance with Robert's Rules of Order.

Article X - Dissolution

In the event of the dissolution of the Association, any surplus funds remaining in the treasury after the satisfaction of all liabilities will be distributed to one or more national nonprofit organizations concerned with dance at the direction of the Board of Directors.

End of Bylaws

SPECIFIC DUTIES FOR ACDA REGIONAL DIRECTORS

The Regional Directors will:

- read the Regional Directors Handbook and be familiar with all of its contents
- ask questions of the Vice President for Regional Planning concerning any policies and/or procedures contained in the RD Guide and/or listed below – the Executive Director is also available to field questions

I. Promote Regional Conferences by:

- locating prospective sites and Coordinators
- encouraging participation from all schools in the region
- recruiting new institutional and individual members
- developing a five-year plan for rotation of Conference sites
- establishing and chairing a Regional Planning Committee, which ideally, would have a representative from each state in the region, often convened at the Regional Conference

II. Distribute Information and be Informed regarding:

- ACDA Conference Handbook
- history of previous Conferences in the Region
- Conference Policies and Procedures
- Adjudication Guidelines and Forms
- ACDA History

III. Assist the Conference Coordinators by:

- assuring the Conference Coordinator of your support
- being available for any assistance needed by Conference Coordinator such as interpreting the Conference Hosting Guide, creating a format for the Conference, etc.
- completing a site visit and facilities audit with Conference Coordinator prior to Conference
- scheduling specific times for regular consultations with the Conference Coordinator during the planning of the Conference as outlined in the Conference Hosting Guide
- checking with the Conference Coordinator regarding scheduling of any mailings, electronic communications and specific information to be sent out
- consulting with the Conference Coordinator in selection of adjudicators and verifying approval of the Executive Director
- offering information to allow the Conference Coordinator to understand the importance of scheduling a Regional Planning Committee meeting and a General Membership meeting at appropriate times and places during the Conference, and elaborating on the differences and time requirements for each of these meetings
- meeting with the Executive Committee representative, Adjudicators and the Conference Coordinator to review the adjudication process, feedback sessions, etc.
- helping with Conference budget planning by consulting about:
 - adjudication fees (set by ACDA Board)
 - registration fees for Conferences (cap set by ACDA Board)
 - pre-Conference budget to be sent to the Treasurer and the Executive Director

IV. Attend the Regional Conferences and be Prepared to:

- represent ACDA as a member of the Board of Directors
- help publicize Regional Planning and General Membership meetings to Institutional and Individual Members attending the Regional Conference
- chair Regional Planning and General Membership meetings
- provide participants the opportunity to voice opinions regarding the Association and future Regional Conferences and National Festivals
- recruit possible future Conference Coordinators
- field questions regarding ACDA
- offer assistance wherever necessary

V. Serve as a Liaison between the Region and the ACDA Board of Directors by:

- securing and sending Commitment to Host Forms to the VP for Regional Planning and to the Executive Director
- notifying prospective schools that they have been scheduled to host a Conference, two years in advance
- ensuring the Preliminary Information and Budget Forms are submitted to the Executive Director, Treasurer, and Vice President for Regional Planning one year in advance
- ensuring the Final Conference Report and Final Budget Forms are submitted by Conference Coordinators by the stated deadline. Electronic copies will be sent to Executive Director, Vice President for Regional Planning, Treasurer, and Regional Director; two hard copies will be included with Conference materials sent to the National Office.
- reporting specifics from their region at the annual National Board Meeting
- editing the minutes from the Regional Membership Meetings and submitting them by the stated deadline to the VP for Regional Planning and to the Executive Director

VI. Facilitate the processing of Self-Nomination Forms from Members in the Region by:

- identifying and contacting outstanding candidates for Board positions
- receiving self-nominations from your region
- reiterating to all self-nominees the rights and responsibilities of serving on the Board, specifically: attendance at a Regional Conference and at the annual Board Meeting, both without financial support from ACDA; support of Conference hosts; joining the Association as an Individual Member for the duration of the term; registration fee waived at Regional Conference
- ensuring self-nomination forms are complete
- forwarding all self-nomination forms to the VP for Nominations and Elections

VII. Write Reports

- Send the *Regional Director Annual Report* by email, including templates of statistics and Conference narrative, to the Vice-President for Regional Planning, Secretary and Executive Director.
- Write thank you letters on ACDA letterhead to the Conference Coordinator of the host institution following the Conference with a copy to the Dean, Department Chair, and National Office.

SPECIFIC DUTIES FOR ACDA OFFICERS

The Officers of the Board comprise the Executive Committee. The Executive Director, President-Elect and Past-President are non-voting members of the Executive Committee. The Officers' duties are as follows:

- hiring and evaluating the performance of the Executive Director
- evaluating the Board's performance and the overall performance of the Association in achieving its mission
- providing leadership for the Association through working with the Board to assure that ACDA's work and programs are being carried out, and that the quality of the services provided is as high as available resources will permit
- providing leadership with regards to the fiscal health of the Association by ensuring that the Association has sufficient income to carry out its programs and to build a solid financial base for the future

Duties Specific to Each Elected Office

I. President Elect

- serves as a non-voting Officer on the Executive Committee
- observes and learns the duties and responsibilities of the President; may be given specific duties as necessary
- attends all Board and Executive Committee meetings
- develops a plan for transition that provides leadership
- develops a vision for her/his presidency
- attends virtual meetings with the President and Executive Director as scheduled by the Executive Director
- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President
- is familiar with the history of ACDA

II. President

- provides leadership in the continuing operations of the Association
- conducts annual meetings of the Executive Committee and Full Board
- is fully conversant with parliamentary rules of order
- represents and advances the Association's goals and visibility
- works cooperatively with all members of the Executive Committee to ensure the smooth operations of the Association
- maintains regular communication with Executive Director to address issues or problems as they occur
- reports on the state of the Association at annual Board meetings
- works with the Treasurer, and Executive Director using the Association's financial records to create and recommend an annual budget to the Board

- solicits official comments from Executive Committee on the review of the Executive Director; writes annual review and discusses the review with Executive Director; determines with the Executive Committee any changes in Executive Director salary and benefits package; each National Festival year writes two-year contract/letter of agreement to be delivered to the continuing Executive Director by June 12; a new hire to the position of Executive Director will be hired initially on a one-year renewable contract
- creates special positions and committees as appropriate; appoints individuals to serve in such positions in consultation with the Executive Committee
- in conjunction with the Executive Director, calculates a formula for the number of pieces eligible for the National Festival
- attends at least one Regional Conference each year as the official representative of the Executive Committee
- schedules and attends virtual meetings of the Executive Committee
- is familiar with the history of ACDA

III. Past President

- serves as a non-voting Officer on the Executive Committee
- attends all Board and Executive Committee meetings
- attends virtual meetings with the President and Executive Director as scheduled by the Executive Director
- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President

IV. Vice-President for Membership

- works with Executive Committee and designated Board Members to gather information for newsletters to the membership
- works with Regional Directors to recruit new Member Institutions where appropriate
- designs and disseminates newsletters that report on the previous year's Conference highlights, preview the upcoming Conference year, inform the membership of ACDA policy changes or issues, and encourage eligible members to consider serving on the Board of Directors and to participate in ACDA elections
- regularly reviews content on ACDA website with the intent to provide information that best serves the membership, communicating any editing needs to the National Office
- investigates and implements avenues for membership to effectively communicate with the Board of Directors
- investigates and implements avenues for membership to effectively communicate with other members
- recognizes that membership includes both faculty and students
- contacts 'lapsed members' to inquire why they have allowed their memberships to lapse and follows up when appropriate
- gives report at annual Board Meeting

- may call special meetings of the membership upon written request of not less than twenty (20) Individual and/or Institutional Members.
- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President
- is familiar with the history of ACDA

V. Vice-President for Nominations and Elections

- works with the Executive Director to draft and distribute a Call for Self-Nominations for all upcoming open positions on the Board of Directors
- invites suggestions for potential candidates from Board of Directors and other members of the Association for vacancies on the Board of Directors or Officers of the Board, and contacts the potential candidates to inform them of position responsibilities and self-nomination process
- contacts Regional Directors to remind them of the term limits of each board member in her/his region and the necessity of submitting appropriate materials for board members wishing to serve a second three-year term
- accepts completed self-nomination forms from the appropriate Regional Directors
- accepts self-nominations for Officers of the Board
- accepts forms from current Board Members who wish to serve a second term
- coordinates the dissemination of ballots with the Executive Director
- verifies the results of elections in coordination with the Executive Director
- notifies all board nominees of election results in coordination with the President and the Executive Director
- gives report at annual Board Meeting
- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President
- is familiar with the history of ACDA

VI. Vice-President for Policy and Procedures

- updates/edits/amends the ACDA Conference Hosting Guide and online registration procedures
- reviews ACDA Bylaws and all policies and procedures in the Board of Directors Handbook to ensure all stated policies are current before each Board Meeting
- informs the Executive Committee of irregularities and inconsistencies in policies and procedures of the Association
- updates/edits/amends the Policies and Procedures Manual to reflect changes made to the document through a voting process at annual Board meetings
- updates/edits/amends the ACDA Bylaws to reflect changes made to the document as voted at annual Board meetings
- is fully conversant with parliamentary rules of order and serves as parliamentary consultant to the President at Board of Directors meetings
- gives report at annual Board Meeting

- attends at least one Regional Conference as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President
- is familiar with the history of ACDA
- contributes to the archival history of the Association during her/his term in office; reads all Board Meeting minutes, understands the origins and evolution of policies and procedures as new policies emerge.

VII. Vice-President for Regional Planning

- works closely with all Regional Directors to ensure their duties within the region are completed in a timely manner
- mentors new Regional Directors to ensure full understanding of the responsibilities and duties of the position
- updates/edits/amends the ACDA Regional Directors Handbook with assistance from the Executive Director and Vice President for Policies and Procedures
- sends out reminders to Regional Directors in consultation with the Executive Director regarding information about Regional Conferences (reminders about setting up membership meetings, agendas, deadlines, etc.)
- monitors the scheduling and planning of future Conferences with the Regional Directors and the Executive Director
- develops and distributes Association agenda items to Regional Directors for discussion in membership meetings at Regional Conferences, in conjunction with the National Office
- develops strategies and materials for recruitment of Conference hosts
- chairs the Regional Directors' meeting held at the annual national Board meeting
- reports actions/suggestions from annual Regional Directors' meeting to the Executive Committee
- gives report at the annual Board Meeting, including the synthesized data from the Regional Directors' Annual Reports
- attends at least one Regional Conference serving as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President
- is familiar with the history of ACDA

VIII. Secretary

- records minutes* of all Executive Committee meetings, as well as Regional Directors and full Board meetings at annual National Board Meetings
- digitally records all meetings
- forwards minutes to National Office by June 30 to check for accuracy
- forwards corrected minutes to National Office for dissemination to the Board Members no later than six (6) months following the meetings
- forwards any and all changes to the Board of Directors Handbook, Conference Hosting Guide, Regional Directors Handbook and Bylaws as noted in minutes to the Vice-President for Policies and Procedures and Executive Director by June 30
- compiles a list of motions adopted during the meetings (i.e. action items) and forwards the list to the appropriate individuals, e.g. Officers and Regional Directors, with a copy of all items to the Executive Director

- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President and records minutes of all such meetings
- is familiar with the history of ACDA

* minutes as described by Roberts Rules of Order (for more detailed information refer to Roberts Rules of Order, Chapter 11): The minutes should contain a record of what is done, not specifically what is said in discussions. Minutes do not contain interjected personal comments or someone's opinion about what has happened. The minutes should contain, in addition to the standard information, a list of speakers on each side of the question with an abstract text of each address providing a context for the ensuing action taken. Committee reports to the assembly and the action taken on them are printed in full (preferably from the digital text provided by the committee chairperson).

IX. Treasurer

- works closely with the National Office to oversee fiscal operations of the Association
- meets monthly with the Executive Director to discuss budgetary issues as they arise
- makes recommendations to the President and Executive Director for fiscal operations
- tracks transactions through duplicate financial statements from banks
- reviews Preliminary Budget forms from upcoming Conference Coordinators and works directly with the Conference Coordinators in conjunction with the Executive Director to assure their proposed budget is reasonable
- serves as budget consultant to Conference Coordinators
- reviews Final Conference Budget Reports
- gives fiscal report at annual Board Meeting
- works with the Executive Director, and President using the Association's financial records to create and recommend an annual budget to the Board
- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee
- attends virtual meetings of the Executive Committee as scheduled by the President
- is familiar with the history of ACDA

NOMINATIONS AND ELECTION PROCEDURES FOR BOARD OF DIRECTORS AND OFFICERS

I. Board Composition:

- A. To ensure regional diversity, no more than four (4) members from any one region may serve on the Board of Directors at the same time. Officers on the Executive Committee shall not be counted in this regional limit (see III, J below).
- B. Regional Directors will be counted as Board members from their regions.
- C. Every Director must be an Individual Member in good standing.
- D. Board Members may be elected to serve for two consecutive three-year terms.
- E. Regional Directors will be nominated by the Executive Committee and approved by her/his regional membership.
- F. Officers may be re-elected for a second three-year term, but cannot serve on the Executive Committee in the same capacity for more than six (6) consecutive years, with the exception of the offices of President and Treasurer as noted in the Bylaws.
- G. Once a Board Member, Regional Director or Officer has reached her/his term limit, s/he must rotate off the board for at least one year before serving again.

II. Procedures for Nominating and Electing Board Members:

- A. The Vice President for Nominations and Elections sends out the Call for Self-Nominations to the membership and includes the job duties and responsibilities with instructions to forward the nomination to the member's Regional Director.
- B. The Regional Director confers with the nominee and reviews the duties and responsibilities forwarded with the original call.
- C. If the nominee agrees to meet the duties and responsibilities of a Board Member then s/he is responsible for completing the self-nomination form and returning it to the Regional Director in their home region.
- D. The Regional Director checks that the form has been filled out correctly, e.g., conforms to word limits, etc., and sends the nomination forms to the Vice President for Nominations and Elections and a copy to the Executive Director.
- E. The Vice President for Nominations and Elections sends out an email thanking the candidate for her/his self-nomination and willingness to serve, and reiterates the basic responsibilities (attendance at six events over three years).
- F. A vote is taken via ballots distributed by mail, email or online survey in each Region where there is an opening on the Board. The votes are counted and/or verified by both the Vice President for Nominations and Elections and the Executive Director. An official vote from the general membership requires a minimum response rate of 30% of the voting membership in any given election. In the event of a tie vote for Board Members, a revote will take place within the region. In the event of a tie vote for Board Members, a revote will take place within the region. Following notification by the Executive Director, candidates will submit a revised nominee statement (400 word maximum) to VP for Nominations and Elections and the Executive Director within a week following notification. The Executive Director will redistribute ballots, with a voting deadline of one week.

- G. The nominees are notified of election results by the Vice President for Nominations and Elections and by letter signed by the President, Vice President for Nominations and Elections and the Executive Director.
- H. The National Office notifies the general membership of the election results.
- I. The newly elected Board Members are invited (though not required) to attend the annual Board of Directors meeting as non-voting participants prior to the beginning of their term.

III. Procedures for Selection of Regional Directors

- A. The Executive Committee, after consultation with the Regional Representatives, will nominate one Regional Director candidate from the current Directors in that region to serve an initial three-year term. Upon re-nomination and approval, the incumbent Regional Director may serve two consecutive three-year terms. Under unusual circumstances, as determined by the President, the Executive Committee may nominate an individual not currently serving on the Board to serve as Regional Director or may nominate a current Regional Director to serve a third term. In either case the Executive Committee will forward the nomination for approval of the membership in the nominee's region. All regional members will receive a ballot. There must be a minimum of 30% return on the ballots for the process to be valid. A simple majority of those voting within the stated timeline will determine the outcome. A negative majority vote from the regional members requires a re-nomination from the Executive Committee.
- B. Regional Directors are counted as one of the four Regional Representatives on the Board from each region.

IV. Procedures for Nominating and Electing Officers:

- A. Officers of the Board of Directors will be self-nominated from among the current Board of Directors, or from anyone who has served on the Board of Directors within the previous three years or who has a particular skill advantageous to the Executive Committee, e.g., financial or legal advisor. The Vice-President for Nominations and Elections will process Officer nominations. Current Directors of the Board need not complete the term to which they were elected prior to self-nominating for a different position or office.
- B. The nominee must have a specific related expertise or demonstrated involvement and successful leadership in ACDA by having served in capacities such as:
 - Regional Director
 - Conference Coordinator
 - Chair of a major committee of the Board.
- C. The nominee must have attended Board meetings and actively participated in the business of the Association or possess specific expertise as noted above.
- D. It is highly recommended that the nominee have completed at least one, three-year term as a Board member.
- E. Nominations for the office of President are limited to those who have served on the Executive Committee within the last three years and/or a minimum of one term as Regional Director within the last three years.

- F. A vote is taken via ballots distributed to current Directors of the Board by mail, email or online survey. The votes are counted and/or verified by both the Vice President for Nominations and Elections and the Executive Director. An official vote from the Board of Directors requires a 51% response rate. In the event of a tie vote for an Officer Position, a revote will take place within the Board of Directors.
- G. If a Board Member runs for office and is not elected to that office, that member will continue to serve out her/his elected term.
- H. If a Board Member is elected to a new office, s/he is expected to fulfill the duties of her/his current office until the end of the fiscal year at which time s/he takes up the duties of the new office and begins a new three-year, six year or unlimited term, matching the term of newly elected office.
- I. When a current Board member is elected to the Executive Committee she/he relinquishes the position as Regional Representative or Regional Director for a particular region at the end of the fiscal year and is subsequently charged to represent the Association as a whole. Every effort will be made to maintain a diverse representation of regions on the Executive Committee, however, on occasion, multiple officers may come from the same region.
- J. If an Officer of the Board runs for a different office and is not elected to that office, that member will continue to serve out her/his elected term.

V. Timetable for Nominations and Elections

DATE	EC ELECTIONS	RD ELECTIONS	BOARD ELECTIONS
15-Aug	Call for Nominations Draft (VP)		
1-Sep	Call for Nominations goes out to all members (Nat'l. Office)		
1-Oct	Self-Nomination forms due to Vice President for Nominations and Elections		
15-Oct		Invitation & Nomination Form sent to RD's (VP)	
1-Nov	Link to ballot sent to Board of Directors (Nat'l. Office)	Nomination Forms due (VP)	
15-Nov	Deadline for ballots. Disable voting links. (Nat'l. Office)	Link to approval ballots sent to regions (Nat'l. Office)	
1-Dec		Deadline for ballots. Disable voting links. (Nat'l. Office)	VP reviews current board and identifies openings and first term board members. Sends list to National Office.
15-Dec	Notification of elections results to nominees. (VP)	Notification of elections results to nominees. (VP)	VP and ED confirm openings.
15-Jan			Call for Nominations sent to all members (VP)
1-Feb			Reminder sent to membership by National office

5-Feb				Last chance reminder sent by Regional Director
8-Feb				Self- nominations forms due to Regional Directors for compilation (ALL REGIONS)
15-Feb 1-Mar 1-April			SLATES	Slate of nominees w/ bios confirmed and mailed for January/February Conferences Slate of nominees w/bios confirmed and mailed for March Conferences Slate of nominees w/bios confirmed and mailed for April Conferences
1-Mar 1-April Three days after April Conference			BALLOTS	Regional ballots sent from National Office for January/February Conferences Regional ballots sent from National Office for March Conferences Regional ballots sent from National Office for April Conferences
7-Mar 7- April One week after Conference			REMINDERS FROM NATIONAL OFFICE	National Office sends out a reminder to all January/February Conferences National Office sends out a reminder to all March Conferences National Office sends out a reminder to all April Conferences
9-Mar 9-April Nine days after Conference			REMINDERS FROM RDs	RD sends out a final ballot reminder to all January/February Conferences RD sends out a final ballot reminder to all March Conferences RD sends out a final ballot reminder to all April Conferences
10-Mar 10-April Ten days after Conference			VOTING DEADLINES	Voting deadline for Jan/Feb Conferences Voting deadline for March Conferences Voting deadline for April Conferences
1-May				Results and analysis of all election returns verified by the VP for N&E and ED
2-May				Notification of results to all nominees (VP)
5-May				Notification of Election results to membership (Nat'l. Office)

VI. Removal from the Board:

The Executive Committee shall have the authority to remove Board members for the following reasons:

- failure to pay membership dues by July 31
- disregard for the responsibility of fulfilling Board Duties
- failure to attend three Regional Conferences and/or annual Board Meetings during a term of office*

* After a board member misses a second Regional Conference and/or annual Board Meeting within her/his three-year term, the President notifies the member of potential dismissal. After a third absence, the President will notify the member of her/his removal from the board.

DUTIES AND RESPONSIBILITIES FOR ACDA EXECUTIVE DIRECTOR (ED)

I. National Festivals:

The Executive Director is responsible for the planning, execution, scheduling and all performance-related elements of the biennial National Festivals.

II. Regional Conferences:

The Executive Director oversees all aspects of planning and implementation of all Regional Conferences.

- ensures all aspects of Regional Conferences are consistent with the mission, policies and procedures of the Association
- maintains close contact with and serves as resource for the Vice President for Regional Planning for the successful planning and execution of Regional Conferences
- serves as resource for Regional Directors
- consults with Conference Coordinators for each region regarding selection of adjudicators and approves final selections
- reviews Conference schedules and other materials related to Conference planning
- manages online registration, develops templates for Conference websites and provides technical support for registration
- attends at least one Regional Conference each year as the official representative of the ACDA Executive Committee

III. Board of Directors:

The Executive Director maintains close contact with and serves as resource for all members of the Executive Committee and the Board of Directors.

- facilitates communications amongst the Board of Directors as well as facilitates communications from the Board to the membership
- coordinates efforts of the Board to ensure timely completion of assigned tasks and duties
- sends annual report to all directors of the board at least one (1) week prior to the annual Board Meeting

IV. Fundraising:

The Executive Director works to secure funds to successfully carry out the Association's programs and activities, as outlined in the biennial contract signed by the President and the Executive Director.

V. Membership:

The Executive Director will maintain a current registry of all members of the Association.

- records and invoices memberships
- maintains and develops a mailing and communication list
- solicits new members

- works closely with the Vice President for Membership in an effort to continually improve ACDA's communications and marketing strategies and may edit and/or create educational and marketing materials as needed

VI. Financial Management:

The Executive Director works with the Treasurer and the President using the Association's financial records to create and recommend an annual budget to the Board.

- implements the annual budget after the Treasurer presents it to the Board and it is amended, if need be, and approved
- monitors monthly income and expenses
- meets monthly with the Treasurer to discuss budgetary issues as they arise
- provides the Treasurer with quarterly updates of budgeted vs. actual expenses
- submits all necessary State and Federal registrations and tax requirements
- prepares all information required for periodic audits of the Association

VII. Publications:

The Executive Director works closely with the Executive Committee to coordinate the publication, electronic or print, and dissemination of the Conference Hosting Guide, Board of Directors Handbook, Regional Directors Handbook, Newsletters, Annual Report, materials for future hosts, and the annual board directory.

VIII. PR/Publicity:

The Executive Director will create and maintain relationships with other national dance and service organizations.

- maintains the Association's national exposure through press releases
- maintains contact with national press, appropriate magazines, and guides

IX. Other

The Executive Director completes several other tasks and duties not specifically enumerated above, these include but are not limited to:

- hires National Office staff in consultation with the President
- supervises National office staff
- maintains correspondence
- maintains archives
- maintains office space
- reports and discusses organizational issues regularly with the President

X. The Executive Director attends virtual meetings of the Executive Committee as scheduled by the President

XI. The Executive Director is conversant with the history of ACDA

EVALUATION PROCEDURE FOR ACDA EXECUTIVE DIRECTOR

I. PROCEDURE IN A NATIONAL FESTIVAL YEAR

- Executive Director submits an annual report and self-evaluation to President on agreed upon date—at least two (2) weeks prior to the annual Executive Committee and Board of Director's meetings
- President sends Executive Director's self-evaluation to Executive Committee with cover memorandum indicating deadlines and procedure within two (2) days of receipt from Executive Director
- Executive Committee members send confidential comments to the President at least one week prior to the annual Board Meeting
- Executive Committee minus the Executive Director meets at the conclusion of the annual Board Meeting to discuss the Executive Director's self-evaluation, performance during the past year, any comments from the Executive Committee, and any salary increment or action that may result
- Executive Committee meets with the Executive Director to discuss the self-evaluation, performance, expectations and any action
- President synthesizes all written and oral comments in the form of the official performance review, which is sent to the Executive Director and copied to the Executive Committee by June 15
- President sends contract letter for the period of the next two fiscal years to the Executive Director copied to the Executive Committee by June 15
- Executive Director returns written response to contract offer (acceptance/rejection) as well as a response to the official performance review (if any) to the President by June 25
- The Contract must include:
 - dates of employment and scheduled holidays
 - compensation and allowed vacation days
 - benefits package and insurance programs
 - specific expectations for the duration of the contract not already enumerated

II. PROCEDURE IN A NON-NATIONAL FESTIVAL YEAR

- Executive Director submits an annual report and self-evaluation to President on agreed upon date—at least two (2) weeks prior to the annual Executive Committee and Board of Director's meetings

- President sends Executive Director's self-evaluation to Executive Committee with cover memorandum indicating deadlines and procedure within two (2) days of receipt from Executive Director
- Executive Committee members send confidential comments to the President at least one week prior to the annual Board Meeting
- Executive Committee minus the Executive Director meets at the conclusion of the annual Board Meeting to discuss the Executive Director's self-evaluation, performance during the past year, any comments from the Executive Committee, and any salary increment or action that may result
- Executive Committee meets with the Executive Director to discuss the self-evaluation, performance, expectations and any action
- President synthesizes all written and oral comments in the form of the official performance review, which is sent to the Executive Director and copied to the Executive Committee by June 15
- President discusses issues as appropriate with Executive Committee, and proposes possible mid-contract salary action for approval by the Executive Committee
- President gives an oral performance review to the Executive Director by June 25
- President sends a synthesis of all written and oral comments in the form of an official performance review, which may include a mid-contract adjustment to salary and/or benefits to the Executive Director and copied to the Executive Committee by June 20
- Executive Director is invited, though not required, to send the President a response to the official performance review by June 30
- Should any salary and/or benefits adjustments be included in the President's official performance review, those changes will take effect July 1, the beginning of the fiscal year

ACDA REGIONAL CONFERENCE POLICIES

The following policies have been developed by the Board of Directors to help in planning and to ensure consistency and equity in ACDA Conferences throughout the country.

I. General Policies

- A. As indicated in the ACDA Mission Statement, Regional Conferences are essential to accomplishing the goals of ACDA; namely, “to support and affirm dance in higher education...to foster creative potential, to honor multiple approaches to scholarly and creative research and activity, to promote excellence in choreography and/or performance...” It is the Association’s expectation that these goals be met through Conference activities including classes, presentations, adjudication and informal concerts, feedback sessions, and opportunities for faculty and student exchange.
- B. ACDA values diversity and has a commitment to serve as a reflection of college/university dance programs and to give value and presence to the various forms, styles, cultural traditions and aesthetic dimensions of dance. It is the Association’s expectation that diversity be represented within adjudication and informal concerts, master classes, panel discussions and lectures with opportunities for experiences in traditional, classical and contemporary dance forms that celebrate world culture.
- C. ACDA has established regions for purposes of organization only. Members are not restricted to participation exclusively or solely in their own geographic area. International members are always considered ‘out of region’ for registration purposes. All members may participate in one or more Regional Conferences each year.

II. Membership

- A. Colleges, universities, and junior/community colleges must hold a current Institutional Membership in ACDA to be eligible for adjudication and to receive the discounted membership registration fee. The National Office will verify current institutional membership. (NOTE: Individual membership includes individuals or organizations other than colleges and universities interested in the purpose of the Association. Individual members are welcome to attend Conferences at the discounted membership registration fee, but are not eligible for adjudication.)
- B. On a two-year trial basis (2014 and 2015 Conferences), ACDA member Institutions in Alaska and Hawai’i will be considered “in-region” for registration purposes in all regions except Northeast and Mid-Atlantic.

- C. International schools may hold Institutional Membership in ACDA and are considered 'out of region' members for Conference registration purposes. They have all membership privileges afforded U.S. Institutional Members.
- D. If a student's school is not attending a Conference, s/he may register and attend as a non-member individual participant regardless of the member status of her/his home school.
- E. There are no refunds on ACDA memberships.

III. Planning

- A. Conferences must schedule a minimum of three (3) days of classes and workshops including Adjudication Concerts in order to qualify for ACDA sponsorship. In a National Festival year, a Gala Concert comprised of the adjudicators' selections from the adjudicated works must also be scheduled.
- B. Institutions interested in hosting Conferences will complete a Commitment to Host form, which will then be sent to the Executive Director and the appropriate Regional Director two years prior to the planned Conference.
- C. The Conference Coordinator will have access to the ACDA Conference Hosting Guide; an online registration system and event website pages with instructions and support for their use; the ACDA mailing/contact list; an updated membership list; and the ACDA logo.
- D. The Preliminary Information Form and Building a Budget Form must be completed and returned to the appropriate Regional Director, Treasurer and Executive Director no later than June 30 prior to the Conference (January of that year is recommended). This step is essential to provide Conference Coordinators with valuable feedback from the Executive Director, Treasurer, and Regional Director so that the Conference can be as successful as possible.
- E. All Conferences will use the online registration system determined by the National Office and hold registration within the determined timeline.
- F. Conference Coordinators are required to be in frequent consultation with Regional Directors and the ACDA National Office during Conference planning.
- G. As part of the preliminary planning, the Conference Coordinator must set the upper limit for the total number of participants at a Conference in consultation with the Regional Director and the Executive Director.
- H. As part of the preliminary planning and in consultation with the Executive Director, the Conference Coordinator may set a limit for the number of student participants per school. If a Conference Coordinator chooses to

place a cap on the number of student registrants per school, the Conference Coordinator must first discuss this proposal with the Executive Director and receive her/his approval. The cap, if any, will be lifted after the second full week of registration. If there are additional registration slots available after this initial registration period, schools may add participants to their existing registrations. If such a cap is placed, it must be widely publicized in all pre-registration information about the Conference.

- I. A Conference Coordinator may request seed money (up to \$2,000.00) by submitting a form to the Treasurer and Executive Director.
- J. The Final Conference Report and Final Budget Report must be submitted to the Regional Director and the ACDA National Office for presentation to the Board within six weeks following the Conference or by May 1, whichever is earlier.
- K. The official title, "American College Dance Association," and logo must appear in all Conference publicity, including programs and posters, as well as on all apparel or other related items.
- L. Capezio/Ballet Makers Dance Foundation must be credited for its support of ACDA in all Conference programs and publicity (logos provided by National Office).
- M. The names of all ACDA Lifetime Members must be acknowledged in all regional and national programs.
- N. Registration spaces will be held for the Regional Director and one Executive Committee representative and their schools at the Conference where each of these Board Members is serving in an official position. Registration fees will be waived only for the Regional Director and Executive Committee representative. The National Office will coordinate these registrations with the Conference Coordinators, Regional Directors, and the Executive Committee representatives involved.
- O. All general production information concerning the Adjudication, Gala and Informal concerts – including whether or not a Gala Concert will be scheduled in a non-National Festival year, general venue(s) description must be posted on the Conference website as soon as possible, and in all cases prior to October 1.

IV. Scheduling

- A. The Conference schedule will be arranged so as to provide time for performers to participate in Conference events, e.g., scheduling tech rehearsals for an institution with two dances during a single class block when possible, scheduling Adjudicator feedback sessions with minimal impact on the class schedule, etc.

- B. It is recommended that opportunities for both student and faculty interaction be provided. Additionally, it is highly recommended that social events be provided for Conference participants early in the Conference to foster building connections throughout the Conference.
- C. The Conference Coordinator is responsible for the scheduling of (a) an Adjudicator Orientation Meeting, (b) a General Membership Meeting and (c) a Regional Planning Meeting. The Conference Coordinator, Regional Director and faculty representatives from each institution are expected to encourage student representatives from each participating institution to attend the general membership meeting.
- D. The Regional Director will attend her/his Regional Conference and chair the general membership meeting and a Regional Planning committee meeting.
- E. A representative of the ACDA Executive Committee will attend each Conference and will lead the adjudicator orientation meeting, will attend the General Membership Meeting, and will attend the Adjudication Concerts and adjudication feedback sessions.

V. Fees

- A. A registration fee must be paid for each Conference participant with the following exceptions:
 - ACDA Board Members
 - musicians for classes
 - students and faculty volunteering from the Host Institution (Host Institutions may choose to waive registration or charge student volunteers a discounted registration fee)
 - Technical Directors attending only tech rehearsal(s) and performance(s) of her/his school (If attending additional classes, receptions and/or other Conference events, the TD must register for the Conference)
- B. As a general rule, full-time faculty members do not receive honoraria or registration waivers for Conference teaching – ACDA is a service oriented organization; Host Institutions may compensate guest teachers according to their budgetary constraints.
- C. The President, Executive Director and Treasurer will recommend to the Board of Directors a maximum registration fee amount for all Conferences, including possible increases in this amount as needed. The Board will then vote on the proposal. Conference Coordinators, in consultation with the Executive Director and Treasurer may charge less than the national cap if they so choose. In extenuating circumstances a Conference Coordinator may, after the completion and submission of the preliminary budget, petition for an exception to this policy. Such exceptions are rare and would be to mitigate circumstances beyond the control of the Conference Coordinator, e.g., if the University or College assesses a percentage of all registration fees for Conferences hosted on campus or the only theatres available require Union crew. The President, Treasurer and

Executive Director will review any petitions for exceptions to policy and their decision is final. The President, Executive Director and Treasurer recommend a registration fee of \$120.00 and set a registration fee cap of \$130.00 effective 2014.

- D. Each Conference Coordinator in consultation with the Regional Director and the Executive Director will determine musician and guest artist teaching honoraria.
- E. The National Assessment Fees are to be sent to the National Office following the completion of the Final Budget Report and after receipt of an invoice from the National Office.
- F. After all expenditures are paid in full, the seed money must be returned to the National Office.
- G. Host Institutions must forward 20% of all profits over \$5,000 to the National Office in support of the National Festivals.

VI. Adjudication

- A. Review Adjudication Policies for Participating Schools (included below) for information regarding the specific rules for adjudicated dances.
- B. The adjudication of works presented at the Conference is designed to be a learning and educational experience, de-emphasizing competition. Critiques by the adjudicators are a valued part of ACDA Conferences and will be conducted in an open and supportive forum.
- C. The Conference Coordinator, in consultation with the Executive Director and the Regional Director, selects adjudicators. The Executive Director must approve adjudicators *before* the Host Institution offers a contract.
- D. Each Regional Conference will have three adjudicators. In the event of an unforeseen emergency, a panel may proceed with only two adjudicators after reasonable attempts to secure a third adjudicator have been made. In no case may there be a single adjudicator for a Conference. If a Gala Concert is planned, the same adjudicators must adjudicate all works presented in the adjudication concerts.
- E. Strong consideration must be given to each adjudicator's background and experience in order to ensure that the panel is qualified to analyze and discuss formal and stylistic features of the choreography as well as performance quality. Adjudicators must be adept at articulating valuable and educational critiques of the dance forms they will be viewing.
- F. Adjudicators must not have been affiliated with the Host Institution within the four years prior to the Conference. They must not be currently or recently (within the previous two years) affiliated with any college or university in the region in

question. To this end, the Conference Coordinator will ask the potential adjudicator whether s/he has had recent affiliations (guest artist, etc.) with any school in that region before inviting the adjudicator (Institutional Members, divided by region, may be found on the National ACDA website).

- G. It is recommended that an adjudicator not adjudicate in the same region within a four-year period.
- H. The Conference Coordinator will make every attempt to build an adjudicator panel reflecting diversity in experience, age and ethnicity.
- I. College/university faculty members are not eligible for consideration as adjudicators in their own region but may serve in other regions.
- J. At least one experienced ACDA adjudicator will be selected to serve on each adjudication panel.
- K. It is recommended that at least one adjudicator be an experienced educator in higher education.
- L. Conference Coordinators are encouraged to propose artists/educators new to the ACDA adjudication process when building their panels.
- M. An adjudicator may not adjudicate more than two Conferences in a single fiscal year.
- N. All relevant adjudication materials are available in the Conference Hosting Guide. Once a potential adjudicator has been approved by the Executive Director and given a verbal agreement to serve, the following materials will be sent as described below:
 - 1. A Letter of Agreement (contract) must be secured immediately following the verbal agreement.
 - 2. Commitments and timetables must be drawn up and adhered to including required attendance at all Adjudication Concerts, feedback sessions, and at the Gala Concert (when produced).
 - 3. An orientation meeting must take place with the Adjudicators, Conference Coordinator, ACDA Executive Committee representative and Regional Director prior to the first Adjudication Concert and ideally before there is opportunity for any interaction between Adjudicators and Conference participants.
 - 4. In a National Festival year, adjudicators' travel arrangements must take into consideration deliberation time for National Festival selections following the Gala Concert.
- O. Adjudicators will be paid according to the Standard Adjudicator Fee Policy included in the Conference Hosting Guide.

VII. ADJUDICATION POLICIES FOR PARTICIPATING INSTITUTIONS

- A. Only ACDA Institutional Members in good standing are eligible for adjudication. Membership dues are payable to ACDA and sent to the National Office. See current Membership Information on the ACDA web site (www.ACDA.dance) or contact the ACDA National Office at (240) 428-1736 or ddefries@acda.dance.
- B. No more than two works from any institution may be adjudicated in a fiscal year. An adjudication fee will be charged for each piece. Once a work has been adjudicated, it cannot be submitted for adjudication at any other Conference during the same fiscal year. Adjudicated works that are not accepted for the Gala Concert in one fiscal year may be reworked for adjudication in subsequent fiscal years. However, once a work has been accepted for a Gala Concert performance, it may not be resubmitted for adjudication by the same institution.
- C. A student, faculty member, or guest artist may choreograph a work presented for adjudication in any idiom; however, only students may perform. Anyone seen by the audience is a performer.

Definition of a student:

A student is one who is officially declared by the Institutional Member as meeting one of the following criteria during the academic year in which the work is adjudicated:

1. A candidate seeking a degree, diploma, or certificate, full or part-time, or if not seeking a degree, diploma, or certificate, having an equivalent focus and track of study as determined by the institution is considered a student.
 2. If an individual had student status in the semester prior to a Conference, that person may be considered a student at the Conference.
 3. A high school student registered and paying for college classes and considered by an institution to be participating in its program may perform in an Adjudication Concert.
- D. Students may register and perform with one institution per conference, except in the case of institutions that share an official administrative structure.
 - E. If two works are submitted, a student must have choreographed at least one of the works.
 - F. The maximum time for each work presented for adjudication is 12 minutes.
 1. The burden of meeting the time requirement rests with the choreographer. ACDA recommends that the choreographer allow a time margin within the 12-minute limit for technical errors or individual theater peculiarities. If the work contains long periods of silence, especially with improvisation from the dancers, it is strongly recommended that this time be included in the pre-recorded sound score and played from beginning to end to assure the dancers stay within the 12-minute time limit.
 2. The work will be timed in performance and judged to begin when any one of the perceived elements of choreographic choice (lights, sound, movement) is visible or audible to the audience. This includes the rising of the curtain on a pre-lit stage. A curtain rising with no perceptible light, sound, or movement does not trigger the start of timing.

3. The work ends when all perceived elements of choreographic choice have been diminished (no lights, no sound, no movement).
 4. Bows are not included in the 12 minute time limit unless they are required as part of the work by the choreographer.
 5. Adjudication Concerts generally do not include bows. If there is no Gala Concert, bows during Adjudication Concerts are at the discretion of the Host Institution.
 6. The production crew may alert a school if a work is running close to or over 12 minutes during tech rehearsal. In no circumstance will the production crew be responsible for keeping the work within 12 minutes.
 7. If a work goes over 12 minutes, it is ineligible for the gala and consequently ineligible for the National Festival. It will, however, continue through the adjudication process with feedback from the adjudicators.
 8. It is the responsibility of the ACDA Executive Committee representative to enforce the time limit and to communicate with the faculty or staff member from the presenting institution as to the ineligibility of any particular work.
- G. It is the responsibility of each school to obtain and secure all appropriate and necessary licenses and permissions prior to bringing any works to Regional Conferences and National Festivals for performance.
- H. Institutions that will not be available to participate in the Gala Concert (e.g., leaving the Conference early, dancer injury, etc.) will receive adjudication feedback but are not eligible for consideration for Gala selection. Institutions in this situation must notify the Conference Coordinator and ACDA Executive Committee representative prior to the Gala selection. The ACDA Executive Committee representative will inform the adjudicators of the titles of any works not to be considered for the Gala.
- I. If an institution chooses to bring a work choreographed by a Conference adjudicator, that work may not be considered for the Gala Concert. Feedback will be given only for performance. The Conference Coordinator, upon receiving the program information from the Institutional Members, will notify any Institution planning on bringing an adjudicator-choreographed work to the Conference of this policy immediately. Should the Institution still choose to bring the aforementioned work, the Conference Coordinator will inform the ACDA Executive Committee representative attending the Conference as soon as possible. The ACDA Executive Committee representative will assure that all adjudicators are informed of this policy prior to the Adjudication Concert.
- J. A faculty or staff member must accompany the students throughout the adjudication process.
- K. No attempt is made either during the adjudication process or in the selection of works for the Gala Concert to classify or equate college dance programs. All works presented for adjudication will be evaluated in terms of performance and choreography.
- L. All dances will be given the same amount of time for technical rehearsals. The minimum amount of time is 15 minutes.

- M. Conference participants (faculty and students) shall not attempt to engage adjudicators in any conversation pertaining to Conference participants, choreography or attending institutions. Questions concerning the adjudication process must be directed to the Conference Coordinator, Regional Director and/or ACDA Executive Committee representative.
- N. A sound recording (when applicable) of concert quality to accompany the dance will be provided by the choreographer for the performance in the format specified by the Conference Coordinator. Should the music or sound score be performed live, only student musicians may be visible to the audience (i.e., non-student musicians must be offstage or in a lowered orchestra pit).
- O. All Conference participants must be prepared to work within the technological capabilities and all other limitations stated by the Host Institution. If acceptable to the Conference Coordinator, video projections and/or other technology or scenic elements may be used, however, all works presented for adjudication must contain a live dance performance element.
- P. Each participating Institution is responsible for submitting required technical information. Some Host Institutions prefer to pre-set the lighting cues. Institutions that do not submit the required technical information or contact the Host Institution's Technical Director by the posted deadline are not guaranteed that all lighting cues will be ready for the attending Institution's designated technical rehearsal. Attending Institutions in this situation can opt to select a general warm or cool look or, provided the TD has been contacted and approves, use their technical rehearsal to develop additional cues. In this case, attending Institutions may not have time to run their dances fully.
- Q. Each participating institution is responsible for submitting required program information in a timely manner. Institutions that do not submit program information by the posted deadline may expect their program information to read: "Information not submitted."
- R. All Conference participants must be officially registered at the Conference and are encouraged to participate fully in Conference events.
- S. The ACDA Executive Committee representative must approve cast replacements for works accepted for the Gala Concert and the adjudicators must be informed prior to the Gala performance.
- T. Gala Concerts are recorded for archival purposes, documentation and programming for the American College Dance Association National Festivals. The recordings are housed in the ACDA archives at the University of Maryland, College Park. Neither ACDA nor the Host Institution is required to duplicate the archival videos for individuals or institutions. It is highly recommended that each choreographer document her/his dance prior to the Regional Conferences.
- U. Members are not restricted to participation exclusively or solely in their own geographic area and may participate in one or more Regional Conferences each year. While members may participate in more than one Conference, only two (2) dances per school may be adjudicated in any single fiscal year, at least one of which must be choreographed by a student.

VIII. Conference Policies in a National Festival Year

- A. A Gala Concert comprised of the adjudicators' selected works from the Adjudication Concerts must be presented
- B. The Gala Concert program for adjudicators will have no identifying information beyond title, premiere year, and music.
- C. The pieces chosen for the National Festival will be selected from those performed in the Gala Concert.
- D. All National Festival selections must be made following the Regional Gala Concert to allow the adjudicators a second viewing. Pieces may be presented with additional or altered light cues at the discretion of the Host Institution.
- E. All rules listed in "Adjudication Policies for Participating Schools" apply to works selected for the National Festival.
- F. Selection of works for the National Festival is the sole responsibility of the adjudicators.
- G. ACDA strongly believes that overall excellence is the most important criterion in selecting dances for National Festival concerts. Quality of both performance and choreography must be considered.
- H. The number of selections made from the Regional Gala Concerts for presentation at the National Festival is based on the number of pieces being adjudicated at each Conference. The ACDA Executive Committee representative will inform the adjudicators of this number and any other rules guiding National Festival selection.
- I. Adjudicators must also select two alternate works and rank them in order in case only one dance is needed as a replacement for the National Festival. The alternate works selected by the Adjudicators will be posted to the Conference website, the ACDA website and listed in the National Festival Program
- J. No more than one work from any one institution may be selected for the National Festival. The ACDA Executive Committee representative will inform the adjudicators before the Gala Concert if two works on the Concert are from a single institution by identifying the titles of those works. No further information beyond title, premiere date, and music will be given to the adjudicators at this time.
- K. Works must be selected for the National Festival in their entirety as performed for adjudication with no requirements for editing. The works must be essentially the same dance when performed at the National Festival.
- L. The ACDA Executive Committee representative must review decisions regarding the National Festival before the adjudicators leave the Conference.

- M. National Festival selections will be announced after the Conference has concluded. They will be posted on the Conference website within 24 hours after the Conference ends.
- N. A high quality, accurate, color digital documentation of the Gala Concert shall be provided to the National Office by each Conference Coordinator. Each Conference Coordinator must send an appropriately labeled DVD, or other format as specified by the Executive Director, and a Gala Concert program to the National Office immediately following the Conference.
- O. Video waivers must be secured from the choreographers of works appearing in a Gala Concert and sent with the digital documentation directly to the National Office. Video waivers must be collected for all adjudicated works; only waivers for the dances in the Gala Concert must be forwarded to the National office. All documentation will become the property of the American College Dance Association Archives.

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BRIEF HISTORY OF THE AMERICAN COLLEGE DANCE FESTIVAL ASSOCIATION (formerly the American College Dance Festival Association)

The American College Dance Association (ACDA) began as the brainchild of a group of college and university dance educators who sat down in 1971 to create a national organization that would sponsor Regional dance Conferences at the college and university level, along with national dance festivals. The aim of these events was to recognize and encourage excellence in performance and choreography in higher education.

GOALS:

- to raise standards of excellence in college and university dance programs
- to provide an opportunity for college dancers to have their works adjudicated and critiqued by established professionals
- to provide professional classes, workshops and performing experiences as well as other opportunities for interaction among all participants
- to provide students the opportunity to perform outside their own academic setting and be exposed to the diversity of the national college dance world
- to build a network of communication within the college dance community and between the college and professional dance world
- to provide a regional and national visibility for college-trained choreographers and performers

In 1973 the University of Pittsburgh opened its studios to the first pilot regional festival. Three adjudicators, rather than showing up at the Conference as they do today, traveled to 25 colleges and universities to select the dances to be performed on two festival concerts. Participating schools were located in New York, Pennsylvania, West Virginia and Ohio. Faculty from all over the country attended. Over 500 dancers poured in to take classes, attend workshops and perform in both adjudicated and informal concerts.

The success of this first festival resulted in the establishment of a non-profit corporation, the American College Dance Festival Association. (This name changed in 2013 to the American College Dance Association.) Between 1973 and 1979, ACDFA sponsored one or two festivals each year for a total of 14 by the end of the decade. With the generous support of the Capezio Foundation, additional regions were developed. In 1981 the ACDFA Board of Directors identified ten regions “in a manner that would best serve the development of the organization, encouraging greater regional activity.” The ten regions were: New England, North East, Mid-Atlantic, South East, Midwest, Central Midwest, South Central, Mountain, North West, and South West.

The first National College Dance Festival took place in 1981 at the John F. Kennedy Center for the Performing Arts in Washington, D.C. Thereafter, the National Festivals were held every other year. The fifteenth festival took place in May 2012.

Over the years ACDFA instituted several ancillary programs, including a Scholarship Program (1985-1993) that enabled Conference attendees to attend summer dance programs and a Faculty Choreography Series (1988-1993) that was co-sponsored by the Duke University Institute of the Arts Dance Program, the American Dance , Dance Center of Columbia College

and the University of Texas at Austin. Because of the complexity of administrating these programs, they ceased to be viable and had to be discontinued. The ACDFA Archive was created in 2002 at the University of Maryland in College Park.

As the scope and range of the Conferences expanded to reflect the changing field of dance, class and workshop offerings began to include forms such as hip hop, Irish dancing, salsa, Caribbean, West African and stepping, as well as acting for dancers, dance and technology, yoga, and the full range of somatic approaches to movement. Dance on film is now being presented at a number of Conferences. In addition, member institutions began to look more closely at how work was presented, formulating guidelines for who was to perform and who could present work on the regional concert stages. Copyright issues regarding music and text arose, as well as the nature of the information that adjudicators would receive before watching concerts. Lively discussions and thoughtful solutions have kept Conference activities vital and pertinent to the “real” world of dance.

A relatively recent change to the administration of the s and Conferences was the decision to use online registration. Despite the usual initial glitches, this has streamlined the process for Conference Coordinators and has ensured consistency in the registration process across the country.

Finally, in an important revision to the ACDFA mission statement, implemented in 2011, the organization recognized the need to “honor multiple approaches to scholarly and creative research and activity...and to give presence and value to diversity in dance.”

Today, attendance at the Regional Conferences and National Festivals numbers approximately 5,000 with over 300 schools participating annually. These festival s and Conferences serve the future of the field of dance by reinforcing the connection between dance in higher education and the professional dance world, broadening the exposure of undergraduate and graduate dancers and choreographers to the art form and forming lasting connections between dance educators and dance programs across the country. The goals of the early visionaries are being realized perhaps more fully than they could have imagined.

ACDFA TIMELINE

- 1971** A group of dedicated educators in higher education formulates plans to foster and develop a national organization that would sponsor college/ university Regional Conferences* and national dance festivals. The focus of these Conferences and festivals is to be on dance as a performing art; the aim is to encourage and recognize excellence in performance and choreography on the college level.
- 1973** The University of Pittsburgh hosted a pilot Regional Festival. Workshops, master classes by professional artists, and informal presentations of student works are an integral part of this Conference and set the pattern for later Conferences.

- Following the Festival, the "American College Dance Festival Association" is established as a non-profit corporation. Originally formed with 13 charter member colleges and universities, ACDA sponsors one Conference a year or two Conferences throughout the decade with a total of 14 Conferences by 1979.
- 1980's** With the generous support of the Capezio/Ballet Makers Foundation, additional regions are developed. Between five and eight Regional Conferences take place each year with a total of 78 for the decade.
- 1981** First National College Dance Festival is held at the John F. Kennedy Center for the Performing Arts in Washington, D.C.
- In order to facilitate communication and planning, the Board of Directors establishes ten separate regions, appointing representatives to the Board to supervise the development of each of these regions. The ten regions were: New England, North East, Mid-Atlantic, South East, Midwest, Central Midwest, South Central, Mountain, North West, and South West.
- 1982** First edition of the Conference handbook is published affecting more consistent planning for the Conferences. The goal for the Association is set to eventually sponsor ten Regional Conferences annually, and National Festivals every other year if feasible.
- 1985-93** Initiated in 1985, the Scholarship Program offers scholarships for summer study to Conference participants. By 1992 the program offers over forty scholarships to twenty institutions. The program is discontinued in 1993 due to difficulties in administering it.
- 1988-93** The Faculty Choreography Series is launched to develop opportunities for college and university faculty to professionally present their work and to receive written critique by a panel of nationally recognized dance professionals. The series is presented four times, co-sponsored by the Duke University Institute of the Arts Dance Program, the American Dance Festival, Dance Center of Columbia College, and the University of Texas at Austin. The Gillman Foundation provides generous support for the 1991 and 1993 series.
- 1990** The country is reorganized from ten to nine regions. "Mountain" region is dissolved. "Midwest" becomes "Great Lakes" and "Central Midwest" becomes "Central."
- 1990s** Over the course of the decade, attendance at Regional Conferences grows from 2,000 to over 3,000 participants each year at nine Conferences. Over 30 schools are represented at the National Festivals.
- 1999** ACDFFA Mission Statement is updated to reflect the commitment to "give presence and value to diversity in dance through the planning of regional [Conferences] and through the adjudication process."
- 2002** ACDFFA Archives is established at the Michelle Smith Performing Arts Library at the University of Maryland, College Park.

- 2005** ACDFFA reorganizes into ten regions, reaching the goal established in 1981 of ten Regional Conferences to accommodate growing membership and Conference attendance. Attendance tops 4,000 attendees. Regions include: Central, East-Central, Mid-Atlantic, New England, North-Central, Northeast, Northwest, South-Central, Southeast, and Southwest. ACDA board changes the designation of regional events from “Festivals” to “Conferences,” a term thought to better convey the nature of these events to others in academia.
- 2008** Attendance at ACDFFA Conferences tops 5,000 attendees. Institutional membership tops 350 member schools.
- 2009** ACDFFA implements use of an online registration system for all Regional Conferences, allowing the national office to monitor and assist all regions.
- 2010** A total of 95 Conferences are presented since the beginning of the 21st century. The ACDFFA Board of Directors votes to add an eleventh region beginning November 1, 2011.
- 2011** ACDFFA creates an 11th region by dividing the Southwest region into Baja and West regions. ACDA Mission Statement is updated to include scholarly research.
- 2012** The fifteenth National College Dance takes place in May at the Kennedy Center. ACDFFA reorganizes regions to create a 12th region, adding the South region for the 2013 Conferences.
- 2013** **ACDFFA TURNS 40 with 12 Regional Conferences!**
The Association changes the name to American College Dance Association (deleting the word “Festival”) to better represent the Mission Statement of the Association. The name change became official with the change of the fiscal year, July 1, 2014.
- 2014** Eleven Regional Conferences are planned for Spring 2014 as well the 2014 National College Dance Festival at the Kennedy Center in June.

Since 1973 ACDFFA/ACDA has presented a total of 282 Regional Conferences and 15 National College Dance Festivals, serving tens of thousands of dancers. ACDA’s growth over the years substantiates the organization’s commitment to a strong national network within the academic dance community. The dance field relies on colleges and universities to secure the future of the art form. ACDA’s sponsorship of Regional Conferences and National Festivals continues to be the primary educational (non-competitive) means for college and university dance programs to perform outside their own academic setting and be exposed to the diversity of the national college dance world.

The Capezio/Ballet Makers Dance Foundation has given on-going support to ACDFFA/ACDA National Office operations from 1973 to the present.

Dance Magazine (Dance Media) has supported the ACDFFA /Dance Magazine Awards for Outstanding Student Choreographer and Outstanding Student Performer since 1981.

IRS Form 990 Compliance Documents

ACDA Policies

This document houses all policy statements required by IRS Form 990 applicable to ACDA, including:

- Section 1: Mission Statement
- Section 2: Written Documentation of Meetings and Activities
- Section 3: Board Review of Form 990
- Section 4: Conflict of Interest
- Section 5: Reporting Improprieties (Whistleblower)
- Section 6: Document Retention, Backup and Destruction Policy
- Section 7: Compensation Policy
- Section 8: Reimbursement of Expenses
- Section 9: Gift Acceptance
- Section 10: Independent Non-profit Audits
- Section 11: Public Disclosure of IRS Documents and Governance Policies

Approved by the ACDA Board of Directors
June 6, 2014

ACDA Policies for Form 990

Section 1: Mission Statement

The American College Dance Association (ACDA) exists to support and affirm dance in higher education through Regional Conferences, the adjudication process, and National Festivals. The educational mission of the Association is to foster creative potential, to honor multiple approaches to scholarly and creative research and activity, to promote excellence in choreography and/or performance, and to give presence and value to diversity in dance. The Association acts as a national membership service organization to strengthen the educational network for students and faculty within the academic dance community.

The Association shall operate without profit, so that no part of its earnings or assets shall ever be distributed as a dividend or inure to the benefit of any private shareholder or individual. The Association does not discriminate in leadership, admission or access to its programs and activities.

Section 2: Written Documentation of Meetings and Activities

ACDA maintains a policy of documentation of Board Meetings and Association activities. The Secretary of the ACDA Board of Directors is charged with taking accurate minutes that reflect the content of each Board Meeting as they occur. Minutes are distributed for review to members of the Board of Directors no later than six months following Board Meetings and official approval at the subsequent annual Board Meeting. The Executive Director submits a yearly summary of all Association activities to the Board of Directors for review and approval at the end of each fiscal year.

Section 3: Board Review of Form 990

The Association's Board of Directors is responsible for appropriate fiscal oversight. As such, the Board of Directors works to ensure the highest standards in review of its Internal Revenue Service Form 990.

Each year, prior to the submission of the Association's Form 990 to the Internal Revenue Service, each voting member of the Board of Directors shall be provided with a copy of the final Form 990 as completed by the Executive Director. Board members shall be provided with at least five business days to review the Form and will have an opportunity to raise questions, make suggestions, and address any potential problems or concerns to the Executive Director.

Section 4: Conflict of Interest

I. Application of Policy

This policy applies to board members, staff and certain volunteers of ACDA. A volunteer is covered under this policy if that person has been granted significant independent decision making authority with respect to financial or other resources of the Association.

II. Conflict of Interest

A conflict of interest may exist when the interests or concerns of an interested party may be seen as competing with the interests or concerns of the Association. There are a variety of situations that raise conflict of interest concerns including, but not limited to, the following.

Financial Interests - A conflict may exist when an interested party, or a relative or business associate of an interested party, directly or indirectly benefits or profits as a result of a decision made or transaction entered into by the Association. Examples include situations when:

- The Association contracts to purchase or lease goods, services, or properties from an interested party, or a relative, or business associate of an interested party;
- The Association purchases an ownership interest in or invests in a business entity owned by an interested party, or by a relative or business associate of an interested party;

- The Association offers employment to an interested party, or a relative, or business associate of an interested party, other than a person who is already employed by the Association;
- An interested party, or a relative or business associate of an interested party, is provided with a gift, gratuity or favor, of a substantial nature, from a person or entity which does business, or seeks to do business, with the Association;
- An interested party, or a relative or business associate of an interested party, is gratuitously provided use of the facilities, property, or services of the Association;

Other Interests - A conflict may also exist when an interested party, or a relative or business associate of an interested party, obtains a non-financial benefit or advantage that he would not have obtained absent his/her relationship with the Association, or when his/her duty or responsibility owed to the Association conflicts with a duty or responsibility owed to some other organization. Examples include where:

- An interested party seeks to obtain preferential treatment by the Association for himself, or relative, or business associate;
- An interested party seeks to make use of confidential information obtained from the Association for his own benefit, or for the benefit of a relative, business associate, or other organization;
- An interested party seeks to take advantage of an opportunity, or enable a relative, business associate or other organization to take advantage of an opportunity, which s/he has reason to believe would be of interest to the Association.

III. Disclosure of Actual or Potential Conflicts of Interest

An interested party is under a continuing obligation to disclose any actual or potential conflict of interest as soon as it is known, or reasonably should be known.

An interested party shall complete a questionnaire, in the form attached hereto, to fully and completely disclose the material facts about any actual or potential conflicts of interest. (Attachment A) The disclosure statement shall be completed upon his/her affiliation with the Association, and shall be updated annually thereafter. An additional disclosure statement shall be filed at such time as an actual or potential conflict arises. (Attachment B)

For board members, the disclosure statements shall be provided to the President of the Board, or in the case of the President's disclosure statement shall be provided to the Secretary of the Board. Copies shall also be provided to the Executive Director of the Association.

In the case of staff or volunteers with significant decision-making authority, the disclosure statements shall be provided to the Executive Director of the Association, or in the case of the Executive Director's disclosure statement shall be provided to the President of the Board.

The Secretary of the Board of Directors shall file copies of all disclosure statements with the official corporate records of the Association in the national office.

IV. Procedures for Review of Actual or Potential Conflicts – Generally

Whenever there is reason to believe that an actual or potential conflict of interest exists between ACDA and an interested party, the Board of Directors shall determine the appropriate organizational response from the Association. This shall include, but not necessarily be limited to, invoking the procedures described in Section IV, below, with respect to a specific proposed action or transaction.

Where the actual or potential conflict involves an employee of the Association other than the Executive Director, the Executive Director shall, in the first instance, be responsible for reviewing the matter and may take appropriate action as necessary to protect the interests of the Association. The Executive Director shall report to the President the results of any review and the action taken. The President, in consultation with the Executive Committee, shall determine if any further board review or action is required.

V. Procedures for Addressing Conflicts of Interest - Specific Transactions

Where an actual or potential conflict exists between the interests of ACDA and an interested party with respect to a specific proposed action or transaction, ACDA shall refrain from the proposed action or transaction until such time as the proposed action or transaction has been approved by the disinterested members of the Board of Directors of the Association. The following procedures shall apply:

- An interested party who has an actual or potential conflict of interest with respect to a proposed action or transaction of the Association shall not participate in any way in, or be present during, the deliberations and decision making of the Association with respect to such action or transaction. The interested party may, upon request, be available to answer questions or provide material factual information about the proposed action or transaction.
- The disinterested members of the Board of Directors may approve the proposed action or transaction upon finding that it is in the best interests of the Association. The board shall consider whether the terms of the proposed transaction are fair and reasonable to the Association and whether it would be possible, with reasonable effort, to find a more advantageous arrangement with a party or entity that is not an interested party.
- Approval by the disinterested members of the Board of Directors shall be by vote of a majority of directors in attendance at a meeting at which a quorum is present. An interested party shall not be counted for purposes of determining whether a quorum is present, nor for purposes of determining what constitutes a majority vote of directors in attendance.
- The minutes of the meeting shall reflect that the conflict disclosure was made, the vote taken and, where applicable, the abstention from voting and participation by the interested party.

VI. Violations of Conflict of Interest Policy

If the Board of Directors has reason to believe that an interested party has failed to disclose an actual or potential conflict of interest, it shall inform the person of the basis

for such belief and afford the person an opportunity to explain the alleged failure to disclose.

If, after hearing the response of the interested party and making such further investigation as may be warranted in the circumstances, the Board of Directors determines that the interested party has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Section 5: Reporting Improprieties, Fraudulent or Dishonest Conduct (Whistleblower Policy)

It is the policy of ACDA to safeguard and protect all of the Association's resources. The ACDA Board of Directors are primarily responsible for safeguarding the Association's resources by establishing and maintaining sound internal controls designed to detect and deter potential misuse of resources, by taking action to minimize financial loss when misuse occurs, and by correcting abuse. All employees and board members are responsible for reporting improprieties they observe.

The ACDA Board of Directors will investigate any possible impropriety, fraudulent or dishonest use or misuse of ACDA's resources or property by board, staff, or program participants. Anyone found to have engaged in an impropriety or fraudulent activity is subject to disciplinary action by ACDA up to and including termination or dismissal, and civil or criminal prosecution when warranted.

All members of the ACDA staff, board, and stakeholder community are to report possible fraudulent or dishonest conduct (including but not limited to financial improprieties or misuse of the Association's resources) confidentially to the Executive Director, the President or other member of the Executive Committee as appropriate.

A few examples of fraudulent conduct or impropriety include:

- Forgery or alteration of documents;
- Pursuit of a benefit or advantage in violation of ACDA's conflict of interest policy;
- Misappropriation or misuse of the Association's resources, such as funds, supplies, other assets;
- Abuse, in appropriate activity with a program participant;
- Authorizing or receiving compensation for goods not received, services not performed or hours not worked; and
- Fraudulent financial reporting.

Criteria used to determine whether certain activities or behavior constitute misuse of resources include state and federal laws, and ACDA policies and procedures.

The person reporting may choose to do so anonymously via mail or through other means of communication.

All efforts will be made to protect the confidentiality of those who report financial improprieties and choose to do so anonymously. However, in certain situations, legal requirements make it impossible to keep the individual's identity confidential.

In accordance with the Sarbanes-Oxley Act, no retaliatory organizational action will be taken against those who report truthful information about the commission or possible commission of any Federal offense to a "law enforcement officer," even if the person incorrectly believes that a violation has occurred. The phrase "law enforcement officer" is defined by the Sarbanes-Oxley Act as including any "officer or employee of the Federal Government . . . authorized under law to engage in or supervise the prevention, detection, investigation, or prosecution of an offense."

Section 6: Document Retention, Backup and Destruction Policy

The purpose of this policy is to provide a system for complying with document retention laws; to ensure that the Association retains valuable documents; to save money, time and space; to protect the Association against allegations of selective document destruction; and to provide for routine destruction of non-business, superfluous, and outdated documents.

Documents that should be retained and the period of retention are listed below. In general, documents that are not subject to a retention requirement should be kept only long enough to accomplish the task for which they were generated.

The Executive Director is in charge of making sure that the Association complies with document retention schedule. Six months after the end of the fiscal year, any and all Board Members who are in possession of documents to be stored or destroyed will forward said documents to the Executive Director. The Executive Director will then submit to the President a list of the documents that have been sent to storage or destroyed. The list will identify the documents with enough specificity that one outside the Association could determine which documents were stored or destroyed. The National Office will keep lists of documents stored or destroyed.

ACDA has a legal duty to retain relevant documents which it knows or should have known are relevant to any legal action. Such documents also include those that could lead to discovery of admissible evidence. Accordingly, all document destruction is automatically suspended when a lawsuit, claim, or government investigation is pending, threatened or reasonably foreseeable. In such a case, paper document destruction, as well as electronic destruction must cease immediately. In the case of electronic destruction, the Executive Director is responsible for ensuring that any automatic destruction program is disabled and reviewing all electronic systems that contain documents potentially relevant to the litigation or claim.

All documents, including electronic documents that are no longer relevant to the Association's business may be destroyed every 60 days, including drafts that have been finalized and personal notes.

In accordance with ACDA's policy, the following documents must be retained or destroyed as set forth in the schedule below. The Executive Director will review any applicable documents in ACDA's possession on an annual basis to ensure compliance with this schedule. The Executive Director will direct the deposit or filing of all

documents that must be retained, as well as the destruction of documents that must be purged, including documentation in the following formats:

Hard Drives – typically found in DVRs, NVRs and PCs: [Digital Video Recorders, Network Video Recorders, Personal Computers]

- Reformat hard drive completely erasing its previous contents
- Maintain a log listing every date the hard drive was reformatted

Magnetic Recording Tape Cassettes – typically found in VHS or VCR recorders: [Video Home System, Video Cassette Recorder]

- Remove tape cassette from equipment
- Crush tape cassette
- Recycle destroyed tape and cassette as scrap plastic

Paper-based documentation – typically obsolete site plans, correspondence, reports:

- Remove document from active file
- Cross-shred document
- Recycle shredded waste as scrap paper.

FINANCIAL DOCUMENTS	MINIMUM RETENTION REQUIREMENT
Accounts Payable Ledgers and Schedules	5Y
<u>Audit reports</u>	7Y (many organizations keep these records permanently)
<u>Bank reconciliations</u>	5Y and/or until all federal and state audit requirements have been met.
<u>Bank statements</u>	5Y
Checks (for important payments and purchases)	5Y or 4Y after item purchased is no longer owned
Correspondence – customers/vendors	Depends on issue in correspondence and whether there is a contract; if potential litigation-3 Y until threat of litigation has passed; if contract claim is possible, 4Y or until potential claim has dissipated
<u>Depreciation schedules</u>	While active + 3Y
Expenses and Purchases- Documentation can include: cash register tapes, account statements, canceled checks, invoices, credit card sales slips. Separate deductible expenses in the event the Association pays unrelated business income tax.	5Y

Gross Receipts -amounts received from all sources. Documents that support gross receipts include: cash register tapes, bank deposit slips, receipt books, invoices, credit card charge slips, and Form 1099-MISC	5Y
<u>Year-end financial statements</u>	Audit Reports generated by the Association will be kept for 7Y; Year end financial reports-Permanently
HUMAN RESOURCE DOCUMENTS	MINIMUM RETENTION REQUIREMENT
Affirmative Action Plan and Related Information	5Y from date of Plan Year-Maryland law
Age Discrimination in Employment Act	Records relating to discrimination charges-Until final disposition of the charge
Applications for Employment and Résumés-For those who were not hired	Age Discrimination in Employment Act (ADEA), Title VII and ADA-1 Y from date of submission; OFCCP large contractor and schools-2 Y; driving records are regarded as hiring records and should be kept for same period of time.
Unsolicited Applications for Employment	same as above; online submissions of resumes may be discounted but no definitive ruling in this area.
<u>EEO Claims</u>	While active, plus three years.
<u>EEO Reports</u>	As long as current. If an OFCCP contractor-1Y. If OFCCP contractor with more than 150 employees and \$150,000 in contracts then must keep for 2 Y.
Employee Benefit Plans	Records relating to ADEA-1 Y after termination of plan. Records relating to payment of premiums while on FMLA leave- 3 Y after final payment was made for premiums. Records relating to data mentioned in the Summary Plan Description-6 Y after data and description were published to employees.
ERISA Records relating to Welfare and Pension Benefits	6 Y
Employment Tax Records and Returns	4Y after the date the tax becomes due or is paid.
Employment Documents Relevant to Discrimination or other Statutory Claims	Title VII-The Act itself only requires the employer to keep records until final disposition of the charge; recommend that records be kept at least 1Y after charge is resolved.

Employment Turn-downs (Rejection Letters)	1Y after letter is sent.
<u>FMLA Leave Documents</u>	3Y after end of leave period.
<u>I-9s</u>	3 Y from date of hire or 1 Y after termination, whichever is later. Many experts recommend keeping these forms separate from the employee's personnel file, but such action is not required by law.
Interview Information and Reference Checking Notes	1 Y after job is filled under ADA, ADEA, and Title VII; References-1 Y after record is made.
Job Advertisements and Job Requests Made to Agencies	1Y after placement of advertisement or request for an employee-ADEA.
<u>Job Descriptions</u>	2Y after record is made under Equal Pay Act.
<u>OSHA and MOSH Logs</u>	5Y for OSHA Form 200, 300 and 301 and OSHA or MOSH 101; legally required medical exams and toxic exposure records for duration of the individual's employment, plus 30 Y.
<u>Personal Medical Information</u> Make sure that no medically related information is in an employee's personnel file; all such information should be kept in a separate file.	1 Y after termination; OSH Act Records-See above. Medical Certifications: 3Y after certification is obtained. Medical information includes all medical records, physical examinations, workers comp claims, drug and alcohol testing, medical forms requesting health information for insurance purposes.
<u>Payroll Records and Summaries</u>	3Y from the last date of entry 4Y for FICA-related information 4Y for FUTA-related information
Personnel Files (terminated employees)- Should include employment application, discipline reports, evaluations, salary history, etc.	7Y
Policies, Guidelines and Employee Handbooks	For as long as they are current and at least 3Y after they are outdated.
Recruiting Information- Advertisements, Job Postings, Interview information, Applications for Employment when not hired.	1 Y after record is made.
<u>Retirement and Pension Records</u>	During the time the Plan is active plus 6 years after discontinuance of the Plan.
<u>Timesheets</u>	3Y from last date of entry. Other experts recommend keeping for 7Y.
Unemployment Insurance Documents -DLLR Forms,	5Y after return is filed (Maryland law).

Quarterly Contribution Report and Employment Report	
MISCELLANEOUS DOCUMENTS	MINIMUM RETENTION REQUIREMENT
<u>Contracts</u>	4Y after contract term has expired
Correspondence – general	3Y
Correspondence – legal/important	Keep with legal issue file whether lawsuit, insurance claim, etc. then retain according to that retention requirement.
<u>Grant applications and Awards</u>	Life of grant, plus 3Y after expiration of grant; unless the grant itself has separate record-keeping requirements to which the Association must adhere.
Insurance Records, Accident Reports, Claims	Workers Compensation Claims-10Y after close of matter Long-term Disability-10 Y after return to work, retirement or death
Insurance Policies (expired)	3Y if a Claims-Made policy; permanently, if it is an Occurrence policy
Internal Audit Reports	Generally retain most recent 5Y or until resolved + 5 years.
Inventories of Products, Materials, Supplies	The most recent two inventories and/or until all audit requirements have been met
Conference Participant Liability Waivers	1Y following completion of Conference. Host Institutions will retain the waivers.
DOCUMENTS THAT WILL BE KEPT PERMANENTLY	
Minutes of all official meetings	
<u>Bylaws and all Amendments</u>	
Form 990 and any Schedules filed with the form	
IRS Determination Letter Granting Organization 501(c) Status. Note: this document is subject to the public disclosure regulations.	
<u>Bylaws and all Amendments</u>	
1023 Application for Tax-Exempt Status , all Supporting Documents submitted with the form, and all documents that the IRS requires the organization to submit. Note: these documents are subject to the public disclosure regulations.	
Trademark Registrations and Copyrights - Life of trademark – there is no legal retention requirement but should keep for the lifetime of the trademark plus applicable statute of limitations (6Y).	
Patents, Related Papers.	
Deeds, Mortgages, Notes and Leases.	
Combined Registration Application.	

Section 7: Compensation Policy

COMPENSATION POLICY FOR OFFICERS, DIRECTORS, TOP MANAGEMENT OFFICIAL AND KEY EMPLOYEES

1. Policy and Purposes

It is the policy of ACDA that all compensation paid by the Association is reasonable based upon a review of comparability information. This policy provides a procedure for the review and approval of the compensation of the Executive Director and key employees of the Association consistent with applicable federal tax law.

2. Procedure for Approval of Compensation

- A. General.** The Executive Committee of the Board of Directors or authorized committee shall review and approve the compensation of compensated individuals.
- B. Specific Requirements.** The governing body reviewing and approving compensation for compensated individuals shall satisfy the following requirements or procedures:

Approval by Persons Without a Conflict of Interest. Compensation shall be reviewed and approved by the Executive Committee of the Board of Directors, provided that persons with a conflict of interest with respect to the compensation arrangement at issue are not involved. Members of the Executive Committee of the Board of Directors do not have a conflict of interest if they (a) are not benefitting from or participating in the compensation arrangement; (b) are not in an employment relationship subject to the direction or control of any person benefitting from or participating in the compensation arrangement; (c) do not receive compensation or other payments subject to the approval of any person benefitting from or participating in the compensation arrangement; (d) have no material financial interest affected by the compensation arrangement; and (e) do not approve a transaction providing economic benefits to any person participating in the compensation arrangement, who in turn has or will approve a transaction providing economic benefits to the member.

- 2. Use of Comparability Data.** In its review and approval of compensation, the Governing Body shall review and use data and surveys of comparable compensation for similarly qualified persons in functionally comparable positions at similarly situated organizations.
- 3. Recording Compensation Deliberations.** The Executive Committee of the Board of Directors shall contemporaneously document and maintain records with respect to the decisions regarding the compensation arrangement.
- 4. Review and Approval for Certain Executive Officers.** In addition to the requirements of this policy applicable to all compensated individuals, any

compensation set for the Executive Director (or individuals with equivalent powers, duties or responsibilities comparable to these positions), must also be determined to be just and reasonable. The Executive Committee of the Board of Directors' review and approval shall occur initially upon hiring, whenever the term of employment, if any, is renewed or extended, and whenever the compensation is modified. Separate review and approval shall not be required if a modification of compensation extends to substantially all employees.

Section 8: Reimbursement of Expenses

EXPENSE REIMBURSEMENT REQUESTS

All expense reports, including travel and other types of expenses, must be submitted within one month of incurring the expense and in any case no later than June 30th. Sufficient documentation, including receipts, is required for all expenses.

The Executive Director reviews all expenses. Submitted requests exceeding \$2,000.00, will require review and approval by both the Executive Director and the Treasurer. The Treasurer must approve all reimbursement requests from the Executive Director.

Use ink on all forms submitted to the ACDA. Refrain from using "white out" when making changes; instead, incorrect information should be crossed off and changes should be written clearly above it and initialed.

You must use the expense form to detail all expenses. (Form C) All expense forms must contain, at the very least, the following information:

- for mileage, list date, destination and mileage
- all receipts
- the purpose of the expense (for example Regional Conference Travel, copying costs, etc.)
- signature, expense reports must contain signatures rather than initials to confirm authenticity

Filling Out Expense Forms. You must date and list expenses in chronological order. You must provide as much detail as possible when describing expenses, indicating who, what, when, where, and why. Include the appropriate program designation for all grant-related expenses.

Each expense must be documented; receipts must be attached to an 8 ½" x 11" sheet of paper and numbered in the order of occurrence. If no receipt is available, indicate "NR" on the expense report. If you use a personal check as the receipt, a copy of the canceled check will serve as proof of payment.

A receipt must accompany all amounts over \$5.00 or the expense will not be reimbursable. Attach all other receipts you have for expenses regardless of the amount of the expense. Only reasonable expenses will be reimbursed.

Non-local travel is subject to the approval of the Executive Director. Only personal out-of-pocket expenses will be reimbursed. You must support your Hotel expenses by a paid, itemized hotel receipt. Only the room charges and any taxes paid should be indicated under the "hotel" expense heading. All other expenses listed on the hotel bill must be allocated to the appropriate expense heading.

ACDA will pay for business luncheons or dinners where your attendance as a representative of ACDA is advisable. Meal expenses are otherwise not reimbursable for local travel. For example, ACDA does not reimburse an employee for a meal if they are on their way to a local or in-state event or on their way back from such an event, unless the travel involves special circumstances. Attach meal receipts to the expense report, in the order of occurrence, and total meal charges for each day.

When meals are reimbursable, such as meals when the employee is conducting business at a mealtime or traveling to Conferences, meal expense reimbursement is limited to the U.S. Government allowed maximum (www.gsa.gov/perdiem).

The following policies should be kept in mind when seeking reimbursement for mileage:

- Business use of a traveler's automobile will be reimbursed at the current Internal Revenue Service mileage rate for the purpose of business. This mileage rate covers depreciation, maintenance, repairs, gasoline, oil, insurance and vehicle registration fees.
- Reimbursement for two or more persons traveling in the same automobile shall be limited to the mileage reimbursement paid to the driver.
- A person traveling locally may be reimbursed for automobile travel in excess of normal mileage between the person's home and primary work station. (An example of this is an individual who normally works at Office A and whose commute to work is normally 20 miles round trip. If that individual is required to go to Office B for a day and leaves directly from his/her home and the round trip mileage from home to Office B is 30 miles, that individual may be reimbursed for 10 miles.)
- Parking costs will be reimbursed if properly substantiated by receipts or by a detailed log if parking meters are utilized.

Section 9: Gift Acceptance

ACDA solicits and accepts gifts that are consistent with its mission and that support its core programs, as well as special projects.

ACDA solicitations will be accurate, truthful, and candid. Solicitation materials shall follow all federal and state requirements for solicitations.

Donations will generally be accepted from individuals, partnerships, corporations, foundations, government agencies, or other entities, without limitations—unless acceptance of gifts from a specific source is inconsistent with the mission of ACDA.

In the course of its regular fundraising activities, ACDA will accept donations of the following: money, securities, real property, and personal property.

Certain types of gifts must be reviewed prior to their being accepted because they will create liabilities or impose special obligations on ACDA. The types of gifts that will require review, and the review process, are as follows:

- Gifts of real property – land and/or buildings may only be accepted upon approval of the Executive Committee of the Board of Directors or its designated committee; Gifts of personal property –such as automobiles, furniture, business equipment – may only be accepted upon approval of the Executive Director.
- Gifts of securities – stocks, bonds, or other securities may only be accepted upon approval of the Executive Director.
- Restricted gifts – gifts that may only be used for restricted purposes – may only be accepted upon approval of the Executive Director.
- Unusual gifts – gifts that are out of the ordinary, such that they differ significantly from the amounts or types of gifts that are routinely received by the Association – may only be accepted upon approval of the Executive Director.

ACDA may elect to refuse gifts of cash, securities, real estate or other items of value if there is reason to believe that such gifts are incompatible with the mission of the organization, conflict with its core values, or would create a financial, administrative, or programmatic burden. The Executive Director is directed to refer questionable gifts to the Executive Committee of the Board of Directors for guidance on a case-by-case basis. Employees of the Association are encouraged to bring any concerns they may have about the appropriateness of accepting any gift to the attention of the Executive Director, or the President of the Board of Directors.

Section 10: Independent Non-profit Audits

ACDA is committed to ethical and accountable practices in its financial management and reporting. As such, ACDA works to ensure the highest standards in auditor independence are in place.

Until such time as revenues require an independent audit, as determined by the Internal Revenue Service, the Executive Director will prepare ACDA's financial reports working with the Treasurer of the Association. Records used to prepare the reports will be reviewed by a Certified Public Accountant (CPA) to ensure records conform to Generally Accepted Accounting Principles (GAAP). The CPA will verify review of financial practices and documents and will notify the Treasurer upon completion of review. The Treasurer will review all reports before presentation to the Board of Directors.

Section 11: Public Disclosure of IRS Documents and Governance Policies

ACDA complies with the legal requirements for public disclosure of the following:

- three years of IRS Form 990, 990-EZ or 990T
- IRS Form 1023, Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Code.

ACDA also provides the following information on an annual basis:

- Mission Statement
- a list of the Board of Directors
- annual financial statements, prepared in conformance with Generally Accepted Accounting Principles (GAAP)
- a summary of the total cost of each major program and the nonprofit's fundraising and administrative costs, as defined by either GAAP or IRS guidance for completing IRS Form 990
- descriptions of its programs, activities and accomplishments in relation to its mission for at least the most recent fiscal year
- description of the communities or populations and geographic area served
- written documentation of policies for board independence, conflict of interest, whistleblower, expense reimbursement, executive compensation, document retention, gift acceptance, independent audits

ACDA makes these documents available to the public upon request, by contacting the Executive Director at (240) 428-1736, info@ACDA.dance or 326 N. Stonestreet Ave., Ste. 204, Rockville, MD 20850.



Board Commitment Form

I have read the *Board of Directors Job Description* and other pertinent documents from the Board of Directors Handbook and understand that I have been elected to serve a three-year term of office. I understand that my responsibilities as a Board Member include but are not limited to:

- serving as an active advocate for the organization
- attending Board Meetings every year at my personal or my institution's expense
- attending a Regional Conference every year at my personal or my institution's expense
- providing professional counsel and guidance as outlined in the Job Description
- providing, as needed, volunteer support as outlined in the Job Description
- assisting the organization in planning its budget
- approving the annual budget, major expenditures, Form 990, and investment of funds
- maintaining Individual Membership (\$50/year or \$500/lifetime)
- reading the ACDA Board Handbook annually
- signing all forms required for IRS Compliance

I accept the commitment to serve as a member of the Board of Directors for the American College Dance Association as outlined above.

Print Name

Signature

Date

Form B

**ACDA Board of Directors
Affirmation of Compliance and Disclosure Statement**

I have received and carefully read the Conflict of Interest Policy, cited in the ACDA Form 990 Section 4, for Board Members, staff and volunteers of American College Dance Association (ACDA) and have considered not only the literal expression of the policy, but also its intent. By signing this affirmation of compliance, I hereby affirm that I understand and agree to comply with the Conflict of Interest Policy. I further understand that ACDA is a 501(c)(3) charitable organization and that in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

Except as otherwise indicated in the Disclosure Statement and attachments, if any, I hereby state that I do not, to the best of my knowledge, have any conflict of interest that may be seen as competing with the interests of ACDA, nor does any relative or business associate have such an actual or potential conflict of interest.

If any situation should arise in the future which I think may involve me in a conflict of interest, I will promptly and fully disclose the circumstances to the President of the Board of Directors of ACDA or to the Executive Director, as applicable.

I further certify that the information set forth in the Disclosure Statement and attachments, if any, is true and correct to the best of my knowledge, information and belief.

(Please print) **Name**

ACDA Title/Role (Please print):

Signature **Date**

Form C

ACDA Expense Reimbursement Request Form

Make check payable to:

Name: _____

Street Address: _____

City/State/Zip: _____

ACDA Title/Role: _____

Please see the ACDA Reimbursement Policy in the Board of Directors documents regarding questions on approved purchases for reimbursement.

Date	Description of Purchase Type	Purpose/ACDA Related Activity	Amount
For Mileage Reimbursement			
Date	Destination	Mileage x Rate/mile =	Amount
Subtotal			\$
Advance Payment Toward Expenses			-\$
Total Reimbursement Amount			\$

Please attach original receipts.

Requester's Signature: _____ Date: _____

Approved by: _____ Date: _____
ACDA Executive Director

Expenses exceeding \$2,000.00 require Treasurer 's approval.

Approved by: _____ Date: _____
ACDA Treasurer

Office Use Only:	Date Paid: _____	Check #: _____
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ACDA Board Independence Document

In compliance with the expanded recordkeeping and disclosure of information requirements of Internal Revenue Service Form 990 (reporting for non-profit organizations), all board members must complete and sign this document to declare their status as independent members of the ACDA board.

With your signature at the end of this document, you aver and confirm that the following statements are true for you, your family and your other business relationships:

1. I was not compensated as an officer or other employee from ACDA or a related organization.
2. I did not receive total compensation or other payments exceeding \$10,000 for the year from ACDA or a related organization as an independent contractor. (This figure does not include reimbursement of expenses or reasonable compensation for services provided in the capacity as a member of the governing body.)
3. I did not receive, directly or indirectly, material financial benefits from ACDA or a related organization, in the ACDA tax/fiscal year from July 1 through June 30, including:
 - a. loans between me and the organization of greater than \$50,000
 - b. loans under \$50,000 on arm's length or more favorable terms
 - c. a transaction in which an economic benefit is provided to me, directly or indirectly, and the value of the economic benefit provided exceeds the value of the consideration (including the performance of services) received for providing such benefit
 - d. loans, salary advances, and other advances and receivables (This does not include advances under an accountable plan, pledges receivable that would qualify as a charitable contribution when paid, accrued but unpaid compensation, or receivables outstanding that were created in the ordinary course of the organization's business on the same terms as offered to the general public.)
 - e. a grant, scholarship, fellowship, internship, prize, award, or other assistance (including provisions of goods, services, or use of facilities) to me or one of my relatives (not including business transactions for full and fair consideration engaged in to serve the direct and immediate needs of the organization, such as payment of compensation to an employee or consultant in exchange for services of comparable value
 - f. a direct business relationship with the organization (other than as an officer, director, trustee, or key employee)
 - g. an indirect business relationship through ownership of more than 35 percent in another entity
 - h. a family member who has a direct or indirect business relationship with my organization
 - i. serve as an officer, director, trustee, key employee, partner, or member of another entity doing business with ACDA
4. I did not have a family member that received compensation or other material financial benefits from ACDA or a related organization.

5. I did not have a family or business relationship with anyone on the ACDA board directors or executive staff.

Statement of Family and Other Business Relationships

The IRS Form 990 requires that the organization report if any of these individuals are related to each other through family or business relationships. The IRS definitions are:

Family relationships include an individual's spouse, ancestors, children, grandchildren, great-grandchildren, siblings (whether by whole or half blood), and the spouses of children, grandchildren, great-grandchildren, and siblings.

Business relationships are employment and contractual relationships, and common ownership of a business where any officers, directors, or trustees, individually or together, possess more than a 35% ownership interest in common. Ownership means voting power in a corporation, profits interest in a partnership, or beneficial interest in a trust.

If any of the above statements is not true for you, inform the President of the Board or the Executive Director immediately.

Sign below if all the above statements are true for you:

Print Name

Signature

Date

ACDA Board of Directors Independence Disclosure Statement on Family and Business Relationships and Interested Persons

Please check all that apply regarding the independence of you, your family or an associated business with American College Dance Festival Association and its Executive Committee, Regional Directors, Elected Board Members, Board of Advisors or Executive Director (see attached list), based on the definitions of each below:

Family relationships include an individual's spouse, ancestors, children, grandchildren, great-grandchildren, siblings (whether by whole or half blood), and the spouses of children, grandchildren, great-grandchildren, and siblings.

Business relationships are employment and contractual relationships, and common ownership of a business where any officers, directors, or trustees, individually or together, possess more than a 35% ownership interest in common. Ownership means voting power in a corporation, profits interest in a partnership, or beneficial interest in a trust.

- I have no family or business relationship with anyone on the attached list.
- I have a family or business relationship with someone on the attached list.

Name of related person: _____

Nature of relationship: _____

(Use reverse of this form if more than one related person.)

Please check all that apply regarding the independence of you or your family for ACDA's tax/fiscal year that began on July 1 and ended on June 30:

- I have received compensation as an officer or other employee of the organization or of a related organization except as provided in a religious organization exception.
- I have received compensation or other payments exceeding \$10,000 during the organization's tax year from the organization or related organizations as an independent contractor, other than reimbursement of expenses under an accountable plan or reasonable compensation for services provided in the capacity as a member of the governing body.
- I or a member of my family was involved in a transaction with ACDA (directly or indirectly through affiliation with another organization) including one of the following: excess benefit transactions, loans to or from interested persons, grants or assistance benefiting interested persons, or business transactions involving interested persons).
- None of the above statements apply to my family members or me.

Print Name

Signature

Date