



# 2022-2023 **COMMITTEE HANDBOOK**

*A guide for committee leaders and members for serving  
U.S. Figure Skating in your committee role*





# U.S. FIGURE SKATING COMMITTEE HANDBOOK

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# INTRODUCTION

U.S. Figure Skating is a 501(c)(3) non-profit organization and the National Governing Body for figure skating, as recognized by the U.S. Olympic & Paralympic Committee (USOPC) and the International Skating Union (ISU). U.S. Figure Skating serves nearly 200,000 members nationwide, has an annual budget of \$20 million, runs major televised events, selects the U.S. World and U.S. Olympic Teams, provides a range of programs for all its members, and is governed by the Ted Stevens Amateur Sports Act.

## OUR MISSION

We create and cultivate opportunities for participation and achievement in figure skating.

## OUR VISION

Together, we foster fun and inspire a lifelong passion for skating while develop champions on and off the ice.

## OUR VALUES



### **EXCELLENCE**

*Highest standards in all endeavors.*



### **INTEGRITY**

*Honesty and openness in all we do.*



### **RESPECT**

*We value each other's voices, contributions, and well-being.*



### **RESILIENCE**

*We get up and adapt to challenges on and off the ice.*



### **COMMUNITY**

*Nurturing connections through the skating community.*

## NON-DISCRIMINATION COMMITMENT

U.S. Figure Skating commits in policy, principle and practice to sustain a nondiscriminatory approach on and off the ice for all members. We strive to provide equal opportunity for all recognizing their varied backgrounds, experiences and identities and want all members to feel valued and respected at every level of the organization. U.S. Figure Skating's SkateSafe Program receives, investigates and addresses allegations of discrimination or harassment throughout its membership and the organization.

We provide an equal opportunity to eligible athletes, coaches, trainers, managers, administrators and officials to participate in eligible athletic competition without discrimination based on race, color, religion, age, gender, gender identity, sexual orientation, national origin or any other status protected by federal, state or local law, where applicable.

We select members of the Board of Directors and athlete representatives without discrimination based on race, color, religion, age, gender, gender identity, sexual orientation, national origin or any other status protected by federal, state or local law, where applicable.

Harassment in sport, per the U.S. Figure Skating SkateSafe Program Handbook, includes any pattern of physical and/or non-physical behaviors that (a) are intended to cause fear, humiliation or annoyance, (b) offend or degrade, (c) create a hostile environment, or (d) reflect discriminatory bias in attempt to establish dominance, superiority or power over an individual athlete or participant group based on gender, race, ethnicity, culture, religion, sexual orientation, gender expression or mental or physical disability. It also can be the creation of an environment through behavior or course of conduct that is insulting, intimidating, humiliating, demeaning or offensive.

Examples may include name-calling, taunts, threats, belittling and micro/macro aggressions.

U.S. Figure Skating is committed to modeling diversity, equity, inclusion and justice at all organizational levels, including clubs and sanctioned events.

# SECTION 1: LEADERSHIP STRUCTURE

U.S. Figure Skating is governed by a board of directors comprised of 15 voting members who are responsible for the oversight of the organization. Board members, except for athletes, are nominated by the Nominating Committee and elected by the Governing Council. Athletes are elected directly by the athlete members. The Board also has several non-voting members,

including five Group Coordinators who serve as a link between committees and the board.

Once elected by the Governing Council, the Board of Directors will appoint annually among its members a vice president, treasurer and secretary. All members of the Board are eligible to serve.

## BOARD OF DIRECTORS STRUCTURE

<b>PRESIDENT</b>	<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR ATHLETE SINGLES</b>
<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR ATHLETE PAIRS</b>
<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR ATHLETE ICE DANCE</b>
<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR AT LARGE - INDEPENDENT</b>	<b>DIRECTOR ATHLETE SYNCHRONIZED</b>
<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR AT LARGE - INDEPENDENT</b>	<b>DIRECTOR ATHLETE - USOPC REP.</b>

## NON-VOTING MEMBERS

<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR AT LARGE - INDEPENDENT</b>	<b>DIRECTOR ATHLETE - USOPC REP.</b>
<b>DIRECTOR AT LARGE</b>	<b>DIRECTOR AT LARGE - INDEPENDENT</b>	<b>DIRECTOR ATHLETE - USOPC REP.</b>



# COMMITTEE STRUCTURE

U.S. Figure Skating is comprised of 27 permanent committees; six report directly to the Board and 21 are considered operating committees that are part of the group structure. This handbook focuses on the 21 operating committees.

Many parts of U.S. Figure Skating are supported by volunteer committees that focus efforts on that specific part of the sport. The committees oversee rules under their jurisdiction and develop strategies to ensure that their part of the sport is relevant,

current and in support of the overall Strategic Plan goals and strategies. In partnership with headquarters staff, committees evaluate, develop and implement programs to support members in their areas.

Committee chairs are responsible for thoroughly understanding their area and leading their members in supporting these areas while effectively working with staff, constituents and their Group Coordinators.

## REPORTING TO THE BOARD OF DIRECTORS

<b>AUDIT</b>
<b>ATHLETES ADVISORY</b>
<b>COMPENSATION</b>
<b>FINANCE</b>
<b>NOMINATING</b>
<b>STRATEGIC PLANNING</b>

## ADMINISTRATIVE / LEGAL GROUP

<b>ETHICS</b>
<b>GRIEVANCE</b>
<b>SKATESAFE</b>
<b>RULES</b>

## MEMBERSHIP DEVELOPMENT GROUP

<b>ADULT SKATING</b>
<b>MEMBERSHIP</b>
<b>PROGRAMS AND NEW PROGRAM DEVELOPMENT</b>

## ATHLETE SERVICES

<b>COACHES</b>
<b>DANCE DEVELOPMENT &amp; TECHNICAL</b>
<b>MEMORIAL FUND</b>
<b>PAIRS DEVELOPMENT &amp; TECHNICAL</b>
<b>SINGLES DEVELOPMENT &amp; TECHNICAL</b>
<b>SYNCHRO DEVELOPMENT &amp; TECHNICAL</b>
<b>SPORTS SCIENCE &amp; MEDICINE</b>

## TECHNICAL AND OFFICIALS GROUP

<b>COMPETITIONS</b>
<b>DOMESTIC OFFICIALS AND RECRUIT. &amp; MGNT</b>
<b>DOMESTIC SELECTIONS</b>
<b>OFFICIALS TRAINING</b>
<b>TESTS</b>

## INTERNATIONAL GROUP

<b>INTERNATIONAL</b>
<b>INTERNATIONAL OFFICIALS</b>

## SECTION 2: STRATEGIC PLAN

U.S. Figure Skating has adopted a four-year strategic plan for the 2022-26 Olympic Quadrennial. This plan was adopted by the Board of Directors in February 2022. The plan can be found on Members Only.

Annually, the Strategic Planning Committee reviews and makes updates to the Strategic Plan, for presentation to the Board. The 2022-26 Strategic Plan is focused on U.S. Figure Skating being an athlete-centered organization for competitive excellence, with the following definition of competitive excellence:

*"To U.S. Figure Skating, competitive excellence is so much more than a gold medal. It is sustaining a safe, inclusive and supportive environment for all athletes to bring their authentic selves and to thrive while striving for their personal best in whichever pathway they choose. It is about athletes having the tools to be mentally and physically prepared to deliver a performance based on their hard work and perseverance. It is about commitment, integrity, empathy and sportsmanship."*

The 2022-26 Strategic Plan features four key focus areas, or strategic priorities, each with an overarching strategic goal, several strategies to reach that goal and success measures. It is the responsibility of the staff and committees to develop, implement and align specific programs and tactics to these strategies.

### **Strategic Plan Focus Areas:**

#### **Athlete Support and Development**

Build an inclusive athlete-centered organization that provides access and support to allow each athlete to participate as their authentic self and to achieve excellence.

#### **Membership Development and Expansion**

Enhance community engagement by working in partnership with stakeholders across the organization to increase participation in the sport and the value of membership with U.S. Figure Skating.

#### **Official and Coach Growth**

Cultivate strong and equitable partnerships among officials, coaches and athletes that instill a culture of trust, respect, transparency and objectivity.

#### **Brand Awareness and Engagement**

Develop our brand by growing appreciation and passion for the sport's athleticism, artistry and achievement alongside growing the perceived value of one's association with U.S. Figure Skating.




## HOW DO COMMITTEES FIT INTO THE STRATEGIC PLAN?

Committee leadership and members should read the strategic plan -- including guiding principles for future success, each strategic goal section and the critical and core success factors -- to understand the big picture of U.S. Figure Skating its priorities over the next several years.

To align its goals with the strategic plan, committee leaders should read the strategies under each section and work with staff, their Group Coordinator and fellow committee chairs to think about how current or future programs, strategies and priorities could support these strategies. Since all committees have different areas, not every committee will be doing work that supports all the areas. That's OK!

An operating plan is a tool that committees and staff can use to organize their programs, tactics and strategies to align with the strategic plan. This helps focus work and priorities as well as supporting the committee in understanding how its work might intersect with other committees or areas of the sport. Group Coordinators and staff can help make these connections. An operating plan can be done for individual committees, subcommittee or groups of committees that might work together.

Sample: Operating Plan illustration, based on committees serving officials.

Strategic Priority Area from the Strategic Plan.					Athlete Support and Development Officials and Coaches Growth									X	X	
					Strategic Priority Area / Goal									X	X	
					Strategic Priority Area / Goal											
Responsible					Strategies											
Headquarters	International Officials	DORM	Domestic Selections	Officials Training Committee												
					Program / Tactic											
X				X	Increase the number of officials courses on eLearning					X	X					
X	X	X		X	Develop a pilot program for communication training for officials working with Team USA athletes.					X		X			X	
			X		Support the NQS model for the qualifying system							X	X			
X				X	Consider coaches education alongside officials' schools					X	X	X				
X				X	Incorporate DEI and communication training into officials' training.					X	X	X			X	
The committees, subcommittees and/or staff involved with the program.					Programs and tactics the committee(s) develop to address the strategies in the Strategic Plan. All committee work should support the Strategic Plan.					Strategies are listed in the Strategic Plan. Put an "X" where a program supports that strategy.						



# SECTION 3: GENERAL INFORMATION, RESPONSIBILITIES AND DEFINITIONS

## DEFINITIONS OF ROLES ON COMMITTEES

**COMMITTEE CHAIR:** Each Committee Chair is globally responsible for their area of skating. Except for the committees that report to the Board, they report to their respective Group Coordinator. Most committee chairs are nominated by the Nominating Committee and appointed by the President for a term of one year. It is common for committee chairs to serve about three one-year terms, though some serve less, and some are asked to continue longer.

**NATIONAL VICE CHAIR:** A National Vice Chair (NVC) chairs a subcommittee within a larger committee. They are responsible for their area, but it is a narrower scope within a committee. NVCs are appointed by the Chair. The NVC reports to the Chair and serves on the “leadership team” of a generally larger committee.

**SECTIONAL or REGIONAL VICE CHAIRS:** Sectional (SVC) or Regional (RVC) Vice Chairs represent a section or region of the country on a committee or subcommittee, handling issues with members or clubs in that area.

**VICE CHAIRS:** A Vice Chair (VC) is responsible for a specific part of

the sport but does not oversee people. For example, a “vice chair for synchronized skating” would represent synchronized skating within a committee or subcommittee.

**MEMBERS:** All committee members, including those who do not have a specific leadership role, are expected to actively participate in committee activities and discussions. They are a pool of individuals that can serve on projects or participate in programs and should vote on all ballots in a timely manner.

**ATHLETE MEMBERS:** All committees and subcommittees must be comprised of at least 33.3% athletes. There are three categories of athletes: 10 Year Athletes, 10 Year+ Athletes and Actively Engaged Athletes. These categories and where they are allowed to serve are explained in the Athlete Leadership Handbook. All athlete members are expected to fully participate in committee activities and provide the voice of the athletes. Note that individuals serving in leadership roles can be athletes, and count towards the 33.3%. It is not necessary to fill all roles, then ‘add’ athlete members at the end.

## GENERAL RESPONSIBILITIES OF ALL COMMITTEE CHAIRS

1. A committee chair is generally responsible for their area of figure skating. They report to their Group Coordinator, and work in partnership with their Group Coordinator and the appropriate headquarters staff to execute their statement of work.
2. In partnership with their Group Coordinator and headquarters staff, committee chairs are responsible for aligning their goals, programs, projects and strategies with the U.S. Figure Skating strategic plan and operating plan.
3. Committee chairs appoint members of their committee after seeking out suggestions from U.S. Figure Skating members. They also appoint designated vice chairs and are a critical part of the leadership development pipeline.
4. Committee chairs set expectations for their committee leadership and members; communicate regularly with their members.
5. Committee chairs represent the committee and its activities to other committees and leadership.
6. Committee chairs submit written reports to the Group Coordinators to be communicated to the Board.
7. Committee chairs represent their committees when Requests for Action are submitted.
8. If applicable, committee chairs develop budgets for committee programs and activities.

## TIPS FOR COMMITTEE CHAIRS

1. Keep a running list of activities that you and your committee members complete, as well as using the Operating Plan document. This will help you in your fall and spring reports and in organizing activities in alignment with the strategic plan.
2. Collaborate, communicate and be a team player. Develop working relationships with other committee chairs, headquarters and Group Coordinators. Ideas from one committee impact various areas of the sport. Seek out input if you are proposing something and keep an open mind on ideas that other areas are proposing.
3. Leadership Development. Start thinking about your successor and how you can support the development of others. Talk with your vice chairs about their future interests and how you can help provide them the tools to succeed you. Also, consider athletes for leadership positions. Athletes (including 10 Year, 10 Year+ and Actively Engaged) can serve in all committee roles and count toward 33.3%.
4. Track committee members’ activity in a spreadsheet to ensure they are engaged and participating.



# GENERAL U.S. FIGURE SKATING INFORMATION

## SKATESAFE POLICIES

All committee chairs, leadership and members should be ambassadors for the U.S. Figure Skating SkateSafe program. Familiarize yourself with SkateSafe policies and best practices by reviewing content on the SkateSafe web site. Any questions should be directed to [skatesafe@usfigureskating.org](mailto:skatesafe@usfigureskating.org)

## SPOKESPERSON INFORMATION / POLICY

While committee chairs are ambassadors for the areas they oversee and considered spokespersons internally, there are only four official spokespersons for U.S. Figure Skating: 1) the President 2) the Executive Director 3) the Senior Director of External Relations and 4) the Director of Communications.

Committee chairs, or other committee members, should not represent U.S. Figure Skating to media, on social media, or outside of the organization for any reason without the permission/guidance of one of those individuals. Should a committee member be contacted by media, the first point of contact should be the Senior Director, External Relations.

All officials are required to follow the Social Media policy. All committee chairs, leaders and members should exercise caution and good judgment when posting on social media or in other written communications, as you will be seen as having a “leadership” position with U.S. Figure Skating.

## CONFLICTS OF INTEREST

It is important that when leading or serving on a committee that your focus is on what is in the best interest of that committee and globally on behalf of U.S. Figure Skating. By accepting a position as a member or a leader of a committee, you are accepting that you have a relationship with U.S. Figure Skating and not acting to benefit yourself.

Here are some examples of conflicts of interest to be aware of in your service:

- Serving in a leadership role in a figure skating club
- Competing as an adult athlete and having influence over the rules or conduct of a competition
- Coaching athletes represented by your committee work
- Officiating career: promotions and assignments to events
- Business related to figure skating in which you or a close relative have a financial interest

These conflicts do not disqualify a person from committee service or leadership roles. However, it is important they are recognized, identified and members are transparent with other members when they have conflicts of interest. Upon these identifications, the member may choose to recuse themselves from specific situations.

Annually, all committee members must complete a conflict-of-interest disclosure that is sent to the Chair of the Ethics Committee.

## BUDGETS

The U.S. Figure Skating fiscal year is July 1 through June 30. Annually,

the treasurer presents a budget to the Board of Directors for its approval and to the Governing Council for its adoption. Many people across the organization play a role in the development of the budget.

Committee chairs partner with staff and their Group Coordinator to prepare budget requests in their area, if applicable. Templates and budget directives will be provided. This process is generally started in mid-November, with final budget submissions presented to the Board at their February meeting.

Budget templates are formatted Excel worksheets that provide information on how to plan for programs and expenses in the next season. All programs should be in alignment with the Strategic Plan and have measurable goals. There is one administrative budget shared by all committees to cover basic communication tools (use of Basecamp, video conferencing, etc.), as well as basic office supplies and shipping. Committees that accomplish most of their work through these tools do not need to complete a budget request.

Committee chairs requesting travel expenses for themselves or others to attend an event or program that are not included within the event or program budget need to request that budget separately on a template.

## COMMUNICATION TOOLS

### VIDEO CONFERENCE AND MEETINGS

The preferred tool for committee meetings is Zoom. U.S. Figure Skating has multiple accounts and staff will set up those meetings.

### WEBINARS AND SEMINARS

The preferred tool for webinars, seminars and virtual education sessions is Zoom. Committee leadership should work with headquarters staff to schedule, set up the meeting and send appropriate communication to the target audience. Examples of uses of Zoom to communicate:

- Outward communication: Webinars can be hosted and recorded to inform a U.S. Figure Skating audience of new information. (i.e., the Collegiate Subcommittee hosts multiple annual webinars for high school athletes on how to participate in collegiate programs).
- Education: Webinars or virtual seminars can be hosted for training purposes for officials, parents, club leadership or any other user group.

## BASECAMP

Basecamp is the preferred online meeting space application that can be used by any U.S. Figure Skating Committee. Basecamp has a message board, shared document space and shared calendar. It is a good way of sharing information and communicating in an organized way without having to schedule meetings.

Tip: Committee space on Basecamp is not private. It is written information that is accessible by many individuals. Discussion should be professional and appropriate.



## MEMBERS ONLY

Committee rosters, roles and contact information can be found on the online directory by logging onto Members Only. Members Only is also where many tools and communications are housed that are used by members, including club leadership, officials, coaches and athletes.

## WWW.USFIGURESKATING.ORG

This is the U.S. Figure Skating public-facing website. It contains information about programs and U.S. Figure Skating, but with less detail than Members Only. Committee members should familiarize

themselves with the website, and especially sections applicable to their committee work. Staff members can work with the Marketing and Communications department to adjust, update, etc. Please reach out to your staff liaison if you have suggestions for your section of the website.

## SURVEYS / FORMS

U.S. Figure Skating uses the Formsite program to create, document and distribute forms, surveys and ballots. This is a good way to collect data and information. Staff liaisons can work with committee chairs to set up forms, distribute and analyze information.

# HOW RULE CHANGES WORK

Most committees have jurisdiction over certain rules in the U.S. Figure Skating Rulebook. It is the responsibility of the committee, led by the Chair, to regularly look over the rules to ensure they are current, relevant and in support of our mission and vision. As figure skating evolves over time, sometimes rules need to adapt.

Most rule changes begin at the committee level through observations, planning meetings, etc., by members or others in the field. Committee members should then discuss the issues in meetings or written communications. The Chair can bring these discussions to other groups, or areas, as well.

## BALLOTS

A ballot is what U.S. Figure Skating uses as a “formal” communication tool to record comments and votes on an issue. A committee chair can initiate a ballot and send it to their own committee, as well as other committees that they may want to collect input from.

Ballot initiation form: A committee chair completes a Ballot Initiation form to request that headquarters create a ballot on their behalf. The form asks for the following information:

- The proposed rule change and specifically what action is proposed. (i.e., Amend Rule 1234 by...)
- The relevant rule numbers and page numbers in the current rulebook.
- A rationale for the change (a detailed explanation of why).
- The financial impact to U.S. Figure Skating and/or members.
- The implementation date (when should it go into effect).
- Any other committees that should receive the ballot to provide their impact.

## BALLOT RESULTS

Results from the ballot, including names, comments and the name of the committee, are sent to the Chair, Group Coordinator and appropriate headquarters staff liaison(s).

The appropriate leadership team (i.e., committee chairs, several chairs, Group Coordinator, etc.), then decides whether to put the change forward as a Request for Action (RFA), to the Board, and ultimately the Governing Council. It is important to recognize that

a ballot is a tool for collecting information in the process; it does not mean that the “official vote” solely determines what is put forward.

## NEXT STEPS

If the item is put forward, the Group Coordinator presents the RFA to the Board of Directors. Non-urgent rule changes are typically put forward at the November and April meetings. The Board’s action on the item (typically approve, amend or not approve) is recorded in a Report of Action (ROA).

The final step is the Governing Council, held annually in May. If a delegate at Governing Council wishes to overturn an action the Board took in the item, that delegate would “isolate” the action of the Board (i.e., it was approved, and they would like it defeated), and it would be voted on by the entire Governing Council. (If no delegate isolates the action the Board took, it is approved by acclamation at the end of Governing Council).

## APPROVAL AND ADOPTION

Generally, a rule change will officially go into effect when it is adopted by the Governing Council in May, as of the implementation date that was requested by the committee. When determining the best implementation date, consider the season calendar and how much time members need to prepare. For example, if a rule change were to impact the length of a program, an implementation date of January 1 might be appropriate to allow skaters to get through the summer competitive season, since they may have already started their programs.

However, there are special circumstances that allow rule changes to be implemented during the season, immediately after an RFA has been approved by the Board at one of its meetings. These are typically for unusual circumstances that are impacting the current season.

## COMMITTEE CHAIR TOOLS AND TIPS

- Socialize your changes prior to Governing Council by reaching out to your target constituency in the winter or spring.
- Prepare to speak to your changes during the annual “book calls” in April.
- Prepare to answer questions at the Critical Issues session at Governing Council.



## U.S. FIGURE SKATING HEADQUARTERS

U.S. Figure Skating staff members work in partnership with committees to execute programs and projects in support of the Strategic Plan. Committees will have a staff liaison that will work closely with them and serve as a connection to other resources at U.S. Figure Skating Headquarters. In addition to the areas below,

that do not work directly with a specific committee, resources are available in travel management, marketing and communication, information technology and member services.

Generally, the staff that directly support committee work is divided into the following departments:

DEPARTMENT / STAFF	COMMITTEES
Athlete High Performance	Coaches Committee International Committee Dance Development and Technical Committee Pairs Development and Technical Committee Singles Development and Technical Committee Synchronized Development and Technical Comm. Sports Science and Medicine Committee
Membership	Adult Skating Committee Membership Committee Programs and New Program Development
Events	Competitions Committee Domestic Selections
Office of the Executive Director (Technical Services, Strategic Initiatives, DEI)	Domestic Officials Recruitment & Management International Officials Officials Training Rules Strategic Planning Tests
Finance Department	Audit Finance
SkateSafe / Legal	Ethics Grievance SkateSafe
Development	Memorial Fund

## TIMELINE

The U.S. Figure Skating membership and fiscal year is July 1 through June 30. However, the annual Governing Council is in early May and marks the time when leadership turns over, new

rules are passed and the tone is set for the upcoming season. May typically is a transition month, preparing to move the organization from one season to the next.

<b>SPRING / SUMMER</b>	
<b>May</b>	Governing Council Newly elected Board and Committee Chairs begin their terms. New Nominating Committee is elected. Committee Chairs submit their rosters to headquarters.
<b>June</b>	Committee Chairs send their first communications to new members, establishing a baseline for the season.
<b>July</b>	New membership season officially begins. All Board members, Committee Chairs, staff, officials and coaches must have completed their compliance requirements.
<b>June – August</b>	Committee Chairs and leadership should be establishing their goals, priorities and tactics for the next season and developing their operating plans.

<b>FALL</b>	
<b>September</b>	Committee Chairs submit bi-annual reports to the Board of Directors in advance of the fall meeting by Sept. 1.
<b>October</b>	Committee Chairs should have RFAs completed for any items they are asking the Board to act on for their fall meeting. Communication with the Nominating Committee, if applicable.
<b>November</b>	Board of Directors in-person meeting. Begin preparation of budget requests for the next Fiscal Year.

<b>WINTER</b>	
<b>February</b>	February 15 is the deadline to submit a request for a Bylaw amendment. Submit requests for ballots to be sent out. Board of Directors in-person meeting, focused on the budget. Final Nominating Committee meeting.
<b>March</b>	Committee Chairs should have RFAs completed for any items they want to go to the Board for their April meeting. Nominating Committee posts slate of nominated candidates. Committee chairs submit a written report for the Governing Council meeting book, through their group coordinator.



## LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

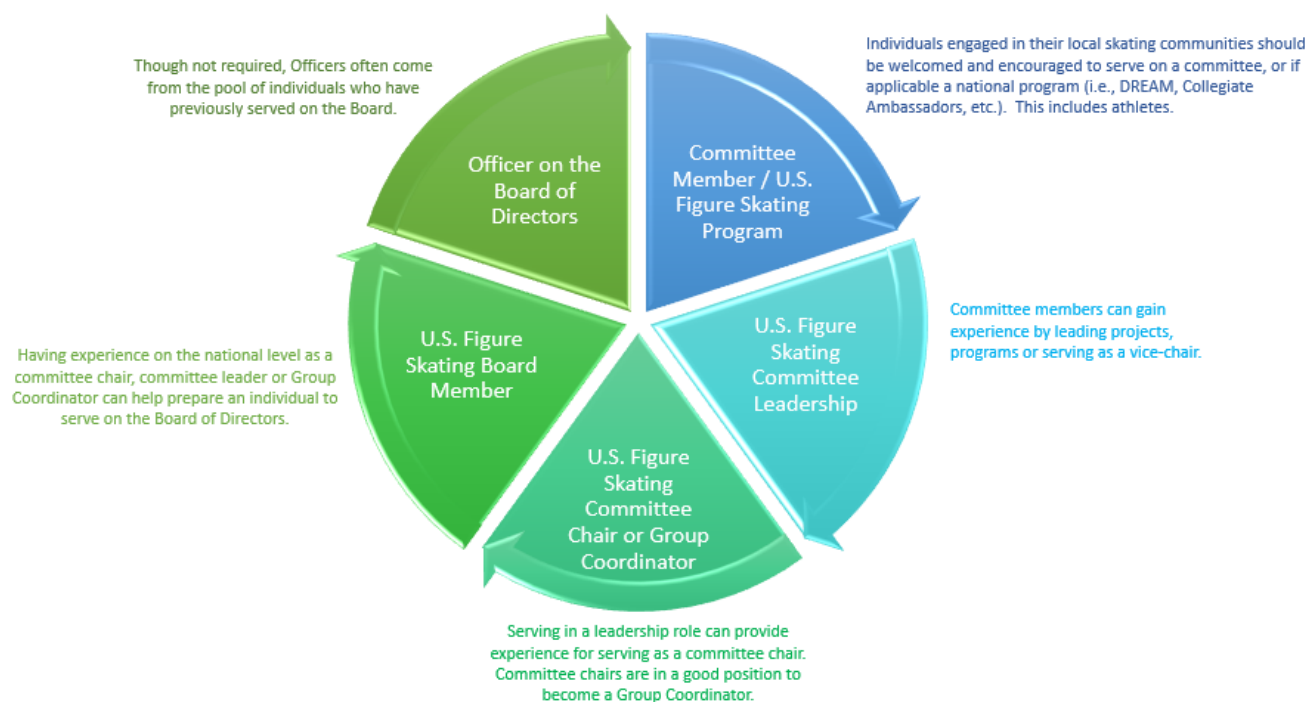
Leadership development is a process that identifies future U.S. Figure Skating leaders and supports them in gaining experience to participate in leadership roles throughout all areas of the organization. It starts at the club and local level and moves through officials, committee members, committee leaders and chairs, group coordinators and the Board of Directors. This is a continual process to ensure that a talented and diverse pool of individuals is included and being prepared as leaders.

Committee chairs and leaders play an integral part in this process. Building committee rosters to include new individuals is critical, as is creating opportunities for committee members to work on projects and gain leadership experience. A form goes out to all U.S. Figure Skating members inviting them to express

interest in committee service. Committee chairs are asked to include new individuals by using this information and to reaching out to contact within clubs to seek recommendations of new people to include as committee members. It is important to look at your proposed committee roster and think about any blind spots and whether perspectives may be missing from the table.

Finally, it is never too early for committee chairs to think about succession planning and possible individuals to replace them at the end of their term. Chairs should have conversations with members and other leaders to learn about their interest in serving in other positions and work with them to ensure that they receive experience.

### ILLUSTRATION OF LEADERSHIP DEVELOPMENT WITHIN U.S. FIGURE SKATING



## SECTION 4: ADMINISTRATIVE / LEGAL GROUP

The Administrative/Legal Group is comprised of committees that oversee administrative and legal functions of the organization. While they are not involved with figure skating-specific areas, they are the backbone of the organization. These committees support their present and future stability by overseeing policies and rules that promote a fair, safe, positive and healthy environment for all members.

The Administrative/Legal Group is comprised of the following committees:

1. Ethics Committee
2. Grievance Committee
3. SkateSafe Committee
4. Rules Committee

### ETHICS COMMITTEE

**Overview:** The Ethics Committee has jurisdiction over all matters arising under the U.S. Figure Skating Code of Ethics or Code of Conduct.

The Chair appoints committee members. While there are no specific requirements for the selection of committee members, having a legal background and/or knowledge about abuse and misconduct is valuable for both the Chair and committee members.

#### Responsibilities of the Chair

Interpret, administer and apply U.S. Figure Skating's Code of Ethics and Code of Conduct, including the development of principles of ethical behavior and conflict of interest applicable to U.S. Figure Skating members and member clubs and the administration of U.S. Figure Skating conflict of interest annual disclosure process in accordance with GR 1.10. In partnership with the SkateSafe and Legal Counsel:

- Review matters involving alleged violations of the U.S. Figure Skating Code of Ethics or Code of Conduct.
- Investigate matters pertaining to enforcement of the rules.
- Impanel subcommittees to review SkateSafe complaints referred by the SkateSafe Committee Chair for further review. (ER 4.04. and 4.05)
- Issue Letters of Admonition where findings of an impaneled subcommittee and, subsequently, the appropriate committee chairs indicate that such action is appropriate (ER 4.09 and 4.10).

#### Responsibilities of the Members (Approximately 20)

- Serve on subcommittees for panels as designated by the Chair, especially within SkateSafe complaints.
- Respond in a timely manner to all communications when participating on a panel or subcommittee.
- Maintain confidentiality regarding all matters discussed.

### GRIEVANCE COMMITTEE

**Overview:** The Grievance Committee is responsible for administering the various grievance and hearing processes provided under the U.S. Figure Skating bylaws and providing standard hearing and compliant procedures for resolving grievances in a prompt and equitable manner for its members.

#### Responsibilities of the Chair

The Chair of the Grievance Committee manages and executes the grievance process. Timely response to all communications and issues is critical in this position, which is very time consuming.

- Review the grievance statement after it has been filed to determine whether the allegations establish a violation of the U.S. Figure Skating bylaws or rules; whether the statement complies with applicable U.S. Figure Skating bylaws and whether the grievance hearing panel has the authority to grant relief requested.
- Communicate with the grievant on the process.
- Name the Grievance Hearing Panel and forward Grievance Statement to each member.
- Ensure that all Grievance processes and rules outlined in the Bylaws and rules are followed out.
- Partner with the chairs of the SkateSafe and Ethics Committees in the process of SkateSafe Complaints, as outlined in the Bylaws and rules.

#### Responsibilities of the Members

- Serve on Grievance Hearing Panels as directed by the Chair, in accordance with the process outlined in GCR 3.04 – 3.05 and 4.00.
- Respond in a timely manner to all communications when participating on a panel or subcommittee.
- Maintain confidentiality regarding all matters discussed.



## SKATESAFE COMMITTEE

**Overview:** The SkateSafe Committee has the responsibility of supporting U.S. Figure Skating in its commitment to provide a safe and positive environment for its members' physical, emotional and social development and to set the clear expectation for an environment free from abuse and misconduct.

### Responsibilities of the Chair

Promote the SkateSafe Program and work to ensure that SkateSafe policies are being followed by partnering with the appropriate individuals and committees. Timely responses to all communications and issues are critical in this position.

- In partnership with U.S. Figure Skating headquarters, communicate with membership the rules regarding compliance with SkateSafe policies.
- In partnership with U.S. Figure Skating headquarters, communicate with membership the obligation to properly report violations of the SkateSafe Handbook in a timely manner.
- Education of and resource for U.S. Figure Skating members and member clubs on SkateSafe policies.
- Participate in the periodic revision and redistribution of the U.S. Figure Skating SkateSafe Handbook as new information becomes available.
- As requested by headquarters, review SkateSafe reports and complaints that are reported to U.S. Figure Skating.
- Prepare letters of concern on behalf of the SkateSafe Committee, when necessary.

### Responsibilities of the Members

- Serve on subcommittees for panels within SkateSafe complaints outlined in ECR 4.00 – 4.13.
- Serve on subcommittee for panels to review appeals for “Red Light” background check findings.
- Support the Chair in communicating with the membership regarding SkateSafe policies
- Respond in a timely manner to all communications when participating on a panel or subcommittee.
- Maintain confidentiality regarding all matters discussed.

## RULES COMMITTEE

**Overview:** The Rules Committee is responsible for the reviewing and recommending language for all proposals for changes in the U.S. Figure Skating rules and bylaws.

### Responsibilities of the Chair

Be available to committees of U.S. Figure Skating for preparing the specific language of proposals for changes in the U.S. Figure Skating rules or bylaws to be submitted for a vote by members of committees, by the Board of Directors or by the Governing Council.

- Prepare proposed rule changes 45 days prior to Governing Council.
- Prepare the language of rule changes approved by Governing Council for inclusion in the next version of the U.S. Figure Skating Rulebook.
- Upon ISU rule changes, develop language changes required to update the U.S. Figure Skating Rulebook accordingly and for communication of those changes.

### Responsibilities of the Members

- Assist with proofreading the rulebook.
- Assist with proofreading, vetting, and approving technical documents received from the chairs of the Singles, Pairs, Dance and Synchronized Development and Technical Committees.
- Provide input on ballots as requested.
- Support and assist committees, task forces and Board members in drafting language for rule changes as requested.



## SECTION 5: ATHLETE SERVICES GROUP COMMITTEES

The Athletes Services group is comprised of committees that focus attention primarily on domestic-level athletes participating in the traditional qualifying competitive structure that are striving to reach their goals and maximize their potential, including achievement of the high performance or high-performance development levels.

While committees in this group are not primarily focused on the international program, the Athlete Services Group Coordinator is responsible for communicating with committees in the International Group to ensure technical rules and programming support athletes' development for success at that level.

The Athlete Services Group is comprised of the following committees:

1. Coaches Committee
2. Memorial Fund Committee
3. Dance Development & Technical Committee
4. Pairs Development & Technical Committee
5. Singles Development & Technical Committee
6. Synchronized Skating Development & Technical Committee
7. Sports Science & Medicine Committee

### COACHES COMMITTEE

**Overview:** The Coaches Committee works in cooperation with the Professional Skaters Association (PSA) to communicate information about rule of U.S. Figure Skating and the ISU to the coaching community. Further, the committee assists in providing input into coaching seminars and workshops.

#### Responsibilities of the Chair

The Chair oversees these activities in partnership with the appropriate U.S. Figure Skating headquarters departments.

- Lead committee to define goals, objectives, strategies and tactics for coaches' education, in accordance with the strategic plan. Set expectations for communication and participation.
- Provide input into the strategy for athlete development programs in each discipline.
- Work in partnership with the appropriate PSA liaisons and U.S. Figure Skating headquarters staff to promote quality coaching programs through education and provide input and support in developing coaches to track the curriculum for athlete and high-performance development programs.
- Promote ethical and professional conduct of figure skating coaches.
- Support the SkateSafe Committee and appropriate staff in promoting coaches' compliance with U.S. Figure Skating and SkateSafe rules and policies.
- Communicate with and involve coaches through U.S. Figure Skating committees.
- Partner with the PSA to recognize coaches' accomplishment through the annual awards, at the junior level and below.

#### Responsibilities of the Members

- Provide input and support on programs for coaches.
- Promote ethical and professional conduct of figure skating coaches.

### MEMORIAL FUND COMMITTEE

**Overview:** The Memorial Fund Committee promotes the raising of funds for the Memorial Fund and works in partnership with the Development Department in raising awareness of the fund.

The mission of the Memorial Fund is to provide qualified U.S. Figure Skating skaters in need of financial aid with monetary assistance to pursue their goals inside and outside the competitive arena. The fund is committed to awarding skating and academic scholarships to those athletes who have demonstrated excellent competitive results and/or academic achievements and who have future potential in national and international competition. To fulfill this mission, the Memorial Fund seeks support from members, corporations, foundations and the public.

#### Responsibilities of the Chair

In partnership with the Development Department, promote fundraising activities and program development related to the Memorial Fund and assist in developing criteria for scholarships.

- Communicate to and with a wide range of sources for potential fundraising, including members, skaters and their families and other potential donors.
- Become familiar with all programs offered by the Memorial Fund to adequately serve as an ambassador.
- Partner with U.S. Figure Skating headquarters to inform eligible members of scholarship opportunities.
- Partner with U.S. Figure skating headquarters to coordinate application criteria for athletes to earn scholarships.
- Assign committee members essays to evaluate during the RISE Youth essay contest.
- Communicate on a regular basis (two – four times annually) with committee members regarding updates on Memorial Fund activities.
- Serve as a member of the Memorial Fund Operating Committee to develop operating budgets and policies.



## Responsibilities of the Members

- Support the Memorial Fund by donating.
- Be familiar with and knowledgeable about programs offered by the Memorial Fund, as well as serve as an ambassador for the program to potential donors.
- Assist the cultivation and stewardship of donations (make personal contacts and communications with donors).
- Evaluate essays for the RISE Youth essay contest.

## DANCE DEVELOPMENT AND TECHNICAL COMMITTEE

**Overview:** The Dance Development and Technical Committee works in partnership with headquarters staff to support objectives and programs to foster growth, development and long-term success of U.S. ice dance athletes. The committee oversees the technical rules relating to ice dance competitions and coordinates with the appropriate committee representatives from the International Group to ensure that rules and development programs throughout the competitive pipeline support achievement at the high-performance level.

### Committee Structure

Chair	International Representative
Vice Chair – Technical	Officials Training Committee
Vice Chair – Development	Representative
Coach	
Judge representative	Four additional members
Technical Panel Representative	Additional athlete members*

*\*Athlete members must constitute 33% of the total committee membership. This can be accomplished through additional members, athlete members, or members serving in various roles may also be athletes. Athletes may be actively engaged, 10 Year or 10 Year+.*

### Responsibilities of the Chair

The Chair is accountable for the intake and output of information about the ice dance discipline to ensure that athletes and coaches in the development pipeline are being supported appropriately.

- Lead committee to define goals, objectives, strategies and tactics for ice dance, in accordance with the strategic plan; communicate to vice chairs and committee members. Set expectations for communication and participation.
- Appoint vice chairs for development and technical and support them to ensure their roles are being carried out.
- Coordinate with the appropriate dance representatives on the Officials Training Committee to ensure consistent information is delivered to athletes and coaches.
- Approve and submit ballots and RFAs, as recommended by the technical vice chair ensure that skating rules stay current, relevant and in support of athlete development.
- Annually review the minimum Total Elements Score required

for senior dance teams to compete at the U.S. Figure Skating Championships.

- Annually review the minimum scores required through the IJS protocol for test credit program for free dance tests.
- Direct and oversee the dissemination of Technical Notifications for ice dance, as well as the selection of the pattern dances for non-ISU levels and ensure that key points for leveled pattern dances and music specifications are announced.
- Once a Technical Notification or other technical document is completed, send it to the Chair of the Rules Committee. The rules committee will vet and proofread the notice and then forward it to U.S. Figure Skating headquarters to post on the website.
- Partner with the appropriate headquarters departments, PSA representatives and the vice chair for development for input on the development and implementation of programs, camps, seminars, etc., designed for ice dance athletes.

### Responsibilities of the Vice Chair – Technical

- Interpret how ISU rules for ice dance affect novice and below.
- Draft Technical Notifications as appropriate.
- Review the rhythm dance and free dance program elements and any other technical documents.
- Develop concepts for rule changes to ensure rules stay current.
- Review the ice dance rules in the rulebook annually upon publication, at the direction of the Rules Committee and headquarters staff.
- Review program component factors and/or other calculation criteria.
- Develop the key points for novice and below in the pattern dance.

### Responsibilities of the Vice Chair – Development

- Support the educational programs for coaches and athletes at camps and programs.
- Support communication with coaches and athletes regarding rules.
- Partner with U.S. Figure Skating headquarters on the development of content and curriculum for athlete programs. (i.e., National Development Camp, Dance Camp, etc.)

### Responsibilities of the Members

- All members support both technical and development.
- Participate in committee meetings and discussions.
- Support leadership on projects.
- Provide input to leadership on issues and ideas you see in the field.
- Serve as a pool of individuals to support or serve as faculty at training programs.
- Officials Training: Liaison between the discipline and Officials Training Committee to support communication with officials in areas of needed training.



## PAIRS DEVELOPMENT AND TECHNICAL COMMITTEE

**Overview:** The Pairs Development and Technical Committee works in partnership with headquarters staff to support objectives and programs to foster growth, development and long-term success of pairs athletes. The committee oversees the technical rules relating to pairs competitions and tests and coordinates with the appropriate committee representatives from the International Group to ensure that rules and development programs throughout the competitive pipeline support achievement at the high-performance level.

### Committee Structure

Chair	International Representative
Vice Chair – Technical	Officials Training Committee
Vice Chair – Development	Representative
Coach	
Judge representative	Four additional members
Technical Panel Representative	Additional athlete members*

*\*Athlete members must constitute 33% of the total committee membership. This can be accomplished through additional members, athlete members, or members serving in various roles may also be athletes. Athletes may be actively engaged, 10 Year or 10 Year+.*

### Responsibilities of the Chair

The Chair is accountable for the intake and output of information about the pairs discipline to ensure that athletes and coaches in the development pipeline are being supported appropriately.

- Lead committee to define goals, objectives, strategies and tactics for pairs, in accordance with the strategic plan; communicate to vice chairs and committee members.
- Appoint vice chairs for development and for technical and support them to ensure their roles are being carried out.
- Coordinate with the appropriate representatives on the Officials Training Committee to ensure consistent information is delivered to athletes and coaches.
- Approve and submit ballots and RFAs as recommended by the vice chair for technical to ensure that skating rules stay current, relevant and in support of athlete development.
- Annually review the minimum Total Elements Score required for senior pair teams to compete at the U.S. Figure Skating Championships.
- Annually review the minimum scores required through the IJS protocol for test credit program for pair tests.
- Direct and oversee the dissemination of Technical Notifications for pairs.
- Once a Technical Notification, or other technical document is completed, send it to the Chair of the Rules Committee. The rules committee will vet and proofread the notice and then

forward it to U.S. Figure Skating headquarters to post on the website.

- Partner with the appropriate Headquarters departments, PSA representatives and the vice chair for development for input on the development and implementation of programs, camps, seminars, etc., designed for pairs athletes.

### Responsibilities of the Vice Chair – Technical

- Interpret how ISU rules for pairs affect novice and below.
- Draft Technical Notifications as appropriate.
- Review the short program and free skate elements and any other technical documents.
- Develop concepts for rule changes to ensure rules stay current.
- Review the pairs rules in the rulebook annually upon publication, at the direction of the Rules Committee and headquarters staff.
- Review program component factors and/or other calculation criteria.

### Responsibilities of the Vice Chair – Development

- Support the educational programs for coaches and athletes at camps and programs.
- Support communication with coaches and athletes regarding rules.
- Partner with U.S. Figure Skating headquarters on the development of content and curriculum for athlete programs.

### Responsibilities of the Members

- All members support both technical and development.
- Participate in committee meetings and discussions.
- Support leadership on projects.
- Provide input to leadership on issues and ideas you see in the field.
- Serve as a pool of individuals to support or serve as faculty at training programs.
- Officials Training: Liaison between the discipline and Officials Training Committee to support communication with officials in areas of needed training.

## SINGLES DEVELOPMENT AND TECHNICAL COMMITTEE

**Overview:** The Singles Development and Technical Committee works in partnership with headquarters staff to support objectives and programs to foster growth, development and long-term success of singles athletes in the U.S. The committee oversees the technical rules relating to singles competitions and tests and coordinates with the appropriate committee representatives from the International Group to ensure that rules and development programs throughout the competitive pipeline support achievement at the high-performance level.



## Committee Structure

Chair	International Representative
Vice Chair – Technical	Officials Training Committee
Vice Chair – Development	Representative
Coach	
Judge representative	Four additional members
Technical Panel Representative	Additional athlete members*

*\*Athlete members must constitute 33% of the total committee membership. This can be accomplished through additional members, athlete members, or members serving in various roles may also be athletes. Athletes may be actively engaged, 10 Year or 10 Year+.*

## Responsibilities of the Chair

The Chair is accountable for the intake and output of information about the singles discipline to ensure that athletes and coaches in the development pipeline are being supported appropriately.

- Lead committee to define goals, objectives, strategies and tactics for singles, in accordance with the strategic plan; communicate to vice chairs and committee members.
- Appoint vice chairs for development and for technical and support them to ensure their roles are being carried out.
- Coordinate with the appropriate representatives on the Officials Training Committee to ensure consistent information is delivered to athletes and coaches.
- Approve and submit ballots and RFAs as recommended by the vice chair for technical to ensure that skating rules stay current, relevant and in support of athlete development.
- Annually review the minimum Total Elements Score required for senior singles athletes to compete at the U.S. Figure Skating Championships.
- Annually review the minimum scores required through the IJS protocol for test credit program for free skating tests.
- Direct and oversee the dissemination of Technical Notifications for singles.
- Once a Technical Notification or other technical document is completed, send it to the Chair of the Rules Committee. The rules committee will vet and proofread the notice and then forward it to U.S. Figure Skating headquarters to post on the web site.
- Partner with the appropriate Headquarters departments, PSA representatives, and vice chair for development for input on the development and implementation of programs, camps, seminars, etc., designed for singles athletes.

## Responsibilities of the Vice Chair – Technical

- Interpret how ISU rules for singles affect novice and below.
- Draft Technical Notifications as appropriate.
- Review the short program and free skate elements and any other technical documents.

- Develop concepts for rule changes to ensure rules stay current.
- Review the pairs rules in the rulebook annually upon publication, at the direction of the Rules Committee and headquarters staff.
- Review program component factors and/or other calculation criteria.

## Responsibilities of the Vice Chair – Development

- Support the educational programs for coaches and athletes at camps and programs.
- Support communication with coaches and athletes regarding rules.
- Partner with U.S. Figure Skating headquarters on the development of content and curriculum for athlete programs.

## Responsibilities of the Members

- All members support both technical and development.
- Participate in committee meetings and discussions.
- Support leadership on projects.
- Provide input to leadership on issues and ideas you see in the field.
- Serve as a pool of individuals to support or serve as faculty at training programs.
- Officials Training: Liaison between the discipline and Officials Training Committee to support communication with officials in areas of needed training.

## SYNCHRONIZED SKATING DEVELOPMENT AND TECHNICAL COMMITTEE

**Overview:** The Synchronized Skating Development and Technical Committee works in partnership with headquarters staff to support objectives and programs to foster growth, development and long-term success of synchronized skating athletes in the U.S. The committee oversees the technical rules relating to synchronized skating competitions, and coordinates with the appropriate committee representatives from the International Group to ensure that rules and development programs throughout the competitive pipeline support achievement at the high-performance level.

## Committee Structure

Chair	International Representative
Vice Chair – Technical	Officials Training Committee
Vice Chair – Development	Representative
Coach	
Judge representative	Four additional members
Technical Panel Representative	Additional athlete members*

*\*Athlete members must constitute 33% of the total committee membership. This can be accomplished through additional members, athlete members, or members serving in various roles may also be athletes. Athletes may be actively engaged, 10 Year or 10 Year+.*



### Responsibilities of the Chair

The Chair is accountable for the intake and output of information about the synchronized skating discipline to ensure that athletes and coaches in the development pipeline are being supported appropriately.

- Lead committee to define goals, objectives, strategies and tactics for synchronized skating in accordance with the strategic plan; communicate to vice chairs and committee members.
- Appoint vice chairs for development and for technical and support them to ensure their roles are being carried out.
- Coordinate with the appropriate representatives on the Officials Training Committee to ensure consistent information is delivered to athletes and coaches.
- Partner with the vice chairs to regularly review the synchronized skating competitive pipeline rules and structure to ensure it is current, relevant and promoting appropriate athlete development.
- Approve and submit ballots and RFAs as recommended by the vice chair for technical to ensure that skating rules stay current, relevant and in support of athlete development.
- Direct and oversee the dissemination of Technical Notifications for synchronized skating.
- Once a Technical Notification or other technical document is completed, send it to the Chair of the Rules Committee. The rules committee will vet and proofread the notice and then forward it to U.S. Figure Skating headquarters to post on the website.
- Partner with the headquarters staff, PSA representatives, and vice chair for development for input on the development and implementation of programs, camps, seminars, etc., designed for synchronized skating athletes.

### Responsibilities of the Vice Chair – Technical

- Interpret how ISU rules for singles affect novice and below.
- Draft Technical Notifications as appropriate.
- Review the short program and free skate elements and any other technical documents.
- Develop concepts for rule changes to ensure rules stay current.
- Review the pairs rules in the rulebook annually upon publication, at the direction of the Rules Committee and headquarters staff.
- Review program component factors and/or other calculation criteria.

### Responsibilities of the Vice Chair – Development

- Support the educational programs for coaches and athletes at camps and programs.
- Support communication with coaches and athletes regarding rules.
- Partner with U.S. Figure Skating headquarters on the development of content and curriculum for athlete programs.

### Responsibilities of the Members

- All members support both technical and development.
- Participate in committee meetings and discussions.
- Support leadership on projects.
- Provide input to leadership on issues and ideas you see in the field.
- Serve as a pool of individuals to support or serve as faculty at training programs.
- Officials Training: Liaison between the discipline and Officials Training Committee to support communication with officials in areas of needed training.

## SPORTS SCIENCE AND MEDICINE COMMITTEE

**Overview:** The Sports Sciences & Medicine Committee works in collaboration with U.S. Figure Skating headquarters to collect, develop and adapt scientific, clinical and training information for the benefit of athletes and athlete development. The committee also supports the medical team for major U.S. Figure Skating events and Team USA athletes traveling to international competitions.

The Sports Science & Medicine Committee includes three subcommittees: The Medical Services Subcommittee, the Research and Education Subcommittee and the High Performance Subcommittee.

### Responsibilities of the Chair

The Chair is responsible for appointing the national vice chairs of each subcommittee and partnering with headquarters staff to lead the following:

- Provide professional service and education in figure skating sports medicine and sports science for enhancement of performance and injury prevention.
- Coordinate medical coverage/team physicians to support Team USA athletes traveling to international competitions.
- Set medical event coverage policies and maintain medical information at events; coordinate with appropriate staff and committees to ensure compliance with SkateSafe guidelines in the provision of care to athletes at U.S. Figure Skating events and U.S. athletes competing in ISU events on behalf of Team USA.
- Design and conduct research programs supporting athlete performance and injury prevention, in support of the strategic plan.
- Lead the committee in communication of relevant educational information on sports science through the publication of print and electronic articles.
- Oversee the communication to athletes and coaches on anti-doping requirements in accordance with USADA, USOPC and ISU policies.



#### **Responsibilities of the Vice Chair for Medical Services**

- Assist with medical travel assignments for Team USA travel.
- Be available to Team Physicians traveling with Team USA throughout the international competition season; participate in education of medial staff prior to international travel.
- Provide support to the High Performance department at U.S. Figure Skating headquarters to address issues with ISP athletes.
- Support the review of applicants to the U.S. Figure Skating National Network of Figure Skating Sports Science and Medicine providers.
- Participate in international team provider reviews and communication.
- Participate in education for referees regarding health and safety issues.
- When appropriate, participate in the selections process for the U.S. Olympic figure skating team medical providers.

#### **Responsibilities of the Vice Chair for High Performance:**

- Support the goals of the High Performance Department and High Performance Plan.
- Provide research, support and input with recommendations for return-to-play decisions.

#### **Responsibilities of the Vice Chair for Research and Education:**

- Develop education initiatives for athletes, coaches, parents and officials.
- Develop and implement research project research projects in high performance with the goal of improving education and disseminating information to professionals that work with figure skaters.
- Review research proposals presented to the committee.



# SECTION 6: COMMITTEES IN THE MEMBERSHIP DEVELOPMENT GROUP

The Membership Group is comprised of committees that support the growth and development of all members of U.S. Figure Skating. Together, these committees provide programs that enhance members' experiences in the sport and support areas outside of the standard qualifying competition structure. In addition, they provide our member clubs with the rules and support structure to thrive.

## ADULT SKATING COMMITTEE

**Overview:** The Adult Skating Committee supports the growth of figure skating for adults. The committee creates and encourages programs addressing the support of the adult skating community, including the oversight of technical rules for adult singles, pairs and dance tests that are not specifically delegated to the appropriate discipline and development committees.

The committee supports the development of the U.S. Adult Figure Skating Championships and adult sectional championships, the adult competition series and other adult competitive opportunities in conjunction with the Competitions Committee and other appropriate committees.

The Adult Skating Committee is comprised of four subcommittees: Athlete Services and Technical, Learn to Skate USA and Nonqualifying, Community Support and Development and Communications. Further, the Athlete Services and Technical Committee has vice chairs for dance, pairs, singles, showcase and technical panel.

### Responsibilities of the Chair

The Chair oversees all activities to ensure they are in support of the Adult Skating Committee responsibilities and goals, including the administration of existing programs and the development and implementation of new ones. Coordinates the work of each subcommittee and serves as a liaison, representing the committee, with other U.S. Figure Skating committee chairs and Board members, as appropriate.

- Appoint subcommittee chairs, who along with the chair, comprise the "leadership team."
- Leads the committee in the determination/review of goals, and development of strategies and programs to meet these goals.
- Partner with appropriate committees (Rules, Tests, Competitions, and the Singles, Pairs and Dance Development and Technical Committees) to ensure that the sections of the Rulebook relating to adult skating are clearly stated and understandable and answers questions from members about rules.
- Draft ballots, technical notifications and Requests for Action, as necessary, to ensure adult skating rules are current, relevant and in support of the adult skating community.

The Membership Development Group is comprised of the following committees:

1. Adult Skating Committee
2. Membership Committee
3. Programs and New Program Development Committee

vant and in support of the adult skating community.

- Oversee the day-to-day electronic discussions and communications of the committee members and leadership team.
- Expected to attend significant adult programs / competitions.

### Responsibilities of the Athlete Services and Technical Subcommittee (including vice chairs)

- Oversee the content of adult-track competitions and tests, in cooperation with the appropriate Skating committees.
- Support programs specific to athletes participating in the adult-track qualifying competitions.
- Review technical information related to adult-track competitions on Members Only.
- Respond to questions regarding technical rules from adult participants.
- Support the Competitions Committee and headquarters, as requested, regarding adult-track competitions.

### Responsibilities of the Learn to Skate USA and Non-Qualifying Subcommittee

- Develop opportunities for providing support to competitive adult skaters outside of adult-track qualifying competitions.
- Support in the management of the adult competition series and maintenance of the standard adult competition templates for Compete USA and nonqualifying competitions, in cooperation with the Learn to Skate USA program and Competitions Committee.

### Responsibilities of the Community Support and Development Subcommittee

- Support adults who participate in other U.S. Figure Skating programs (i.e., National Showcase, Theatre on Ice, synchronized skating, solo dance, therapeutic skating, camps, exhibitions, skating for recreation, etc.)
- Support programs that promote skating for fitness and wellness (i.e., Skate Forever Young, Lifetime Competitor, Special Achievement, etc.)
- Support programs that serve as member retention tools for clubs to retain adult skaters.



- Support the care of trophies recognizing adult-track qualifying competitions in cooperation with the Competitions Committee and headquarters staff.

#### **Responsibilities of the Communications Subcommittee**

- Create content for social media.
- Manage the committee's social media platforms\*.
- Support regular review of content on the Adult Skating section of the U.S. Figure Skating website and development of promotional content\*.

*\*Note: U.S. Figure Skating's Marketing and Communications department has authority over content posted on public platforms. Content posted by the committee is subject to review.*

## **MEMBERSHIP COMMITTEE**

**Overview:** The Membership Committee is responsible for the maintenance of rules governing members and clubs, including the oversight of the eligibility status of members, the approval of applications for new clubs, and the designated status of existing clubs. In addition, the Membership Committee is responsible for supporting the Membership Department in the development and implementation of programs for membership growth, for the recognition of members and clubs and for programs to support, guide and educate parents of athletes.

The Membership Committee is comprised of three subcommittees: Learn to Skate USA, Parents and Adaptive Skating.

#### **Responsibilities of the Chair**

The Chair establishes goals and objectives for the committee and communicates the focus and direction, in support of the strategic plan, to its National Vice Chairs, Vice Chairs and committee members. The Chair supports subcommittee chairs by staying abreast of their activities, providing guidance and serving as their representative to the Group Coordinator. In addition, the following responsibilities are carried out in coordination with the U.S. Figure Skating headquarters Membership department:

- Enforce the official rules related to members, clubs and eligibility.
- Administer rules governing application for membership; approve/deny applications for club membership, and present recommendations to Governing Council of applicant clubs for provisional and/or full club membership.
- Approve change of name and/or principal skating headquarters of member clubs.
- Place clubs on an inactive status, when necessary.
- Mediate issues between clubs prior to grievances being filed.
- Develop programs designed to provide growth in all membership categories.
- Conduct appropriate meetings to carry out activities in partnership with the Membership department at headquarters.
- Regular review of rules relating to membership, clubs, etc., to

ensure rules are relevant, current and in support of membership growth and retention.

- Receive membership reports from U.S. Figure Skating headquarters; review and represent the committee on reporting this information.
- In partnership with U.S. Figure Skating headquarters, develop content for Club Education programming.
- Participate in the delivery of education by supporting appropriate seminars (i.e., Club Education, NARCE, workshops, etc.).

#### **Responsibilities of the Learn to Skate USA Subcommittee**

- (NVC) Communicate with members on activities and efforts of Learn to Skate USA.
- Support headquarters in the development of communications for Learn to Skate USA programs.
- Support headquarters in the development of programs for future membership growth and retention.
- Cultivate working relationships with the U.S. Figure Skating Business Development Specialists to assist in the delivery of programs' requests for information.
- Actively promote Learn to Skate USA and Compete USA throughout the skating community.

#### **Responsibilities of the Parents Subcommittee**

- Support headquarters in creating content for parents' information presentations.
- Support headquarters in creating content for parents guides and parents' resources.

#### **Responsibilities of the Adaptive Skating Subcommittee**

Adaptive skating includes programs and opportunities for members with physical and intellectual disabilities. The goal is for every U.S. Figure Skating member club or program to support an adaptive skating program in their area.

- Partner with the Learn to Skate USA subcommittee to oversee curriculum for adaptive skating and/or the Special Olympics program.
- Support the promotion and development of adaptive skating programs by U.S. Figure Skating clubs and programs.
- Support headquarters in maintaining a relationship with Disabled Sports USA.
- Support headquarters in maintaining a relationship with Special Olympics Figure Skating.
- Select an adaptive skater to participate in an exhibition performance at the U.S. Figure Skating Championships.
- Support the review of content on the U.S. Figure Skating website related to adaptive skating.



## PROGRAMS AND NEW PROGRAM DEVELOPMENT

**Overview:** The Programs and New Program Development Committee oversees skating programs outside of the qualifying structure. These skating programs each consist of a unique national competitive series or structured competitions.

The Programs and New Program Development Committee is comprised of nine subcommittees: Collegiate Skating, High School Programs, Excel, Ice Men, Program Innovation, Showcase, Solo Dance, State Games and Theatre on Ice.

Each subcommittee is responsible for the rules for skating programs that fall within that subcommittee. The following national skating program competitions are supported by the Programs and New Program Development Committee: Intercollegiate skating, High School competitions, Excel Series, National Showcase, National Solo Dance Series and Theatre on Ice competitions.

### Responsibilities of the Chair

The Chair establishes goals and objectives for the committee. While each subcommittee works independently on the details of their area, the Chair of Programs and New Program Development serves in an advisory role, providing guidance and synergy between them, with a goal of consistency in how national skating programs are run.

- Understand the work of all subcommittees and be engaged in their processes for reviewing and communicating technical, conduct and competition rules.
- In partnership with headquarters staff, ensure that each subcommittee is completing the work necessary to ensure their events and programs are being carried out in accordance with their respective handbooks and technical information.
- Communicate the work of the subcommittees, to the appropriate committees within other groups.
- Support the Program Innovation Subcommittee in the development of new ideas for programs, drawing upon best practices from the other subcommittees. Ensure that any new programs being developed are complimentary to existing programs and support the strategic plan.

### Responsibilities of the Collegiate Skating Subcommittee

- In partnership with headquarters staff, oversee the intercollegiate skating program. This includes the placement of competitions, conduct of competitions and technical rules.
- Support the entry process for intercollegiate competitions.
- In partnership with headquarters, prepare support materials and educational efforts to raise awareness of collegiate skating among members and high school students.
- In partnership with headquarters, support college programs in their participation in collegiate skating.
- Support the promotion of collegiate athletes in U.S. Figure Skating, through programs such as Collegiate Ambassadors.

### Responsibilities of the High School Programs Subcommittee

- In partnership with headquarters staff, oversee the high school skating program. This includes the placement of competitions, conduct of competitions and technical rules.
- Support the entry process for high school competitions.
- In partnership with headquarters, prepare support materials and educational efforts to raise awareness of high school skating.
- In partnership with headquarters, support the promotion of high school athletes through programs such as Graduating Seniors.

### Responsibilities of the Excel Subcommittee

- In partnership with headquarters staff, oversee the Excel program. This includes the placement of competitions, conduct of competitions and technical rules.
- Support the entry process for the Excel Series and Final.
- In partnership with headquarters, prepare support materials and educational efforts to raise awareness of the Excel program.

### Responsibilities of the Icemen Subcommittee

- In partnership with headquarters staff, oversee the Icemen competition program.
- Support athletes competing in men's events, including pairs, ice dance and synchronized skating, through initiatives that strengthen their connection to the community.

### Responsibilities of the Program Innovation Subcommittee

- Explore new ideas for initiatives and programs that support the U.S. Figure Skating's strategic plan in the Membership Growth and Expansion area.

### Responsibilities of the Showcase Subcommittee

- In partnership with headquarters staff, oversee the National Showcase program. This includes the placement of competitions, conduct of competitions and technical rules.

### Support the entry process for National Showcase

- In partnership with headquarters, prepare support materials and educational efforts to raise awareness of the Showcase program.

### Responsibilities of the Solo Dance Subcommittee

- In partnership with headquarters staff, oversee the Solo Dance program. This includes the placement of competitions, conduct of competitions and technical rules.
- Communicate with the Dance Development and Technical Committee or rules.
- Support the entry process for the Solo Dance Series and Final.
- In partnership with headquarters, prepare support materials and educational efforts to raise awareness of the Solo Dance program.



#### **Responsibilities of the State Games Subcommittee**

- Support headquarters in maintaining a relationship with the State Games of America organization.
- Support U.S. Figure Skating member clubs that would like to host a State Games Figure Skating event in their state.

#### **Responsibilities of the Theatre on Ice Committee**

- In partnership with headquarters staff, oversee the Theatre on Ice program. This includes the placement of competitions, conduct of competitions, technical rules and coordination with Officials Training and DORM in officiating.
- Oversee U.S. Figure Skating's participation in the Nations Cup International Competition.
- Communicate with the Dance Development and Technical Committee or rules.
- Support the entry process for the National Theatre on Ice competition and Nations Cup.
- In partnership with headquarters, prepare support materials and educational efforts to raise awareness of the Theatre on Ice program.



## SECTION 7: TECHNICAL AND OFFICIALS GROUP COMMITTEES

The Technical and Officials group is comprised of committees responsible for the rules relating to the conduct of competitions and tests sessions and the content of rules relating to all officials. This is the core of what is necessary to hold successful sanctioned events.

The Technical and Officials Group is comprised of the following permanent committees:

1. Competitions Committee
2. Domestic Officials Recruitment and Management
3. Domestic Selections Committee
4. Officials Training Committee
5. Tests Committee

	Competitions	Domestic Selections	DORM	Officials Training	Tests
Placement of qualifying competitions	X				
Determine number of officials at qualifying competitions	X				
Rules related to the conduct of competitions	X				
Placement of nonqualifying competitions; competition sanctions	X				
Standard nonqualifying competition announcement	X				
First review of officials selected for National Qualifying Series competitions	X				
Selection of officials for qualifying competitions		X			
Final approval and oversight of officials at National Qualifying Series comps.		X			
Consider feedback from DORM and International Officials Management		X			
Maintain a record of officials' service at qualifying competitions		X			
Recruitment and onboarding of new officials (DORM – Recruitment)			X		
Appointment, promotion and evaluation of officials through the system			X		
Standards of qualifications to serve as an official.			X		
Manage an objective process for assessment and development of officials			X		
Assignment of mentors			X		
Complaints and conflicts of interest regarding officials			X		
Select competitions available for trial judging / select the JETs			X		
Create educational programs and materials for officials				X	
Development of content for schools, seminars and eLearning platforms				X	
Development and maintenance of written training materials and manuals				X	
Development, administration and grading of annual officials' exams				X	
Communication to officials regarding rule changes and updates				X	
Communication to officials regarding training opportunities				X	
Oversight of rules related to the conduct of U.S. Figure Skating tests					X
Partner with appropriate committees to review minimum score for IJS test credit					X
When new test rules implemented, support the education and training re., the rules					X



## COMPETITIONS COMMITTEE

**Overview:** The Competitions Committee has jurisdiction over and sanctions all U.S. Figure Skating competitions and has oversight of the rules relating to the conduct of competitions. In partnership with headquarters staff, the Competitions Committee is responsible for placing and overseeing all qualifying competitions, except for the U.S. Figure Skating Championships.

### Structure of the Committee

Chair Three Sectional Vice Chairs, Nine Regional Vice Chairs, Members				
Adult Competitions Subcommittee	Nonqualifying Competitions Subcommittee	Synchronized Competitions Subcommittee	Technology Subcommittee	Theatrical Skating Subcommittee
NVC Members	NVC Members	NVC Three SVCs Members	NVC VC – Tech. Accts. Members	NVC Members

### Responsibilities of the Chair

The Chair has the overall responsibility of overseeing the conduct of qualifying and nonqualifying competitions, granting U.S. Figure Skating sanctions and the rules relating to the conduct of competitions.

- Appoint the national vice chairs of each subcommittee and the sectional and regional vice chairs of the overall committee.
- Approve exceptions of general competition rules to fit local conditions in sanctioned competitions.
- Oversee the placement and conduct of all U.S. Figure Skating qualifying competitions, except the U.S. Championships, in partnership with headquarters staff and the appropriate vice chairs.
- Determine, in cooperation with the applicable chief referee, the maximum number of officials assigned to qualifying competitions; communicate this information to the Chair of Domestic Selections.
- Provide leadership and support to the National Vice Chairs.
- Coordinate with Chairs of the appropriate committees to ensure rules and conduct of competition support their areas.

### Responsibilities of the Sectional and Regional Vice Chairs

- Oversee the conduct of competitions within their respective areas.
- Oversee the placement and conduct of qualifying competitions within their respective areas.
- RVCs – review and approve nonqualifying competition sections within their regions.
- Participate in the selection of National Qualifying Series events.
- Support National Qualifying Series competition in their areas in carrying out the expectations; coordinate with Domestic Selections to resolve officials' issues.

### Responsibilities of the Adult Competitions Subcommittee

- In partnership with headquarters, support the conduct of adult-track qualifying and nonqualifying competitions.
- Participate in the selection process for adult-track qualifying competitions.
- Serve as a liaison with the Chair of the Competitions Committee and Adult Skating Committee to with regards to rules and issues related in adult skating.

### Responsibilities of the Nonqualifying Competitions Subcommittee

- In partnership with headquarters, review and maintain the standard nonqualifying competition announcement.
- Develop best practices for hosting nonqualifying competitions and support clubs in carrying these out; advocate for consistency among nonqualifying competitions

### Responsibilities of the Technology Subcommittee

- In partnership with headquarters, certify and maintain software and hardware used in competitions.

### Responsibilities of the Synchronized Skating Competitions Subcommittee

- In partnership with headquarters, oversee the placement and conduct of qualifying synchronized skating competitions.
- Review and approve nonqualifying competition sanctions for synchronized skating.



## DOMESTIC OFFICIALS RECRUITMENT AND MANAGEMENT (DORM)

**Overview:** The Domestic Officials Recruitment and Management Committee is responsible for recruiting enough officials to staff U.S. Figure Skating competitions and test sessions, evaluation and appointment of officials, setting standards and qualifications for service, and managing a transparent, objective and understandable process for the development and assessment of officials so they can serve successfully.

### Structure of the Committee

CHAIR				
Judges Subcommittee	Technical Panel Subcommittee	Event Management Subcommittee	Recruitment Subcommittee	Development & Assessment Subcommittee
<p>NVC</p> <p>3 SVCs – Dance</p> <p>9 RVCs – Dance</p> <p>3 SVCs – S / P</p> <p>9 RVCs – S / P</p> <p>3 SVCs – SyS</p> <p>VC – Theatrical</p> <p>NVC Judge / OT</p> <p>Athlete Members</p>	<p>NVC</p> <p>VC – Singles</p> <p>VC – Pairs</p> <p>VC – Dance</p> <p>VC – SyS</p> <p>VC – S/P/D Data</p> <p>VC – SyS Data</p> <p>NVC – Tech. Panel / OT</p> <p>Athlete Members</p>	<p>NVC</p> <p>VC – Accountants</p> <p>VC – Tech. Accts.</p> <p>3 SVCs – Accountants</p> <p>VC – Referees</p> <p>3 SVCs – Referees</p> <p>VC – Music</p> <p>3 SVCs – Music</p> <p>VC – Announcers</p> <p>Athlete Members</p>	<p>NVC</p> <p>VC – Singles</p> <p>VC – Pairs</p> <p>VC – Dance</p> <p>VC – SyS</p> <p>VC – Accountants</p> <p>VC – Music / Announcers</p> <p>Members</p> <p>Athlete Members</p>	<p>NVC</p> <p>Ombudsman</p> <p>VC – Judges</p> <p>Rep. – S / P Judges</p> <p>Rep. – Dance Judges</p> <p>Rep. – SyS Judges</p> <p>VC – Tech. Panel</p> <p>Rep. Singles TC / TS</p> <p>Rep. Pairs TC / TS</p> <p>Rep. Dance TC / TS</p> <p>Rep. SyS TC / TS</p> <p>Rep. Data</p> <p>Rep. Data / SyS</p> <p>VC – Accountants</p> <p>VC – Music / Announcers</p> <p>Athlete Members</p>

### Responsibilities of the Chair

The Chair serves as a connection between the subcommittees with respect to their process and procedures to ensure a standard among all types of officials; provides oversight for the work being planned and completed by the committee.

- Appoint the NVCs of each subcommittee. Support the NVCs in completing their rosters.
- Lead committee to define goals, strategies for the recruitment, appointment and evaluation of officials.
- Serve as a connection to the chairs of other committees that are supporting officials and athletes to ensure necessary information is being disseminated and communicated.
- Receive complaints about officials and determine the appropriate course of action for which committee or subcommittee should handle the complaint based upon the type of alleged infraction.
- Support and provide guidance to the vice chairs and ensure that their responsibilities are being carried out with respect to the evaluation, appointment and promotion of officials in their area, oversight of rules relating to officials in their area,

maintenance of standards to serve at competitions and test sessions, and as mentors, assignment of mentors, etc.

- Support and provide guidance to the national vice chair for recruitment in managing a welcoming on-boarding process for interested officials and managing the list of prospective officials.
- Support and provide guidance to the national vice chair for development and assessment. Work with the national vice chair for development and assessment to establish and track Key Performance Indicators for success in the development and fair assessment of officials.

### Responsibilities of the Judges Subcommittee

- Oversee the evaluation, appointment and promotion of judges. RVCs and SVCs oversee applications for appointments and promotions of test and competition judges.
- Oversee the rules related to judges and the standards to judge tests and competitions.
- Select the competitions to hold trial judging; Select the JETs, in cooperation with the Officials Training Committee.
- Manage conflict of interest issues related to judges.



- Assign mentors to new and developing judges.

#### **Responsibilities of the Technical Panel Subcommittee**

- Oversee the evaluation, appointment and promotion of technical panel officials.
- Oversee the rules related to technical panel officials and the standards to officiate at competitions.
- Manage conflict-of-interest issues related to technical panel officials.
- Assign mentors to new and developing technical panel officials.

#### **Responsibilities of the Event Management Subcommittee**

- Oversee the evaluation, appointment and promotion of referees, accountants, technical accountants, music technicians and announcers.
- Oversee the rules related to the above positions and the standard to serve at competitions.
- Assign mentors to new and developing officials.

#### **Responsibilities of the Recruitment Subcommittee**

- Develop and manage a welcoming on-boarding process for interested officials that includes a review of interest forms, personal communication and information on how to get started.
- Manage a list of prospective officials (reach out, welcome, referral to the appropriate subcommittee, etc.).
- Coordinate with the appropriate subcommittee to ensure candidates are assigned mentors; follow-up to ensure they are moving forward.
- Develop programs and ideas for recruiting new officials.

#### **Responsibilities of the Development and Assessment Subcommittee**

- Develop and oversee a process for review of and feedback to officials that is transparent, objective, understandable and based on statistical information.
- Develop panels for performance evaluations
- Develop a feedback and performance plan for individuals being reviewed.
- Provide recommendations for a performance improvement plan and support officials in obtaining recommend education.
- Initiate a review process based on a) an individual's request b) a referee's or technical panel captain's report or c) a mentor or JET's request.
- Serve as a resource that officials can approach with questions, complaints or to seek honest feedback on their appointment progress.
- Handle complaints against officials, as determined by the Chair.
- Support the appropriate committees in providing performance reviews for officials at qualifying competitions.



## DOMESTIC SELECTIONS

**Overview:** The Domestic Selections Committee is responsible for selecting officials for all qualifying competitions, and for approving the final officials' selections made by LOCs hosting National Qualifying Series (NQS) events. This committee will partner with the Domestic Officials Recruitment and Management and International Officials Committees to ensure adequate experience and activity are being provided for maintaining appointments and pursuing advancement.

### Structure of the Committee

CHAIR		
Judges Subcommittee	Technical Panel Subcommittee	Event Management Subcommittee
<p>NVC</p> <p>3 SVCs – Dance</p> <p>3 SVCs – Singles / Pairs</p> <p>3 SVCs – Synchronized</p> <p>Athlete Members</p>	<p>NVC</p> <p>3 SVCs – Singles</p> <p>VC – Pairs</p> <p>VC – Dance</p> <p>VC – Synchronized</p> <p>VC – Data S/P/D</p> <p>VC – Data Synchronized</p> <p>Athlete Members</p>	<p>NVC</p> <p>VC – Referees</p> <p>Rep. Singles / Pairs Referees</p> <p>Rep. Dance Referees</p> <p>Rep. Synchronized Referees</p> <p>VC – Accountants</p> <p>VC – Technical Accountants</p> <p>3 SVCs – Accountants</p> <p>VC – Music</p> <p>VC – Announcers</p>

### Responsibilities of the Chair

The Chair serves as a connection between the subcommittees for process and procedures to ensure a comparable standard among all official types and as an oversight for the work being planned and completed by the committee.

- Appoint the national vice chairs of each subcommittee.
- Provide guidance to national vice chairs in working with their subcommittee members.
- Work with headquarters staff to create and distribute the availability for qualifying competitions to officials.
- Communicate with the chairs of the International Officials and Domestic Officials Recruitment and Management Committees to gather information on needed activity and disseminate to the appropriate vice chair for consideration.
- Receive information from the Domestic Officials Recruitment and Management Committee Chair regarding relevant performance reviews and disseminate to the appropriate vice chair; provide guidance in the application of the information received.
- Ensure an appropriate flow of information across committees serving officials in this group and the International Group.
- Make the final determination of placement of an individual when the officials have been recommended for multiple positions (e.g., as a judge and referee, accountant and data operator, etc.).
- Approve final recommendations from each subcommittee.
- Receive information from the Competitions Committee Chair on officials needed for competitions; disseminate to appropriate National Vice Chairs.

### Responsibilities of the Domestic Selections

#### Judges Subcommittee

- Select judges to officiate at the Sectional Singles Finals, U.S. Pairs and U.S. Ice Dance Finals and Synchronized Skating Sectional Championships.
- Select the judges to officiate at the U.S. Figure Skating Championships, U.S. Synchronized Skating Championships, U.S. Collegiate Championships and U.S. Adult Championships.
- Work with the Competitions Committee to approve judges' assignments at National Qualifying Series Competitions.
- Consider feedback from the DORM Judges Subcommittee and the International Officials Management Subcommittee in assigning judges to events.

### Responsibilities of the Domestic Selections

#### Technical Panel Subcommittee

- Select technical panel officials to officiate at the Sectional Singles Finals, U.S. Pairs and U.S. Ice Dance Finals and Synchronized Skating Sectional Championships.
- Select technical panel officials to officiate at the U.S. Figure Skating Championships, U.S. Synchronized Skating Championships, U.S. Collegiate Championships and U.S. Adult Figure Skating Championships.



- Work with the Competitions Committee to approve technical panel assignments at National Qualifying Series Competitions.
- Select technical panel captains for all technical panel teams at qualifying competitions (including National Qualifying Series); monitor how the teams work together.
- Consider feedback from the DORM Technical Panel Subcommittee and the International Officials Management Subcommittee in assigning judges to events.

#### **Responsibilities of the Domestic Selections**

##### **Event Management Subcommittee**

- Select the referees, accountants, technical accountants and where appropriate, the announcers and music technicians, to officiate at the Sectional Singles Finals, U.S. Pairs and U.S. Ice Dance Finals and Synchronized Skating Sectional Championships.
- Select referees, accountants, technical accountants and where appropriate, the announcers and music technicians, to officiate at the U.S. Figure Skating Championships, U.S. Synchronized Skating Championships, U.S. Collegiate Championships and U.S. Adult Championships.
- Consider feedback from other committees regarding placing referees and accountants with respect to activity needed for appointments.



## OFFICIALS TRAINING COMMITTEE

**Overview:** The Officials Training Committee is responsible for providing educational programs and training tools to ensure all certified U.S. Figure Skating officials are qualified to serve our athletes and programs in competitions and tests.

### Structure of the Committee

CHAIR				
Judges Subcommittee	Technical Panel Subcommittee	Referees Subcommittee	Accountants & TAs Subcommittee	Announcers & Music Subcommittee
NVC VC – Dance VC – Singles / Pairs VC – Synchronized NVC Dorm Judges Subcommittee Athlete Members	NVC VC – Singles VC – Pairs VC – Dance VC – SyS VC – S/P/D Data VC – SyS Data NVC – DORM Tech. Panel Athlete Members	NVC 3 SVCs Members Athlete Members	NVC 3 SVCs Members Athlete Members	NVC 3 SVCs Members Athlete Members

### Responsibilities of the Chair

The Chair serves as a connection between each subcommittee, and the specific training processes available to them to provide a standard of quality among all official types. The Chair ensures that available training tools are utilized and that specific education requirements are satisfied by each type of official. The Chair also serves as an oversight for the work being planned and completed by the committee and serves as a connection between the subcommittees to ensure information is being shared as needed.

- Appoint the national vice chairs of each subcommittee.
- Provide guidance to national vice chairs in working with their subcommittee members.
- Solicit input from the chairs of Domestic Officials Recruitment and Management, International Officials and the four discipline and development committees on areas of needed training and education for officials.
- Coordinate with the chairs of the four discipline and development committees on the delivery of consistent information to officials, coaches and athletes.
- Provide oversight and guidance to national vice chairs in carrying out their responsibilities: development and implementation of training programs for new officials to prepare them for testing and promotion, continuing education for current officials, making recommendations for appointments, oversight of content on eLearning platform and development of content for education schools and appointment seminars.
- Ensure that information is disseminated on applicable ISU and U.S. Figure Skating rule changes and that it is received,

understood and used.

- Ensure that information related to officials training opportunities is disseminated.
- Serve as the connection point to chairs of all other committees serving officials.

### Responsibilities of the Officials Training Judges Subcommittee

- Develop and maintain programs to prepare judges for appointment and promotion.
- Oversee continuing education for current judges.
- Develop and maintain content that can be delivered across multiple platforms: in person seminars, live virtual seminars, pre-recorded webinars and eLearning courses.
- Develop and maintain criteria for judges providing critiques to athletes at domestic competitions.
- Maintain written training materials/manuals available online.
- Development, administration and grading of annual judges' exam.
- Dissemination of information on applicable rules changes for judges.

### Responsibilities of the Officials Training Technical Panel Subcommittee

- Develop and maintain programs to prepare technical panel officials for appointment and promotion.
- Oversee continuing education for current technical panel officials.
- Develop and maintain content that can be delivered across



multiple platforms: in person seminars, live virtual seminars, pre-recorded webinars and eLearning courses.

- Develop and maintain criteria for technical panel officials providing critiques to athletes at domestic competitions.
- Maintain written training materials/manuals available online.
- Development, administration and grading of annual TPER exam.
- Dissemination of information on applicable rules changes for technical panel officials.

#### **Responsibilities of the Officials Training Referees Subcommittee**

- Develop and maintain programs to prepare referees for appointment and promotion.
- Oversee continuing education for current referees.
- Develop and maintain content that can be delivered across multiple platforms: in person seminars, live virtual seminars, pre-recorded webinars and eLearning courses.
- Maintain written training materials / manuals available online.
- Development, administration and grading of annual judges' exam.

#### **Responsibilities of the Officials Training Accountants & Technical Accountants Subcommittee**

- Develop and maintain programs to prepare accountants and technical accountants for appointment and promotion.
- Oversee continuing education for accountants and technical accountants.
- Develop and maintain content that can be delivered across multiple platforms: in-person seminars, live virtual seminars, pre-recorded webinars and eLearning courses.
- Development, administration and grading of exams for accountants and technical accountants.
- Maintain written training materials/manuals available online.
- Maintain any information for accountants and technical accountants on Accounting Central, in coordination with headquarters and the Competitions Technology Subcommittee.

#### **Responsibilities of the Officials Training Announcers & Music Subcommittee**

- Develop and maintain programs to prepare music technicians and announcers for appointments.
- Oversee continuing education for music technicians and announcers.
- Develop and maintain content that can be delivered across multiple platforms: in-person seminars, live virtual seminars, pre-recorded webinars and eLearning courses.
- Create and maintain scripts for announcers.
- Coordinate with the Competitions Technology Subcommittee on any new training necessary for music technicians.

## **TESTS COMMITTEE**

**Overview:** The Tests Committee has oversight of the rules related to testing, including testing procedures and the conduct of all U.S. Figure Skating tests.

#### **Responsibilities of the Chair**

The Chair oversees the U.S. Figure Skating test program and communicates with the chairs of the Singles Development and Technical, Pairs Development and Technical, Dance Development and Technical Committee, Synchronized Development and Technical and Adult Skating Committee to review and update test rules and procedures to ensure they are relevant, current and supportive of the needs of athletes.

- Oversee and resolve issues dealing with rule violations and/or complaints about the conduct of test sessions.
- Partner with the Competitions Committee and/or appropriate Development and Technical Committee to determine the placement of foreign athletes in the test structure who wish to compete in U.S. Figure Skating-qualifying competitions.
- Oversight over the administration of test rules and the conduct of tests.



## SUMMARY – OFFICIALS TRAINING, EDUCATION AND APPOINTMENTS

General Role in Evaluations and Appointments of Officials	DORM People	OFFICIALS TRAINING Content and Programs
	Final decision on candidate's performance to determine appointment or promotion.	Create the content for exams and evaluations throughout the process.

## EXAMPLE OF PROGRAMS FOR OFFICIALS TRAINING AND ADVANCEMENT

Type of Program	STEP 1	STEP 2	STEP 3	STEP 4
<b>In-person appointment seminar</b>	DORM: Review applications for participation; accept candidates.  OTC: Prepare content Select faculty Create the exam.	Faculty is selected from members of the OTC and DORM + other national officials.  At least one representative from DORM and OTC should be included.	Based upon the evaluation process determined by the OTC, recommendations for appointments are decided by the faculty present.	The appropriate DORM NVC reviews the recommendations, makes a final determination and sends candidate letters.
<b>eLearning or digital courses as part of the appointment process</b>	OTC: Determines the courses and develops the content.	OTC: Approves the course and assessments included.	OTC: Determines if the course is a prerequisite.	DORM: Takes the score / success of the candidate into consideration for achievement.
<b>eLearning or digital courses for continuing education</b>	OTC: Same as above.	OTC: Same as above	OTC: Determine CEU value.	DORM: Determine how many CEUs are necessary, or requirements for the course.
<b>TPER and Judges Rules Review</b>	OTC: Write and administer the exam.	OTC: Share results with Domestic Selection and DORM.	N/A	Domestic Selections determines how results affect selections.



## SECTION 8: INTERNATIONAL GROUP COMMITTEES

The International Group is comprised of committees focused on serving international athletes and international officials. The ISU representative, appointed by the President, serves as the International Group Coordinator. These committees work in partnership with the High Performance Department at headquarters to develop and implement a comprehensive international strategy based on the High Performance Plan and

that supports Team USA athletes in their quest to win medals in the most important international competitions.

The International Group is comprised of the following committees:

1. International Committee
2. International Officials Committee

### INTERNATIONAL COMMITTEE

**Overview:** The International Committee is responsible for selecting the athletes and teams that represent U.S. Figure Skating in ISU competitions with the goal of winning the maximum number of medals. The International Committee works in partnership with the High Performance Department to provide the optimal international exposure for athletes in support of the High Performance Plan and the International Strategy.

#### Structure of the Committee

CHAIR		
International Committee Management Subcommittee	International Coaches Subcommittee	Four Subcommittees: Dance, Pairs, Singles and Synchronized Skating, with the same structure
Chair, International Committee Immediate past Chair USOPC AAC Rep ISU Representative NVC Coaches Sub. Chair, AAC	NVC 1 – 3 coaches per discipline with international experience Athlete Members	Discipline specific NVC Chair, International Committee Immediate past Chair, International Committee Three discipline-specific athletes: 1. A member of the Board of Directors 2. At least one must have competed at an ISU Championships One discipline-specific ISU official Two discipline-specific representatives The ISU representative, as a non-voting member

#### Responsibilities of the Chair

The Chair leads by partnering with the ISU representative, High Performance Department and the International Officials Chair to develop an annual International Strategy and leads the subcommittees in selecting athletes for international competitions in support of that strategy.

- Appoint the national vice chairs of each subcommittee.
- Lead and support the national vice chairs in carrying out the International Strategy.
- Lead and support the national vice chairs in adherence to the

collective international calendar.

- In partnership with the appropriate national vice chairs, propose the criteria used to select and enter athletes and teams in all international competitions, ISU Championships and the Olympic Winter Games.
- Lead and support the appropriate national vice chairs in their recommendations and selections of international competitions supported by Team USA.
- Lead and support the discipline subcommittee national vice chairs in athlete and team selections.



- Communicate regularly with the Chair of the International Officials Committee and with the High Performance Department to coordinate activities, including the selection of candidates for team leader assignments and the monitoring of athletes assigned to international competitions.
- In partnership with the ISU representative, provide leadership in developing relationships between U.S. Figure Skating and international federations.
- In partnership with the High Performance Department and appropriate national vice chairs, communicate expectations with athletes, coaches and teams being considered for international assignments.

#### **Responsibilities of the International Committee Management Subcommittee (ICMS)**

- Provide final approval on selection procedures, competition readiness requirements and the selection of international competitions which will be attended officially by Team USA.
- Provide final approval on the International Selection Pool (ISP) requirements, as presented by the discipline subcommittees.
- Set annual goals for international athlete development; report on progress to the Board.
- Provide final approval of disbursement of funds from the U.S. Figure Skating Athlete Support Program (ASUPP).

#### **Responsibilities of the International Coaches Subcommittee**

- Provide input to the International Committee to develop strategies for success in international competitions.
- Serve as a resource for each of the discipline subcommittees in carrying out their duties.
- Recognize coaching accomplishments in partnership with the PSA through annual awards, with regards to coaches at the senior level.

#### **Responsibilities of the Dance, Pairs, Singles and Synchronized Skating Subcommittees**

The Dance, Pairs, Singles and Synchronized Skating discipline subcommittees complete a similar statement of work for their respective discipline. Their mission includes: a) selecting athletes and teams to represent U.S. Figure Skating at international competitions that win the maximum number of medals in the current season; b) selecting athletes and teams to secure the maximum number of berths at ISU champions events and c) identifying the best qualified future prospects for achieving podium results at future ISU championship events and supporting them by strategically providing international experience.

- Approve criteria used to select international competitions to attend.
- Prepare appropriate portions of the international strategy.
- Select the athletes and teams to compete at international competitions, in support of the international strategy and High Performance International assignments for athletes should be focused on the athlete needs; and how the number of assignments fits according to where the athlete is in the developmental spectrum.
- Participate in video conference meeting and in-person meetings at the U.S. Figure Skating Championships or U.S. Synchronized Skating Championships.
- All members should familiarize themselves with the appropriate portions of the High Performance Plan.



## INTERNATIONAL OFFICIALS

**Overview:** The International Officials Committee is responsible for overseeing all aspects of U.S. Figure Skating's international officials pool with regards to training, promotions and removals, in addition to the selection of judges and team leaders to serve at international competitions.

The International Officials Committee, in partnership with the International Committee, contributes annually to the development of the International Strategy with respect to officials and establishes a pool of officials to serve as athlete monitors.

### Structure of the Committee

CHAIR		
International Officials Management	International Officials Selections	International Team Leaders
<p>NVC</p> <p>Chair, International Officials Chair</p> <p>ISU Representative</p> <p>NVC – International Officials Selections</p> <p>DORM Rep. – Judges / Referees</p> <p>DORM Rep. – Technical Panel</p> <p>Four ISU officials (One each discipline)</p> <p>Five athletes (One each discipline)</p> <p>Immediate past chair – non-voting</p>	<p>NVC</p> <p>Chair, International Officials Chair</p> <p>ISU Representative</p> <p>NVC – International Officials Mgmt.</p> <p>NVC – International Team Leaders</p> <p>Chair, International Committee</p> <p>Four ISU officials (One each discipline)</p> <p>Five athletes (One each discipline)</p> <p>Immediate past chair – non-voting</p>	<p>NVC</p> <p>Chair, International Officials</p> <p>ISU Representative</p> <p>NVC – International Officials Selections</p> <p>NVC – International Coaches Sub.</p> <p>Three current team leaders (Singles / Pairs, Dance, Synchronized Skating)</p> <p>Member – SkateSafe Committee</p> <p>Member – Sports Sciences &amp; Medicine Committee</p> <p>Five athletes (One each discipline)</p> <p>Immediate past chair – non-voting</p>

### Responsibilities of the Chair

The Chair leads the International Officials Committee by partnering with the ISU representative, High Performance Department and International Committee chair to develop an annual International Strategy.

- Appoint the subcommittee national vice chairs.
- Oversee the officials' timeline within the international calendar, in collaboration with the International Committee and High Performance Department.
- Develop the International Strategy for officials.
- Oversee athlete evaluations of monitoring officials.
- Manage constructive reports from officials serving at international competitions on U.S. athletes, and coordinate with the High Performance Department on receipt of the information.
- Support the national vice chairs in carrying out their duties related to developing, maintaining and selecting officials and team leaders.
- Ensure communication with Domestic Selections and International Selections to ensure that officials are receiving the appropriate activity to advance or maintain appointments.
- Recommend former international officials who have resigned or retired for honorary designation.

### Responsibilities of the International Officials Management Subcommittee

- Develop and maintain a long-range plan to determine the optimal number of international officials, as well as a plan to maintain this number.
- Develop and maintain procedures and policies for how officials will be selected for nomination to the Board of Directors for international appointments.
- Nominate officials to the Board of Directors for international judge, referee and technical panel appointments, as appropriate.
- Develop and maintain an annual review process to for the performance of international officials representing U.S. Figure Skating.
- Collaborate with the International Officials Selections Subcommittee and Domestic Selections Committee to ensure officials' activity meets advancement goals and ISU requirements to maintain appointments.

### Responsibilities of the International Officials Selections Subcommittee

- Select judges and team leaders for all international competitions and ISU championships in accordance with the ISU regulations and U.S. Figure Skating rules.



- Select judges for the Olympic Winter Games in accordance with the regulations of the ISU, the U.S. Olympic & Paralympic Committee (USOPC) and U.S. Figure Skating rules.
- Select team managers for nomination to the Board of Directors and USOPC for the Olympic Winter Games.

#### **Responsibilities of the International Team**

##### **Leaders Subcommittee**

- Establish and maintain procedures for the recruitment, vetting and management of a selection pool of team leaders.
- Collaborate with appropriate headquarters staff to oversee a training program for team leaders.
- Review the performance of team leaders, address concerns and manage removal process.
- Collaborate with the International Officials Selections Subcommittee regarding team leader assignments.
- Collaborate with appropriate headquarters staff to develop and maintain administrative procedures and protocols for Team Leaders.