

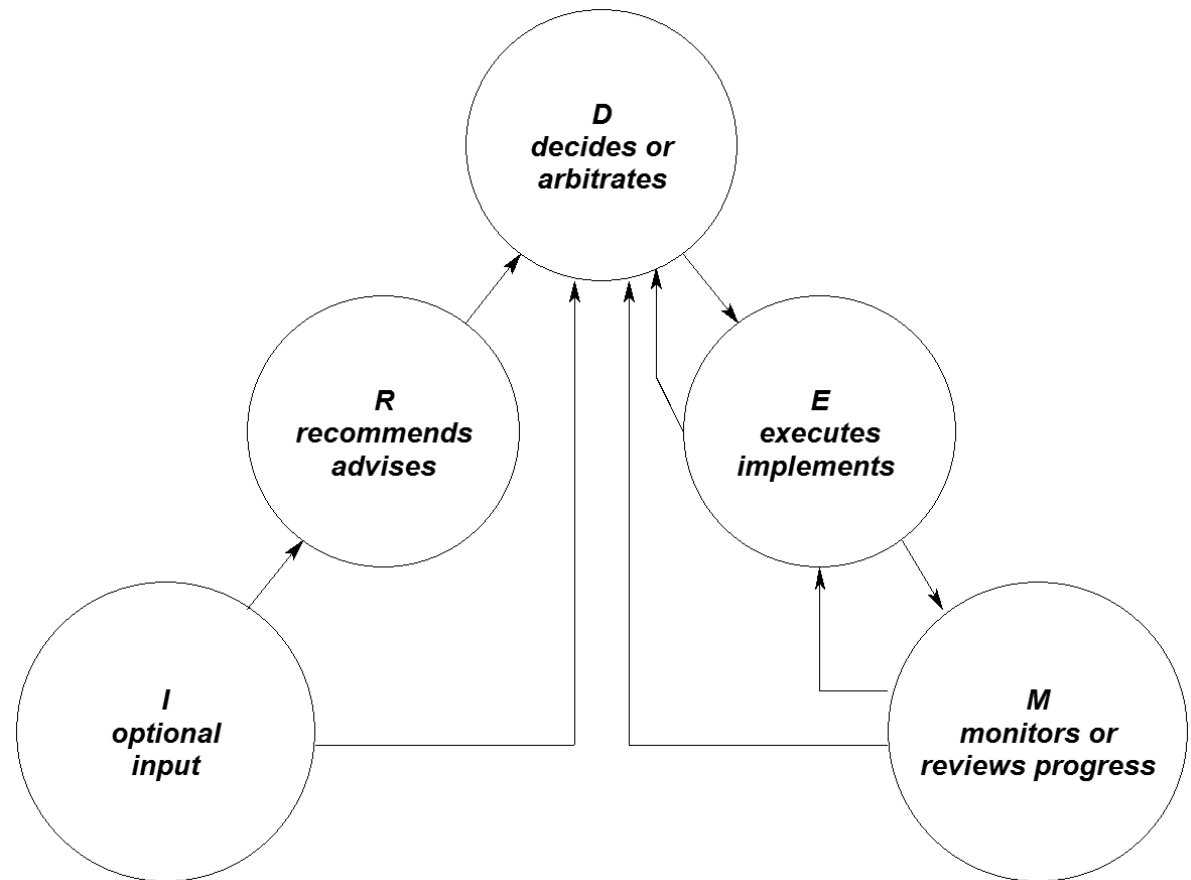
# Role Clarification Policy

Proposed Update – November 15, 2020



This policy clarifies decision making responsibility for key APFTA functions. It uses the IRDEM model to assign various roles for each function:

- Each row in the table indicates an area where role confusion may occur, or has occurred
- Each column in the table identifies those who have been involved in the role confusion
- For each area, a **D** in the row cell designates decision making responsibility
- The decision maker is obligated to consult with any individual or group who has been assigned an **R** in the same row – required input prior to decision
- The decision maker is obligated to let those who have an **I** in their column know that discussion is underway and a decision is imminent – **I** indicating optional input (not required)
- After the decision is made, the **E** indicates who is responsible for execution/implementation
- The **M** indicates who is responsible for monitoring execution or action to ensure that the intent of the decision is respected.



Area of Interest	All Members	Chair	Executive	Committee Chair		Other	Comment
<b>High Level Policy</b> – Purpose/Mission, Membership (see note 1)	<b>D</b>		<b>R/M</b>	<b>E</b>			Generally involves a member survey
<b>Operational Policy</b> – brief statements providing guidelines to committees, parameters within which they must operate (see note 2)		<b>M</b>	<b>D</b>	<b>R/E</b>			Input sought from individual members with related expertise.
<b>Budget Development</b>		<b>M</b>	<b>D</b>	<b>R</b> (all chairs)		<b>R</b> Treasurer	
<b>Establishing Membership Fees</b>	<b>R</b>		<b>D</b>			<b>R</b> Treasurer	Generally involves a member survey
<b>Establishing Membership Targets/Quotas</b>	<b>R</b>		<b>D</b>	<b>I</b> (assessment from their perspective)			Required input from members (email survey)
<b>Signing on new members</b>		<b>M</b>	<b>D</b>	<b>R</b> (Member Director)	<b>R</b> (Curatorial Director)		Temporary until Curatorial Policy is approved
<b>Annex Shows</b>			<b>D</b> (policies and annual allocation schedule)	<b>R</b> (Curatorial Director)		<b>R/E</b> - Annex Coordinator Implements (all operational decisions)	Allocation decision requires an annual joint recommendation from Curatorial Director and Annex Coordinator)
<b>Management of Annex</b> (after allocation)						<b>D</b> (Annex Coord.)	
<b>Internal Communication</b> (to members)			<b>M</b>	<b>D</b>			Any Committee Chair or Director
<b>External Communication, Marketing, Advertising</b>		<b>M</b>	<b>R</b>	<b>D/E</b> MarCom			MarCom committee of experts looking after website, social media, graphics, newsletter, etc.

	All Members	Chair	Executive	Directors (Committee Chair)		Other	Notes
<b>Lease Negotiation and Signing</b>	I	E	D				
<b>Space Modifications</b>	I	M	D	R/E			R for all committees, Execution decisions assigned to Fac. Com.
<b>Overall Look of Gallery/Guidelines for Hangings, Installations, Layout, etc.</b>	I		D	R (all Directors)		E (Facilities Director and Installation Coordinator)	Member feedback solicited in annual survey
<b>Hanging/Installation</b> (walls and displays)		M		I (Directors communicate any concerns to Chair)		D/E (installation coordinator)	Subject to overall look guidelines (above)
<b>Member Obligation/Volunteer Participation (MO/VP)</b> (see note 3)	E	M		D/E			Need a new MO/VP Committee
<b>Changing/Updating IRDEM Policy</b>	I		D	R			

## Notes:

1. **High Level Policy** includes any umbrella statement that defines:
  - a. The mission or purpose of the organization
  - b. Who the members will be, categories of membership, desired size of overall membership or each category
  - c. The strategic priorities of the organization.  
These decisions must be ratified by the membership at the Annual General Meeting, through an online survey, or some other voting/approval mechanism indicated by the Steering Committee.
2. **Operational Policy** is likely required in the following areas: Volunteer Participation, Communication (Internal and External), Marketing/Advertising, Events and Facility Rentals, Fundraising, and Facility Management.
3. **Member Obligation/Volunteer Participation** – expectation that all artist, studio and performing artist members will be active volunteers. Committee responsible for:
  - a. Recruiting additional community member volunteers
  - b. Identifying needs for volunteers and recruiting/assigning appropriately
  - c. Orientation and training
  - d. Tracking member service hours.
  - e. Recognition.