

ART MATTERS FESTIVAL  
POLICY HANDBOOK

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(Deleted Mandate: listed in bylaws)

## I. FESTIVAL PRODUCTION REGULATIONS

### A. PRIVATE EVENTS

#### 1. EXHIBITION FACILITATOR WORKSHOP

- Exhibition facilitators are provided with a workshop between the date of their acceptance as curators and the artist selection jury. The workshop serves to ease exhibition facilitators into the festival by providing insights into common problems for Art Matters exhibition facilitators, guidelines for a successful exhibition, an overview of important duties (as outlined in the exhibition facilitator guidebook), and a chance to meet other exhibition facilitators prior to the artist jury. Another workshop could also take place in the winter semester prior to/following the artist jury to support exhibition facilitators in the organization of their exhibitions.
- The workshop(s) can take place on or off campus. It can take any format (e.g. a lecture-style talk, a round-table, a hands-on workshop), and should be followed by a social event at which exhibition facilitators can meet each other informally. Refreshments should be provided.
- The exhibition facilitator guidebook should be provided within ten (10) days of the facilitators being informed of their selection by the Jury. The exhibition facilitator guidebook is a document that outlines dates of importance to curators, as well as descriptions of tasks and duties.
- The exhibition facilitator workshop(s) is/are organized primarily by the Exhibitions Coordinator.
- The exhibition facilitator workshop(s) should not only serve as a resource for practical knowledge, but should also function as a part of Art Matter's mandate of community building.

### B. PUBLIC EVENTS

#### 1. GENERAL MEETING (GM)

- As governed by the bylaws, a General Meeting is required to be held in the Fall Semester. At the meeting, each Coordinator must present their plans for the upcoming year, including a presentation of the festival budget. The coordinators must also present a section outlining their commitment to equity within the festival.
- At the meeting, BoD members are elected. Voting members nominate 2 of themselves and present briefly why they would be valuable as board

members. Voting members then vote-in board members, so that the board hosts 5-9 members in total. Nominated members return after the vote has been completed.

- In time for this meeting, all three Coordinators should be familiar with Art Matters Policy and Bylaws and should be able to answer the questions of their voting members. In addition, the Coordinators should clearly outline the role and responsibility of the festival's Board of Directors.

## 2. ANNUAL GENERAL MEETING (AGM)

- As governed by the bylaws, an Annual General Meeting must occur in the Winter semester following the completion of the festival. At the AGM, each Coordinator must present a reflection on their festival output, including a cumulative presentation on the festival budget. The Coordinators must also present their reflections on the festival's commitment to equity.

## 3. INFO EVENT

- In the Fall semester, coordinators must host an accessible event that offers voting members an opportunity to engage face-to-face with Coordinators in order to gain information on the festival. This event can take the form of a nighttime party, a daytime picnic, an open-house in conjunction with the General Meeting, or however the Coordinators see fit.

## 4. NUIT BLANCHE À MONTRÉAL

- Each year, Art Matters participates in Nuit Blanche à Montréal in order to maintain visibility in the Montreal arts network and to provide students with a special opportunity to exhibit work. The organization of Nuit Blanche begins in the Fall semester through the relevant application procedure as completed by Coordinators. After having been accepted, organizational responsibilities (i.e. curation, administrative tasks, set-up and take-down), are deferred from Coordinators. Tasks may be taken up by nominated board members or voting members. In the case of the latter, student exhibition facilitators may be selected with their consent from the general call for exhibition facilitators to curate Nuit Blanche. It is recommended this is done by explicitly asking if applicants are interested in facilitating Nuit Blanche within the exhibition facilitator call-out form.

## 5. PUNCTUAL EXHIBITION EVENTS (VERNISSAGE, FINISSAGE, PERFORMANCE EVENT)

- Each Art Matters exhibition is offered the capacity to host a punctual exhibition event, typically taking the form of a vernissage near the exhibition's opening date, or a finissage near the exhibition's closing date. Art Matters must provide each event with outreach support for its specific event. Art Matters will also provide - with consent of the exhibition facilitator(s) - free alcoholic and non-alcoholic beverages. It is the Exhibition Coordinator's responsibility to concretize a festival schedule in which no punctual events conflict at least four (4) weeks prior to the festival.

## 6. FESTIVAL WIDE EVENT (CLOSING PARTY or OPENING PARTY) -

- Art Matters hosts a party each festival to celebrate the community it fosters, and the hard work accomplished. Typically, this party takes place at an off-campus venue, hosts local performers, is advertised off-campus, and offers participants in the festival (i.e. staff, artists, exhibition facilitators, volunteers) a rebate or free-pass for entrance. While no shape or size of party is mandatory, a festival wide celebratory event is expected of Coordinators to plan.

## 7. SPEAKER PRESENTATIONS

- Art Matters may host speakers in order to foster dialogue about the arts, and in order to maintain visibility. Each year Art Matters typically hosts 1-3 panels, talks/keynotes, or workshops that may be planned by BoD members and/or the Coordinators. Speakers must offer diverse perspectives on topics relevant to the student body.

## 8. POP MONTRÉAL

- Collaborating with Pop Montréal/Art Pop is an optional opportunity that typically entails a crossover exhibition that occurs in September of each year, on or off campus.

## 9. STUDENT-RUN GROUPS / DIY ORGANIZATIONS

- Art Matters strives to give support to groups of similar structure and 4 mandate to help foster an environment of equality and growth.

Collaborations with other Fee Levy Groups, On-Campus organizations, or Off-Campus organizations can be combined with other Art Matters events or new events can be created to give these groups and Art Matters a platform to share their goals.

## II. ACCESSIBILITY POLICY

### A. REDUCED MOBILITY

- Art Matters recognizes the importance of hosting events in spaces that are accessible to those with reduced mobility. Given the lack of accessible spaces in Montreal, Art Matters must host at least 75% of its events (including exhibitions) in spaces accessible to those with reduced mobility. The accessibility of each event's venue must be advertised publicly prior to the event.

### B. INFORMATION AVAILABLE FOR EVENTS

An announced event posted on social media that will be in a physical location must contain a detailed description of the event. This description should include but is not limited to the following:

- Contact information of someone who can provide more details concerning the layout of the venue.. Ideally, this is a name, phone number & an email address, (i.e. Exhibitions Coordinator) must be present in the advertising of each event.
- Provide an exact address.
- Whether the venue is wheelchair accessible. This means, no steps with ramp and/or elevator access. If a wheelchair inaccessible venue is chosen, including the number of stairs and if there is a handrail.
- Cost of the event if any.
- State whether there will be seating available.
- CW/TW as needed for artworks stated in collaboration with the artists, Coordinators and Facilitators.
- When possible, list other concerns such as flashing lights, strong scents, accessibility of washrooms, etc.
- If an image is presented on social media, include an image description. 5

### C. ACCESSIBILITY STATEMENT

- The accessibility statement must be made available on the website.
- The accessibility statement is as follows and should be updated when needed each year: Accessibility is a priority for Art Matters regarding our events. It is our goal to make our spaces accessible to the best of our ability. This means working to create events that take into consideration people's diverse needs and lived experiences. Art Matters wishes to be an inclusive space that helps alleviate barriers for community members, we acknowledge that this is a collaborative and ongoing mission.

While we are working to make our events as accessible as possible, we are subject to certain limitations and accessibility will differ between spaces. Please refer to the information provided on each event's page.

For more information regarding the accessibility of our individual events, please contact [info@artmattersfestival.org](mailto:info@artmattersfestival.org). Also, we welcome ideas, suggestions, and requests in order to make Art Matters accessible to our diverse community.

#### D. LANGUAGE

- A translator must be hired from September-April of each year so that all communication put forth by the festival is accessible in the two official languages of Concordia University, English and French.

#### E. WASHROOMS

- Art Matters prioritizes venues that provide gender-neutral bathrooms. In the event that a venue does not regularly ensure a gender-neutral bathroom space, Art Matters will make an effort to provide a gender-neutral bathroom for the duration of the event. The availability of gender-neutral venues will be advertised prior to events.

(Deleted F since it is stated in ByLaws)

### III. FINANCIAL POLICY

- A. The Art Matters Festival will continually work towards sustainable funding in the form of student fees, grants, subsidies and sponsorships.

- B. The Art Matters Festival will strive to maintain transparency regarding all its financial processes, making annual financial records available to the membership



at the beginning and end of each Festival.

- C. The Art Matters Festival will make every effort to redistribute any and all funds to students in exhibition, production for exhibition, professional development and events.
- D. The Art Matters Festival and the Festival's governing bodies will remain financially accountable to their member base first and foremost.
- E. The Art Matters Festival administrative and governing bodies will remain financially accountable to external funding sources to fit the demands of said external funding bodies.
- F. The Art Matters Festival will not enter into a financial partnership with any external body whose mandate or ethical code challenges its own mandate and objectives or the objectives of a representational portion of its member base.
- G. The Art Matters Festival will adhere to any and all structures of financial accountability as outlined in any and all portions of this document or the Art Matters Festival Bylaws.
- H. The Art Matters Festival Financial and Administrative Coordinator shall adhere to a clear model of accountancy, and shall ensure that this system is passed on to the incoming coordinators year-to-year.

#### IV. HIRING POLICY

- A. The Art Matters Festival strives to create as many opportunities for undergraduate students as possible from core Festival coordinators to non-salaried employees to exhibition facilitators to artists to volunteers to supporters to audience members.
- B. No Art Matters Festival Coordinator may hold any other positions with the festival. As such, Art Matters Coordinators may not fill the positions of

non-salaried employees, exhibition facilitators, artists or any other additional role than the one in which they are hired for. Non-salaried employees may not act as exhibition Facilitators and exhibition facilitators may not apply as artists.

C. Without exception, all calls for employment, submissions and volunteers must be disseminated to the entire Fine Arts undergraduate student population within no less than fourteen (14) days of any given deadline. Efforts should also be made to reach out to other student associations and/or groups, with the inclusion of members of marginalized groups.

D. Art Matters is restricted to hiring voting members of the festival, in order to foster opportunities for undergraduate students and in order to respect the contributions voting members make toward the festival. The only position that need not be filled by a voting member of the festival is the web programmer, as the specific requirements of this position are not necessarily found within the undergraduate student body. This being said, competent voting members should be prioritized.

## V. ADMINISTRATIVE STRUCTURE (Coordinators)

### A. POSITION AND APPLICATION PROCEDURES

1. The festival is administered by a coordination team consisting of 3 members, fulfilling the following positions: Administrative and Financial Coordinator, Outreach Coordinator, Exhibitions Coordinator.
2. Call for Applications: The positions are made available to Fine Arts undergraduate students, and are all renewed following each AGM through an open call. Detailed job descriptions must be made available in the call, displaying eligibility requirements, compensation information, required tasks, and employment equity policy information. Applications should be sent via email to [submissions@artmattersfestival.org](mailto:submissions@artmattersfestival.org), an email to which all coordinators should have access. Applicants may apply to multiple positions. Candidates will be selected for an interview by the Coordinators

in conjunction with the Student Relations Coordinator. This group must

reach consensus in order to assemble the team of three incoming Coordinators, and the selection must be approved by at least one nominated representative of the BoD (hiring committee), who are given access to review all applications. This review process is in place to assure that marginalized students have been given due priority, that all students are competent, and that no conflict of interest has manifested, privileging one student over another.

3. Re-call: Failure to fill all positions upon the first call for applicants will result in a re-calling for applicants for the vacant position via the same means noted above.
4. Salary: The Art Matters Festival budget will prioritize the payment of these student coordinators at salary rates competitive with Concordia University work-study rates. Any financial assistance that can be obtained for these positions will be adequately sought after.
5. Term: Administrative positions with the Art Matters Festival are one-year appointments only, without exception. This is to ensure access to these learning opportunities to other students to take advantage of the professional development processes Art Matters affords.

## B. RESPONSIBILITIES

### 1. SHARED COORDINATOR RESPONSIBILITIES

- Coordinators are responsible for the overall functioning and organization of the Art Matters Festival, governed by a Board of Directors. General coordinator responsibilities are as outlined in the Art Matters bylaws. The bylaws act as the primary guiding framework for coordinators, followed by the Art Matters policy handbook. Coordinators report to the BoD, and are ultimately responsible for the successful functioning of the festival. Board members and Coordinators must act in accordance to the Art Matters mandate, as outlined in the bylaws. It is suggested that Coordinators annually review bylaws, update them as needed, and seek approval of any changes from the BoD. The updated bylaws are effective through the festival year.
- All festival coordinators are responsible for general festival planning, hiring executive members, facilitators and overseeing juries. Coordinators must follow equitable hiring practices as recommended by the board. All Festival Coordinators recruit executive members, Facilitators, artists and

volunteers to participate in the Festival. They are also expected to hire and train the incoming coordinators for the following year. All festival coordinators are expected to assist in various technical office related tasks. Training and team transition usually happens in May and it is expected that all outgoing coordinators be available for training during this month.

- All festival coordinators draft and come to a consensus on the festival operating budget. All festival coordinators are expected to organize and facilitate the Festival including all required setup, maintenance and take down.
- All festival coordinators participate in the planning of orientation and info/opening/closing events. In addition, all festival coordinators are jointly responsible for initiating and coordinating a minimum of 1 special event per semester (panel, talk, screening, website launch, outreach event etc.) that promotes the festival to students as well as the Montreal arts community.
- One coordinator must at all times be a voting member on the FASA Board of Directors.
- Each coordinator is expected to update and add to the postmortem archive at the end of their employment.

- (Deleted)

## 2. OUTREACH COORDINATOR

- The outreach coordinator is responsible for overseeing festival media relations, organizing targeted internal and external approaches to media, students and the public, and managing the primary Art Matters email and social media accounts. Additional responsibilities of the outreach coordinator are as follows:
- Cultivates relations with the press both internally and externally, oversees the development of press packages, compiles all promotional and publicity text and materials for the program guide, website, internal and external media releases.
- Manages the publication of the annual festival program guide, and acts as editor of the publication.

- Manages primary email account of Art Matters at reliable intervals. - Cultivates links with related external organizations to promote Art Matters and develops relations with the Montreal arts communities within the framework of the mandate of Art Matters. Generally cultivates relationships with entertainment/artists featured at special events.

- Cultivates relations between Art Matters and Fine Arts student run organizations, and promotes student access to the Art Matters festival. - Schedules appearances at orientation events.
- Organizes all internal communications to students and faculty, including call outs and Festival publicity.
- Is responsible for maintaining a steady rate of applications to the festival coming from diverse areas such as that of artist, exhibition facilitator, non-salaried employee, and volunteer applications. Within reason, is responsible for an attendance rate to exhibitions and special events that should reflect previous years.
- Leads, in conjunction with the other coordinators, the hiring of Graphic Designer, Web Programmer, Translator, Copy Editor (French/English), Volunteer Coordinator, Poster Pal, Press Coordinator, Photographer(s), and Videographer, should such positions be made available.
- Liaises with the non-salaried positions of Graphic Designer, Web Programmer, Translator, Copy Editor (French/English), Poster Pal, Press Coordinator, Photographer(s), and Videographer, should such positions be made available.
- Coordinates all festival documentation including all photos and videos of events and exhibitions in addition to coordinating all artist and exhibition facilitator photo waivers, and spearheads updating the archive with help of other coordinators. Refer to contracts between other positions and Art Matters.

### 3. EXHIBITIONS COORDINATOR

- The exhibition coordinator is responsible for locating and securing all festival venues and maintains venue relations throughout the festival. Additional responsibilities of the exhibition coordinator are as follows:
- Obtains equipment donations, oversees the technical development of the festival, and coordinates the technical aspects of the festival including dissemination of equipment among exhibition facilitators and providing technical support at special events.
- Engages and acts as main contact for all exhibition facilitators, artists, and performers.
- Facilitates communication between exhibition facilitators and the venue they will be occupying, including an in-person meeting introducing the venue staff and the exhibition facilitator. Acts as a mediator between

exhibition facilitators and venues if necessary.

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- Provides exhibition facilitators with venue information and floor plans, set-up, takedown and cleanup schedules, and coordinates bars. - organizes executive, exhibition facilitator, and artist contracts; ensures that all venue contract requirements are met.
- Organizes the exhibition facilitator and artist juries with the assistance of the festival coordinators.
- Is primarily responsible for putting together and distributing the exhibition facilitator guidebook and artist guidebook, with assistance from the other coordinators as necessary.
- Leads, in conjunction with the other coordinators, Technical Support and Volunteer Coordinator should such positions be made available. - Liaises with Technical Support and Volunteer Coordinator should such positions be made available. Creates contact databases for exhibition facilitators, artists and volunteers.

4. ADMINISTRATIVE & FINANCIAL COORDINATOR - The Financial and Administrative Coordinator is responsible for organizing the budget in consultation with other coordinators and overseeing all expenditures, keeping a balanced budget and facilitating all payments of invoices. Additional responsibilities of the Financial and Administrative Coordinator are as follows:

- Organizes and oversees effective Art Matters administrative processes. - Oversees all administrative documentation pertaining to the Festival including; ensuring that all festival mandate and policy documentation is up to date, tracking and filing all financial transactions, and bookkeeping. - Is responsible for the financial aspects of contractual obligations between Art Matters and other parties, including venues, exhibition facilitators, artists and non-salaried employees.
- Will ensure the insurance is renewed each year in conjunction with the Student Relations Coordinator. Generally, acts as the main contact between Art Matters, coordinators and Student Relations Coordinator, as well as Concordia University.
- Ensures registration of Art Matters as a student group with Concordia University. Establishes the internal account with Concordia. - Acts as a primary financial and signing officer, with another coordinator acting as a second signing officer.

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- Ensures the proper archiving of contracts, licenses, permits, of the festival are up to date and archived.

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- Seeks and secures funding from internal and external sources. - Primarily responsible for booking all necessary rooms for meetings and juries as well on-campus workshops and talks, with the support from another coordinator with booking authority as necessary.
- Facilitates the organization of all board meetings, staff meetings, juries, and interviews, with the support from another coordinator with booking authority as necessary.
- Takes care of administrative tasks such as obtaining liquor permits, ordering beer, etc.
- Responds to opt-out requests and the refunding of student fee levies.

## 5. INTERNAL ARCHIVIST

- The Internal Archivist must respect the deadlines outlined by the Art Matters Festival Coordinators. It is therefore imperative that the Internal Archivist make themselves available and check their chosen email on a regular basis during the months of their employment.
- As a representative of Art Matters Festival and Concordia University, the Internal Archivist is expected to maintain a responsible and professional manner. This includes the development and upkeep of positive relations with Art Matters coordinators, Facilitators, artists, collaborators, employees and festival attendants as to maintain Art Matters' and Concordia University's reputation, as well as to ensure positive future collaborations with said parties.
- The Internal Archivist shall report to the Administrative Coordinator on a minimum bi-weekly basis to communicate updates and confirm any issues if needed. Regular communication should be done via their official email, personal email, through in-person meetings or the Discord channel. It is therefore imperative that the Internal Archivist make themselves available regularly during the months of their contract and attend scheduled meetings and shifts.

This role includes but is not limited to responsibilities such as:

- transferring Art Matters internal documents from 2000-2021 onto a secure digital platform
- compiling and consolidating documents to create a master list of previous venue rentals, budgets and press
- scanning, organizing, and uploading materials onto either a

hard drive/digital space

- respecting deadlines, communicating reliably, and participating in occasional group meetings with the festival team

### C. RESIGNATION

- Should a coordinator desire to resign from their post, they will present a letter of resignation two weeks in advance of the day they forfeit all responsibilities. They will also provide a detailed list of tasks to be completed within the two weeks, to justify payment for that period.

### D. REPLACEMENT

- Following the termination or resignation of a coordinator, the board will vote to allow the remaining coordinators to coordinate the festival as a twosome, or to source a competent replacement for the outgoing coordinator. Should the situation arise in the Fall semester, an open call must be administered that mirrors aforementioned procedures for hiring coordinators. In the Winter semester, should such a situation arise, the proximity to the festival will allow the board to privately offer the vacant position to a competent replacement, such as a previous coordinator who remains a voting member or a board member.

### E. TERMINATION

- If an Art Matters coordinator has neglected their contracted duties, violated their contract, violated the festival bylaws, or violated festival policy, they are eligible for termination. One or more coordinator must present a complaint to the board of directors requesting that the coordinator in violation undergoes an supervisory

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evaluation. The process of evaluation entails the board collecting accounts from all necessary contacts regarding the coordinator's violation. The board of directors



must review the violation, and issue a warning to the coordinator in violation or a deferral to the coordinator who has complained within one week's reception of the complaint. After two week's supervisory evaluation, the board must vote whether or not to terminate the coordinator in violation. A 5 vote minimum is required. The coordinator will be replaced in accordance with section: REPLACEMENT.

## F. EXTENDED ABSENCE DUE TO ILLNESS

1. If an Art Matters coordinator must remain absent from their post due to illness or injury, the coordinator must inform their coworkers and the board of directors immediately, with attached a detailed work-plan in order to work remotely. Should the coordinator be able to complete all work as contracted, they will remain paid and be afforded a physical absence of up to two weeks. If the absence exceeds two weeks, the coordinator will be issued a warning letter requesting they return within one week, or be terminated from their post. If the coordinator does not return within one week of the submission of a warning letter, the coordinator is eligible to be terminated immediately following a minimum 5 vote of the board of directors. The coordinator will be replaced in accordance with section: REPLACEMENT.
  2. If their illness or injury is so severe that they are unable to work at all during their absence, coordinators will refer to the Normes du Travail du Québec:
    - EXTENDED ABSENCE:
      - An employee who has 3 months of uninterrupted service with the same employer may be absent from work, without pay:
        - for up to 26 weeks per 12-month period if he is sick or the victim of an accident.
      - In all cases of an extended absence, the employee must notify his employer as soon as possible of his absence and the reasons for it. The employer may ask the employee, notably concerning the length of the absence or its repetitive nature, for a document attesting to the reasons for his absence.
      - When the employee returns to work, the employer must
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- reinstatement him in his former position and grant him the

wages and the benefits that he would have been entitled to had he remained at work.

- SHORT-TERM ABSENCES (FOR THE EMPLOYEE'S LOVED ONES):

- An employee may be absent from work for 10 days per year, without pay:

- to fulfill obligations related to the care, health or education of his child or the child of his spouse

- due to the state of health:

- of his spouse

- of his father or mother

- of his brother or sister

- of one of his grandparents.

- These leaves may be divided into days. Days may also be divided with the employer's authorization.

- The employee must notify his employer as soon possible and take all means to limit the taking and duration of these leaves.

## VI. GOVERNING STRUCTURE (Board of Directors)

### A. RESPONSIBILITIES

1. The laws of the festival and its board of directors are outlined in the bylaws of the festival.
2. The BoD is composed of 5-12 voting members, including a secretary. The board can be accompanied by a non-voting Chair, or the Chair, as a voting member, can otherwise be included within the body of 5-12 members.
3. The Chair of the BoD is eligible to be compensated by Art Matters should the position have no voting power and should the Chair be sourced through typical hiring procedures by the Coordinators on behalf of the BoD. This opportunity can be made available as the skills and energy required of a Chair exceeds what can be asked of an undergraduate student in terms of labour without compensation.
4. The Chair is responsible for:
  - Leading all BoD meetings. This includes determining BoD

- members' availability, selecting a date and time for BoD meetings, creating an agenda for each BoD meeting, sending meeting agendas and other relevant documents to all BoD members at least seven (7) days in advance of the scheduled meeting. The Chair is responsible for informing the Administrative Coordinator of the date of the next BoD meeting at least seven (7) days before the scheduled meeting so that the Coordinator may reserve a room on campus for the meeting and provide sufficient refreshments for BoD members.
- Sitting on the BoD as a non-voting member and acting as a moderator to efficiently lead BoD discussions and votes. The Chair will call all BoD meetings to order as well as adjourn all BoD meetings. The Chair should make an effort to become familiar with Robert's Rules of Order and conduct all BoD meetings in accordance with these guidelines.
  - Managing the Chair email account board@artmattersfestival.org, and responding to emails in a timely and appropriate manner.
  - Representing the interests of the BoD when providing counsel to Art Matters Coordinators when and if consultation is necessary. Representing the interests of the BoD when approached by voting or supporting members of Art Matters with questions or concerns.
  - Acting in accordance with Art Matters Bylaws and Policy Handbook at all times.
  - Ensuring to the best of their ability that the Art Matters BoD fulfills its legal duties and obligation to the Art Matters Festival. The 5 key organisational responsibilities of a BoD (as provided by The Centre for Community Organisations or COCo) are: (1) fostering Art Matters' vision (2) monitoring its performance (3) developing its policy (4) ensuring the organisation fulfils its legal responsibilities and (5) ensuring the organisation acts with loyalty, honesty, diligence, and care.
  - **Coordinator Contracts** (3) and propose appropriate changes and updates to these documents as needed, with the support of the BoD.
  - Serving as the signing authority for the BoD and **ensuring the Coordinators complete the Post Mortem Document after the conclusion of the festival and before the completion of their contract.**

- Be aware of the responsibilities of the Board Members, be able to answer questions regarding their role.

5. The Secretary shall be elected from within the BoD. In the case of one candidate per position the decision shall be made by consensual agreement of all seated elected BoD members. In the case of more than one candidate per position, the decision shall be made by a majority vote by all seated elected BoD members. The positions should be filled according to the skills, experience, and interest of the elected BoD members.
6. The Secretary records the minutes of all BoD meetings and submits them within ten (10) business days of meetings. Maintains a record of all minutes recorded at BoD meetings, AGM, GM and SGM, including a copy of the agenda of each meeting and a copy of any report or other material presented at each meeting.
  - a) As stated in the ByLaws, the role of Secretary may be absorbed by the role of Chair. In this case rumination for the additional tasks may be discussed by the Coordinators and the BoD.

## B. REMOVAL FROM OFFICE

- As outlined in the bylaws, if a board member is absent from two (2) board meetings without prior warning or valid reason, they may be immediately terminated following a majority vote of the remaining board members.

## C. COMMUNICATION BETWEEN ADMINISTRATIVE STRUCTURE AND GOVERNING BODY

1. The Chair of the BoD will present, in coordination with the Coordinators, an agenda each meeting that outlines any motions, plans, or problems that require the council of the BoD. Upon the presentation of the agenda, all present members are able to add, subtract, or edit agenda points in agreement with other present members.
2. The Festival Coordinators must seek the council of the BoD on all matters pertaining to the content and execution of the Art Matters Festival, Art Matters Festival Policy Handbook, and corresponding Bylaws.
3. The Festival coordinators must consistently present the running budget at each BoD meeting, as well as any financial statements.
4. (Deleted) Should the Coordinators feel there is an imbalance in the distribution of workload, a review of Coordinator tasks and Coordinator

performance can be sought from the BoD.

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- a) In this instance, Coordinators will present the issues at a scheduled meeting of the BoD.
  - b) The BoD may ask for a closed session without Coordinators present to discuss the issue.
  - c) If a solution is not clear or the decision rendered is not satisfactory, the issue can be escalated to include the Student Relations Coordinator.
5. The coordinators must sit in an advisory, non-voting capacity at each board meeting, unless a closed-session is requested, as permitted by the motion of any board member.
- Coordinators must be granted access to the minutes of any closed-session (within the context of a typical meeting or an entirely closed meeting) within two days of said closed-session.
  - Closed-session here refers to a board meeting in which non-voting members (i.e. Coordinators) are requested to leave or remain temporarily absent from the meeting space.
6. If the majority cannot agree on an alternative method of moderating meetings, by default, the BoD meetings are to be facilitated according to Robert's Rules of Order.

## VII. NON-SALARIED EMPLOYEES (aka Executives, "Execs")

### A. POSITION APPLICATION PROCEDURES

1. Art Matters mandates creating opportunities for students within arts related environments, and therefore creates job opportunities for students to develop skills within a semi-professional context. Art Matters typically offers around 10 positions paid via honorarium throughout the year. These positions have previously included: web programmer, graphic designer, translator, photographer, English and French copy editor(s), volunteer coordinator, technician(s), poster pal, driver, press coordinator, archivist, governance intern/non-voting Chair.
2. Every position with the exception of the web programmer must be offered exclusively to Concordia University undergraduate students.

3. Job offers for executives may not exclude certain faculties of Concordia University students from applying. Job offers for executives must not exclusively be offered to Fine Arts students.

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4. All job offers must be circulated at least through the Concordia Fine Arts email list. Additional promotion can include online postings, flyer, poster, or the use of email lists of other departments. The diffusion of job postings is the duty of the Outreach Coordinator.
5. Job offers for non-salaried positions must extend at least three (3) weeks between date of diffusion and deadline to apply.
6. Job postings must include at minimum: eligibility, description of tasks, and compensation.
7. Job postings must ask at minimum for a resume.
8. Applications must be shortlisted by all three coordinators.
9. Candidates must be interviewed by at least two coordinators, or at least interviewed by one Coordinator and one board member. No candidate shall be offered a non-salaried position if they have only been interviewed by one Coordinator.
10. In the instance that Coordinators disagree between two candidates for a non-salaried position, and the third coordinator remains indifferent (i.e. does not determine either candidate incompetent or problematic), the coordinator who liaises primarily with the position shall hire the candidate of their preference.
  - The primary liaison of any position related to publication, documentation, and promotion is the Outreach Coordinator. This includes the positions of web programmer, graphic designer, translator, copy editor(s), photographer(s), press coordinator, poster pal.
  - The primary liaison of any position related to the coordination of programming or the technical execution of programming is the Exhibitions Coordinator. This includes the positions of volunteer coordinator, technician(s)
  - (Delete)
11. Candidates may be evaluated on their competence, their availability (as expressed rather than inferred), their critical thinking skills and their commitment to the mandate of the festival.
12. All job offers will explicitly prioritize candidates who may have difficulty finding employment based on marginalization. All job offers will include an employment equity clause that suggests candidates seeking

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employment equity may express so within their cover letter, or if a cover letter is not required, space must be included in the application to state if an applicant is seeking to be considered for employment equity.

13. Following being hired, all non-salaried employees must sign a contract as reviewed and cosigned by at least two coordinators. The contract must outline the duration of the contract, the compensation awarded in its completion, and the tasks to which its signees are held accountable. Any differences in the contract from the description in the initial job posting must be clearly communicated to the candidate.

14. Compensation must be outlined clearly in the contract in regards to expected arrival dates and increments of payments in correspondence with certain tasks.

15. It is the duty of the Administrative Coordinator to remunerate non-salaried employees via honorarium through the University's cheque request system.

## B. RESPONSIBILITIES

1. (Deleted)

### 2. GRAPHIC DESIGNER

- The Graphic Designer's responsibilities include but are not limited to:
  - Respecting festival assigned deadlines
  - Providing mock-ups to the coordinators within 7 days prior - or earlier - to all deadlines
  - Acting in a responsible and professional manner while representing Art Matters and Concordia University
  - Reporting to the Art Matters Coordinators minimally on a bi-weekly basis to communicate progress of the design materials
  - Communicating with the Web Programmer to provide some images and creative input as the website is updated through the year
- The Graphic Designer will design all documents relating to the Art Matters Festival. This includes but is not limited to:
  - Aesthetic proposals for the festival as part of their application process.
  - Palettes and design mock-ups, that may or may not build off of the festival's current visual identity.
  - 1-2 posters per month from September to April and corresponding

social media banners.

- Art Matters Festival web graphics
- Promotional material for social media and emails.
- Informative pamphlets and/or merchandise throughout the year. 20
- Printable exhibition posters.

### 3. TECHNICIANS

- The Technical Director will aid Art Matters in all and any technically oriented tasks upon the request of the Art Matters Coordinators. - The Technical Director will assist the Art Matters Coordinators and Facilitators with a number of tasks such as assisting with the setup and takedown of tech equipment for closing and opening parties. The Technical Director will also assist Facilitators and/or artists in the setup and/or takedown of technical (audio and/or visual) works during the installation and takedown of the exhibition, and will assist technically during vernissages only if requested by the Facilitator.
- The Technical Director responsibilities include but are not limited to: -
  - Assisting the Art Matters Coordinators at Nuit Blanche, the closing party, throughout the festival, and setup and takedown during any of these events.
  - Scouting for technical equipment upon the request of Curators. This is only required in the event that Art Matters cannot supply the technical tools in and of themselves: only then is the Technical Support Executive requested to find such usable tools on his own time, while meeting the financial means provided by Art Matters.
  - Acting in a responsible manner while representing the Art Matters Festival and Concordia University.

### 4. VOLUNTEER COORDINATOR

- The Volunteer Coordinator will aid Art Matters in gathering volunteers and informing these volunteers on positions available.
- The Volunteer Coordinators must responsibly manage the tasks needed and ask of them between each other as equally as possible.
- The Volunteer Coordinator's responsibilities include but are not limited to: -
  - Scheduling volunteers and ensuring that the volunteers selected for duties meet the needs of the venue and facilitator as specified by the team.
  - Assisting the Coordinators at the closing party, and throughout the



festival.

- The Volunteer Coordinator will also be responsible to source “perks” for the volunteers. (i.e. a thank-you package with perks from sponsors, a get-together, etc.), as well as arranging for

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volunteers to receive said perks.

- Acting in a responsible manner while representing the Art Matters Festival and Concordia University.
- The Volunteer Coordinator will report to the Art Matters Coordinators on a regular basis to provide progress and gain input on the festival.

#### 5. COPY EDITOR(S)

- The Copy Editor’s responsibilities include but are not limited to: - Providing work to the Outreach Coordinator and Translator (French Copy Editor only) promptly in accordance to deadlines. - Acting in a responsible and professional manner while representing Art Matters and Concordia University

#### 6. TRANSLATOR

- The Translator’s responsibilities include but are not limited to: -
  - Respecting festival assigned deadlines
  - Providing mock-ups to the Outreach Coordinators within 7 days prior - or earlier - to all deadlines
  - Acting in a responsible and professional manner while representing Art Matters and Concordia University
- The Translator, as an independent contractor, will provide services for translation as outlined (including deadlines) by the Art Matters Outreach Coordinator.

7. EXHIBITIONS PHOTOGRAPHER AND/OR VIDEOGRAPHER - The Event Photographer/Videographer’s responsibilities could include but are not limited to:

- Documenting all the vernissages of Art Matter’s two-week exhibitions.
- Documenting Art Matter’s one-night events.
- Documenting Art Matter’s special events, such as the opening

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- party and closing party.
- Producing a video short with the footage shot throughout the festival.
- Acting in a responsible and professional manner while representing Art Matters and Concordia University.

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## 8. WEB PROGRAMMER

- The Web Programmer's responsibilities include but are not limited to: -
  - Respecting festival assigned deadlines
  - Acting in a responsible and professional manner while representing Art Matters and Concordia University
  - Reporting to the Art Matters Coordinators to communicate progress of the Art Matters website and the Archives website.
- The Web Programmer will be supported by the ongoing communication of the festival's outreach coordinator and graphic designer, including the availability of images, text, and designs to be featured on the website.

## C. TERMINATION

1. Non-salaried members are eligible to have their contracts terminated in correspondence with the termination clauses determined in each contract. -
  - The standard termination clause will specify that a non-salaried employee who is negligent toward their duties or obstructive of their contract is issued a warning detailing tasks required to be completed and corresponding deadlines in order to hold the non-salaried employee accountable to their contract. In the case the employee does not hold themselves accountable, they are eligible to be terminated immediately by the coordinators following the approval of the BoD.
  - As detailed in contracts, non-salaried employees will be compensated in increments of payments that correspond to the completion of specific tasks or countable hours of labour. As such, an employee terminated from the festival is eligible to receive some payment if contracted tasks have been completed in correspondence with the contract's demands.
  - Any termination or alteration of projected payment must be reviewed and approved by the BoD.

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2. Any non-salaried employee is eligible to resign at any time and will be compensated for tasks completed as outlined in their contract.
3. If a non-salaried employee is terminated or resigns two months prior to the onset of the festival, a replacement must be sourced by diffusing a job posting with the same eligibility requirements as the initial job posting.
4. If a non-salaried employee is terminated or resigns less than two months prior to the onset of the festival, a replacement may be sourced by diffusing a job posting not limited in any eligibility requirements, by a private job offer made by coordinators to an individual approved by the BoD, or the work may be re-distributed among coordinators or non-salaried employees. Compensation thereof should reflect the money allocated within the terminated contract in addition to the portion of time required to devote labour to become familiar with the urgent tasks required. This adjusted compensation must be approved by the BoD.

## VIII. EXHIBITION FACILITATORS

### A. EXHIBITION FACILITATOR JURY PROCESS (Moved from private events) -

The exhibition facilitator selection jury will occur following the close of the facilitator call-out and the beginning of the artist call-out. The event is organised primarily by the Exhibitions Coordinator.

- The jury will comprise of the three coordinators, one (1) to three (3) nominated board members, and three guests, invited by the coordinating team. Guests typically include professional curators, artists, artist-run centre staff, and Concordia faculty members. The jury must be inline with Art Matters Anti-Oppression mandate. Guests must be approved by board members prior to invitation.
- Jurors will be provided access to exhibition facilitator applications at least three (3) days prior to the jury, with a proposed criteria for assessment as developed by coordinators and as approved by BoD members.
- The jury should receive a ranking system for the facilitator applications. The top applications will be accepted to the festival. In the case of a tie or conflict concerning the selection, a meeting may be called by any of the Jury to discuss the selection. These conflicts will be resolved by majority vote by the Jury.
- The number of facilitator proposals that can be accepted within budget should be clarified by the coordinators prior to the jury. Typically, 7-10 exhibitions are accepted.

- Exhibition facilitators must not be contacted prior to or during the jury process.

## B. POSITION APPLICATION PROCEDURES

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1. Students submit their candidature to facilitate Art Matters exhibitions during the Fall semester, and are reviewed by the Exhibition Facilitator Selection Jury in order to be accepted as exhibition facilitators.
2. Students must be enrolled in at least one Fine Arts class in order to submit their candidature.
3. Students may apply in pairs, groups of three, or as individuals to curate with Art Matters.
4. The call for exhibition facilitators must at least be circulated through the Fine Arts email, and must contain a description of the tasks expected of exhibition facilitators and the opportunities they are provided.
5. Exhibition facilitators must submit at least an exhibition proposal to the Exhibition Facilitator Selection Jury via the Art Matters coordinators. Coordinators may request other documents including a sample curatorial statement, a letter of interest explaining candidates' backgrounds/practices, and/or the completion of a google form.
6. Upon acceptance, exhibition facilitators must meet with the coordinators to review the exhibition facilitator contract.
7. Upon acceptance, exhibition facilitators are invited to participate in an obligatory workshop that seeks to provide suggestions to the student exhibition facilitators for successful exhibitions and to foster exchange between the exhibition facilitators as a group.
8. Upon acceptance, exhibition Facilitators are provided an exhibition facilitator guidebook that explains important dates and detailed descriptions of tasks for their participation in the festival. This is coordinated primarily by the Exhibitions Coordinator.
9. Upon acceptance, exhibition facilitators are given access to artist applications during the Winter break, are explained clearly a process of selecting preferred artists, and are invited to the Artist Selection Jury.
10. Exhibition facilitators are provided both a transportation and expenses budget overseen by the Administrative Coordinator.
11. Exhibition facilitators are provided the contact details of a festival technician at least one month in advance of the onset of the festival. It is a joint responsibility of the exhibition Facilitator and the technician to

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develop a plan of execution prior to the installation of the exhibition facilitator's exhibition.

12. Exhibition Facilitators are individually provided an honorarium.

### C. RESPONSIBILITIES

1. Exhibition Facilitators are responsible for developing a thoughtful and meaningful exhibition theme that allows them to remain reasonably flexible through the jurying process.
2. Artist Selection Jury: All Art Matters exhibition facilitators must be present throughout the entirety of the jury process where each proposed artist grouping and conflict is reviewed. The Exhibitions Coordinator shall provide all exhibition facilitators with access to the artist applications at least one month prior to the Artist Selection Jury. In order to assure that all applications are reviewed and that all applying student artists have a fair chance to have their work considered, the exhibition facilitators are expected to have reviewed each artist application prior to the jury. Exhibition facilitators must be attentive and take notes throughout the review period. Exhibition facilitators are expected to submit the lists of artists that they would like in their show from the pool of applicants to the Exhibition Coordinator at a fixed deadline prior to the jury. Confirmed artists and conflicted propositions will be sent back to the exhibition facilitators at least 3 days before the jury, where exhibition facilitators have the opportunity to politely negotiate with other exhibition facilitators when the same artwork is wanted in two or more shows.
3. Art Matters Communications: exhibition facilitator must heed instructions given them by Art Matters Coordinators about deadlines for final theme, artist list and other media submissions. They must also adhere to the dates given them for install, take down, celebratory events.
4. Organisation of install, take down, celebratory event: each exhibition facilitator is responsible for liaising with their artists, venue managers and other stakeholders in a timely and professional manner
5. Exhibition facilitators are responsible for locating the proper tools and supplies for their exhibits and to develop printed matter (vinyl signage, etc.) in consultation with their gallery contact and the Outreach Coordinator.
6. Exhibition Facilitators must communicate their volunteer needs in a timely manner with the Volunteer Coordinator.

7. Exhibition Facilitators must send all curatorial statements, images, artist statements, etc., by the date requested by the Outreach Coordinator and put up signage requested by the Outreach Coordinator to indicate the show's participation in the Art Matters Festival.
8. Every exhibition Facilitator shall meet with their selected artists to discuss their projects, technical needs, and responsibilities as participants of said exhibition. This includes facilitating the signing of artist contracts and the collection of artist payment information, to be provided to the Administrative Coordinator in accordance with set deadlines.
9. As a representative of the Art Matters Festival and Concordia University, exhibition facilitators are expected to maintain good relations with the venue owner/coordinator so as to not tarnish the image of the Festival or the University and to ensure possible future collaborations with the said venue. Exhibition Facilitators are responsible for cleanup (including painting and plastering the walls if needed) after their show to the satisfaction of the venue, and during the dates of the rental period. Should they fail to do so, the amount allocated for exhibition expenses will not be reimbursed. Setup, take-down and cleaning must be done in the time allotted by the gallery contact person.
10. Every Art Matters Festival exhibition Facilitator is required to be present for the entire duration of their exhibition's install and take down period. Every installation requires the assistance of one the technicians.
11. Communicate with the Exhibitions Coordinator in a timely manner.

#### D. CONDITIONS FOR OBTAINING FUNDING

1. Every exhibition facilitator of the Art Matters festival is allotted a budget of \$375-400 that may be reimbursed at the closure of the festival. No sum will be reimbursed without an original receipt submitted to the Administrative Coordinator as directed in the Facilitator Handbook. Facilitators should not expect reimbursement immediately but rather are subject to the financial practices agreed upon prior to the festival, however, reimbursement should not exceed a maximum of six (6) weeks.

#### E. TERMINATION

1. If an exhibition facilitator fails to meet the obligations outlined in this

document, the Exhibitions coordinator will issue a formal warning by email. The exhibition facilitator will be removed from said position by consensus of Art Matters coordinators if he/she/they continues to fail to meet contractual agreements outlined in the contract after the first warning.

2. If the Art Matters coordinators fail to find consensus, the issue will be tabled at a SGM of BoD members who can vote by two-thirds majority for the immediate dismissal of the acting party.

## IX. ARTISTS

### A. ARTIST JURY PROCESS (Moved from private events)

- The jury procedure will be organised by all of the Art Matters coordinators, under the leadership of the Exhibitions Coordinator, who serves as the liaison between coordinators and exhibition facilitators.
- The coordinators will provide exhibition facilitators access to all artist applications prior to the Winter holiday, during which time exhibition facilitators must survey the applications. At least a week prior to the jury date, exhibition facilitators must be provided a deadline with which to submit to coordinators the artist applications they propose selecting. These submissions can take the form of groupings, shortlists, or however the coordinators choose, so long as the process is articulated prior to the survey of applications.
- Prior to the jury date, coordinators must determine conflicts in exhibition facilitator proposals, and explain such conflicts to exhibition facilitators via email. At the coordinator's discretion, insights can be proposed as to how conflicts can be resolved. This process will largely depend on the form taken by the exhibition facilitator submissions (e.g. alternate groupings, shortlist/long-list, etc.)
- The jury should be scheduled to take between 1.5 and 3 hours, in order to allow for discussion and breaks. If it will be in-person refreshments shall be provided by the coordinators.
- Exhibition facilitators will be reminded of the festival's commitment to representing a diverse range of artists, both in the sociopolitical and disciplinary sense.
- The jury process will begin with a review of confirmed applications and potentially conflicting applications.
- (Deleted)

- After reviewing resolutions made during a group discussion, coordinators should moderate the voting process. Artworks that remain conflicted shall be reviewed with the entire voting body with reference to their documentation and supporting texts. When a piece has been presented, interested curators shall speak for up to 2 minutes as to why they wish to exhibit the piece in the context of their show. Before entering a session of voting, other curators will have the opportunity to ask questions or provide insights, respectful of time. Coordinators should moderate such discussion by taking a list of all Facilitators who wish to speak on the subject, allowing the speakers to speak in the listed order, and not allowing the list to build once all listed speakers have spoken. The Facilitators who wish to program the same piece will be briefly permitted to respond to the other Facilitators' questions/insights. Following the final words, the coordinators will moderate a vote that simply requires a majority vote in order for the Facilitator receiving the most votes to obtain the privilege of presenting the artwork in question.

- (Deleted)

- No artist will not be contacted prior to or during the jury process. - Coordinators act as moderators; they do not provide artistic insight, nor do they break ties or have any voting rights.

- Exhibition facilitators must select a minimum of 5 artworks, and a maximum of 10 while being mindful of their venue space and their artists' technical needs. Any changes to these limits must be made following a majority vote and after the voting process has allowed each exhibition facilitator (team) to select a series of works within this frame.

- (Deleted cause of conflict in later point)

- After the final selection of artworks, exhibition facilitators will each present their selections to the other exhibition facilitators, in order to allow a jury of their peers to approve the selections and flag any potentially offensive or problematic content before it is exhibited.

## B. POSITION APPLICATION PROCEDURES

1. All artists selected to exhibit their work at the Art Matters Festival are selected through an open call for submissions that is circulated to all Fine Arts undergraduate students and the wider undergraduate student population of Concordia University. Exhibition Facilitators select artists for exhibition through an online application form and finalise in a jury



session open only to Art Matters Festival Facilitators and Coordinators.

2. Artists can only exhibit one artwork per festival year, with the exception of partnered and group artworks. In the case that two artworks are selected, artists will only receive one honorarium.

3. When selected, each artist of the Art Matters Festival will sign a contract outlining their responsibilities and confirming their commitment towards exhibiting artwork in the Art Matters Festival.

### C. RESPONSIBILITIES

1. Artists are expected to be in good communication with their exhibition facilitator on the topic of their respective projects. They are responsible for providing their exhibition facilitator with project related information (e.g. project statement, artist statement, documentation) for the festival catalogue and the curator's promotion of their exhibition.
2. Every artist must be present for the installation and take down of their individual art works. Artists must be present to drop off their work at the EV or VA buildings for transport (if needed) on the day of their installation.

### D. CONDITIONS FOR OBTAINING ARTISTS' FEES

1. Every artist is required to provide the administrative coordinator with pertinent payment information (full name, address, telephone number, sin number, date of birth, student id, email and artwork title). This information must be compiled in the artist contact info form, to ensure that every artist of the Art Matters Festival receives their \$100 honorarium for their contribution to the Art Matters Festival. This amount will be sent out in cheque form, approximately six weeks after the closure of the festival.

### E. TERMINATION

1. If the artist fails to meet the obligations outlined in this document or acts in opposition of the mandate, as well as fails to perform the duties required of them by their curator, one formal warning will be issued by email by their

exhibition facilitator with the festival coordinators cc'd.

2. If the artist continues to fail to meet their responsibilities and the exhibition facilitator can no longer work with the artist, they must arrive at a consensus with the coordinators to withdraw the artist's participation in the festival

## X. ENTERTAINMENT CONTRACTS

### A. POSITION APPLICATION PROCEDURES

1. Entertainers who may perform at the festival's various one night events (Info Party, Nuit Blanche, Opening/Closing Party) are selected and hired by Art Matters Coordinators.
2. Some entertainers, selected for their ability to draw a larger public, may come from outside of Concordia's undergraduate student community. When selected, each entertainer will sign a contract with Art Matters Festival outlining their responsibilities and compensation at least one month in advance of their scheduled performance.

### B. RESPONSIBILITIES

1. Entertainers must be present for soundcheck or rehearsal as per the Coordinators' instructions. They are expected to be in good communication regarding the technical needs of their performance. They are responsible for providing the Coordinators with project related information in a timely manner.

### C. CONDITIONS FOR OBTAINING PAYMENT

1. The Administrative and Financial coordinator is required to have performers provide them with pertinent payment **information and an invoice.**

### D. TERMINATION

1. If the performer fails to meet the obligations outlined in this document or 3

acts in opposition of the mandate, as well as fails to perform the duties required of them by Art Matters Festival, one formal warning will be issued by email by a Coordinator.

2. If the performer continues to fail to meet their responsibilities and Art Matters Festival can no longer work with the artist, their contract may be terminated at the consensus of the Coordinators.

## XI. VOLUNTEERS

### A. RESPONSIBILITIES

1. Art Matters festival volunteers are expected to be present for the duration of the hours in which they committed themselves. Their failure to do so will result in their removal of further committed hours.

2. Volunteers will be required to assist with special events, gallery sitting, opening party duties, bartending, etc.

### B. PRIVILEGES

1. The Volunteer Coordinator will cooperate with coordinators to devise a suitable reward for the volunteers who generously give their time to help the festival. Some past examples have been free entry to events, beer, tickets, tote bags, and gift certificates to Concordia stores.

### C. RECRUITMENT

1. Volunteers are recruited through an open-call followed by a meeting to happen mid-February. This meeting, facilitated by the Volunteer Coordinator, will outline their role in the festival's activities and give an overview of the Art Matters Festival.

(Deleted membership guidelines section because it is stated in the Bylaws) 32