

AACTMAD Policies

The following summary of key “Carver Management” principles, in use by AACTMAD, may help you in policy making decisions:

- The Board is the Trustee for the organization’s ownership (the Public and the Membership), and its primary accountability is to that ownership.
- The Board’s job is to prescribe the “ends” for the organization. It deals with “means” only by saying what is unacceptable.
- In developing policies, the Board should resolve the largest policy issue in any category before dealing with smaller issues in that category. It may proceed to successively smaller issues, but it should always do so in sequence. It should stop at the level of specificity where it is willing to accept any reasonable interpretation of the policy.
- The Board empowers its committees to make any reasonable interpretation of its policies, as long as that interpretation conforms to the “ends” and existing limitations imposed by the board.
- The Board monitors the performance of its committees, but only against previously set criteria.
- Board committees work only at the Board level, preparing policy alternatives and their implications for review and deliberation by the Board.
- The Board’s major tasks are the determination of the organization’s “ends,” and linkage with the organization’s ownership.

✓ ***Carver resolution***

The AACTMAD board passed the following resolution in August of 2003:

The AACTMAD board of directors has resolved to operate in the spirit of the Carver nonprofit model, focusing the board's efforts on determining the ends for which the organization is chartered. It is our intention to leave the specific means by which the ends are achieved to the committees working under as few restrictions as possible. We have adopted this model because we think it is the most effective way to advance the mission of AACTMAD by allowing the organization:

- To serve a wider variety of relevant interests
- To benefit from the enthusiasm and creativity of committee members
- To evolve over time to meet future needs we can't predict today

Existing AACTMAD Policies:

✓ **Budget policy - Budgetary process**

Purpose and Rationale. There are two goals in developing a standardized budgetary process. One is to ensure that AACTMAD uses its financial resources in a way that best meets the short and long-term goals of the organization. It is envisioned that, in any given year, the funding needed to support all potential functions and activities may exceed the amount AACTMAD has available. In such instances, it would not be possible to fund everything and still maintain financial accountability. Thus, it is in the best interest of AACTMAD to develop a standardized budgetary process that allows the Board of Directors to make strategic decisions as to what activities and functions will receive priority for funding, rather than to fund requests on a first-come-first-served basis. A second goal in developing this process is to help committee chairs to understand the way the organization works financially, to make the process of allocating resources clear to everyone involved, and to make participation accessible to any interested AACTMAD committee or individual member.

1. Determination of allocations. Budget planning and allocation will be on a yearly cycle. In May of each year, the Board of Directors will set a budget for the upcoming yearly funding cycle, which runs from Sep. 1 to Aug. 31. The total amount of money available to support various programs and activities will be based on costs during the current year, projected balances remaining from the current year and the success of fundraising efforts during the current year. Allocation of funds for specific programs is described below.

2. Application and decision process. Each year at the time of the Annual Meeting, the Board of Directors will announce to the membership that it will consider applications for funding to support relevant activities. Announcements of the availability of funding will be both verbal at AACTMAD sponsored events and in the AACTMAD newsletter. The closing date for these applications will be May 31st, enabling all requests to be considered at the June meeting of the Board of Directors. The Board will prioritize the requests based on the perceived importance to the mission and goals of AACTMAD, the plans for implementing the activity, the amount of money requested and, in the case of continuing activities, the success and financial accountability during the current funding cycle. Funds will then be allocated as money allows. Funds allocated will be available for use during a one-year period (Sep. 1 through Aug. 31).

3. Renewals. Support is renewable into future years; the Board will attempt to balance funding for continuation of successful activities with funds for new programs. The application for continued funding will, in addition to the general application, include a report of how the funds for the current year have been spent and a description of the success of the current year's activities. The Board will consider this report in prioritizing applications.

4. Discretionary funds. Some flexibility is desirable to support unanticipated activities that arise during the course of the year. Therefore, each year the Board of Directors will designate a limited pool of money that will be kept aside to use as discretionary funds (for example 15% of the total budgeted for support of activities). These funds will be available to support Board-approved applications that come up outside the schedule described above.

As of February 2004, a task force has been requested to recommend policies to the board for deciding on grant requests to be funded from the Discretionary funds.

✓ **Donation policy**

No donation will be made by any AACTMAD committee without Board approval.

✓ **Membership policy**

Membership Policy

Aug 9, 2004

By virtue of the bylaws, AACTMAD consists of dues-paying Members, a Board of Directors and Officers.

Requirements for Membership:

1. Enroll by providing name, address, and phone number to AACTMAD by filling out a Membership form.
2. Pay the annual fee (September through August):
 - \$25 Family (2 or more members at the same address)
 - \$15 Individual Member
 - \$10 Student or Limited Income Individualor
Pay the semi-annual fee (March through August):
 - \$13 Family (2 or more members at the same address)
 - \$8 Individual Member
 - \$5 Student or Limited Income Individual

Benefits to Members:

1. Voting privileges at Annual Meetings.
2. A subscription to the AACTMAD Dance Calendar mailed to the address provided to AACTMAD by the Member commencing with the next available issue and running through the end of the current season (i.e. the next occurring August 31).
3. Discounts off the admission to many AACTMAD sponsored events as well as events sponsored by folk groups with reciprocal discount agreements with AACTMAD.

Membership Expiration:

When a membership expires and a renewal payment is not received by AACTMAD within 30 days of expiration, Member benefits will be suspended and the individual will no longer be considered a Member of AACTMAD.

Membership “donation” categories:

In addition to the membership categories established under the above Requirements, the following donation categories will be listed on the Membership form:

Patron	\$1,000
Benefactor	\$500
Sustainer	\$250
Donor	\$100
Supporter	\$50
Friend	\$30

Subscribers within these categories will be considered members and those subscribing at the Donor level or higher may choose to be acknowledged in the Annual Directory.

✓ **Scholarship program policy**

The goal of the Scholarship committee is to function at a personal level by promoting development of 1) new dancers, musicians, callers, and organizers and encourage their participation in AACTMAD, and 2) leadership skills among existing dancers, musicians, callers, and organizers.

Plan for accomplishing mission

The goals will be accomplished by focusing committee's available resources in four areas:

- 1) Individual Membership Scholarships to AACTMAD and other organizations with similar goals,
- 2) Individual scholarships for participation in local or regional events,
- 3) Individual scholarships and sponsorships for national events and camps
- 4) The CDSS Group Affiliate Priority for one individual, or one couple, that facilitates attendance at a CDSS camp or course.

The fundamental criteria for selection by the committee will be the future potential of the individual to contribute our local dance community. With this in mind, the benefits to scholarship recipients will be balanced by expectations of specific reciprocal activities that benefit the local and/or regional communities served by AACTMAD. To enhance support for AACTMAD's scholarship initiatives, the opportunities and benefits of these programs will be announced at local events and published regularly in the AACTMAD newsletter. Scholarship recipients will be listed by name in AACTMAD's newsletter. Details of each of the four incentive programs are as follows:

- *Membership Scholarships.* The goal of this program is to introduce dancers and musicians to the value of community-based or national organizations that support traditional music, dance, and song.

The primary focus of this scholarship program will be individuals that have never joined AACTMAD, or whose membership has lapsed for five or more years. This scholarship provides a one-year membership paid by the Membership Scholarship Fund, and the number of AACTMAD such scholarships available each year will be determined by the funding level approved by the AACTMAD Board. Membership Scholarship recipients are entitled to the rights and privileges of a regular paid member. In return, recipients will be expected to volunteer to help support at least one AACTMAD-sponsored event (e.g., help to run the gate, present refreshments, clean up, assistance with the sound system, etc.) during the scholarship year. At the end of the year, recipients will be encouraged to continue as members of AACTMAD. Those not joining AACTMAD would become part of a database and used by AACTMAD for special solicitations, recruiting, or other mailings.

To be eligible individuals must: 1) either never have been a member of AACTMAD or have not been a member of AACTMAD for at least five years, 2) be nominated by a member of AACTMAD, 3) complete an application form in which they specify the nature of the volunteer help they will provide.

- *Regional Scholarships.* The goal of this program is to encourage relatively new dancers and musicians to become active participants in our local music and dance community, to enhance their skills and enthusiasm for music and dance, and to make them aware of and expose them to opportunities at a regional level.

This scholarship will be awarded to up to 4 individuals each year (2 each in the spring and fall). This scholarship will cover up to half the registration costs for a camp or festival. The scholarship committee will give preference to events that match AACTMAD's scholarship through grants or work-scholarships for which recipients must also apply. In return, recipients are expected to work as a volunteer at least one AACTMAD-sponsored, or similar, activity during the year following use of the scholarship (e.g., maintain the gate at a dance, help with refreshments, sound system, clean up, etc.).

To be eligible, individuals must: 1) be a member of AACTMAD, 2) not have previously attended a dance, music, or song weekend or week within our local or regional area, 3) complete an application form specifying the volunteer work they will provide.

- *National Event Scholarships.* The goal of this program is to encourage and facilitate members of AACTMAD to become leaders in our dance, music, and song community and to gain exposure to and awareness of music and dance leaders at the national level.

Two of these scholarships will be available each year and will cover up to half the cost of registration to attend an extended activity lasting 3 to 7 days, such as a camp or course offered by CDSS at Pinewoods or Buffalo Gap, or festivals of national stature (e.g., the New England Folk Festival). It is expected that recipients will also apply for a scholarship (if available) from the event organizers to cost-share the registration fee with the AACTMAD Scholarship Fund. In return, the recipient is expected to play a leadership role at a local dance, music, or song event (e.g., be a caller for all or part of a dance, organize a special event, etc.) within one year following the course. In addition, it is expected that the recipient will write an account of the camp course experience for publication in the AACTMAD newsletter.

To be eligible, individuals must: 1) be a member of AACTMAD, 2) complete an application form specifying their anticipated leadership role in the local community.

- *CDSS Group Affiliate Priority Spots.* As a Group Affiliate of CDSS, AACTMAD is entitled to a Priority Spot for an individual, or one couple, to attend one CDSS week-long camp or course event each year. The Scholarship Committee will accept requests in writing from any AACTMAD member who wishes to attend such a CDSS camp or course. The request must specify what benefits AACTMAD and the local community will receive by awarding the CDSS Priority Spot to the applicant. National Event Scholarship recipients will be considered first for the CDSS Priority Spot, followed by applicants who have never been to a CDSS camp or course, particularly if the camp or course is likely to be oversubscribed. The Scholarship Committee views this CDSS Priority Spot as a tool with which to enable our community to more effectively take advantage of national resources and places greater importance on the benefits to the local community in the future, rather than reward for past service.

Scholarships are not to be awarded based on financial need of the applicant nor are they to be a reward for previous contributions made to the AACTMAD community. However, these issues may play a role in determining:

- The impact the support plays in the individual's decision to participate,
- The future value returned to community through sponsoring the individual's participation.

Application procedure and selection criteria and mechanisms

Application forms will be available from the Scholarship Committee or from Secretary of the Board of Directors of AACTMAD, and copies will be placed in the rack displaying event announcements located in the entrance to the Pittsfield Grange Hall. Applications must be submitted by the following deadlines:

- Jan. 1 for scholarships covering spring events (decision early Feb.)
- March 1 for scholarships and the CDSS Priority Spot, covering summer events (decision early March)
- July 1 for scholarships covering fall events (decision by early August)
- Sept. 1 for scholarships covering Winter events (decision by early October)
- No deadline date for Membership Scholarships

The Scholarship Committee will screen applications to be sure applicants meet the criteria for eligibility, as specified above in the description of each scholarship.

For *Regional Scholarships*, selection will be by a lottery. Eligible applicants not selected will be asked if they wish to be entered in the next lottery for this scholarship.

For *Camp Course Scholarships and CDSS Priority Spot*, if there is more than one eligible applicant, the Scholarship Committee will determine if priority should be given. The priority will be based on: 1) the perceived leadership needs in the local music and dance community, 2) the nature of the camp or course in which the applicant wishes to enroll, and 3) the applicant's plans for leadership activity in the local community upon completion of the course. If priorities for more than one eligible applicant are considered equal, selection will be by lottery.

Possible funding opportunities, estimated costs, financial commitment of AACTMAD

AACTMAD will establish a Scholarship Fund from several sources including but not limited to the following: 1) yearly budget allocations from the AACTMAD General Fund , 2) solicitations from the membership, 3) grant requests from local and regional organizations (e.g., Michigan Dance Heritage, local business, etc.).

The estimated amount needed to begin the Scholarship Fund is \$1220, determines as follows.

- *AACTMAD membership scholarships*. No cost other than mailing the Dance Calendar and newsletters.
- *MDH Dance Weekend Scholarships*. Current cost MDH Spring Weekend is \$105 per person. Four scholarships per year – \$420.
- *Dance Camp Course Scholarships*. Current cost of CDSS camp courses \$800 maximum. One scholarship per year – \$800.

Based on a conservative estimate, it is anticipated that 50% of the total yearly budget will be covered by the combined fund raising efforts of the Scholarship Committee and the individual applicants. These efforts include the applicants obtaining matching scholarship funding from the organizers of the events they wish to attend and fund raising by the Scholarship Committee, as indicated above. Monies left over in the Scholarship Fund from one year will carry over to the next year, thus reducing the amount needed to 'top up' the Scholarship Fund for the following year. Each year, a budget request will be made to the Board of Directors of AACTMAD to top up the Scholarship Fund to the estimated amount needed for the upcoming year (currently \$1220). Given the above plan and the conservative estimate that fund raising efforts will generate 50% of the amount needed, the financial commitment of AACTMAD for the current year is estimated to be approximately \$600.

Responsibilities of the Scholarship committee

1. Make timely announcements of scholarship opportunities at local events and in the AACTMAD Newsletter.
2. Assure that the policies specified in this document are followed, and update these policies as deemed necessary by the Scholarship Committee and Board of Directors of AACTMAD.
3. Select and notify scholarship recipients; make announcements in the AACTMAD Newsletter.
4. Mount fund raising efforts to enhance the Scholarship Fund.
5. Submit a yearly budget request to the AACTMAD Board of Directors.
6. Consider ideas for other scholarship opportunities, as they become evident.