

What is A Building Representative?

The Building Representative is the vital link between COACE's Executive Leadership Team and its members. It is through you that the teachers in your building come in day-to-day contact with their Association. COACE relies on you to be the eyes and ears for the union. It is through you that all are assured of those rights that make-up the Agreement between the Diocese and COACE.

Don't panic! No one expects you to be perfect. All that can ever be expected is that you act responsibly, are sincere and honest. In other words, one would expect of you, as the Representative, the same qualities one expects of any good teacher. No one expects you to know all of the answers. But they do have the right to expect you to know where to **get** the answers. You should be the best-informed teacher in your building concerning the history, principles, philosophy, programs and concerns of COACE. You should be the best informed on the current issues COACE is addressing as they relate to the schools and the community.

When a teacher asks about a COACE or Diocesan policy the Representative ought to know where to find that policy and the rationale behind that policy. To do this you will need to become an expert in your building on COACE and Diocesan policies and regulations. Becoming an expert involves following the suggestions in this book, attending COACE meetings and union conferences. In addition you need to know and understand the current Agreement and the COACE Constitution through reading them in their entirety and through depending upon the expertise of your COACE Leadership Team. When in doubt give your Executive Board representative a call (see the School Contact form).

From COACE's Constitution

Number of Reps. from each school

“The Association membership in those schools within Franklin County vicariates with 18 or more full-time teachers may select two representatives. The Association membership in those schools within Franklin County vicariates with 17 or less full-time teachers may select one representative. The Association membership in those schools in a vicariate outside the Franklin County Vicariates with 50% plus members shall select one representative.”
(Article VI p.8)

THE DUTIES AND RESPONSIBILITIES OF THE BUILDING REPRESENTATIVE

- 1) **Make sure all Articles of the Agreement are enforced in your building.**
- 2) Highlight membership information found in the COACE newsletter. Assure that previous members remain in good standing. Take responsibility for the recruitment of new members in your building.
- 3) Collect the membership forms and any dues from COACE members not choosing the payroll deduction plan. Provide forms to school bookkeeper and COACE Treasurer as directed.
- 4) When received, distribute membership cards to all Association members.
- 5) Take responsibility for conducting all COACE business in your building.
- 6) Make sure the Principal's Advisory Council is established the first month of school and functions as it should all year long.
- 7) Be responsible for disseminating COACE information in your building. Be sure to make the COACE announcements at every faculty meeting.
- 8) Conduct meetings of the members in your building as needed.
- 9) Act as liaison between the members in your building, the school administration and the COACE leadership.
- 10) File and handle grievances on behalf of all teachers in your building – members and non-members.
- 11) Keep the Executive Board informed of pertinent issues and concerns in your building.
- 12) Attend, or send an alternate to all Building Representatives' and General Membership meetings.
- 13) Encourage members to attend General Membership Meetings.
- 14) Know where your school's copy of the Diocesan Policy and Regulations binder is located. Be familiar with its purpose and contents. The Agreement binds the schools and teachers to abide by these Policies and Regulations. They may also have implications in grievances.
- 15) Be familiar with various forms a teacher may use e.g. grievance form, incident form and the long term leave of absence form.
- 16) Know where the teacher personnel files are located in your building. Know the procedure a teacher must follow to gain access to their file. This right is guaranteed by the Agreement.
- 17) When a teacher goes on leave make sure they follow Diocesan policy and procedure regarding the taking of the leave. Remind them of the deadlines of "end of leave notice" as outlined in Article 15, p 23-25, Appendix XXVII
- 18) Perform such other duties as are assigned by the Executive Board or its designated officials.
- 19) ***Know who your Executive Board contact is for your school and contact them with any questions.***

The Building Representative and Membership Recruitment

Be enthusiastic about COACE and what it has and will do for all the teachers in your building. Keep the membership drive visual by posting:

- The membership poster in the faculty lounge/teachers' workroom
- The supplemental flyers (make some extra copies) about the benefits and value of COACE in several spots in the building. Some Reps have found the faculty bathrooms to be an effective place to hang such items.

Take advantage of your right to speak at that first general faculty meeting. Be sure to ask the Principal to put you on the agenda beforehand. At the meeting give every teacher in your building, full and part time, the August newsletter. This has the membership form in it. Explain the two payment options as stated on the form. Urge all teachers full and part time to join. Our strength is in our numbers. Take several minutes to explain what COACE is and what it does for teachers. Suggest that they visit COACE's web site at "www.coace.com" for more information about the Association. Refer to the page in the first newsletter that highlights what COACE has done for the teachers. Ask teachers to fill out the form right at the meeting and choose their method of payment. Encourage them to use payroll deduction.

During the second week of school, check, in person, with any teachers who have not yet turned in a form. You may want to get some extra help with recruitment if you represent a large faculty. It will be up to you to remind the helpers to keep up with their recruitment efforts. If a teacher is undecided, take the time to talk with them about COACE. Even with a teacher who you know has never belonged, personally encourage them to join. This just might be the year they change their mind. Remind those not planning on joining that **non-COACE members are entitled to representation for grievances, however, they must pay their own legal fees that can run into the thousands.**

All teachers, members and non-members, are covered and bound by the negotiated Agreement. There is a plus side to this. It protects COACE as the bargaining agent. If all teachers were not covered, administrators could offer non-members a "better" pay package. This "better" package would not be guaranteed through a Master Agreement, the teacher would have no protections. If enough teachers were convinced to quit the union, the union might be dissolved and then no one would have any protection.

Membership Doesn't

Cost

The Building Representative and Collecting Dues

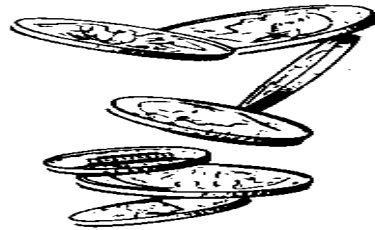
Members from schools in the Franklin County vicariates have two payment options from which to choose.

1. One payment paid in full by September 15 of the current school year. Members give the check to you. You bring it to the October Building Rep. Meeting.

OR

2. Payroll deduction of a set amount per pay over set number of pays beginning in October.

Teachers indicate their choice of payment option on the membership form that is included in the first newsletter of the year. The form indicates a deadline by which they are to return the form to you. You are to complete the two master membership forms that were distributed in the membership packet at the opening Building Reps meeting. After making a copy of these for your files, give one of the forms to the school's bookkeeper. Mail the other completed form to COACE's Treasurer by the date indicated in the membership packet. At the October meeting give the Treasurer all the individual membership forms and the most current faculty roster (just make a copy of the one you receive).



The COACE Treasurer sends a letter to each of the schools' bookkeeper outlining the procedure to be followed for payroll deduction. The Treasurer also sends a monthly billing statement to each bookkeeper as well as a "Termination of Deduction" notification when the dues have been paid in full. Payroll deduction of dues is guaranteed to Association members through the master Agreement. Please report to the Executive Board if there are any difficulties with the payroll deductions in you buildings.

The Building Representative and Enforcing the Agreement

No Agreement is worth the paper that it is printed on unless it is enforced. COACE's Constitution clearly states that one of the duties of the Building Representative is "To oversee that all terms of the negotiated agreement are carried out in his/her building. (Article 4.7) Any small violation of any part of the Agreement erodes the whole document. Individual teachers are often afraid to make waves. They allow the terms of the Agreement to be compromised in the name of being a "team player". If an Administrator's actions or requests erode the provisions of the master Agreement, this must be met with determination. The Representative's role must become that of the leader determined to protect the Agreement. When you protect the Association's rights, you are protecting the teacher's rights. This is what the Association is all about. It means teachers united to protect the rights of teachers. These rights (and responsibilities) are codified in a collective bargaining agreement that your union negotiators have arrived at with the Diocese. You are not alone in this job. The COACE Executive Board is charged with helping you in this formidable task.

The Building Representative as Teacher Advocate

The Building Representative is an advocate for any teacher in the building. It is important that the Executive Board receives information about any problems in your building. Please contact your Executive Board school contact as soon as you know of a problem or concern (see the school contact form for your person). Bring any and all concerns from your members to the Building Representatives' meetings. There is a portion of the meeting called "New Business" when these issues can be raised.

When a problem arises it is best to try and resolve the issue through informal discussions. Sometimes this will involve a meeting with the Principal. Article 4.8B of the Agreement states that if a teacher requests, the Building Representative may attend any private meeting between the teacher and the Principal, whether the teacher or the administrator requests this meeting. **If mutually agreed, the Representative may participate in the meeting.** Otherwise he/she is there to serve as a witness. Before the meeting, ask the teacher to write a narration of the events and meetings he/she has previously had with the Principal regarding the same issue. It is not to be shared at the meeting. It acts as way of reviewing the events that led up to the meeting for both the teacher and the Rep. It is the beginning of the documentation that is a necessary part of this process. During or immediately after the meeting it is recommended that the Rep. write a factual narrative of the meeting. Show these notes to the teacher concerned and have the teacher add any notes he/she desires. Make a copy of the combined notes, giving the copy to the teacher. You may be asked to share any of this documentation with the COACE Leadership Team. Remember to keep these notes and all other information regarding the issue in strict confidentiality.

The Building Representative and Grievances

"Grievance" is defined as any violation, misinterpretation or misapplication of any provision of the Agreement or Diocesan policy, regulation or order. Initially informal discussions may resolve the dispute. If this fails then a grievance may need to be filed either by an individual or the Association. This procedure was established to assure "...unobstructed communication...without fear of reprisal". (Article 6.1) All are encouraged to use this procedure to insure that the rights of the teachers are not compromised. From the date of the occurrence or notification of the event constituting a possible grievance COACE will assist you and the teacher in following the procedure outlined in the Agreement. As a Rep. you need to be familiar with this procedure, **especially with the prescribed time limits.** The following chart clearly explains those limits. Be sure to refer to it all during the grievance process.

COACE GRIEVANCE LEVELS AND TIME LIMITS

The COACE Agreement sets forth the following mechanism for resolution of grievances with specific time limits at each level or step of the Grievance Procedure

AGREEMENT SECTION	LEVEL	ACTION	TIME LIMITS
6.9		Use form Appendix XXI	From date of occurrence (of event constituting grievance) or notification (of event constituting grievance), Grievant has 10 school days during school year or 2 weeks between June 1 and September 1 to notify the Principal in writing of the grievance.
6.12(A)	One	<p>Grievant presents grievance in writing to Building Principal using form Appendix XXI. Grievance may be presented through Building Representative (“BR”)</p> <p>Grievant must discuss matter with Principal with or without BR.</p>	2 weeks for disposition
6.12(B)	Two	<p>If resolution not reached or Grievant not satisfied grievance referred in writing through BR to COACE Grievance Committee</p> <p>Grievance Committee meets in executive session and hears any party of interest.</p> <p>If COACE Grievance Committee agrees grievance is valid, grievance filed with Superintendent</p> <p>If no decision is rendered or if Teacher Grievant is not satisfied with COACE Grievance Committee decision, Teacher Grievant may proceed on own.</p>	<p>1 week after disposition at Level One</p> <p>Decision must be made within 2 weeks after referral</p>

AGREEMENT SECTION	LEVEL	ACTION	TIME LIMITS
6.12(C)	Three	<p>Superintendent shall afford opportunity for Grievant, designated COACE Representatives, and Principal to meet jointly or separately with Superintendent.</p> <p>Superintendent makes written decision, with copies to Grievant, Principal, COACE Grievance Chair and COACE President</p>	<p>Opportunity afforded within 2 weeks after Superintendent's receipt of grievance</p> <p>Decision must be made within 3 weeks after Superintendent's receipt of grievance</p>
6.12 (D)	Four	If Grievant is not satisfied with resolution to the decision at Level Three, the matter may be submitted to arbitration.	Superintendent must receive notice with 2 weeks after Level Three decision is made

- Chart provided by Robert W. Sauter, Attorney at law

The Process

It is very important that members understand that as a ***first step*** they **should not on their own directly call COACE's lawyer**, Bob Sauter. For efficiency and cost-containment reasons, a designated person from the Leadership Team contacts the lawyer.

A member with a concern should first speak to the Building Representative. The Rep. is not to make and/or vocalize any initial judgment about the validity of the alleged grievance. The Rep needs to keep a personal log of dated notes about any contact that the Rep. has with a teacher or administrator about a possible grievance. Consult your Executive Board school contact by phone or e-mail as soon as there is a potential grievance. Be prepared to present the facts about the situation and how it is related to the Agreement, Diocesan policy, regulation or order. NACST has procedures through which COACE can get financial help with legal expenses for grievances, but COACE must contact them **at the beginning of the process**. Cost incurred before NACST is notified may not be covered. So remember call your Executive Boards school contact first.

If after consultation with the Executive Board it is determined that it is appropriate to file a grievance you, as Building Rep., should assist the teacher(s) in completing the "Grievance Form". Before submitting this form please again make contact with your Executive Board school contact. **Remember it is best that COACE is kept informed throughout the process.**

The following excerpt is from a paper prepared by Robert W. Sauter, COACE's attorney. It was designed to assist all in understanding the grievance procedure better.

"The Agreement at Appendix XXVI includes a Grievance Form which tracks the grievance at Level 1. This form includes space to provide the mandatory information which Section 6.12(A) requires, *i.e.*, the specific nature of the grievance and the remedy requested.

Each COACE Building Representative should be prepared to take ownership of the Grievance Form. A Building Representative should be prepared to assist a fellow teacher in completion of the Grievance Form. A teacher has the right to present his or her written grievance to the Principal through the Building Representative and a Building Representative is responsible for referring the Grievance Form to the COACE Grievance Committee at Level 2.

A Building Representative must be prepared to answer two main questions in assisting a Teacher with a potential grievance.

1. What are the facts as explained by the teacher?
2. Do the facts as explained by the Teacher constitute a valid grievance under the Agreement?

A legitimate grievance involves the presentation of facts which are supported both by evidence and by the development of reasonable argument. In preparing a grievance, a Building Representative must be prepared to present answers to these questions:

1. Who was involved?
2. What happened?
3. When did it happen?
4. Where did it happen?
5. Who witnessed it?
6. Why is the incident a violation of the Agreement?

Answers to the six "W" questions (who, what, when, where, witnesses and why) will form the basis for the factual narrative of the grievance. A Building Representative has an important role to play in memorializing the facts of the grievance and relating these facts to a contractual violation.

Often the easiest way to develop a factual narrative is to prepare it in the form of a chronological history, commencing with the earliest incident and concluding with the filing of the grievance. The chronological history should include answers to the six "W" questions.

In preparing a grievance, a Building Representative should also be ready to specify a remedy, namely the relief which the Grievant seeks (*e.g.*, payment for leave denied, time off approval, disaffirmance of the reprimand). It is not necessary to be overly specific in setting forth a remedy, but notice of the requested relief should be included so that the employer knows what remedy the Grievant wants. It is also good practice to add the following to any specific remedy request: **"and all other relief to which the Grievant is entitled to under the Agreement."**

In preparation for filing the grievance, A Building Representative should also collect any pertinent documentation (*e.g.*, school policy, correspondence to Grievant) for reference within and possible attachment to the grievance. Inclusion of such documentation allows a Grievant to fully present the grievance claim and also allows a complete record of the grievance to be developed.

As the grievance proceeds to the grievance steps, a Building Representative should be prepared to act as the Grievant's spokesperson by presenting his or her grievance to the Principal in the best light possible. The more a Building Representative knows of the facts, the more COACE will operate from a position of strength in its representation.

The primary purpose of a grievance procedure is to resolve differences. If this resolution cannot be attained, and the grievance must be presented to arbitration for a final and binding decision, a Building Representative's work in identifying both the facts and contractual violations at issue will be extremely important in the development of the proofs necessary for the Grievant to prevail in arbitration.

A Building Representative is in the position to counsel a Teacher as to the substantive merit of his or her grievance. On occasion a Building Representative's investigation may lead the Building Representative to believe that a grievance has no factual merit or may even present a claim which, if granted, would violate the Agreement. In such instances, the Building Representative may have no choice but to advise the Grievant of his or her belief that the grievance should not be presented.

If a Building Representative believes that a grievance should not be presented, it is good practice to contact your Executive Board school contact to (further) discuss the potential grievance and to seek advice as how the Building Representative should proceed in dealings with the Teacher.

However, if the Teacher wants to proceed with his or her grievance despite the Building Representative's best efforts (and/or those of the COACE Executive Board) to persuade the Grievant to the contrary, remember that the Teacher has the right to present the grievance to the Building Principal and to proceed with the grievance even where the COACE Grievance Committee declines to proceed with the Grievance at Level 2.

Because of the contractual right which a Teacher has to present grievances, **a Building Representative should never tell a teacher that he or she cannot pursue a grievance through the steps in the grievance procedure.**

A Building Representative should be prepared to keep track of the Grievance Form as it proceeds from Level One to Level Two. This will insure that the Grievance is timely referred to Level Two within one week after disposition at Level One." All through the process remember to continue with the dated personal log. Encourage the teacher to also keep his/her own notes. You may be asked to make these notes available to the COACE leadership team and/or the Association's Grievance committee. Again, keep these notes confidential.

From the point of submitting a Level One grievance the procedure is clearly outlined in the Agreement. The COACE leadership team will assist the teacher and you with this procedure.

Teachers who do not belong to COACE are entitled to file a grievance and be represented by COACE, but they must pay for any legal representation that may be needed.

The Building Representative as a Resource Person

It is important that all members receive communications in a timely manner. Copy and distribute at a faculty meeting the minutes and financial reports you receive. (Except for the first newsletter each year, newsletters, budget reports and informational packets from COACE and NACST are only given to members.) By distributing these at a faculty meeting rather than putting them in the mailboxes it might help them not to "lost in the shuffle".

- ESTABLISH A BULLETIN BOARD AREA as allowed in Article 4.10 of the Agreement. This should be a place where members can check on current COACE communications.
- Identify it as the COACE board through a heading.
- Post:
 - The "Monday Musings" weekly access " www.cdeducation.org/teachers ".
 - Keep it updated so one does not have to wade through old and outdated information.
- 1) Retrieve and post any job openings at " www.cdeducation.org/teachers ". (The principal is also suppose to be posting these.)
- 2) One copy of each of the COACE newsletters.
- 3) One copy of the minutes of Executive Board and Building Reps. Mtgs.
- 4) One copy of any COACE financial reports.
- 5) One copy of "Grievance Level and Time Limits Chart".
- 6) One copy of the "Grievance Form".
- 7) The Legal Service flyer
- 8) Encourage members to add items of interests.
- 9) Some Reps have posted cartoons, funny stories to keep people drawn to the display.

Benefits information is available to teachers through the school's bookkeeper. Open enrollment (A time when you can sign up for or change your coverage) for these programs is usually held during the month of November. If there is a question about a benefit that the bookkeeper or Administrator cannot answer, or a problem in obtaining the benefit exists that can not be resolved through normal channels call the Executive Board school contact; if he/she can't answer the question s/he will work to get the answer for you.

If a member is going to have a change in employment status through a long term leave or voluntary termination of employment there are forms to be completed (Appendices I - V and

XXVII of the Agreement) and in some cases deadlines to be met. Help the member to make sure that all forms are completed and deadlines are met.

You've Got Mail...Maybe

One way that COACE keeps you informed is through e-mail messages. Each Representative is asked to be available through an e-mail system. This will facilitate the quick dissemination of information. You should have provided your email address to COACE's Secretary at the opening meeting. Please send any changes in this information to *klane@coace.com*. Daily checking of your email account will assure that you don't miss any notices.

COACE Is Here To Help ☺

Each school has been assigned an Executive Board school contact person (see contact sheet passed out or the website). Please contact them first if there are any problems or concerns. They will pass along your information for the rest of the COACE Executive Board. Both the President and Vice President have mobile phones with voice mail and paging capabilities to make your access to them easier if you cannot reach your school contact person. If you don't reach them by phone do not hesitate to leave a message.

The Building Representative and Meetings

Faculty Meetings

The Agreement entitles you to speak at any regularly scheduled faculty meeting in your building. It is best if you remind your Principal ahead of time that you will need to be placed on the agenda. At the Building Representative Meetings you will receive a "Faculty Meeting Announcements" flyer. Please use it as a jumping off point for your announcements. Add whatever is appropriate to your building's needs. Speaking at each meeting is one way to keep COACE visible in your building and is a great way to educate all the teachers about their Agreement and the work of COACE.



Reminding members about deadlines and procedures is a professional courtesy a Rep. can provide. Besides being included in COACE's "Faculty Meetings Announcements" they may be found in the "Monday Musings" or on other parts of the diocesan website. Announcing these at faculty meetings and posting them on the building's COACE bulletin board works well for most.

Building Meetings

Although you make announcements at your faculty meetings, the time allotted is usually limited. If you perceive that there is a need for further discussion or an opportunity for members to speak in a more confidential setting consider scheduling a COACE meeting for the members in your building. Make these meetings relevant, purposeful and worthwhile. Notification well in advance will help to stimulate attendance. These meetings are great tools for building faculty morale and can serve as a springboard for action. They should be reciprocal in nature. The Representative informs the members of new issues brought up through communications from

COACE and gives progress reports on active issues. The members, in turn, can identify and discuss problems and concerns that affect them in their job. It might be advisable when such discussions occur to remind all present of the confidential nature of these meetings. If you perceive that issues will be discussed that you need help in addressing consider inviting someone from the COACE leadership team to attend your meeting.

Principal's Advisory Council

In the 2005 - 2008 Agreement we made some changes to *Article 12 – the Principal's Advisory Council* that we hope will make the Advisory Council operate more effectively and in the spirit in which it was intended. The purpose of the Advisory Council is listed in *Article 12.1*:

Each school will have a Principal's Advisory Council, to be organized during the first month of the school year. The Council is intended: to assist the Principal and school staff in developing policy and programs for the school involved; to provide one means of communications between the teachers and the administration; and to be a vehicle that assists in addressing teacher concerns and promotes teacher ideas.

Please note that the Advisory Council is not intended to be controlled by, or the voice of the principal or administration. It is intended to be controlled by, and the voice of the teachers. You as the Building Representative have a critical role to play in making sure that the Advisory Council operates in compliance with the Agreement.

The Composition of the Advisory Council is discussed in *Article 12.2*:

In the elementary school, the Principal's Advisory Council will consist of at least three (3) teachers, one of whom will be the Building Representative. The faculty shall elect the balance. In the high school, the Principal's Advisory Council will consist of at least four (4) teachers, one of whom is the Building Representative. The faculty shall elect the balance. The faculty shall elect a new member if any position becomes vacant.

You may want to approach some teachers in your building ahead of time to encourage them to run for the Advisory Council. Obviously teachers who are well respected and who are assertive make better candidates, but you may also want to make sure that the Advisory Council has a diverse representation, e.g., different grade levels in our elementary schools and different departments in our high schools.

The number of meetings that the Advisory Council should have is discussed in *Article 12.3*:

The Advisory Council shall meet at least once a quarter. The Principal of an Advisory Council Member(s) as needed may call additional meetings.

Please make sure that the required four meetings are scheduled as soon as possible so that they are placed on the calendar and all of the members can be sure to keep the time and date available. Remember the Agreement allows more meetings to be called if there is a need. If the faculty has some serious issues to bring up don't wait too long to bring them to the Advisory Council.

Finally, the duties and responsibilities of the Advisory Council are listed in *Article 12.4*:

The Advisory Council shall elect a Chairperson (a teacher) and a Secretary (a teacher) at its first meeting each year. The Chairperson shall have the responsibility to solicit agenda items from teachers prior to jointly establishing each meeting's agenda. After consultation with the Principal, the Chairperson shall prepare an agenda at least four (4) days prior to each subsequent meeting. It will be the responsibility of the Principal to provide a copy of the Agenda to all teachers no later than two (2) days after receiving it from the Chairperson. The Secretary shall record the business of each meeting. The Secretary shall prepare a written report of such business no later than two (2) days after each meeting. After approval by the Principal and Chairperson it will be the responsibility of the Principal to provide a copy of the written report to all teachers no later than three (3) days after receiving the approved report from the Secretary.

This last section was the area where most of the changes to the Advisory Council were made. We believe that if the process above is followed that the concerns and ideas of teachers will be more likely to be heard and addressed. Remember any teacher having an individual problem should be advised to schedule an individual meeting with the Principal, to which the teacher can invite the Building Representative. These meetings are not meant to be individual gripe sessions. The new process will allow a written record of both the agenda and business of the Advisory Council meetings to be available for all interested parties. Finally, it will make the administration accountable for taking action to address the concerns and ideas of the faculty.

COACE would like the Building Representative to have a copy of the PAC meeting minutes. Having these copies on file will help COACE be better able to know what the issues and concerns of our members in the different schools are and how they are being addressed at the local level.

With this new structure, in a professional atmosphere using a collaborative approach creative problem solving is more likely to take place about the positive suggestions regarding teacher and administrator concerns. However, if attempts at the local level are not met COACE is available to assist you as you address these problems.

Building Representative Meetings

A meeting for all Building Representatives is **held every other month** during the school year. The first is generally scheduled in mid-August with the remainder of the dates being announced at that first meeting. Meetings usually begin at 7:00 p.m. at St Matthias School, unless otherwise notified. **Attendance at these meetings is one of the most important responsibilities of a Building Representative.** During the meeting printed materials are handed out for distribution in each building, reports are given by the Leadership team and active committee chairs and concerns are brought by the Representatives for general discussion. It is at these meetings that you will hear how other buildings are dealing with issues that may affect all. Meetings last one to two hours. Refreshments are served. **Each Representative that attends all the Building Representative meetings during the year will receive a rebate of that year's membership dues.** If your school has two representatives, then two representatives must attend the meetings. If you cannot make a meeting make sure to arrange for someone else from your school to attend.

Although materials will be sent to schools that do not send a Representative, no notes about the discussion at the meetings will accompany that packet.

General Membership Meetings

COACE's constitution states that one annual membership meeting shall be held. Other general meetings of the membership may be scheduled as needed. As in any democratically run organization, it is the membership itself that makes the major decisions and determines the policies to be carried out by the Association.

After receiving a notice of the meeting copy and post it on COACE's bulletin board and other places frequented by the faculty. Do all that you can to persuade your members to attend these meetings. There is no better way to develop well-informed members with a pride in their organization and an interest in its work than by attending these meetings. It is important to the Association to have a large and representative attendance, since it is here that decisions on the future actions of the Association are taken. In addition high attendance at these meetings is an outward sign to all of our solidarity, of our strength. Try to talk to each member individually about attending the meeting. Help arrange carpools or an early dinner before the meeting. By your attendance you show how important you think these meetings are. If due to an emergency you are not able to attend, make sure you arrange to have an alternate attend.