Paraprofessional whiners


PARIPITOESSIONALS
A MANUAL PREPARED BY THE COMMITTEE ON PARAPROFESSIONALS.// AMERICAN FEDERATION OF TEACHERS ${ }_{3}$ (AFL-CIO) ,

## ORACAIIIIIIG PARRPPROFESSONALS

## BACKGROUND

The paraprofessional movement is a nationwide phenomenon.

Prior to 1960 this group of "paid auxiliary personnel" was almost nonexistent. The school aid program which began in the 1960's was designed to relieve teachers of their non-teaching chores. With the advent of the Head Start program, the use of teacher aides became commonplace.

The passage of the Elementary and Secondary Education Act (ESEA) in 1965 marked a new period in American education. Another boost to the hiring of these aides was the passage of the Education Professions Development Act (EPDA) of 1967, which allowed the career development concept to take hold. (Through this legislation, thousands of community people entered the school system to do a variety of different tasks.)

The rationale for the introduction of the paraprofessionals into the school system was fourfold:

1. relieve teachers of non-teaching chores
2. provide another adult model in the classroom
3. reinforce the teaching process under the direction of the teacher
4. hire persons who would meld the school and community.

In 1973, there were approximately 300,000 paraprofessionals working in the American school system. The Elementary and Secondary Education Act was directly or indirectly benefiting educationally deprived children of low income families through the funding of hundreds of special educational projects and programs such as Follow Through, College Bound, College Discovery, Strengthened Early Childhood Education, homework helpers, reading diagnosis and special reading services, prekindergarten classes, mathematics laboratories, afterschool study centers, teacher training in individualized instruction and supplemental library services.

Although the majority of paraprofessionals in the United States work in federally funded programs (ESEA), there are other sources of funding which should not be overlooked. Employment of paraprofessionals also come from state funds such as state Urban Projects. Some school districts provide local funds in their regular budgets. Title VII allocates funds for bilingual education and therefore provides for additional paraprofessionals to be hired. Tax levy or city money is still another source. In addition to all of the above, private foundations will very often release money to be used for the employment of paraprofessionals.

Whatever the source of the funding, wherever these auxiliary persons work (be it large industrial cities or small hamlets), whatever title is used to describe these paraprofessionals, one important message rings out loud and clearparaprofessionals are here to stay!

WHO ARE THE PARAPROFESSIONALS?

The term paraprofessionals is a generic term used to describe many different groups of workers. The city that they are hired in or the setting that they work in will determine what they are called. The following is a partial list of the multiple titles given this group:

School Aide, Teacher Aide, Educational Assistant, Educational Associate, Auxiliary Trainer, Family Worker, Family Assistant, School Neighborhood Worker, Lunchroom Helper, Homework Helper, Library Aide, Health Aide, Guidance Aide, Instructional Aide, Teacher Intern, Media Center Aide, Audio-Visual Assistant, Parent Program Assistant, Community Aide, Social Service Aide, School Service Assistant, Counselor Aide.
As one can surmise from the above list, the duties that these people perform are even more diverse. There are more than 100 different tasks that paraprofessionals perform; the following is just a sampling:

1. Reinforce instruction
2. Duplicate materials
3. Work with slow pupils
4. Work with disruptive pupils
5. Help pupils with remedial work
6. Duplicate tests and other materials
7. Count and collect money (such as lunch funds)
8. Help with children's clothing
9. Set up and run AV material
10. Typing
11. Filing
12. Library assistance
13. Assist in special programs in art, theatre, music, social studies, language laboratories
14. Assist in research
15. Correct tests, homework, workbooks
16. Serve as liaison between family, public agencies and school
What all the tasks have in common is that paraprofessionals always work under the direct supervision of a licensed person.

## Vertical Unionism

Not too many years ago, the AFT was exactly what the letters indicated: the American Federation of Teachers. While the name has not changed, the group that AFT represents most definitely has.

One has only to look at all of the resolutions passed prior to 1969 at AFT conventions to discover that the resolutions dealt strictly with furthering the goals of one group, the teachers. It was a horizontal group-all teachers, all professionals. Around 1969 the resolutions presented and passed by the AFT began to change. It was then that the policy of the AFT took a new direction. If you read the sampling of resolutions presented in the Appendix, you will see that the AFT now said "go out and organize everyone school-based or school-connected."

With the passage of these resolutions, the American Federation of Teachers ceased to be a horizontal union; instead, the AFT became a vertical union.

## ORGANIZING A Research

Before you make the decision to organize this new group you MUST get the facts.

1. Check the collective bargaining laws governing paraprofessionals.
2. Are they presently organized? If not, PROCEED.
3. If they are, is their union an AFL-CIO affiliate? If yes, you may not proceed because of the no-raiding provisions of the AFL-CIO constitution (Article XX).
4. If their union is not an AFL-CIO affiliate, you may or may not wish to proceed, depending on your union's relationship, if any, with the other independent union or association. If the paraprofessionals are dissatisfied with their independent union, they may actively assist your efforts. Also, check the applicable public labor regulations concerning the "open period" when other unions may challenge incumbent unions for representation rights.
5. Research the number of people employed as paraprofessionals.
a. Check the ESEA and Title I and Title VII and Title XX and locally-funded programs (these facts should be a matter of public record).
b. Where are they located? Are they concentrated in one area?
c. Find out their function numbers. These numbers are important if you wish to create different units. Example: in New York City, the family workers have a function number that is different than the function number assigned to educational assistants.
Information such as this will enable the local to assist the paraprofessionals in determining where to find the paraprofessionals and how to organize them.

## Chapter Structure

You should plan to have the paraprofessionals brought into your local as a functional chapter and not as a separate local.

It is the AFT policy that wherever possible, AFT locals should be urged to organize paraprofessionals and teachers into one local union. Paraprofessionals should therefore be organized as a functional chapter, which is a unit of the union comprising employees who do the same work. Examples: Secretaries, lunch workers, guidance counselors, paraprofessionals.

## Local Constitution

Before you swing into an organizing campaign you must check on a very important document-your constitution.

1. Does your present constitution allow paraprofessionals to be brought into your local?
2. Have you made provision for them to be elected to your Executive Board?
3. Will they be allowed to vote in your membership meeting or other intermediate structure?
4. How much dues will they pay? Do you want to state the amount or would you prefer to have it decided by your Executive Board?
If your present constitution does not presently provide full democratic representation and first-class membership for aides, the local could be barred from recognition as the bargaining agent.

## REPRESENTATION CAMPAIGN

## Interim Paraprofessional Committee (Steering Committee)

It has been proven that paraprofessionals do very well in explaining to other paraprofessionals why they need your local to represent them. They also help bridge the gap between the two groups.

1. Set up a group of paraprofessional leaders.
2. Ask them to send letters to all paraprofessionals explaining the need for them to join your local.
3. Ask the committee to telephone paraprofessionals urging them to sign up.
4. Ask paraprofessionals to speak directly to other paraprofessionals.
5. Distribute leaflets on topics such as:
a. Why I joined the Union
b. Why you need a united team
c. What the AFT can do for you
d. Facts about your local. Don't be shy. Mention the protections and benefits that the local will be able to negotiate for you.
6. Schedule appropriate activities, meetings, rallies, etc. on behalf of paraprofessionals and invite them to teacher activities.
7. The paraprofessional leaders should begin formulating the constitution (See Appendix).
Don't forget: No matter how great your flyers and leaflets are, they cannot replace the person-to-person cam-paign-teacher-to-para, para-to-para one-to-one. People don't believe paper,-people believe people!

Your paper campaign is only to support and reinforce well-planned and frequent personal contacts. After all, who wants a paper union?

## The Building Representatives

They are the union leaders in the school. In some cities the building representative is called the chapter chairman.

They play a key role in the organizing campaign.

1. Ask your building representative which paraprofessionals would volunteer to help build this organization of paraprofessionals.
2. Ask the building representative to collect signature or designation cards.
3. Building representatives should speak to teachers who work with paraprofessionals. Ask them to help collect cards.
4. Ask teachers to make telephone calls to paraprofessionals, discussing the importance of joining the local.
5. Ask teachers to speak directly to paraprofessionals. Such personal contact is essential to the campaign.
6. Building representatives should set up meetings or socials of teachers and paraprofessionals.
a. Don't stifle dialogue at a joint meeting. It is helpful to clear the air.
b. It is possible that paraprofessionals might express a fear of joining or a teacher might express an unwillingness to have the paraprofessional join.
c. Be prepared with responses before the meeting begins.
d. Speak in a positive manner.
7. Use bulletin boards to highlight the organizing campaign.

## Questions and Answers In the Campaign

## Teacher Concerns

Q. If paraprofessionals join our union, we won't be a professional organization any longer.
A. On the contrary, the paraprofessionals free teachers' time for greater attention to professional tasks.
Q. You can't trust them-they'll be spies.
A. It doesn't take too long for the paraprofessional to identify with the problems of the classroom teachers, such as the impossible demands that 32 children make, problems of discipline, problems of violence, the problem of little preparation time and the problem of overcrowding. Paraprofessionals will be your best allies back in the community concerning the real plight of the teacher.
Q. They will be cheap labor and replace us.
A. In no way should the institution of paraprofessionals bring about a reduction of teachers. Federal guidelines mandate that paraprofessionals work under the direct supervision of licensed teachers. Also, you will now be able to safeguard each other. You will both be in the same union.
Q. If I'm on strike, they'll be in the classroom.
A. When you are all in the same union, you will want to protect each other's contract so that by sticking together you will be strong.
Q. Why do we need them?
A. 1. It will enable teachers to be relieved of many nonessential tasks.
2. Paraprofessionals can bridge the gap and bring about close relations between the community and the school.
3. Paraprofessionals can provide that extra person, that extra bit of warmth that you have been wanting to give your over-crowded class of children.

## Paraprofessional Concerns

Q. We will get second-class status.
A. No. By increasing your pay and securing educational opportunities, you will be able to hold your head high, keep your pocketbook filled and achieve equal status in the teachers' union.
Q. If we strike, will they support us?
A. Yes, as brother and sister unionists you will respect each other's contract and lend support to each other. In case of a strike, they will not cross your picket line. Remember-in unity there is strength.
Q. They are a professional group, not a labor union.
A. They are both. They are professional in their approach to collective bargaining and insuring the rights of others. They are affiliated with the AFL-CIO, the powerful senter of the American labor movement.

## Union Newspaper

The union newspaper is sent to all union teachers. During the organizational drive send this newspaper to all paraprofessionals as well.

1. Run key stories on the progress of the campaign.
2. Have pictures and stories of teachers and paraprofessionals on why they want and need a strong group.
3. Have the president of your local write a message in each issue.
4. Highlight the benefits (see following section).
5. Remind the group that they are not alone.

Later, when they become members of your union, continue to print an article or column pertaining to paraprofessional interests, needs and activities.


The following slogans should be helpful in building support in a representation election

Paraprofessional + Teacher<br>A Better Way



If you work with Children
YOU BELONG in the AFT

Together
We Can Do MORE!

Protect your Pay
Sign up TODAY!

Don't be left out Join the RIGHT Organization

Make YOURSELF the Winner!


You need a winning Hand!


## Education-the Heart of the Campaign

Nothing succeeds like success!

1. Print a booklet all about your local. If you want this group to join you, you had better be prepared to tell them why it should be you and not the opposition, if any. This booklet should include:
a. Name of the local
b. When it was organized
c. Who it is affiliated with
d. Officers' names and possibly some brief biographical data
e. Who is currently represented by the local
f. What you have done for your members
2. You know why this group should join your local. Get the message out. The following is a partial list of reasons. Add your own reasons to this list. Print them up. Distribute them. Speak about them whenever you can.
a. United team
b. Contract
c. Increased pay
d. Seniority-protection against layoff
e. Paid sick leave
f. Grievance machinery
g. Health plan
h. Career ladder-high school equivalency and college courses
i. Full-time staff services
j. Insurance
k. Death Benefits
3. Travel discounts
m. Book discounts
n. Union newspaper

Remind the paraprofessionals that through the democratic process of the union, they can help form the changing policies for the changing school system.
3. By joining the local, the paraprofessionals will be affiliated with the American Federation of Teachers. Inform them of some of the benefits.
a. Affiliation with the AFT provides contact with approximately 470,000 union teachers throughout the nation whose interests and needs are the same as yours.
b. Affiliation with the AFL-CIO. The 15 million men and women in the American Labor movement are consistently the strongest supporters of public schools.
c. Affiliation with the International Federation of Free Teachers Unions (IFFTU), an organization of teacher unions throughout the world.
d. Subscription to the American Teacher, AFT's awardwinning monthly newspaper, and Changing Education, a professional journal.
e. A $\$ 500,000$ Lloyds of London occupational liability insurance policy, which will be held by your local, provides protection in the event of a suit by a parent because of injury to a child while under the teacher's care and supervision.
f. Low-cost mail-order prescription drugs.
g. Low-cost term life insurance, providing great protection to the members and her family. Two plans are available.
h. An AFT 10-20 plan, which provides health, accident and hospital insurance to members at a very low cost.
i. A $\$ 1,000-\$ 5,000$ accidental death insurance plan, available to all members of participating locals.

## ADMINISTERING THE CHAPTER

## Newsletter

In addition to the local's newspaper, the chapter should print a monthly paraprofessional newsletter. Included in the newsletter should be articles on such topics as:

Contract: select a clause and explain it in language that the members can understand. Often the "legalese" of contracts is confusing.
Meetings: call attention to future meetings by listing dates, time, location, etc. Also, write reports on meetings that have taken place.
College News: for those chapters that have career ladder plans, attention should be drawn to course offerings of local institutions, registration deadlines, etc.
Graduates: show pride in the membership by printing pictures, names and schools of those members completing college programs.
Payroll: list payroll dates and/or change in amounts to be paid (make sure changes are explained).
Welfare Benefits: remind the members of the benefits they receive because of their union's efforts.
Other Items: Income tax deductions, unemployment compensation, food stamps, summer camps, unionsponsored activities, etc.
Grievance Corner: show how the grievance procedure works by recounting actual cases, providing the grievant agrees to this.

## Workshops

Education of your chapter is essential to having an effective and smooth-running organization. Workshops should be planned for paraprofessional leaders-preferably in an attractive setting on a weekend. If your budget won't permit this, have an all-day workshop at union headquarters or another union hall. Both plenary and small group sessions should be planned. Be sure to have your resource people lined up well in advance and focus on timely issues-political action, preparation for bargaining, or whatever is appropriate.

## Meetings

To insure good attendance at building and chapter meetings, be sure to publicize them well and indicate clearly the importance of wide participation in decision-making.

## APPENDIX

AFT Convention Resolutions Regarding Paraprofessionals

## Paraprofessionals

WHEREAS, research discloses that:
a. paraprofessionals who themselves have lived in disadvantaged environments often communicate to children in ways which are neither threatening nor strange;
b. that they also are able to interpret some aspects of children's behavior to middle class professionals, and frustrations which children in inner-cities face, often are able to motivate these children to further effort; and
c. that the presence of paraprofessionals can effectuate changes in a child's self-concept as well as changes in his attitude toward schools; be it therefore
RESOLVED, that the AFT actively support the use of both men and women of minority group background in paraprofessional positions; and be it further
RESOLVED, that the AFT continue to support a program to enable these men and women to participate in paraprofessional duties while improving their educational potential as fully trained and certificated professionals in their own right.

## Paraprofessional Salary Schedule

WHEREAS, the paraprofessional position is a welcome addition to the enrichment of school programs, especially in our urban schools; and
WHEREAS, persons assigned to such paraprofessional classifications should be entitled to all the rights of the bargaining process as well as the support of teachers with whom they work; therefore be it
RESOLVED, that the AFT pursue a positive program to organize and seek to bargain for all paraprofessionals assigned to participate in learning and educational programs of our public schools; and be it further
RESOLVED, that all AFT locals seek to upgrade the person and position of the paraprofessional, including but not linked to starting salaries of no less than $\$ 6,500$ yearly together with pensions, health and welfare, and benefits comparable to those provided other school employees.

## Support For and Organization of the Paraprofessional

WHEREAS, teachers are securing valuable assistance on the part of paraprofessionals in the education of students; and
WHEREAS, the teacher and the paraprofessional share a common concern for the improvement of the educational program; and
WHEREAS, the interest of teachers, leaders and paraprofessionals can best be served by an alliance of both groups; and
WHEREAS, the AFT has demonstrated its ability to improve the economic welfare of teachers and to safeguard their rights; now therefore be it
RESOLVED, that locals of the AFT be encouraged to promote the expansion of the paraprofessional program in the elementary and secondary schools and to organize paraprofessionals within their locals.

Techniques of Organization and Collective Bargaining Committee

Paraprofessionals
WHEREAS, paraprofessionals constitute a large part of the instructional staff in many school districts; and
WHEREAS, paraprofessionals are overwhelmingly women and minority people and their working conditions are therefore affected by racism and sexism; and
WHEREAS, paraprofessionals suffer from poor pay and working conditions, and a lack of job security and fringe benefits; and
WHEREAS, the conduct of an effective strike or any other action against a school district requires unity between teachers and paraprofessionals; therefore be it
RESOLVED, that the AFT place a high priority on the organization of paraprofessionals into AFT locals; and be it further
RESOLVED, that AFT locals are strongly urged to bargain for adequate pay, job security, and working conditions for paraprofessionals, and be it further
RESOLVED, that the content of the American Teacher should reflect the needs and struggles of paraprofessionals; and be it finally
RESOLVED, that, wherever possible, AFT locals be urged to organize paraprofessionals and teachers into one bargaining unit to facilitate greater strength in bargaining with school districts.

## For a Single Union in Education

WHEREAS, the strike remains a vital and necessary weapon for teachers; and
WHEREAS, the effectiveness of such strikes would be strengthened by the unity of all employees of a common employer; therefore be it
RESOLVED, that AFT go on record as supporting the principle of including employees of school districts properly within the jurisdiction of the AFT.

## Paraprofessionals

WHEREAS, the use of paraprofessionals has had success in the schools, both in supplying help to the classroom teacher and in creating useful jobs at decent wages, therefore be it
RESOLVED, that the American Federation of Teachers urges that the use of paraprofessionals be extended to classrooms at all school levels, after appropriate screening, training, and planning so that paraprofessionals may augment educational services under the guidance of the classroom professionals.

## Paraprofessional Programs

WHEREAS, the need to have more paraprofessionals drawn from the local community working in the schools is obvious; and
WHEREAS, teachers' unions can be instrumental in bringing this about; therefore be it
RESOLVED, that all locals ask their school boards for paraprofessional programs based on the following principles: 1. no educational restrictions for entry into the program; 2. pay increments will be based upon education level and experience on the job; 3 . released time will be provided for those pursuing college work concurrently; 4. college unit equivalencies will be granted for training gained on the job; 5 . persons who are successful in such a program will be encouraged to work toward the goal of entering the teaching profession with full time certified status; and be it further
RESOLVED, that the President of the AFT appoint a special paraprofessional committee to develop a national program based upon the above stated principles. This committee will consist of a majority of paraprofessionals working with a number of teachers from the AFT rank and file; and be it further

RESOLVED, that the paraprofessional committee will be responsible for disseminating its programs to all AFT locals; and be it further
RESOLVED, that the paraprofessional committee will seek national legislation to fund such programs at the state and local level.

## AFT Constitutional Provisions for Paraprofessionals

ARTICLE II: Objects. The entire article was amended to have the words and other educational workers added wherever the word teachers was written.

ARTICLE III: Membership. The organization shall consist of a federation of public and private school teachers, or educational workers organized in conformity with the provisions of this constitution.

ARTICLE III: Section 5. Dues. It is stated that locals may establish classes of members which consist of retired teachers, or any employees who are eligible for membership whose salary is less than the basic teacher's salary. Such locals pay per-capita tax for such members at one-half of the regular rate, but such members shall be entitled to receive full benefits of membership.
ARTICLE III: Section 5. Delegates. The section explains how the local elects members to serve as delegates to national or state conventions . . . (paraprofessionals) shall be counted in determining the delegate strength of the local . . at $1 / 2$ of the constitutional formula for apportionment of delegate strength.
ARTICLE IV: Charters. The words and/or other educational workers are added.

## Sample Constitution for Paraprofessional Chapter

ARTICLE I-Name
The name of this organization shall be the Paraprofessional Chapter of the (Your Local), American Federation of Teachers, AFL-CIO.

ARTICLE II—Objectives
The objectives of the Paraprofessional Chapter of (Your Local) shall be:
A. To cooperate to the fullest extent with the labor movement and to work for a progressive labor
philosophy to awaken in all paraprofessionals a labor consciousness and a sense of solidarity with labor.
B. To protect the schools against unsound economy and against efforts at domination by any political, economic, religious, or military groups.
C. To promote education as a social agency for developing the capacities of the young, for enlightening adults, and for working toward a society motivated by the ideal of service and democratic participation.
D. To make paraprofessionals aware of their political responsibilities.
E. To advance the economic and professional interests of paraprofessionals.
F. To establish the active participation of paraprofessionals in the formulation of educational policies.
G. To work for democratic supervision and administration.
H. To protect paraprofessionals whenever necessary.

## ARTICLE III-Membership

Section 1. Membership in the Paraprofessional Chapter of the (Your Local) shall be open to the following:
A. All persons employed by the Board of Education in the following titles: (List titles)
B. Other paraprofessional employees of the Board of Education who do not come within the jurisdiction of other AFL-CIO unions.

Section 2. No discrimination shall be shown toward individual members or applicants for membership because of race, sex, religious faith or political activities or belief.

ARTICLE IV-Officers
Section 1. The officers of the Paraprofessional Chapter shall be:

1. Chairperson
2. Vice-Chairperson
3. Secretary
4. Assistant Secretary
5. Treasurer
6. Assistant Treasurer

Section 2. The terms of all officers shall be two years and shall begin on July 1st following the elections.

## ARTICLE V-Executive Board

Section 1. The Executive Board shall consist of the following:
A. The officers of the paraprofessional chapter.
B. Three members elected at large.
C. One representative from each district.

Section 2. The Executive Board shall meet at least once a month except during July and August, at a time and place publicly announced. Its meetings, except for executive sessions, shall be open to all members of this organization.

Section 3. The Chairperson, at his/her discretion or at the request of a majority of the entire membership of the Executive Board, shall call a special meeting of the Executive Board.

ARTICLE VI—Administrative Committee
Section 1. The Administrative Committee shall be composed of the officers and such others as may be designated by the Executive Board.

Section 2. The functions of the Administrative Committee shall be:
A. To implement the decisions of the Executive Board and the Assembly of elected school representatives.
B. To formulate plans for the proper functioning of the organization.
C. To take such action as may be necessary between meetings of the Executive Board. Such actions shall be subject to review by the Executive Board.

## ARTICLE VII-Delegates

Officers and members of the Executive Board shall, by virtue of their elected officers, be designated as chapter delegates to the Delegate Assembly or other such intermediate body of the local.

The election of the remaining quota of delegates to which the chapter shall be entitled shall be by secret ballot vote of the membership.

ARTICLE VIII—Assembly of Elected School Representatives
Section 1. There shall be one representative elected for each school by the paraprofessional members of the Union working in that school.

Section 2. This assembly will meet at least once a month except during the months of July and August.

## ARTICLE IX—Nominations and Elections

Nominations and elections of all officers, other Executive Board members and representatives shall be held in accordance with the provisions of Robert's Rules of Order, except as otherwise specifically provided by this constitution or under its bylaws.

## ARTICLE X-Membership Meetings

Section 1. There shall be at least one membership meeting a year.

Section 2. A special meeting of the membership shall be called by the Chairperson at the request of the Executive Board or of the Assembly of Elected School Representatives, or of twenty percent of the members of this organization. The Chairperson shall also have the power to call a special meeting of the membership.

## ARTICLE XI—Amendments

Section 1. A proposed amendment to this Constitution must be sponsored in writing by not less than one-third of the entire membership of the Executive Board or by not less than ten percent of the entire membership of the Assembly of Elected School Representatives.

Section 2. It shall then be submitted at a meeting of the Executive Board, which notice, containing a verbatim statement of the proposed amendment, shall have been sent at least ten days in advance. It shall then be submitted to the Assembly of Elected School Representatives or similar notice within the next three school months.

Section 3. If the proposed amendment is approved by a two-thirds vote of the members voting in both the Executive Board and the Assembly of Elected School Representatives, it shall be deemed to have become a part of this Constitution.

Section 4. If the proposed amendment did not receive a two-thirds vote in both the Executive Board and the Assembly of Elected School Representatives it shall be referred to a referendum vote of the entire membership of the paraprofessional chapter within the next six school months. If it receives a majority of the votes cast in the referendum, it shall be deemed to have become a part of this Constitution.

## ARTICLE XII—Bylaws

Bylaws to implement this constitution shall be enacted by a two-thirds majority of the Executive Board.

## ARTICLE XIII—Dues

Except as otherwise provided by law, all matters pertaining to dues and assessments, such as amount, frequency and manner of collection, and punishment for nonpayment shall be decided by the Executive Board and majority approval of two successive Delegate Assemblies.

## Postscript

Although this publication is intended to be as informational as possible, more detailed information may be needed. Please write to:

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