

OCADFA AD HOC CONFLICT RESOLUTION COMMITTEE
REPORT

October, 2007

OCADFA CONFLICT RESOLUTION COMMITTEE **REPORT**

EXECUTIVE S UMMARY

The following report consists of a series of recommendations supplemented, where necessary, by detailed appendices. The present summary provides not only a broad synopsis of the contents but also a rationale and context that will help to explain and interpret the recommendations and the appendices.

At the general meeting of the Ontario College of Art and Design Faculty Association (OCADFA) held on November 16, 2006, the following motion was approved by a large majority OCADFA members present : “Moved by Sandra Altwerger, Seconded by Kym Pruesse, That OCADFA form a Dispute Resolution Committee formed of three members of OCADFA who are not members of the Executive to investigate the dispute of the Grievance Chair with the President.” This Committee was later constituted by the OCADFA Board of Directors and consisted of two Past Presidents of the Association, Ted Hunter and Archie Graham, and two past Grievance Chairs, Beth Alber and Sandra Altwerger. The Committee met with the new President of OCADFA, Geoffrey Shea to clarify its mandate. It noted that the motion did not require the resolution of the dispute in question, and that such a resolution was made technically redundant since the change in the Presidency of the Association. The committee then determined, in consultation with the new President, that its mandate was to perform the more comprehensive role of exploring the development of policies and procedures that would avoid, minimize or expeditiously resolve disputes between officers or members of the Association and/or the Board concerning matters that strictly fall within the jurisdiction of the Association itself. With this mandate in mind, the Committee heard detailed testimony, and received and carefully reviewed detailed written submissions from both former President ,William Leeming, and current Grievance Chair, Janis Cole. It also met with another former President, David Chavel and current Vice-president, Nancy Patterson. The mandate of the Committee was explained to all those interviewed and each one was asked to suggest policy or procedural changes to help the Committee to fulfill its mandate. The Committee gratefully received the full cooperation of all. It met 12 times, reviewed the OCADFA By-laws, the minutes of Boards of Directors Meetings and general membership meetings between April 2005 and January 2007, consulted the Memoranda of Agreements of OCAD, Ryerson, York University, Emily Carr College, and Alberta College of Art, and consulted COFAS guidelines for Fiduciary Duties as well as OPSEU and CUPE versions of Dispute Resolution Processes. The following recommendations are the results of these efforts.

Most of the recommendations clearly fall within the mandate of the Conflict Resolution Committee as outlined above, and all require significant revision of the OCADFA By-Laws. Recommendations 1 and 2 refer to the need for a provision to govern behaviour in general among Association members in the conduct of Association affairs, and to clarify when certain kinds of behaviour become harassment under the terms of the University policy on harassment. Recommendation 3 addresses the concern the Committee felt

regarding the need for more emphatic clarity of the authority of the Board to act in cases where the behaviour of its Officers or members of the Association are thrown into question in the conduct of the business of the Association. This is a key recommendation and addresses the issue of procedures for a Dispute Resolution Process and the constitution and powers of a Dispute Resolution Tribunal that is at arms length from the Board. Recommendation 4 is an extension of 3 and deals with the procedures necessary for the removal of a Director from the Board, should that be the necessary consequence of the process carried out under 3. Recommendations 5 through 8 address the need for clarity around the distinction between the grievance process that deals with complaints by OCADFA members about the policies and practices of the University, and the dispute resolution process designed to address differences of opinion or conflicts between OCADFA members and/or Directors in the conduct of the business of the Association.

Recommendations 9 through 11 may seem to fall outside the mandate of the ad-hoc Conflict Resolution Committee, but we deemed them to be relevant because of questions or queries that arose in discussions with the parties involved in this situation, or because of lacunae subsequently uncovered by the Committee in OCADFA documents or practices. These Recommendations attempt to clarify the power and authority of the Board and its various Directors in regard to matters that seem essential to the Association. It is the judgment of the Committee that ultimate responsibility and accountability for decision-making must be formally assigned and established in the By-laws of the Association. All of this is singularly relevant to the issue of the avoidance or resolution of disputes among members and Directors.

RECOMMENDATIONS

1. That the following provision on Collegial Behaviour be added to the OCADFA By-laws:
 - In carrying out their duties, Directors of the Board of the Ontario College of Art and Design Faculty Association shall conduct themselves in accordance with the principles of collegial behaviour, which includes acting in good faith, treating other members of the Association, the Board, and staff of the Association with respect, dignity, fairness, and equality, and maintaining all the appropriate rules of confidentiality regarding OCADFA business.

2. That the Board of Directors call a special meeting to discuss the development of a formal policy on when the University's Harassment Policy ought to be invoked in matters involving disputes between members of the Association and members of the Board and that this policy include the following as provisions to be added to the OCADFA By-Laws:
 - (i) That any Director of the OCADFA Board who is aware of any threat or the perception of such a threat uttered by a member of the Association or Director of the Board during the conduct of the affairs of the Association, must report this immediately to the President of OCADFA;
 - (ii) That whenever there is a declaration by an OCADFA member or Director of the Board of a threat or perception of a threat, regardless of whether or not this occurs strictly within the conduct of the affairs of the Association, the President shall report this to the Director of Human Resources and request that the Director invoke the University Harassment Policy.

3. Whenever a dispute occurs between Directors of the Board, or between Directors and other members of the Association,
 - That the President or Vice-President shall report the matter to the Board and seek resolution of the issues involved under a new section of the By-Laws entitled "Dispute Resolution Process" in accordance with Appendix A, and
 - That section 20 of the By-Laws "Ethics Committee: Duties" be deleted and replaced by a provision which establishes a Dispute Resolution Tribunal (DRT) which consists of three OCADFA members who are not current members of the Board of Directors.
 - That the selection of this committee shall be made from past Directors or Officers of the Board by the President or Vice-President based on the appropriateness of their experience in relation to the particular dispute. This selection shall be scrutinized and must be approved by the Board with the exception of those parties who are themselves involved in the dispute. Should both the President and the Vice-President be involved in this Dispute, the other members of the Board shall select the members of the DRT.

4. In respect to By-Law 10 on “Vacancies, Officers,”
 - That it be revised by deleting 10:03,
 - That a new section entitled Removal of Directors from the Board be added to the By-laws, and
 - That this section include the following provisions:
 - (i) That if the President judges any Officer of the Board to be derelict in his or her duties as Director of the Board, he or she shall be notified in writing by the President of his or her concerns, and this matter shall be reported to the Board within 14 days, at which time the Director will be given an opportunity to respond verbally and in writing;
 - (ii) That if the matter is not resolved at this point it shall be referred to the OCADFA Dispute Resolution Process (Appendix A);
 - (iii) That within 14 days of the completion of this process, the Board will consider whether the decision requires the removal of the Director from the Board, and if so, a discussion of a motion of non-confidence may be made and voted on. If a majority of members of the Board decides that the charges against the Director in question are confirmed the motion is approved and the President shall ask the member to resign from his/her Board position;
 - (iv) That in the case of the President, the same process is followed except that a 2/3 majority vote is required to pass;
 - (v) That the Board shall appoint an interim Director to replace the removed Director until an election has been called, or in the case of the President, the Vice President will take over the duties of the President until an election can be called.

5. In the interests of ensuring that all new members of the OCADFA Board are appropriately informed about OCADFA procedures for the conduct of its business,
 - That the OCADFA Board provide a package of OCADFA documents, the By-Laws, Grievance materials, the MOA, and the Fiduciary Duties of the Board, to all new Board members, that it clarify the duties of all Directors, and that it clearly distinguish for all new members, the formal grievance process for the resolution of grievances between OCADFA and the University, and the Dispute Resolution Process for the resolution of disputes that fall strictly within the jurisdiction of OCADFA alone.

6. In order to clarify the formal beginning of the Grievance process,
 - That the Board develop a Grievance Form along the lines of that included in Appendix B. Attached to the form will be copies of the OCADFA Constitution, the By-Laws, and the University Harrassment Policy. This form should be signed by the griever as an acknowledgement of his or her rights and obligations in

undertaking the grievance, and by the President of OCADFA as a recognition of the Association's responsibility to pursue the matter.

7. That the procedures for the execution of a grievance be clarified in the By-laws in accordance with Appendix C.
8. That the duties of the Grievance Committee be established in the By-Laws . See Appendix D.
9. That the duties of the Board and all its Officers outlined in Sections 7, 12, 13, and 14 be grouped together and amended as suggested in Appendix E, and That the duties of the Grievance Chair be added to the By-Laws along the lines of the suggestion in Appendix E.
10. That OCADFA develop a policy regarding the fiduciary duties of all Directors along the lines of Appendix F and that these be identified in the By-Laws.
11. That the Section 17 of the OCADFA By-laws on the duties of the Negotiations Committee be amended in accordance with Appendix G.

APPENDIX A DISPUTE RESOLUTION PROCESS

1.1 Preamble

- 1.1.1 The Parties agree to encourage and facilitate the fair and expeditious resolution of Complaints.
- 1.1.2 The Parties agree to use best efforts, in cases of urgency, to schedule hearings expeditiously.
- 1.1.3 There shall be no discrimination or reprisal against any person who elects to use this process.

1.2 Stage One: Informal Complaint

- 1.2.1 A Complaint is defined as any difference of opinion arising out of the interpretation, application, administration, or alleged violation of the OCADFA Constitution or By-laws by any member of OCADFA or its Board of Directors.
- 1.2.2 Any Complaint may be presented and discussed Informally between any member of OCADFA and any member of the Board without committing this complaint to writing.
- 1.2.3 If the Complaint is resolved at this level, no record of the Complaint need be kept unless this is explicitly requested by one or both of the parties involved.

1.3 Stage Two: Dispute

- 1.3.1 A Dispute is a formal Complaint that has been committed to writing, having been recorded on an OCADFA Complaint Form (Appendix A). The form may be supplemented by an accompanying letter.
- 1.3.2 All Disputes must be reported to the general membership at a general meeting, although the rules of confidentiality must apply.
- 1.3.3 If a member of OCADFA or a member of its Board, decides to invoke a dispute, it must be delivered in writing to the President or Vice-President of OCADFA, within 14 calendar days of the date of the act or omission giving rise thereto, or of the date on which the complainant first knew, or ought reasonably to have known, of such act or omission.
- 1.3.4 The President or Vice-President holds a Stage Two Dispute meeting with the Complainant and other individuals directly involved in the Dispute, within 21 calendar days of receipt of notice of the Dispute. If the Dispute is resolved at this meeting, the agreed resolution of the matter is set out in writing by the President or Vice-President and delivered to the Complainant and to the Board within 14 calendar days of the meeting. The Complainant confirms in writing that the resolution is acceptable, and delivers same to the President or Vice-President within a further 7 calendar days.
- 1.3.5 If the Complaint is not resolved at the Stage Two meeting, the decision of the President or Vice-President is set out in writing and delivered to the Complainant and to the Board within 14 calendar days of the meeting.
- 1.3.6 If the Board as a whole decides to invoke the OCADFA Dispute Resolution Process, notice must be delivered in writing by the President or

Vice-President to the other party within 21 calendar days of the date of the act or omission giving rise thereto, or of the date on which the Board first knew, or ought reasonably to have known, of such act or omission.

- 1.3.7 The President or Vice-President holds a Stage Two meeting with representatives of the Board and other individuals directly involved in the Dispute, within 21 calendar days of receipt of the notice of the Dispute. If the Dispute is resolved at this meeting, the agreed resolution of the matter is set out in writing by the President or Vice-President and delivered to the Board as a whole within 14 calendar days of the meeting. The Board confirms in writing that the resolution is acceptable, and delivers same to the President or Vice-President within a further 7 calendar days.
- 1.3.8 If the Dispute is not resolved at the Stage Two meeting, the decision of the President or Vice-President is set out in writing and delivered to the Board as a whole within 14 calendar days of the meeting.

1.4 Stage Three: Dispute Resolution Tribunal (DRT)

- 1.4.1 In the event that a Dispute is not resolved at the Stage Two meeting, the Board delivers written notification to the other Party, within 21 calendar days that it intends to submit the Dispute to the Dispute Resolution Tribunal (DRT).
- 1.4.2 Within 21 calendar days of notification, the Parties jointly select the three members of this tribunal. Any member of OCADFA who is not a member of its current Board of Directors may serve on this tribunal, and one shall be Chair.
- 1.4.3 The DRT conducts a hearing into the Dispute and renders a decision. This decision is final and binding on the Parties, and on any OCADFA member affected by the decision.
- 1.4.4 The decision of the majority governs, and failing a majority decision, the decision of the Chair shall govern.
- 1.4.5 The complainant may seek legal counsel, although this may mean seeking legal counsel other than OCADFA legal counsel, since it is the responsibility of the latter to represent the Board of Directors of OCADFA. In the latter case, the Complainant shall receive financial assistance from OCADFA.
- 1.4.6 The DRT has the authority to resolve this complaint and to determine a remedy which it deems appropriate and consistent with the Constitution and By-laws of OCADFA . The DRT does not have the power to make any decision inconsistent with the Constitution or By-laws, or which may reasonably be expected to undermine the integrity of OCADFA and its capacity to represent its members, or to impose a financial burden upon it. The Board has the authority and responsibility to ensure that the decision of the Tribunal falls within these parameters but shall not otherwise change, alter, or modify the decision.
- 1.4.7 The President or Vice-President shall report the findings of the DRT to the membership at the next general meeting.

**APPENDIX B
GRIEVANCE FORM**

1. OCADFA Member's Name, Department and Status _____

2. Description of the event giving rise to the Grievance. (a copy of the letter to the OCADFA Grievance Chair may be attached).

3. Applicable clauses of the Memorandum of Agreement and/or statement of the nature of the grievance. To be completed by the OCADFA Chair of Grievance.

4. Remedy Sought.

5. Signature of the Griever. I have received copies of the following attached documents: the OCADFA Constitutions & By-laws, the Memorandum of Agreement, and the University Harassment Policy, and I agree to abide by these procedures.

6. Signature of Chair of Grievance _____

APPENDIX C
CLARIFICATION OF GRIEVANCE PROCEDURES

1. When a member of OCADFA has a complaint that may be a potential grievance, he/she shall speak first to the President of OCADFA
2. The President shall report all complaints to the Grievance Chair.
3. The Grievance Chair shall discuss the complaint with the OCADFA member, ask the member to sign a Grievance Form, consult with legal counsel and if necessary, develop a recommendation to continue with the Grievance for the Board of Directors.
4. The Grievance Chair shall report to the Board of Directors and the Board shall vote on whether to proceed further.
5. The Grievance process will then proceed as described in the Ontario College of Art Memorandum of Agreement, Article 13.
6. If the Grievance Chair cannot represent an individual for any reason, then the Grievance Chair must formally resign from the grievance in writing with a letter sent to the OCADFA member, the OCADFA President, the Board of Directors, and the members of the Grievance Committee.
7. After discussion with the Board of Directors, the President or his/her designate, who may be another OCADFA Officer, Board or Grievance Committee Member shall be recommended by the President to represent the individual in the University.
8. This will be reported by letter to the appropriate individuals in the University in order to continue the grievance.
9. If a member does not wish to be represented by the current Grievance Chair, then, after notifying the President of OCADFA, in consultation with the Board, shall select a temporary replacement Chair from the Grievance Committee (as per the new Article in By-laws, Appendix E) who shall continue with the grievance.
10. This will be reported in writing to the University .
11. If the Grievance Chair is unable to fulfill his or her duties for any reason, then the Board of Directors and President shall select a temporary replacement for the Grievance Chair.
12. The Grievance Chair or temporary replacement shall report on all complaints and grievances to the Board of Directors at regular meetings of the Board, and shall provide a written report to the Membership at General Membership meetings. All

Grievance reports shall be kept on file in the OCADFA office at the Ontario College of Art and Design.

13. Only the Grievance Chair and the President and the Administrative Assistant shall have access to the grievance files. In the case of the Grievance Chair no longer representing the OCADFA member, then the designate shall have access to the files in their place. All inquiries and grievances are to be kept confidential by the Board of Directors and Administrative Assistant.

APPENDIX D
DUTIES OF THE GRIEVANCE COMMITTEE

1. The Grievance Chair shall assemble a Grievance Committee in accordance with the provisions of article 16.
2. The purpose of the Grievance Committee is to ensure equitable treatment and professional evaluation of grievances by Association Members.
3. The Grievance Committee may assist the Grievance Chair in the investigation and management of a grievance.
4. A meeting of the Grievance Committee shall be called at the discretion of the Grievance Chair and upon approval by the President and the Board of Directors as per Articles 16.01, 16.03, 16.05, and 16.06.
5. The Grievance Committee, in consultation with the Grievance Chair, shall make recommendations for the proper administration of the Memorandum of Agreement, employment policies and benefit plans applicable to the members.
6. With the approval of the President and the Board of Directors, a member of the Grievance Committee may temporarily stand in as replacement Chair for the Grievance Chair if the Grievance Chair is unable to fulfill his or her duties in the case of illness or extended leave for a period of up to one month.
7. If the Grievance Chair needs to withdraw from representing an individual in a grievance, the Grievance Committee or a replacement Chair may continue with the Grievance upon approval by the President and the Board of Directors.
8. Only the Grievance Chair or a designated replacement shall write reports for the regularly scheduled Board meetings and General Member's meetings. The Grievance Committee is not required to write Grievance reports or attend Board meetings of OCADFA.
9. Members of the Grievance Committee shall not have access to grievance files, except with the express consent of the Grievance Chair and OCADFA President, who shall assess the need, case by case, for such access.
10. All inquiries concerning, and details of, grievances are to be kept confidential by the Grievance Committee members.

APPENDIX E
DUTIES OF THE BOARD AND DIRECTORS

DUTIES OF THE BOARD AND ALL DIRECTORS
(Amendment)

That Article 7 of the By-Laws, “Board of Directors,” be amended to include the following:

- That the Board, in accordance with procedures outlined in these By-Laws, has the power and authority to remove any Director for dereliction of duties outlined in these By-Laws,
- That all Directors are responsible for issuing formal, written Annual Reports, vetted and approved by the Board in general, of all activities of their particular offices to the general membership at the Annual General Meeting,
- That the Board shall be responsible for communicating with the general membership between meetings through a semi-annual Newsletter.

DUTIES OF THE PRESIDENT
(Amendment)

That Article 12 of the By-Laws, “Duties of the President,” be amended to include the following:

- That the President shall attend all regular meetings of the Board of Governors and Academic Council, and the annual meetings of OCUFA and CAUT;
- That the President shall facilitate communication between the membership and the bargaining unit in negotiations with the University, and shall serve as an ex officio member of the Negotiations Committee,
- That the President shall be the supervisor of all employees of the Association,
- That the President shall present a comprehensive report on all activities of the Association at the Annual General Meeting of the Association,
- That the President shall set agendas for all Board of Directors meetings in consultation with other members of the Board, and these agendas shall be circulated one week in advance of a meeting.

DUTIES OF THE SECRETARY TREASURER
(Amendment)

That Article 14, “Duties of the Secretary Treasurer,” be amended to include the following:

- That the Secretary/Treasurer shall take minutes at all Board Meetings.

DUTIES OF THE GRIEVANCE CHAIR

1. There shall be a Chair of the Grievance Committee who will be elected in accordance with the provisions of Articles 3, 11 and 16.
2. The Grievance Chair may assemble a Grievance Committee in accordance with the provisions of article 16.
3. The purpose of the Grievance Chair is to ensure equitable treatment and professional evaluation of Grievances filed by Association members.
4. The Grievance Chair shall make recommendations for the proper administration of the Memorandum of Agreement, employment policies and benefit plans applicable to the members.
5. The Grievance Chair shall make recommendations to the Board of Directors regarding support or assistance (including calling upon the Grievance Committee) to be provided by the Association to a member seeking to resolve differences with the Administration of the College.
6. The Grievance Chair shall assist any member pursuing a grievance with procedures, including meetings with OCADFA legal counsel, arbitration proceedings and options pertaining to settlement agreements.

APPENDIX F FIDUCIARY DUTIES OF DIRECTORS OF OCADFA

Definition:

For the purposes of this document, The President, Officers and Members of the Board of Directors shall be known as Directors. Where necessary, the term President shall refer to the President of OCADFA and the term Officer shall refer to either the Grievance or Negotiation Chairs of OCADFA.

Managerial Duty:

The Directors of OCADFA have the sole responsibility for the management of an incorporated non-profit organization. This includes acquiring an adequate knowledge of the business and functioning of the organization including guidance and policy development. In particular, the Directors must comply with legal requirements such as properly maintaining books, records, and minutes; enacting bylaws; ensuring the proper election of officers; and appointing an auditor.

Fiduciary Duty:

A fiduciary is any person who maintains a position of trust. Common examples of fiduciaries are agents, lawyers and doctors. The fiduciary duty of a Director is an obligation to act honestly, in good faith, and in the best interests of the organization.

Honesty:

The first component of the fiduciary duty is honesty. Examples of a breach of duty of honesty would be misuse of the organization funds, misappropriation of the organization's property, and improper loans to Directors.

Good Faith:

Directors of an incorporated non-profit organization must pursue the best interests of the organization and good faith must be demonstrated in attaining this end. This means that a Director may not pursue any "improper" purpose while acting on behalf of the corporation. The activities of a Director are restricted by the objects of the corporation as set out in the bylaws. A prudent Director will attempt to remain within the boundaries of his or her legitimate authority.

Loyalty and Conflict of Interest:

Although Directors are generally well-meaning, they may, at times, have difficulty separating their duties from their personal interests. If this happens, the organization and its members may suffer. Conflict of interest may arise in many circumstances, i.e., if a Director contracts with the organization and uses his or her office to negotiate terms that are unfair to the organization but personally advantageous. Social and political gain may also violate the fiduciary duty. Direct or indirect benefits to relatives, friends, and associates must also be avoided.

Another example of conflict of interest is corporate opportunity, which happens when a Director profits from his or her office. A Director may not receive compensation or reimbursement for services or goods provided to the organization.

Duty of Care:

A minimum standard of care is imposed on Directors in the performance of their activities on behalf of the organization. The standard test of care is what a “reasonably prudent person” would take under the same circumstances. Directors must act honestly, exercise some degree of skill and diligence, and ensure that s/he has the authority to act in compliance with the provision of the organization’s bylaws.

A Director who acts honestly and who has met the standards of conduct required by the fiduciary duty and standard of care is not responsible for errors of judgment that occur while performing their duties.

Duty of Diligence for the President and Officers of OCADFA:

The duty of diligence means that the President and Officers must become acquainted with all aspects of the organization including the transaction of business, organizational policies and the delegation of tasks. The President is expected to attend meetings of the University including Governing Council and Academic Council. If a Director, President or Officer does not attend meetings because of long-term illness, s/he should consider relinquishing office if unable to fulfill his or her necessary duties.

While the President and Officers are responsible for the effective management of the organization, it is within their rights to delegate some of that responsibility – they cannot delegate aspects of management, however. The extent and nature of delegation rests on the test of what a “prudent person” would do in similar circumstances.

When the expertise for certain services of experts are required (for example lawyers or accountants), it is the duty of the President or Officer to ensure that the qualifications of the experts are appropriate.

Investment Powers:

The president and Officers and Directors of OCADFA can face potential liability for the investment of OCADFA funds. Certain responsibilities should never be delegated. These include establishing corporate policy, appointing financial officers, enacting bylaws concerning corporate affairs, reviewing financial reports at frequent intervals and establishing the details of employment for employees. The President is responsible for properly keeping the organization’s books and records. S/he must file proper documents and make no false statements in documents.

Continuing Duty:

A Director cannot necessarily avoid liability through resigning his or her office. A Director is responsible for acts already done or neglected while s/he was in office. Further, the Director may remain bound by continuing duty to the corporation which will vary in length of time according to the circumstances. In some situations, resignation with the intent to avoid liability may be a breach of duty itself.

APPENDIX G
DUTIES OF THE NEGOTIATIONS COMMITTEE

1. The Board of Directors shall identify current key issues between the Association and the University, review the Memorandum of Agreement annually, solicit proposals from the membership, and subsequently develop and prioritize these proposals for presentation to the membership at a formal special meeting prior to the start of negotiations with the University.
2. A Chair of the Negotiations Committee shall be elected by the membership at this meeting.
3. The President, as ex officio member of the Negotiations Committee, shall facilitate communication among the Board, the general membership and the Negotiations Committee.
4. The purpose of the Negotiations Committee is to present the proposals approved by the membership to the University and bargain with the University on all matters that affect the Association and its members in accordance with the objects of the Association set out in its Letters Patent, and amended from time to time.
5. The Negotiations Committee shall be elected by the membership at the Annual General Meeting, and shall consist of one permanent faculty member (who is not a current member of the Board of Directors) from each of the three Faculties, Art, Design, and Liberal Studies, one sessional faculty, one contractually limited faculty, and one technician from any area (each of the latter from different constituencies in an effort to be broadly representative).
6. The Negotiations Committee shall consult regularly with the Board of Directors, during the negotiations process.
7. The President shall present progress reports on negotiations and a final written report to the general membership in a timely manner.