



The Advocate

For Supervisors (Mainly)

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from 4-7 pm!

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This article is for supervisors (mainly).

That may seem like an odd thing for a union newsletter (and of course, we hope you read this article whether you're a supervisor or not, and we hope you'll find something of use to you). The AFT devotes considerable effort and time to trying to help when there is a conflict between a supervisor and an employee. Often we see that the way one side or the other—or both—have approached the issue has escalated a minor problem to a major crisis. We can talk to the employee one on one, but we don't usually get to do so with the supervisor.

So, supervisors, please consider this an open letter from us to you. We want you to succeed in your jobs as much as we want our members to succeed. We know you have a duty to make sure the work of your department gets done properly and that all employees do their part. We know that means that sometimes you need to redirect those of us that work for you. Doing so is tricky. Many of our administrators, managers and supervisors have excellent skills at mentoring their employees to help them to feel safe and empowered to

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improve. Others make choices in handling a disagreement that, inadvertently perhaps, create an adversarial atmosphere that leaves employees feeling victimized.

There is no doubt at this point that Lone Star College is turning a corner regarding our philosophy of how employees and supervisors interact with one another. Chancellor Steve Head has been very definite that mutual respect must be the hallmark of our relationships. This was a primary theme of his address to the system in August, and he has consistently worked to make that theme a reality since then. Vice Chancellor Link Alander, whom Dr. Head has appointed to oversee Human Resources, has been very busy reviewing HR processes and past decisions, bringing new people with fresh insights to the table and preparing for a thorough examination of our internal culture. There are discussions underway about improving our grievance policies and providing alternative methods to resolve disputes. These new directions are very promising.

As a union, those of us in the AFT want to collaborate in helping to foster this culture of respect at all levels of the institution. We are not necessarily authorities on interpersonal relationships (at least, we haven't written books or been on Oprah) but we see how the choices supervisors make impact employees. If you are a supervisor at any level, we have some thoughts that we believe can help your interactions with your employees to be more positive:

1) Recognize the disparity of power.

Disagreements between people are inevitable and can escalate into conflict. All parties involved have a duty to approach these times in the spirit of mutual respect. Neither side has the right to be rude, cruel, or abusive. If the conflict is between a manager and his or her employee, it is the duty of both

parties to communicate in a humane way. However, the fact that supervisors hold the power in the relationship puts the greatest burden on them to establish and maintain a fair process in which open and respectful communication is possible.



- 2) Explore all sides and don't prejudice motives. When a conflict arises between a supervisor and an employee, there are several possible explanations:
- a) the employee may have done the wrong thing
 - b) the supervisor may have done the wrong thing
 - c) both people may have done the wrong thing, and/or
 - d) the two parties may have simply misunderstood each other and the situation.

No matter how much we think we know what happened, we ought to be open to the reality that any of these options are possible. (Employees, take note, too.) We recommend that supervisors take time to ask

questions about what the employee did and why. Listen carefully past the anxiety the employee may feel because of the disparity of power even if that anxiety is manifesting itself in anger. Don't become defensive if it becomes clear that your own choices contributed to the problem. Above all, it is always unwise to assume

you know a person's motives. Many of the conflicts we hear about spin out of control when someone is just certain that the other person did something simply to spite him or her. Most people really want to do a good job and get along with their coworkers. They may have made a mistake or misunderstood a request; finding out is better than assuming.

3) Discuss the issues in private in a quiet and professional manner.





Not only is it a bad way to resolve conflict, but discussing issues in front of coworkers, students or the public both violates privacy and harms our college mission. Meeting privately in an office or conference room is best, and emotions must stay in check.

4) Tell people why you want to see them.

Whether you ask in an email, with a phone call, or by stopping by his or her desk, when you tell someone that you need to meet in your office, let him or her know why, especially if the meeting is going to happen later. It is not fair if one person knows what he or she wants to talk about and the other person does not. Giving the person the opportunity to collect his or her thoughts and any needed information will help in getting good information and finding a way to a solution. It only takes a minute to say “I need to find out what challenges made us late with our report,” or “I need to hear your side of the story about this grade appeal,” and it may defuse anxiety.

5) Tell people who will be at the meeting.

We’ve seen many examples of an employee being asked to a meeting with a supervisor alone and walking into the room to see two or three other people there. No matter how well intentioned the supervisor might be, this will feel like an ambush. If this is going to be a challenging conversation, first, be thoughtful about why you need those people there, and second, let the employee know in advance.

6) Be open to representation.

This has been a sticky point at Lone Star for several years. It has been well established that, if a conflict results in a formal grievance, an employee is entitled to choose a representative to assist. We envision an institution in which grievances are fair but rare. The goal is to resolve differences at the lowest possible level; allowing employees to bring someone with them to an informal meeting can help. We are not talking about having representatives at routine meetings like planning or budget meetings or even at routine annual reviews. However if there is going to be a meeting at which an employee’s alleged shortcomings are going to be discussed, he or she is going to

be feeling the disparity of power very keenly. Having someone there to help the employee take notes, remember key points, clarify something he or she is not saying well and to make sure the employee understands the supervisor’s points can help the meeting to stay calm and positive. Representation is a key service the AFT can offer on behalf of our members and we strive to do so in a positive way; however, an employee should be able to choose whomever he or she wishes. Here is another point to think about. Supervisors sometimes invite another person to a meeting because they feel they need a witness. If you feel you need a witness, then the employee should be entitled to one, too.

7) Be quick to write down and slow to write up.



Whatever type of meeting one attends, it is always good to leave with a summary of what was discussed and what everyone agreed to do. Meetings about a disagreement or conflict are no different. Leaving the meeting with a plan for how to make things work better in the future should be the goal, and having something written down makes sure everyone is on the same page. On the other hand, we urge supervisors not to be in a hurry to put that into a Corrective Action Plan (aka Performance Improvement Plan). Those plans go into an employee’s personnel file and, regardless of your motives, will be interpreted as a first step towards being fired. Some plans we’ve seen state that explicitly; mostly that is a sure way to guarantee that the employee will hear nothing else beyond that point. Formal “write ups” should only be used when there is a repeated pattern of failure to abide by college or department policies and procedures. Being late to work once is not likely to be a good cause for being written up. Using Corrective Action Plans prematurely will make employees fearful rather than help them.

8) The goal should be improvement.

Whether you are writing down an informal plan or you feel you need to write someone up with a Cor-



rective Action Plan, the goal should always be helping the person to improve. Although we have drifted away from this at Lone Star over the last few years, Corrective Action Plans used to mandate both actions the employee will change and steps the supervisor will take to help. As stated before, most employees want to do a good job and to get along with their coworkers. The supervisor's goal should be to help them do that better. The supervisor should also look inward to see how his or her own performance could improve to achieve that goal. We hope that supervisors would never think of these steps as boxes to check so they can get someone fired.

9) Don't drop Friday bombshells.

Someone referred to this as "an old HR trick" recently. Whenever any of us has something difficult to tell someone else, it isn't fair to drop it on the person's desk at 4:45 Friday afternoon for him or her to worry about all weekend (or as the employee is walking into class or about to go on duty on the floor, etc.). Timing can make the outcome of an issue either better or worse.

10) Say "thank you" as often as you can and "I'm sorry" whenever you should.

This is something all of us can do. Showing sincere appreciation for other people and their work and being willing to admit and apologize for our mistakes goes a long way towards preventing conflict before it arises. If we all make this our practice (supervisors and employees), the culture of the college will largely change on its own. At one time Lone Star College was listed in the *Chronicle of Higher Education* as a great college to work for. We can get back on that list; how we deal with each other, especially as supervisors and employees, will be a significant key to making that happen.



John Burghduff
Professor of Math, LSC-CyFair

Capped Salaries

In the last two issues of *The Advocate*, I raised the issue of an action taken by the previous chancellor which placed a cap on senior employees' salaries, including faculty and support and professional staff. These are employees who have the most direct contact with students and instruction—the college's primary mission. I noted that upper administrators' salaries are not capped. Since those articles were written, I have been told that their salaries *are* capped but the ceiling is so high that no one would ever reach it.

Whether there is no cap or there is a ceiling too high to matter, the fact remains that many administrators, who have less contact with students, begin their employment at salaries higher than many senior employees. This current practice sends the wrong message to senior employees who have worked thirty plus years to get to their current salaries.

There is good news. At a recent forum at LSC-NH, I asked Dr. Head if budget planning had included any discussion of salary caps for senior employees, and he said yes. He went on to say that he is trying to find out the philosophical reason behind putting the caps in place because it does not really save much money. The college provides the capped employees with a stipend equal to the percentage pay increase other employees get. He is correct. The money saved is minimal.

There were a number of actions taken by the previous administration that did not make any sense. One could conclude the salary caps on senior employees is one of them. It would be an excellent gesture to take this academic year's stipend for capped employees and retroactively apply it to their base salary. Not applying it to base salary does have a significant negative impact on employees. Short of that action, the least the college should do is remove the caps and start again to apply the increase to everyone's base salary. It is right thing to do. Not to do so sends a message to senior employees about how they are valued and to the next generation of employees about how they will be valued in the future.

Alan Hall



Tales from the Unionside

ELECTION 2014

... And the walls of political obstructionism came tumbling down last November with the election of Art Murillo, the

first Hispanic candidate, to a seat on the Lone Star College Board of Trustees. This local historic event came about as a result of the actions of LULAC, the AFT, and Murillo himself. The role of the League of Latin American Citizens was paramount in making local history as it argued successfully before Federal District Court Judge Kenneth Hoyt that voter suppression had been “alive and well” for years in the LSC at-large electoral system.

Under the old at-large system, all nine board members were elected by the eligible voters within a constituency of 1.78 million people. The use of this system, as opposed to a single-member district system of smaller constituencies, made it difficult for non-Anglos to win office. It was an open secret that this “Selma” system had existed for years with the Board’s knowledge and compliance ensuring that Anglo-Whites remained in charge.

To counteract this system, LULAC filed a federal lawsuit on behalf of Doris Hubbard and Jesus Mayor against LSC. In the original complaint, LULAC Attorney Chad Dunn argued that “the at-large scheme as opposed to a single member system had the effect of preventing African-American and Latino citizens from electing and retaining the candidates of choice.” In Dunn’s view, the at-large system was developed to minimize the voting strength of minority citizens within Lone Star.

The basis for Dunn’s legal action was the Voting Rights Act of 1965 and other federal laws. While the LSC Board refused to change to a single-member district election, other large Texas com-

munity college system boards in San Antonio, Dallas, and Houston had made this election change years ago. LSC’s continued use of the at-large elections had the practical effect of telling Hispanics that “You need not apply here.” Why?

In elections with no party labels after candidate names and close to zero press coverage of the races, citizens often make voting decisions based on the sound of a candidate’s last name and a person’s position on the ballot; first, second, or third place. If there were any doubts about this statement, the 2006 LSC election would be public exhibit number one, for in 2006, it appeared that this would be the year for a Hispanic to win a board position within an Anglo-majority constituency base. With four board contests on the ballot, the LSC Establishment of incumbents and administrators along with business interests were endorsing the same candidates as the AFT and labor interests.

What happened? The three non-Hispanic candidates won their individual races, but the lone Latino among the favored four suffered a landslide defeat. For Position Six, Alan “Quintero” came in last to Anglos Bob “Wolfe” and Jason “Roper.” Quintero’s dismal twenty-eight percent showing confirmed LULAC’s court position of the extreme difficulty of a Spanish-surnamed minority candidate winning in an at-large system where Anglo-Whites made up the majority.

Fast forward to October 11, 2013—It was on this date that the LSC Board, LULAC, and the Federal Court extinguished our anti-minority, at-large

system in favor of a new district voting system made up of nine smaller voting units within the overall whole of 1.78 million people. The new system would include one district made up of a Latino majority, and two other districts where African-Americans and Latinos could have a significant impact based on the overall population numbers in these two majority-minority districts.





With the first “new” LSC election set for November 4, 2014, this is where the AFT becomes a part of the story. The Union reached out to its first president, Kevin Bailey, for political help. We asked Bailey for a candidate

recommendation, and the former Texas state representative and long-time Aldine resident did not hesitate in giving us the name of Art Murillo. Based on his credentials and community ties, Murillo was a perfect fit to represent the new District Four. Along with Bailey’s blessing, Art received strong endorsements from two Hispanic state legislators: Representative Armando Walle and State Senator Sylvia Garcia.

While LULAC and the AFT provided an opportunity for a Hispanic first in 2014, the candidate, Art Murillo, deserves great credit for his experience and actions in winning the LSC post. After the 2013 court ruling, it was rumored that a number of Anglo and Hispanic candidates were thinking about the race, but once Murillo made up his mind to run, the prospective field never materialized and Murillo ran unopposed. What sealed things for Murillo for political insiders was his prior service on the Aldine I. S. D. Board, the Greenspoint Chamber of Commerce, his years on the staff of District 140 Representative Bailey, and his current employment as a Community Outreach Representative for the Metropolitan Transit Authority. To those of us in the AFT, it was Christmas in October (2014) when no other candidate filed to run against the best man for the job.

Thanks LULAC! Thanks Kevin! Thanks Art!



Bob Locander
Professor of Political Science, LSC-North Harris



Colleges Deny Free Speech on Campus

You would think that colleges of all places would permit free speech, tolerant of a diversity of ideas and criticisms. They often do not. The Foundation for Individual Rights in Education reports that 59 percent of U. S. colleges and universities—many here in Texas—have free-speech zones or speech codes that impede First Amendment rights. They argue, “We do not want abusive, offensive speech; we do not want to hurt peoples’ feelings.” A laughable case, for example, involved Texas Tech’s setting aside a free-speech zone in a 20- by 40-foot gazebo—which a federal judge quickly ruled unconstitutional. The latest fad on some campuses is “trigger warnings”—alerts that the material students are about to read might upset them.

Associate Justice Antonin Scalia observed, “If we stop speech that hurts peoples’ feelings, the First Amendment will be a dead letter.” Speech may indeed be abusive, but that’s the price of living and speaking in a free society.

I cite the following examples, from among thousands, of abusive free speech:
--Thomas Paine said of George Washington, “as to you, sir, treacherous in private friendship . . . and a hypocrite in public life, the world will be puzzled to decide whether you are an apostate or an impos-



ter, whether you have abandoned good principles, or whether you ever had any?"

--Alexander Hamilton said of Thomas Jefferson, "The moral character of Jefferson was repulsive. Continually puling about liberty, equality and the degrading curse of slavery, he brought his own children to the hammer, and made money of his debaucheries."

--Martin Luther said that Henry VIII was "a pig, an ass, a dunghill, the spawn of an adder, a basilisk, a lying buffoon, a mad fool with a frothy mouth . . . a lubberly ass . . . a frantic madman."

--General George McClellan said of Abraham Lincoln, "The President is nothing more than a well-meaning baboon . . . I went to the White House directly after tea where I found 'the original Gorilla' about as intelligent as ever. What a specimen to be the head of our affairs now!"

--Abraham Lincoln said of Stephen Douglas, "His argument is as thin as the homeopathic soup that was made by boiling the shadow of a pigeon that had been starved to death."

--A heckler said to Theodore Roosevelt: "I'm a Democrat!"

Roosevelt: "May I ask the gentleman why he is a Democrat?"

Heckler: "My grandfather was a Democrat; my father was a Democrat; and I am a Democrat."

Roosevelt: "My friend, suppose your grandfather had been a jackass and your father was a jackass, what would you be?"

Heckler (instantly): "A Republican!"

And I finish appropriately with this example of abusive speech:

Mark Twain said, "In the first place God made idiots; this was for practice; then he made school boards."

Do colleges with free-speech zones and speech codes wish to imply in principle that Thomas Paine, Alexander Hamilton, Martin Luther, Abraham Lincoln, Mark Twain and a heckler should be denied permission to speak on campus because their language might be abusive?

John Stuart Mill put it brilliantly:

If any opinion is compelled to silence, that opinion may, for aught we can certainly

know, be true. To deny this is to assume our own infallibility.

Though the silenced opinion be an error, it may, and very commonly does, contain a portion of truth; and since the general or prevailing opinion on any subject is rarely or never the whole truth, it is only by the collision of adverse opinions that the remainder of the truth has any chance of being supplied.

The final irony is that free speakers of scurrilous speech often unwittingly condemn themselves, not the object of their scorn.

Ron Trowbridge, Trustee



Dan McLean, a foreign language professor at LSC-North Harris and longtime AFT member, died a few months ago. LSC-NH will hold a bench dedication ceremony for Dan on April 30th at 3:00 pm in the lobby area in the Fine Arts building.

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www.aftlonestar.org



Reclaiming our College

A union of professionals

The promise of a community college is to draw people who live and work in our communities, educate and empower them to serve, and send them out to cultivate a just and vibrant society. In order to reclaim this promise, AFT Lone Star College is committed to:

- Restoring dignity and respect to the workplace
- Ensuring safe working and learning environments
- Promoting a culture of collaboration between faculty, staff and administration
- Putting the community back in the college to make sure the promise is kept

Become a member of AFT and join us in our effort to reclaim our college.



Do you want to get more involved with AFT Lone Star?

Our organization thrives on the participation of our members!



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UnionPlus.org/AFTatt



06/13

If you are interested in Membership, benefits or would like to discuss a work-related issue, our AFT Faculty and Staff Vice-Presidents are here to assist! Please don't hesitate to contact them! See the back page of this publication for contact information.



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07/13

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02/13



AFT-Lone Star College

AFT Local Union # 4518

GOALS

- To promote academic excellence
- To protect academic freedom in higher education
- To preserve and protect the integrity and unique identity of each of the institutions of higher education in Texas
- To protect the dignity and rights of faculty against discrimination
- To ensure that faculty have an effective voice on all matters pertaining to their welfare
- To secure for all members the rights to which they are entitled
- To raise the standards of the profession by establishing professional working conditions
- To encourage democratization of higher education
- To promote the welfare of the citizens of Texas by providing better educational opportunities for all
- To initiate and support state legislation which will benefit the students and faculty of Texas
- To promote and assist the formation and growth of Texas United Faculty chapters throughout Texas
- To maintain and promote the aims of the American Federation of Teachers and other affiliated labor bodies

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 - Affiliated with the American Federation of Teachers and Texas AFT
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 - Professional representatives to assist and advise in processing grievances
 - AFT research facilities
 - Leadership Training
- Savings and discounts on goods and services with AFT PLUS Benefits
- Free \$10,000 term life insurance policy for first year of membership

Monthly AFT Dues

Full-time Faculty	\$37.04
Full-time Professional Staff	\$28.60
Full-time Support Staff	\$25.48
Adjunct Faculty & Staff	\$13.28

Membership Eligibility

Membership in the American Federation of Teachers (AFT) is open to full and part-time faculty and staff up through the dean level. If you would like to join or find out more information about membership, please contact any of the officers listed on page 20 of this newsletter, or check out our online information and application at:

www.aftlonestar.org



www.texasaft.org

American Federation of Teachers
Texas AFT
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American Federation of Teachers -Lone Star College Membership Application

AFT-Lone Star College is an affiliate of the American Federation of Teachers and the Texas AFT and accepts membership from all non-supervisory employees of the Lonestar College System. Indicate below whether you are a new member or a current member wishing to update your contact information. Membership with AFT-Lone Star College provides each member with an \$8 million Professional Occupational Liability coverage policy, legal defense coverage and access to representation for work-related issues. In addition, AFT-Lone Star College members are entitled to special savings and discounts through our AFT PLUS benefits program. **If you have questions about joining, please call AFT- Lone Star College @ 281-889-1009. You may also visit our website: www.aftlonestar.org**

- 1) Fill out the application below and choose your method of payment
- 2) Remit this application to AFT-Lone Star College President, Alan Hall

By US mail: AFT - Lone Star College P.O. Box 788 Spring, Texas 77383-0788 **OR** Interoffice mail: Alan Hall @ A-217, North Harris



2014-2015 Monthly Membership Dues rates:
Based on your position with the Lonestar College System, please select your appropriate dues rate.

Full-time Faculty \$37.04/mo. or \$444.48/yr.

Full-time Professional Staff \$28.60/mo. or \$343.20/yr.

Full-time Support Staff \$25.48/mo. or \$305.76/yr.

Adjunct Faculty \$13.28/mo. or \$159.36/yr.

Part-time Staff \$13.28/mo. or \$159.36/yr.



IMPORTANT NOTICE:

Payroll deduction allows members to pay union dues in monthly installments. If you prefer to write a check to pay for your union dues, be advised that AFT requires the full yearly amount payable in 2 six-month installments. Exceptions to the rule apply for Part-time Staff and Adjunct Faculty only.

First Name:	<input type="text"/>	Middle Initial:	<input type="text"/>	Last Name:	<input type="text"/>
Home Address:	<input type="text"/>				
City:	<input type="text"/>	State:	<input type="text"/>	Zip code:	<input type="text"/>
Home Phone:	<input type="text"/>	Email Address:	<input type="text"/>		
Employee ID #:	<input type="text"/>	Campus:	<input type="text"/>		
Position:	<input type="text"/>	Room #:	<input type="text"/>	Referred by:	<input type="text"/>
I am paid:	<input type="checkbox"/> Bi-weekly <input type="checkbox"/> Semi-monthly		Paid over: <input type="checkbox"/> 9 months <input type="checkbox"/> 9.5 months <input type="checkbox"/> 12 months		
Are you a current or new member?	<input type="checkbox"/> Current member <i>(Updating information and/or payment method)</i>		<input type="checkbox"/> New Member		
Choose method of payment:	<input type="checkbox"/> Payroll Deduction <i>(Complete the union dues agreement below)</i>		<input type="checkbox"/> Cash/Check <i>(Two 6 month payments payable to AFT-LSC)</i>		

Union Dues Deduction Agreement

I hereby authorize Lone Star College System to deduct each pay period an amount equal to the dues in the amounts fixed in accordance with the Bylaws of AFT including any increase in dues in future years and pay same to said Union in accordance with the terms of the agreement between Lone Star College System and American Federation of Teachers. This agreement will remain in effect until Lone Star College System receives a written notice of cancellation from me, AFT or at the time of my termination, whichever occurs first. This authorization is subject to sufficient wages being available to comply with all other required deductions and existing federal and state laws.

Signature: *(Print this form and sign here)*

Date

[Click here to print form](#)

For AFT-Lone Star College office use only. Do not write in this box.

Position verified: YES NO *(Initials)* _____ NOTES: _____
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P.O. Box 788 Spring, Texas 77383-0788

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Call for Articles

We invite all employees to send us their opinions, news, questions, and so forth. *The Advocate* is a forum for information and free interchange of ideas. Send your ideas. Send your articles to **Katie Hurter**, Editor via e-mail: katie.hurter@lonestar.edu, or submit to any of the following officers.

Alan Hall, President	North Harris	ACAD 217-G	281-618-5544
Stephen King	North Harris	ACAD 162-H	281-618-5530
Allen Vogt	North Harris	ACAD 264-C	281-618-5583
Rich Almstedt	Kingwood	FTC 100-G	281-312-1656
Laura Codner	Kingwood	CLA 110—D	281-312- 414
Catherine Olson	Tomball	S 153 - H	281-357-3776
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Van Piercy	Tomball	S 153-J	281-401-1814
Martina Kusi-Mensah	Montgomery	G 121-J	936-273-7276
Louise Casey-Clukey	Montgomery	B 100-G	936-273-7394
John Burghduff	Cy-Fair	HSC 250-G	281-290-3915
Kathy Hughes	Cy-Fair	FBC 218A	832-782-5063
Earl Brewer	Fairbanks	S - 13	832-782-5029

The union encourages employees to join because they believe that college employees should have a voice in their professional lives. We don't encourage employees to join because they anticipate conflict or are already engaged in a conflict. In fact, if they are already embroiled in a situation, we are unable to help them. It is all too common for someone to approach the AFT and say something like, "I've been an employee for the district for several years, and I've just recognized the importance of joining." Typically, following that comment is, "I'm in trouble and need help." I finally lost track of how many times in the last year I've had to say, "I'm sorry, but member benefits don't cover anything that pre-dates membership." The individuals to whom I had to give this message were invited to join and pro-

vided some advice on how to proceed with their situation, but assistance ended there. Were they members, a host of benefits would have been available.

The AFT provides its members with advice and guidance as well as representation in conflict resolution and grievances. We have our own local attorney and can seek legal advice and counsel for members. We maintain a local legal defense fund. In addition, membership dues include, at no extra charge, \$8 million in professional liability insurance for claims arising out of professional activities.

Most of our members don't join because they believe that they may need the AFT's help in a conflict. They join because they believe in the values

of the AFT— that employees should be treated with dignity and respect, that employees should help each other, that employees should have a voice in their professional lives, that employees deserve fair pay and good working conditions, and that the district needs a system providing checks and balances. They join because they want to support an organization that helps others in so many ways. A nice benefit is that, if they do need help, AFT is there for them.

If you believe in these values and are not a member, now is the perfect time to join. If you believe in our values, take action now and join the AFT.

—Alan Hall