

**FELLOWSHIP SERVICES EVALUATION TEAM  
REPORT TO THE COMBINED BOARDS 6/15/91**

At the Board of Trustees meeting in April 1991, an ad-hoc meeting was held between the executive committee of the World Service Office BOD, the Board of Trustees and the World Service Conference Administrative Committee. This group formed a team comprised of two members of the WSO Board of Directors, one of which is a member of the executive committee, two members of the Board of Trustees, one of which would preferably be local, and one member of the WSC Administrative Committee to evaluate the Fellowship Services Division of the WSO and to examine how the Executive Director interacts in the area of Fellowship Services. The original membership of the team was Danette Banyai, Stuart Tooredman, Chuck Lehman, Mary Kay Berger, and Barbara Jorgensen.

No meetings or conference calls were held in April or May. After the Conference, Stu Tooredman resigned from the Board of Directors and Bill Winterfeld replaced him with Bob McDonough. Chuck Lehman resigned from the team in May and was not replaced until the first week in June, when Jack Bernstein assigned himself.

Stu and Danette made two visits to the WSO to interact with Fellowship Services and Joe Gossett. Their first visit was in May, in reaction to information that the office was going to contract with Ann Ryder as a writer for the Daily Book project. This contract sparked interest in the function of the Fellowship Services Evaluation Team. I had discussions with Danette regarding the focus of the team's interaction with the office and the decision-making process. I asked that Stu and Danette act in an investigative capacity, rather than a managerial capacity. Danette asked whether I would be willing to delegate some managerial authority to her and Stu, since they are local. Given that the BOD is legally responsible for the management of the office, that the Interim Items of Agreement specify that "the executive committee member from the WSO act...as the single point of decision, and that the office staff needs clear lines of authority in order to function efficiently, I decided against delegating managerial authority. In discussions with George, Anthony and Joe, I reinforced the appropriate chain of command: George and Anthony should refer questions to Joe Gossett, who will in turn get management approval from the chairperson of the BOD.

Having established (re-established?) the decision-making process, I spent several hours conferring with Joe, George, Martin Chess, Mary Kay Berger, Tim Banner, Jack Bernstein, Danette Banyai, Stu Tooredman, Becky Meyer, Barbara Jorgensen and Mary Jensen about the contract with Ann Ryder and our decision-making process in general. The discussions showed that we needed to improve the communication between the staff and the BOD, as well as our reporting to the BOT and Conference Admin. In the transition of BOD chair from Stu to Bill Winterfeld to me, communication was not as complete as it should have been. Given all of the input from the trusted servants and staff, I made a decision to contract with Ann

Ryder as a writer for the Daily Book project, in order that we could maintain the One-year Plan.

In order to facilitate evaluation of the office functions and to improve communication, Joe Gossett advised that he will prepare a work plan to be distributed to both Boards and the Conference Admin and will be sending a monthly report, detailing the progress of the plan and any activity not included in the plan. A weekly conference call will be held with Joe, George, Anthony, Jack, Barbara and myself so that the office staff can report on all current projects and keep the chairs advised of their activity. Once a month, this call will include Tom Rush and will also constitute a meeting of the Interim Committee.

A conference call was held by the Fellowship Services Evaluation Team on June 3, 1991. We mistakenly believe that Martin Chess was on the team rather than Mary Kay Berger, and Martin was not available for the call, so the team participants were Jack, Barbara, Danette and me. It was determined that we need to focus our goals and formulate a plan to progressively empower the executive director to manage Fellowship Services. We also will need to prepare a specific position description, in accordance with the Interim Items of Agreement. This has been partially addressed by Joe's preparation of the WSO Position Analysis, which details the employee responsibilities and the acceptable performance standards.

The team determined that matters involving finances should be handled through the BOD and that all three "arms" should be involved in training the executive director in matters under their purview. They also suggested that it would be helpful to find out exactly what George does, and requested that, if feasible, he do a two week time study.

At this point, the evaluation team feels that effective communication is being established and that the office is being properly managed. We believe that the evaluation team should continue to serve for at least three more months in its current capacity.

In loving service,

A handwritten signature in dark ink, appearing to read "Bob McDonough", with a stylized flourish at the end.

Bob McDonough