

World Service
Conference Report

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WSC ADMINISTRATIVE COMMITTEE

Introduction

Greetings! This report covers the activities of the WSC Administrative Committee since WSC '96. We have met twice and have had three conference calls. Our primary concerns have been Unity Day, regional motions, and whether a world services meeting needs to be held this conference year. We hope this report will answer most of your questions.

Unity Day

The Unity Day celebration was held Saturday, 31 August 1996, during WCNA-26 in St. Louis, Missouri. It was a successful event resulting in on-site contributions in excess of \$9,000. This year fifty-one regions/participants paid to join the celebration by telephone, and twenty-two non-US regions were provided hook-ups at no charge. The service this year was improved; there were only four problems, three of which were beyond the phone company's control. The fourth resulted in one refund to a member in British Columbia, Canada.

At WSC '96, Michael McDermott (WSC chairperson) informed the conference that the Administrative Committee plans to have a Unity Day celebration every year, regardless of whether there is a world convention (which became a biannual event this year). Plans are being made to hold the 1997 Unity Day event in the New England Region. Information will be provided as it becomes available.

WSC Leadership Training Sessions

WSC leadership training sessions were held for the Administrative Committee and leadership of the WSC Literature, Policy, and PI Committees on 16 August 1996, at WSO-Chatsworth. A second training was held 20-22 September 1996, with the leadership of WSTC and the H&I Committee at WSO-Chatsworth. The sessions included an overview of the general operations of the World Service Office. WSO executive management and the WSO Management Team provided details of major functions of each team. Committee leadership was provided with a history of each committee since 1987, and standing WSC and WSO policies were reviewed. Trusted servants were then given a view of how the WSO is fulfilling its mission, and had an opportunity to meet with each staff person assigned to their respective committee so that leadership could establish a working relationship with those staff.

Regional Motions

We have spent considerable time and effort over the last several months assisting the regions which have submitted motions for the 1997 CAR. The impact of Motion #16 has made this task an overwhelming one for both the staff and trusted servants involved. None of us had any idea how much research, communication, and administration was involved in identifying all the different policies these motions would affect, as well as putting the motions in a form more suitable for conference action. This experience leaves us with questions about the value of this whole process, and the acknowledgment that the impact of Motion #16 was not sufficiently understood when the WSC approved it.

Many of the motions that were submitted for placement in the CAR should have been directed to our long-standing process of working with the committees and boards. As you know, this system was designed to give regional input/motions a thorough review from many perspectives prior to preparing those motions (if necessary) for fellowship consideration. The Administrative Committee feels that a single region alone should not have the ability to move the fellowship into action, for such individualism both dilutes the purpose of the WSC and its committees and boards, as well as minimizes the principle of unity found in our First and Fourth Traditions.

A good portion of the regional motions addressed the changing of conference policy. This raised the question as to why we would want to change specific policy now when we have the Transition Group designing a new structure. Are the motions to change policy really intended to provide additional direction to the TG? Does the WSC now want to micro-manage the TG's project? We hope not! If the answers to these questions are yes, then we have entered into a conflict with our concepts, especially Concept Three. We will be passing our thoughts on to the boards and committees these motions are referred to and asking for their input.

On a positive note, the Administrative Committee would like to add that the additional communication between the RSRs who submitted motions from their regions and the Administrative Committee has been appreciated. Please let us know what your thoughts are on these matters.

Conference Agenda Report

The Conference Agenda Report will be prepared in December. The target date for mailing to conference participants is 24 January 1997. The cost has not yet been determined. In early January an order form will be sent to all conference participants and RSCs.

Issue Discussion Papers

Just a reminder that the two issue-discussion topics prioritized at WSC '96 are: (1) Retention of experienced members in service and recovery, and (2) Faith and trust in our service structure; particularly with the WSC. The deadline for submission of these papers is 1 December 1996, and they will be mailed with the March Conference Report.

Zonal Forums

In July world services participated in the European Delegates Meeting in Lisbon, Portugal, and the Western States Forum in Tempe, Arizona. In November participants will be sent to the Southern Forum in Memphis, Tennessee. In February world services plans to attend MARLCNA in Lancaster, Pennsylvania, and the Midwest Forum CAR workshop in Ann Arbor, Michigan. Decisions most likely will be made in December on the requests received from the Plains State Forum and the Northeast Forum. If your zone is planning an event and you want world service participation, please send verification that it is a multiregional event, date and location of the event, tentative agenda, and all pertinent information to the Interim Committee for their consideration.

Just a reminder: At WSC '96, the WSC Administrative Committee announced that zonal forums that wanted to receive conference participant mailings needed to register their mailing address with the WSO; so far only two forums have made this request.

World Services Meeting

In July the Administrative Committee made a recommendation to the Interim Committee not to schedule a world services meeting at that time because there didn't appear to be a specific need for one. Since that time the WSCLC has requested several meetings and begun work on the Step Working Guides. Additionally, the WSC H&I Committee and the WSC Public Information Committee have been approved for fully funded committee meetings. In the near future we expect a request from the WSC Policy Committee for a meeting some time in early 1997. Because all the committees' immediate needs are being taken care of through the scheduling of these meetings and conference calls, and because the Transition Group is not ready to discuss their work before the annual meeting of the World Service Conference, the Administrative Committee is still recommending that the Interim Committee not schedule a world services meeting.

World Service Conference Annual Meeting

The 1997 annual meeting of the World Service Conference will take place 27 April(3 May 1997 at the Warner Center Marriott, 21850 Oxnard Street, Woodland Hills, California. The telephone number (818) 887-4800; the fax number is (818) 347-0907. The room rate is \$84.00 plus 14% room tax, for a total of \$95.76 per night.

Please note, when you begin making your travel arrangements that the conference does not adjourn until late Saturday. When participants start leaving early on Saturday, this creates a problem during the new business session. In order to try to avoid the new business "time crunch" experienced in years past, the WSC Administrative Committee is considering scheduling other conference activities instead of ending the conference with the new business session. However, in order to be certain that you will be present for all conference actions, please plan your departure for after 6:00 p.m.

Rotation of WSC

You may recall at WSC '96 the following motion was passed: The site of the World Service Conference is held within seventy-five miles of the World Service Office. However, after further discussion, an announcement was made that this motion would be placed in the 1997 Conference Agenda Report and conference participants agreed. Therefore, the Administrative Committee will be placing a motion in the CAR about this subject.

WSC Recognition Assistance Panel

The WSC Recognition Assistance Panel was created by the conference to assist service bodies seeking recognition at the WSC. The panel is charged with gathering and verifying information on newly forming regions, and reporting this information to the WSC. The panel members this year are Stu Tooredman and Bud Kenney (WSB members), John Halverson and Sandi Stauffer (WSC Policy Committee members), and Jon Thompson (WSC 2nd vice chairperson).

So far this year the panel has received inquiries from individuals from the following areas: Rock River Area Group Services (Greater Illinois Region), New Orleans Area (Louisiana Region), and South Philly Area (Greater Philadelphia Region). We have also had continuing communication with the members from the Queens Regional Transitional Committee (Greater New York Region) which requested information last year. Other inquirers from last year are being contacted to update their status. Out of all these requests we are aware of only one regional formation so far. The Rock River Area Group Services has separated itself from the Greater Illinois region, forming the Finding Answers in the Heartland (FAITH) Region. We have received a letter of intent, and they will be seeking seating at WSC '97.

Motion #79 was committed to the WSC Recognition Assistance Panel by the conference. It was to be rewritten with the help of RAP and the RSR from the Lone Star Region and included in the 1997 Conference Agenda Report. This motion concerned zonal forums having a voice on the WSC floor and receiving conference participant mailings. The panel has worked with the RSR and agreed on a reworded motion to fulfill their intent.

Closing

The Temporary Working Guide to Our Service Structure, 1996 edition, will be available some time in December. As always, should you have any questions, comments, or concerns you can contact the WSC Administrative Committee c/o World Service Office.

Michael McDermott, chairperson

Ron Sheppeard, vice chairperson

Jon Thompson, 2nd vice chairperson

TRANSITION GROUP

Note: Attachment One to this report contains the vision and mission statements along with all the resolutions adopted at WSC '96 so you may refer to them as you read this report.

Greetings from your World Services Transition Group. By now you have received our first report which covered our July and August meetings. If you have not and wish to receive a copy, please contact the WSO. Rather than restating what we said within that report, allow us to report on our workload and our October meeting.

The "Transition Plan" calls for us to deliver an outline of what we want to accomplish within this conference year. We will take that a step further by also giving you a rough idea of what our workload for next year will be. As we stated within our first report, we decided to form two workgroups to work on Resolutions A and G and Resolutions B and C2. Each of these workgroups were charged with developing their own workplan, which was presented at our 25-26 October meeting.

October TG Meeting

At our October meeting we met primarily in our two workgroups. Some of the discussions within each workgroup will be detailed later in this report, along with an outline of our workplan. There is another issue we became aware of during this meeting that we wish to discuss with you here. As most of you know, we sent out a questionnaire to conference participants in early August requesting input. We thank those of you who responded to it, but we also need to report that as of October 15th, the stated deadline, we received less than an eight percent response from conference participants. We also became aware of a possible misperception about our request.

Some conference participants apparently interpreted our request for input as a signal that we lacked direction in our work and were seeking it from you. Such was and is not the case. We felt that, in keeping with the process of open communication and inclusion, we should invite input from those of you who were at the conference, so that we could become aware of your ideas and suggestions about our task. We believed that many, if not all of you, had considered the resolutions prior to voting on them, and we wanted your thoughts and input. After all, we feel that we are doing this work on your behalf, and to do it without actively seeking your input would not be in keeping with the spirit of our task.

This brings us to the next topic—that of a world services meeting. We discussed the possibility of having one this conference year, but did not feel that it would be prudent due to the current stage of our work. At the time of the discussions about such a meeting, we were still in the planning phase and could not foresee having anything specific to present for discussion and feedback. As we mentioned before, we believe that WSC '97 will provide us with the opportunity to present you with our work to date, and to lead some of the necessary discussions providing us with further direction. We do, however, believe strongly that a world services meeting (WSM) will be essential for next fall, preferably in September, where we can present our proposed model for world services and gather your input. We believe that this would be a far more prudent and inclusive way of approaching our task. It also allows for all interested parties to begin now to set aside funds for next fall's WSM.

Before we get into the specifics of the workgroups and their plans, allow us to give you an overview of what we intend to accomplish by or before WSC '97.

- * Develop a comprehensive report about the issues contained in Resolutions A and G, to be mailed out in March, which will lead to substantive discussions about these resolutions at WSC '97.
- * Work on outlines and drafts for proposals regarding Resolutions B and C2 prior to WSC '97, send those ideas out to conference participants by the end of March, and then discuss them at the conference.
- * Maintain clear communication about our work, so that conference participants and other interested members are kept up to date about our progress.
- * Prepare for the discussions about the resolution process at WSC '97, and lead the conference through the discussions about the nature of a smaller WSC—its nature, composition, and functions, leading to specific direction for the TG to be able to finish its work prior to the deadline for the 1998 Conference Agenda Report.

Following next year's conference, we intend to finish our work on all the resolutions by presenting various proposals for conference action at WSC '98. These will include graphic illustrations for the new structure, the effect the proposals would have, and a proposed timeline for implementation. Our intent is to release the results of our work as soon as possible, to allow you the maximum amount of time to

study it. If we are done well before the CAR deadline in 1997, then we will send the proposals out for your information prior to the CAR.

As stated in our last report, we cannot do all this work by ourselves. We have created a "resource pool" which includes the list of nominees (for our working groups) developed by the Interim Committee and presented to conference participants at WSC '96, current world services leadership, and former members of the Resolution Group. In fact, both of our workgroups are using the resource pool to send information and to solicit their input and feedback. Thus far, we have had good success using those individuals as "sounding boards" for some of our ideas and concepts. We wish to thank these members for their support and participation in our work.

Workplans for CY '96-'97

The group working on Resolutions A and G has had a conference call, and met at both the August and October meetings. While we as a group agreed on a number of items such as decision-making (to be made by consensus) and that the purpose of the conference is contained in the mission statement, there are a number of issues we are still discussing. Certainly the words "equal" and "geographic entities," in terms of representation at the conference, could have a variety of meanings. Does it mean that a new level of service may need to be developed? Does it mean that each "geographic entity" should send the same number of representatives, or are there other alternatives? The workgroup, in looking at this issue, has certainly had to consider the amount of resources, both human and financial, that it would take to insert a new level of service. We are also looking at the entire issue of representation based upon the size and development of NA communities. We recognize that such decisions will need to be based upon the purpose and function of the revised World Service Conference, as well as the direction/input received. While WSC '96, in passing the NA world services vision statement, as well as the WSC mission statement, has provided some direction about this issue, the workgroup believes that far more discussion will need to take place about the various issues surrounding Resolution A.

As a result, we will develop a comprehensive report about Resolution A and some of the questions we are facing prior to WSC '97. This report, currently scheduled to be mailed out in March 1997, will also include some structural models for conference discussion. Our intention is to lead the conference through a series of discussions which will provide the TG with direction about a smaller conference, one that will reflect the ideas and concepts contained in Resolution A. During those discussions, more clarity will also be gained about the Human Resources Panel and its responsibility, authority, and accountability.

The second workgroup has been working on Resolutions B and C2. (As reported in our previous report, we have decided to hold off working on Resolutions E and F until we have completed much of our work on the others.) This team met at our August and October meetings and by conference calls in between. At our October meeting we developed a draft of some of our ideas about Resolutions B and C2, which was mailed out to gather feedback from our resource pool. These two resolutions are somewhat more straightforward and directive than Resolution A. As a result, the work is going a little quicker and we currently plan to mail out our work to the conference participants prior to WSC '97, for discussion at the conference.

If the conference decides to reaffirm this project for another year, the workgroups will draft their work on Resolutions E and F, revise the drafts on the other resolutions, and then develop the structural model based upon the direction received. Following the drafting of our work, we will be prepared to enter into the final input-gathering stage at the 1997 fall world services meeting.

What follows is the outline of our work schedule for the balance of this conference year, as well as a projection of our timeline for the next year, leading to conference action at WSC '98.

Timeline for TG work

November 1996

- * Mail out to the Transition Group Resource Pool detailed questionnaires from Workgroup B about the World Board and the committee system.

- * Work on preparation of presentation to conference participants about Resolutions A and G.

- * Both workgroups to communicate via telephone and mail about individual work assignments.

December 1996

- * Workgroup B continues to work on the development of its report on Resolutions B and C2, including looking at the financial impacts of a world board and downsized committee system.

- * The group working on Resolutions A and G continues to work on the presentation to conference participants and begins to look at the financial impact of a downsized conference.

- * Both workgroups will meet by conference call.

January 1997

- * Both workgroups continue their work and meet by conference call to prepare for next meeting.

- * Transition Group meeting in Chatsworth, 26-27 January 1997. At meeting, draft of work done by group working on Resolutions B and C2 is reviewed and revised, comprehensive TG report is drafted, room and time needs at WSC '97 are finalized, '97-'98 TG budget is developed, and CAR workshop attendance continues to be discussed.

February 1997

- * Report to conference participants is finalized by TG.

- * Begin to get legal advice on a variety of issues relating to the resolutions.

- * Finalize March Conference Report and/or meeting report.

March 1997

- * Comprehensive TG report is mailed out to conference participants.

- * Conference Report and final pre-conference mailing is sent out by 25 March 1997.

- * Preparations continue for conference presentation and discussion.

- * TG meeting 28-29 March 1997. At meeting, presentation to conference is finalized and, if time permits, TG begins to work on Resolutions E and F.

April 1997

- * Finish first drafts of Resolutions E and F.

- * WSC '97 begins 25 April 1997. TG to lead discussions about Resolutions A and G, do presentation of work on B and C2, and receive direction from conference participants about their work.

May - August 1997

- * Integrate conference direction on Resolutions B and C2.

- * Draft work on Resolutions A and G, as per direction from WSC '97.

- * Draft work on Resolutions E and F.

- * Develop structural model based on work done on all resolutions.

- * Mail out draft of work to conference participants and prepare for world services meeting (WSM).

September 1997

- * World services meeting as final input-gathering stage on TG work.

October - November 1997

- * Revise work (if necessary) based upon input received at WSM.

- * Finalize work in preparation for 1 December 1997 deadline for 1998 Conference Agenda Report.

December 1997

- * All work is forwarded for inclusion in CAR.

January - WSC '98

- * Attend CAR workshops to answer questions about work on resolutions.

WSC '98

- * Conference to act upon work done by Transition Group.

Responses to committed motions

The final section of our report contains the responses to the motions committed to us at WSC '96. It is important to note that the Transition Group has and will continue to consider these motions as their intent becomes pertinent. For example, if a motion refers to the committee system, it is to be considered by the workgroup developing the work on Resolution C2. Similarly, one that refers to the size or the composition of the WSC either has or will be considered by the workgroup dealing with Resolution A.

Motion #57 - (Greater Illinois/Upper Rocky Mountain) Amends Resolution C2: "To approve, in principle, a significantly downsized standing committee structure responsible to the World Service Conference."

Response: This motion is being addressed by the workgroup addressing Resolution C2. A solution will be proposed during WSC '97.

Motion #58 - (Greater Illinois/Iowa) Amends Resolution D: "To approve, in principle, the adoption of an ad hoc committee structure responsible to the World Service Conference."

Response: This motion is being addressed by the workgroup addressing Resolution C2. The resolution that this motion would amend was defeated by the conference, making the motion moot, but we believe that the concept of creating ad hoc committees is one that needs to be addressed. A solution will be proposed during WSC '97.

Motion #66 - (Southern California/Northern New England) "The Southern California Region moves that the Fellowship of Narcotics Anonymous, within the geopolitical boundaries of the United States of America, form a National Service Conference to be called The United States Service Conference of Narcotics Anonymous-USSCNA."

Response: The team working on Resolution A has discussed a US conference during the development of proposals. Even though recommendations may be given during the WSC '97 presentation, this team believes that, at this time, their efforts need to be directed towards Resolution A and a smaller WSC.

Motion #73 - (Ireland/San Diego Imperial) "That all service positions at world service level to include BOT, BOD, Admin., Policy, to exclude the standing committees, be limited to a period of 5 years, or two terms of office, and that no members who have served their terms at this level be eligible for other positions at this level until a period of at least 3 years has elapsed since the end of term of their service."

Response: This motion was considered in the development of the working group draft of world board qualifications. Term limits for board members are under consideration. Will be included in presentation at WSC '97.

Motion #78 - ((Lone Star/Minnesota) "To allow designated representatives of any Zonal Forums a voice on WSC Floor and to include them as non-voting conference participants for inclusion on WSC mailings."

Response: While we have no recommendation at this time, this motion will be discussed at our January 1997 meeting. We will report on our discussions following that meeting.

Motion #93 - (WSC Policy/Minnesota) "To commit 1993 Motion #145 which reads ['A Guide to Service in Narcotics Anonymous be set aside until the completion of the World Services Inventory. At that point, the Guide will be assessed to determine whether it addresses any of the issues raised in the inventory. If it becomes apparent that additional revisions to the Guide are needed, they will be made after which A Guide to Service in Narcotics Anonymous should go out for a one-year input and review period.'] to the Transition Group as resource material."

Response: The Transition Group is using the Guide as one of our resource materials.

Conclusion

Once again, thank you for the input we've received. We would encourage you to continue to send us your thoughts and ideas via the WSO. Our next meeting is scheduled for 26-27 January 1997 at the WSO. In closing, we thank you for allowing us to serve on this very important project.

Tim Banner, chairperson

Jane Nickels, vice chairperson

WORLD SERVICE BOARD OF TRUSTEES

The WSB is having an active and productive year thus far. Our first meeting of the year was held in August at the WSO in Chatsworth, and our second meeting in January also will be held at the WSO. This next meeting is scheduled as our expanded meeting which, as many of you know, includes world services leadership. We also hope to have a third meeting before the April WSC. So far this year, the board has participated in several forums, and we believe this interface with the fellowship is essential given our ongoing tasks. We participated in several workshops at the WCNA and attended the Western States Zonal Forum and the Denver office/convention workshop. We hope to participate in more events as we are requested. Continuing with our efforts from last year, we have maintained quick responses to our correspondence as a high priority. Additionally, our meeting agendas regularly have a topic discussion so that we can remain current with fellowship issues and concerns.

After reviewing our annual workplan and projects, the board decided to use small work teams in addition to its normal trustee committees as a way to focus and expedite some of our tasks. The work teams are formed around the following projects: outreach handbook project, the Development Forum, and various aspects of the "Public Relations Plan" (for example the research conference, demographic survey). Trustee committee conference calls have been used for the smaller work teams under their purview. Following are brief summaries of our various tasks and projects.

Committed Motions

Two committed motions were referred to us at WSC '96. One is about including a section on an area conference into A Guide to Local Services, which we will discuss more fully in January. The second set of motions all related to the "WSO Sales Policy." The board will continue participating in the discussion and development of the WSO sales policy through our BOD liaison, and will entertain full board discussion at our next meeting.

Fellowship Development Plan

After an initial review of the plan outline, the work team decided it needed to gather and assess additional information about the growth of NA before it could develop the plan any further. Discussing the project with WSO management, they agreed that the additional information could be gathered by searching through various regional and world level reports, minutes, and correspondence from the past ten years. Categories of information then could be evaluated for trends or impacts on the developmental growth of NA, particularly where world services is involved.

This process could be likened to an inventory³ taking stock of where we've been, looking at what has worked and what hasn't, and then making a plan for short and long- term goals. The final result should be a repository of resources for our future fellowship development efforts. Presently, staff are engaged in the research phase, and we will use this information to prepare for our December meeting. At that point we expect to evaluate the results, revise our plan as needed, and target immediate tasks. It appears to be an exciting project, and we'll be giving you more detailed reports as progress permits.

The Development Forum

As most of you are aware, the participant list for the DF has been frozen for the past three years due to our involvement with the inventory. At our August board meeting, we decided it was time to offer the opportunity for other communities to be included in the DF. As a result, we decided to unfreeze the list and return to our original funding criteria. Several of the communities that have participated over the years have been able to fully or partially fund themselves, and we applaud them for their growth.

Several will fund themselves, opening up our limited budget to other communities. Several others have been encouraged to explore funding possibilities so they can carry more of the financial burden as well as allow new communities to participate. We will be focusing attention between now and our next meeting on ideas for the DF program at this next conference. If we have not communicated to your community, and you are interested in participating, please contact us c/o the WSO. Any input regarding the DF program is welcome.

The Outreach Handbook Project

The work team began the project by discussing the overall content of the handbook and using an editing process that will streamline the content of the draft material. Two members of the former ad hoc outreach committee were asked and have been included in the work team, which gives some continuity in the overall project. Currently the work team is consolidating their input and plans to provide a first draft at our January meeting. The team is optimistic that they will have a final review draft for the conference participants at WSC '97.

Additional Needs Handbook

Presently the WSB External Affairs Committee is reviewing drafts of the handbook and will provide recommendations to the board. They expect to present ideas about presentation formats for the material, such as: handbook or booklet style, topic-related pamphlets, and possible chapter sections that could be added to other handbooks or A Guide to Local Services. They also hope to have a final review draft for conference participants at WSC '97.

Census, Demographic Survey

A pilot survey was conducted at the WCNA in St. Louis. Over a thousand surveys were collected, and the board is examining the raw data and will decide if they want any specific reports generated from the data. We were encouraged by the positive response of members to this survey and are optimistic that obtaining this kind of information about our members' involvement with NA will be a positive tool for future public relations efforts. This pilot survey should provide the basis for the development of a more extensive fellowshipwide survey.

Research Conference

A research conference was scheduled for October; however, at the August board meeting we decided that more thorough discussions were necessary before we embarked on such an endeavor. A work team is preparing the framework for broader discussions at our next expanded meeting, where we will explore in greater detail issues surrounding the focus of what we will now be referring to as a "research roundtable discussion." We would like to be able to schedule this for next year.

Professional Events

We attended the International Council of Alcohol and Addictions Conference, held in Amsterdam July '96, which was a joint effort between World Services and Europa PI. In August '96, we attended the ACA (American Correctional Association) in Nashville, Tennessee. We will look to similar future events to increase and improve our profile with the correctional professionals. The last event of this conference year will be attendance at the IFNGO (International Federation of NGOs) this December in Jakarta, Indonesia. At all of the events, a team of members have been selected based on specific components and trusted servant training opportunities. For example, the H&I chairperson attended the ACA while the PI vice chair will attend the IFNGO.

"Public Relations Plan"

After presenting the "NA World Services 1996 Public Relations Work Plan" to the WSC '96 conference participants, the External Affairs Committee recommended work activities that stem from the plan's three key objectives, namely:

- To secure reliable information about NA for PR purposes.
- To develop cooperative relationships with addiction professionals.
- To provide ongoing coordination and training for NA community outreach.

Following full board discussions at our August meeting, the External Affairs Committee decided to take some time to evaluate the overall plan and basically divide the work into two categories: actual hands-on work (i.e., attendance and participation at events) and administrative/clerical work (staff-intensive). We should have a better sense of how we wish to continue after our January meeting. Briefly, other status updates are:

Government Relations: To date, it has been mainly fact-finding administrative work conducted by the WSO, now on hold.

Multi-regional training forum and in-service training for professionals: These two activities in the "PR Plan" were assigned to WSC H&I and PI with WSO administrative support.

WSC H&I, PI tools: WSO staff will be providing an up-to-date status sheet noting which service materials have been translated for the committees' consideration in their overall plans.

WSC Literature Committee - Step Working Guides

As noted at the conference, the WSB Literature Review Committee postponed its bulletin development plans in order to participate in the Step Working Guides project with the WSCLC. Although they had hoped to renew their bulletin drafting after January, it now appears that with all the tasks at hand and the commitment to the WSCLC's project the delay could be longer. After our January meeting we may have a more realistic time frame.

On behalf of the board, thank you for allowing us to serve, and as always we invite any comments or suggestions you may have for any of our projects.

Stu Tooredman, chairperson

Bob Smith, vice chairperson

WSC LITERATURE COMMITTEE

The WSC Literature Committee is excited about the development of the Step Working Guides project. The committee, during its first meeting in August, worked to develop an accelerated timeline to complete the Step Working Guides for inclusion in the 1998 Conference Agenda Report and to be voted on at the WSC '98. In order to meet this goal, we are utilizing a core working group made up of a small group of WSCLC members. This core group meets to do the initial drafting with the WSO staff writer and, then, submits drafts to a review committee made up of the entire WSC Literature Committee. In September the first core group meeting took place and the group used a list of principles and questions from material provided by the fellowship to develop the drafts for Steps One through Four. Currently the WSO staff writer is working on the drafts that will be sent to the entire WSCLC for review and input at the upcoming literature committee meeting 15-17 November 1996. Staff will then collate the input and finalize the review and input form that will be sent out to the fellowship. If you would like the details of the WSCLC timeline for this project; which was mailed to ALCs, RLCs, and conference participants; you can write Nancy Good at the WSO for a copy of that report. Also, due to budget constraints, the WSC Literature Committee will not be working on the Sponsorship Booklet during this conference year.

Since the Step Working Guides timeline is accelerated, it can only be met if there are no problems that could throw the project off schedule. The timeline should be looked at as a general time frame, and should an event take place that throws this project off schedule, we will communicate that as soon as possible. We are hoping for wide-spread participation in this project, and anticipate that the review and input drafts of Steps One through Four will be mailed out the second week of December.

If you want to become involved in the review and input of this dynamic new piece of recovery literature, be sure to contact your local area or regional literature committee. The Step Working Guides is truly an exciting piece of literature that could assist many NA members throughout the world. Remember, if you don't have an area or regional literature committee, now is the time to organize one. You can do this by

making announcements in your group and service meetings to get people aware and interested in participating. Make sure your area and regional literature committees are registered by contacting Nancy at the WSO. We know there are many ways to work the steps and we are interested in your input; with your support we will be able to accomplish this task.

Literature committees have several other things they can work on while waiting for the review-and-input forms of Steps One through Four. They can provide original input for the Sponsorship Booklet, or work on one of the informational pamphlets that needs to be revised. We ask that IPs be reviewed to determine the following: 1) Would they benefit from a revision? 2) Are they reflective of Narcotics Anonymous today? 3) Could any of our IPs be merged with each other? Excluded from the IP evaluation are Another Look, Sponsorship, and Youth and Recovery.

We look forward to working on this project, and thank you in advance for your encouragement and support in our endeavors.

Respectfully yours,

Jorge Blanco, chairperson

India Trainor, vice chairperson

WSC H&I COMMITTEE

Greetings from the WSC H&I Leadership. Our committee has quite an ambitious workplan for this conference year. The main focus of most work groups' tasks originated through conference action, items directly related to the "NA World Services 1996 Public Relations Work Plan," and elements of H&I service which directly impact area and regional H&I committees we serve worldwide.

The WSC H&I Committee is working with the World Services Board of Trustees External Affairs Committee for the revision and updating of the "Institutional Group Guide" (IGG), which is part of the "Outreach Handbook" assigned to the BOT. We are reviewing the accuracy of the IGG and will seek final committee approval for submission to the Board of Trustees. Due to changes in the Hospitals and Institutions Handbook, the "H&I Guide" (which is a four-page excerpt from the handbook) will need updating to coincide with the changes approved at WSC '96. After final read-through and a check for accuracy, we will seek committee approval of the Guide.

The H&I resources distributed by the office to anyone requesting sample H&I area or regional guidelines, resource information for learning days, and the referral letters from institutions where H&I meetings/presentations are being held, need to be cataloged. The task also involves developing and finalizing protocols for evaluation of the referral letters and other resources distributed by the WSO staff, which we will use to catalog this information and provide some direction for distribution of this material. The protocols and cataloged information will also need committee approval.

WSC H&I has taken the responsibility for screening stories submitted to Reaching Out. Since this has not previously been done by our committee, we are discussing this process in the committee and developing guidelines for specific screening. We continue to develop and distribute the H&I News, and we look forward to the chance to address questions submitted from the fellowship which will be answered in this newsletter. We are currently working on reformatting the DO's and DON'Ts for H&I work in the handbook and developing some DO's and DON'Ts for learning days, along with some frequently asked questions (FAQ's). Most of these items are for submission to the fellowship for approval in the CAR.

Finally, WSC H&I would like to thank everyone for their participation in the learning days held at WCNA-26 in St. Louis. We feel the purpose of WSC H&I is to serve as a resource for area or regional H&I committees worldwide, therefore our energies are focused on providing the resources needed to carry the message. Thank you for allowing us to serve.

Mike Cunningham, chairperson

Craig Robertson, vice chairperson

WSC PI COMMITTEE

Greetings from WSC PI! Since the WSC 1996 meeting in Greensboro, North Carolina, our committee has been working on several service bulletins and a questionnaire concerning the revision of the guides to PI and phonenumber services.

We would like to give our thanks to three voting members of our committee who are now advisory members: Bob Ferri, Peter Horenstein, and Willie Worley. We wish to thank them and their supporting regions for their contributions to shaping our vision of public information for the fellowship. We look forward to their contributions as advisors to the WSC PI Committee.

Also, we would like to welcome our new pool members. From the United States, we introduce Don Frank from Pittsburgh, Pennsylvania; Jim Goughenour from Charlotte, North Carolina; and James Athey from West Valley, Utah. From Europe, we introduce Bo Andersson, from Jarfalla, Sweden. We look forward to their contributions to our PI efforts in the future.

We are almost finished with a service bulletin concerning the usage of web pages on the Internet as a public information tool. There are many NA members interested in this new method of getting meeting information, and information about our fellowship, out to the general public. Many regional and area service committees are asking for advice on what to place on a web site, how to maintain it, how to pay for it, and FIPT concerns. Our bulletin addresses some of these issues, but we cannot answer all of these questions in a single bulletin. Some of these concerns need to be addressed by those responsible for administering the FIPT (the WSO Board of Directors and the WSO's executive management). Some of the questions concerning the traditions and the Internet will be addressed by the Board of Trustees in the near future. We don't feel that this will be the last bulletin written on this subject by a world service board or committee. We intend to include more information in the Guide to PI revision on this topic, using our collective experiences and service materials gathered by the time we present the new PI Guide to the fellowship.

We also have a phonenumber technologies bulletin ready. This bulletin outlines many of the changes in this area of service. Items such as cellular phones, computer messaging, and "caller ID" are covered in this bulletin. This material will stand as a precursor to the revision of the Guide to Phonenumber Services. You may request this bulletin from the WSO PI coordinator.

Our committee unanimously voted for the "Public Relations Plan" at the conference, and we have been looking forward to its implementation. We have had preliminary discussions with WSO staff about creating a training package for professionals to learn about our program and how to start an NA meeting, for example.

One of the "PR Plan" objectives is to interface area and regional PI committees with local communities and professional events. The WSO receives many invitations and solicitations for NA's participation at seminars and conferences. World services can only respond and participate in a limited number of these events, primarily international in nature. Hopefully, WSO staff and WSC PI members can network with the regional and area PI committees to distribute information about the professional events in their geographic area. In this way, our committee members can be resources to these committees in their decision to participate at these events. We hope that this will increase awareness of these events and increase our fellowship's participation in public information.

Our questionnaire concerning the revisions of the guides to PI and phonenumber services will be mailed out by the time you read this. We intend to send questionnaires to all registered PI committees. We ask that all interested PI committees and NA members fill it out and return it to the WSO PI coordinator. If your PI committee is not registered with the WSO, you will not receive it. This is a good time to register! Your committee will get service bulletins from WSC PI, and receive the PI News and other communications from the WSO concerning products used for PI.

Our committee will meet 7-9 February 1997, at WSO-Chatsworth, to work on revising the guides to PI and phoneline services. We will use the fellowship's response to our questionnaires to chart our course into the future on this important project.

In closing, we look forward to this conference year's work while asking for your assistance and support in completing our projects. See you at WSC 1997!

Tony Walters, chairperson

Erik Rogers, vice chairperson

WSC POLICY COMMITTEE

Greetings from the WSC Policy Committee. As this is the first report to the conference since WSC 1996, we would like to begin by updating you on our committee membership. Two members rotated off of the WSC Policy Committee at the close of the conference, Shannon Lynaugh and Jeff Hildebrandt; we thank them for their many contributions to our work. Vandi Andersen and Denver Whisman are on the WSC Policy Committee through committee chairperson appointment, and the WSC Policy Committee's representatives on the Regional Assistance Panel are Sandi Stauffer and John Halverson.

As directed by the conference in adopting Motion #12 at the 1996 WSC, our committee released for approval, A Guide to Local Services in Narcotics Anonymous, this summer. We want you to be aware that in addition to the Guide, the history paper on the Guide's review and input process, a list of conference proceedings on the Guide from 1982 through 1995, and a complete list of all changes made to the Guide are available through the World Service Office, should you want additional information. These materials were originally distributed to conference participants with the Guide to Local Services in the fall of 1995.

As reported on at the 1996 World Service Conference, approval of A Guide to Local Services will affect two service items already in publication. First, while the current text of The Group Booklet was adapted from an earlier draft of what has become the "Group" chapter of A Guide to Local Services, the current chapter on "The NA Group" is a little different from The Group Booklet. At this point, we plan to recommend that, if the Guide to Local Services is approved, "The NA Group" chapter be made into The Group Booklet, Revised.

Secondly, you are all aware that the first portion of A Temporary Working Guide to Our Service Structure deals in a very limited way with local services. To keep things simple and reduce the potential for confusion, should A Guide to Local Services in Narcotics Anonymous be approved, we plan to recommend the removal of material on local services in the TWGSS, and to rename the remainder of the publication, The NA World Services Handbook. We also plan to offer minor housekeeping motions to provide consistency in terminology between the two publications, again, pending approval of the Guide to Local Services.

Following this year's conference, we realized that there were still items concerning conference procedure that needed clarification. In general, we are very pleased with the improvements to elections, nominations, and general protocol; however, we are also aware that after this "test run," a couple of items need fine tuning. We will not be offering items that will take us in a different direction, but instead are looking at minor adjustments which will better fulfill the direction begun over the last three years, such as producing a more manageable resume packet for voting participants.

The WSC Policy Committee will also be addressing conference orientation material, to further the efforts put forth at last year's conference by the Administrative Committee and those who contributed to the more in-depth orientation. Through both our personal experience as conference participants and in talking with others, we realize much confusion remains as to how to be prepared to participate at the conference. Additionally, much of what is needed to be prepared comes through the footwork in the year preceding the event, and cannot be resolved at the opening orientation.

We are working with the Administrative Committee and hope to offer participants resources and material that will address both components, pre-conference and event preparation/support. One such resource we are planning is an assistance table at the conference for participants who have questions regarding procedure, motions, etc.

Lastly, we are working with the WSC Literature Committee on a portion of its internal guidelines. We have also followed up on previous contacts with the World Services Translations Committee regarding assistance requests with its internal guidelines, and have offered help should the need still exist.

As always, should you have any questions or input on any of our work, we invite you to please contact the WSC Policy Committee, c/o Jeff Gershoff at the World Service Office. Thank you for the opportunity to serve.

Mary Chant-Valentine, chairperson

Lib Edmonds, vice chairperson

WORLD SERVICES TRANSLATIONS COMMITTEE

Our primary goal is that every local NA community should have at least one or several pamphlets translated so that addicts can recover with our NA message in their own language.

Greetings to all. As usual, the WS Translations Committee has been fully occupied with work since the conference in Greensboro, North Carolina. But we were quite busy during the conference week, too. Besides having two business meetings with the full committee, we met with representatives of many language groups: Italy, Israel, Sweden, German-speaking, Brazil, Portugal, and the French-speaking communities, as well as the Asian Pacific Forum delegates. During the Pan American Forum meeting, the representatives from all Spanish-speaking communities reaffirmed that the centrally coordinated translation process for Spanish publications has been most successful. So, when the conference ended, most of us were really tired and worn out, facing long travel and substantial jet lag and looking forward to getting home, something most of you know all too well.

...as we are approaching the end of the year, the NA message is being carried to farther reaches than we would ever have imagined...

We have made contact with local members for two new languages: Maltese and Punjabi. Malta is a group of islands south of Italy in the Mediterranean Sea, and Punjabi is the language of Punjab, a state in Northern India on the border with Pakistan.

When it comes to current production, we have several new items available (hot off the press!!): the Castilian version of the NA video, Spanish 10-second PSAs, nine Finnish IPs, the Hebrew IP 1 and the Basic Text, IP 15 and An Introductory Guide to Narcotics Anonymous in French, IP 24 in Brazilian, and seven Swedish IPs. All in all, the WSO is now offering over 210 published translated items. (In February 1996, we reported 186 items.)

We also have a lot of work in progress, and here are the highlights: We are assisting the LTCs working on An Introductory Guide to Narcotics Anonymous in Bengali, Hindi, Brazilian, Finnish, Swedish, and Netherlands. Several other language groups have numerous IPs going into production, among them are: Netherlands, Turkish, and Italian. There is also draft revision work on book translations in progress, i.e., the Italian Basic Text Book One, Just For Today in French, and the Spanish It Works: How and Why. Just recently, the Swedish LTC informed us that they have almost completed their Basic Text translation; also, the Norwegian LTC is working on their translation of the book.

Several conceptual evaluations of IP 1 translations are due and need to be organized: Greek, Japanese, Amharic, Farsi, and Bahasa Melayu. Recently we asked a few experienced NA members in Asia to assist us in locating professional evaluators for languages in Asia. This is to plan ahead, because we are aware of translation work going on in Korean, Japanese, Thai, Mandarin, Bahasa Melayu, Vietnamese, Maori,

and Tagalog. One of the fastest growing NA translation-hubs appears to be India and its neighbors, with ongoing work in seven languages (Hindi, Bengali, Manipuri, Punjabi, Oriya, Nepali, and Urdu).

As we are approaching the end of the year, the NA message is being carried to farther reaches than we would ever have imagined: NA literature translations are in progress in forty-one different languages, three more languages than in October of last year; in fact, the number has doubled in three years (we had twenty-one languages in February 1993). The number of individual literature items (projects) increased to 309, which is a ten percent increase from 277 in October 1995; (in other words, it's almost triple that of the 112 items we had on our work list in February '93).

The Translations Process: Innovations and Changes to Work Smarter

The evaluation process has not been as effective as we hoped. For instance, we've struggled with making sense of contradictory remarks without having sufficient explanations on the item. We had to look at our side of the process, as well as the people we had been using for the work. It became obvious that our instructions were not clear enough, the presentation of the format wasn't user-friendly for our evaluators, and we needed to explain and illustrate what exactly we wanted by using samples and examples. When we incorporated all revisions, we ended up with a much more streamlined and clarified evaluation "tool set," which we're getting ready to test on several upcoming evaluations. On the other side of the equation, we're improving our process for checking the qualifications of the evaluators (i.e., professionals). This means we set a basic standard to identify qualified professionals who will work with experienced NA members.

The translation process-related information material for LTCs is in the editing stage. Our plan is to give it a "newsletter" lay-out and have several issues, grouping frequently addressed topics Q&A-style together in each issue. As a result, anyone who is interested can gain a better picture of what exactly LTCs, WSTC, and WSO translations are doing³or in a nutshell: what makes the translations process so resource intensive!

WSTC has also created a set of "tools" related to text content which will help local translation committees with words and phrases that are particularly challenging to translate. It is comprised of a terminology glossary form, along with a list of corresponding text and usage references, clear definitions, and explanations. Also included for referencing are two trustee bulletins: What is Addiction? and On Our Relationship with AA. We are currently finalizing a separate section that we hope will clarify "conceptual fidelity" in regard to translation work. These materials, as well as the "newsletter," will be open for input, revisions, and amendments to improve them.

Presently the auxiliary production for projects outside of our WSTC priority schedule extends to French, Spanish, Brazilian, and Portuguese. We will also notify the WSO BOD once a year whether the language groups in that queue are still fulfilling the criteria to be eligible, and whether new languages may be added. To refresh your memory, the criteria to identify qualifying language groups are:

- a) a successful translations process that has resulted in published translations of the NA message, including the recovery glossary and IP #1,
- b) the successful translation of the Basic Text, Book One to the WSTC's satisfaction (published, or ready for publication),
- c) an established working relationship with the WSTC/WSO,
- d) a degree of continuity and committed membership within the LTC, and
- e) a stable service structure with local internal checks and balances.

WSTC Members' Orientation(Helping the New Folks on the Committee

For years now, piles of papers containing tons of information were mailed to the new members of the WSTC. It was up to them to read these materials and to catch up on what was going on in the committee, while attempting to remain standing after this tsunami of undoubtedly crucial project information. Well, we figure that the WSTC has a one-year learning curve, and this method is somewhat

ineffective. So, we tried something new this year by conducting an orientation session a day prior to the first meeting. It was designed primarily for the newer members of our committee to prepare them for their three-year term. We welcomed two trusted servants this year and three last year (more than half of our members are rather new!

During this session we discussed basic, yet relevant matters such as: what is the WSTC, the translations process, role of the WSTC members, scope of workload, our policy and internal guidelines, and WSTC vs. WSO staff responsibilities. Also in this session, the committee members and staff were introduced and the office structure, including functions of the teams, explained. Although we didn't have a formal evaluation, the outcome appears to have been quite positive and will probably become a standard procedure for us.

Amendment to "WSTC Internal Guidelines"

We have also been doing a little house-cleaning and added a vice chair section to our internal guidelines. The changes are to be inserted under the section titled "Committee," and we'll implement them immediately, if there are no objections from the conference. To comply with conference direction we are noting in this Conference Report the following changes or additions:

under the section titled:

2. 'Committee' insert item:

j. Elects, from one of the four appointed members, a chairperson and a vice chairperson who serves for the year.

and after section titled:

3. 'Chairperson'

insert additional section:

4. 'Vice Chairperson'

a) Assumes duties of chairperson whenever necessary.

b) Assists chairperson in setting agenda for meetings.

c) Helps facilitate committee meetings, sorting and familiarizing committee with materials pertaining to the items on the agenda.

d) Assists chairperson in drafting reports to the fellowship.

e) Collaborates with chairperson and staff in resolving conflicts in between regular meetings of the WSTC.

f) Maintains regular contact with chairperson for progress reports on all projects.

g) Is contact person for orientation of newer members on committee.

Travel and Events

One WSTC member also attended this year's European Conference and Convention, held in Lisbon, Portugal. There were two workshops about translations, as well as informal "face-to-face" meetings with people from various European NA communities. As usual, a lot of important information came out of these informal meetings. Another member of the committee made a stopover in Korea on his way from Southeast Asia to our September meeting. He was able to gather useful information on translations and NA Fellowship activity in Korea. One of the trustees assigned to the WSTC recently visited Russia on private business. Of course, he came back with new information on the meetings and fellowship developments in St. Petersburg.

Hello and Good-Byes in the WSTC

After the WSC, Teresa Alves Mendes left us because her second term was completed, and on behalf of the WSTC, I would like to recognize her willingness to do service on the world service level. She was among the founding members of the WSTC in 1991 and has faithfully served our fellowship through this committee for two full terms. Her personality and experience will be missed, and we hope to see more of her again soon in some form of service to Narcotics Anonymous.

We welcome new members to the committee, Dora De La Serviere from Brasil and Françoise Hoffmann from Israel, and we anticipate that they will bring valuable experience to this committee. They have both been involved in translation work and other service in their local NA communities for years. The WSTC says thank you as well to Bob MacFarlane, who guided the WSTC through the WSC this year as our acting chairperson. When we had our committee elections during WSC, I was elected as chairperson and Tata Montilla as vice chairperson for this year. After some upheaval within the committee leadership due to mid-year resignations in 1995, it seems that the committee again has stabilized.

Finally, I would like to acknowledge the help I have received from the WSO translations staff in putting together this report.

In loving service,

Eddie Eriksen, chairperson

Tata Montilla, vice chairperson

WORLD SERVICE OFFICE BOARD OF DIRECTORS

With the WSC '96 closing at the start of June this year, the board and the office staff have been faced with a shortened year and time schedule to accomplish all our regular tasks and assignments presented to us at the conference. We are working to ensure the continuation of the timely production and distribution of literature, delivery of fellowship services, along with the provision of the necessary support to the WSC Administration and the World Service Board of Trustees for their responsibilities as well.

With the close of the conference, the board addressed the retirement of Tim Banner, the chairperson for the past two years, as well as Bob McDonough, our treasurer. Their service work and dedication to the WSO BOD was exemplary. They both delivered to the board a high degree of professionalism and conduct. They indeed will be missed.

Our first meeting in August brought to the BOD: Cary Seltzer (USA), Laura Jennison (USA), and Jane Nickels (USA), who were elected to one-year terms. The board choose Bob Feneran (USA), Mitchell Soodak (USA), and Mario Tesoriero (Australia) from the pool to serve a three-year term. The other members of the board currently serving are Janis Edwards (USA), Joe Paumgarten (United Kingdom), Daniel Schuessler (Germany), Susan Chess (USA), Bob MacFarlane (USA), and Rogan Allen (USA). The new Executive Committee selected by the board were Bob Feneran (chairperson), Rogan Allen (vice chair), Susan Chess (treasurer), and Bob MacFarlane (secretary). This group also serves as the Personnel Committee. Other board members serve on the WSO Sales Policy and Business Plan Committee, participate on the WSO Foundational Development Team, provide WSO-Europe representation, while still others are assigned FIPT responsibilities, such as assignments for insurance-related issues. In addition, several board members act as liaisons or are assigned to other WSC boards and committees such as WCC, WSB, Translations and Interim. Planning ahead for the WSO Board of Directors is of vital importance; accordingly, the board assignments for the coming year have been made with the future in mind. Thus, assignments of board members to BOD committees, as well as WSC liaison activities, both have succession planning and experience as the main criteria for the selection of those assignments.

WSO-Chatsworth

With the office completing its second year at this new location, all members of NA can be proud of our excellent facility. This new location and its expanded office facility provide space, resources, and pleasant working conditions for the employees to best serve the fellowship, both for literature distribution as well as fellowship services.

Leaving the WSC '96 Conference, the BOD had, in addition to its other responsibilities, several major issues to be addressed, including the future of the NA Way Magazine, the "WSO Sales Policy," and the "Business Plan." At the board meeting in August, as well as the November meeting, we devoted a large

segment of our time to the NA Way Magazine, and we plan to deliver to the 1997 Conference an option for the continuation of this vital communication tool.

The current status of the "WSO Sales Policy" and the future business plans (with its goals and objectives) were the main topics of our WSO/WCC workshop in Denver. The board unanimously agrees that we need to work together with all members of the fellowship to provide the most-cost effective and efficient methods of literature distribution. At the same time, we need to communicate to the fellowship the realities of doing business in an environment of providing the highest quality of fellowship services and meeting the demands for efficient and effective distribution against a background of increasing costs, declining sales, and ever-changing business conditions. We are working diligently to present these issues at WSC '97.

WSO Financial Difficulties

The Bad News

At the 1996 World Service Conference, the World Service Office Board of Directors informed you of the diminishing margin between literature sales income and operating expenses for the World Service Office. In keeping with these warnings, WSO management and the WSO board have, since the end of the first quarter of 1996, been keeping a close eye on the office's literature sales income. It has become clear that we are in a cycle of reduction of literature sales. In fact, sales figures through October indicate a real dollar amount reduction in sales of approximately nine percent or \$329,583. This reduction has resulted in a six percent, or \$148,570, decrease in operating income.¹ It is plain that this situation is very serious.

The Not-So-Bad Bad News

Fortunately, however, the WSO has been actively engaged in the process of developing a business plan which anticipates such eventualities. "The WSO Business Plan" calls for the implementation of a set of specific emergency procedures, should we experience a seven-and-a-half percent or higher decrease in income less discounts. Although we formulated these emergency procedures as part of the overall effort associated with the development of a comprehensive business plan, we must inform you that it may become necessary to consider such emergency action at the February meeting of the BOD, as they examine the 1997 budget.

Not Much Fat to Trim

In our budget preparation for next year, we will be factoring this unfortunate reality into our overall budgeting strategy, and will be making every possible adjustment to reduce WSO operating expenses. However, because we have been seeking and implementing expense reductions on an ongoing basis since 1990, identifying possible additional reductions will be difficult. Based upon our previous experiences with a similar decrease in income during 1990 and 1991, we know that we must maintain our operating capacity during this present crunch. When we experienced the two years of shortfall in 1990 and 1991, we were forced to reduce operations and cannibalize our operating capital (which included inventory, number of available staff, and credit accounts with our major suppliers). The cumulative effect of this continuous depletion of our resources included reduced inventory and long backorders, a significant increase in stress-related illness of WSO staff, weakened relationships with our major suppliers, and the necessity to operate in constant crisis mode for the WSO board and WSO staff. We know from that experience that it is essential for us to attempt to maintain our present operating capacity during the present situation. Not to do so will be detrimental both to the office, as well as to our "customers"-you, our members.

Literature Sales Not Enough

It has become increasingly apparent to us that the continued reliance upon literature sales to fund our fellowship's provision of services is not a sound philosophy for the long haul. It has thus become more

important than ever that we begin to address the issue of where funding for our services ought to come from. If we truly hope to reconfigure our structure in a way that best meets our overall service needs, then we must begin to engage in fruitful, cooperative discussion about how we can, together, create such a new structure. While, in the past, we have often shied away from discussions of money and business-related issues, we can no longer afford the luxury of ignoring our ongoing reality: If we are to meet the challenges associated with carrying the message to addicts worldwide, then adequate resources to do so are a must.

In the meantime, your WSO and WSO board will continue to plan for any additional difficulties which arise from our present financial situation. We will inform you as expediently as possible about any and all future developments in this area.

Denver Workshop

The World Service Office, in conjunction with the WSO Board of Directors and the World Convention Corporation, conducted a workshop on offices and conventions during the weekend of 27-29 September 1996. At that meeting, the office staff distributed the first draft of a document titled A Financial History of the World Service Office of NA (referenced in this summary, and available from the WSO). Significant input was received from the RSO representatives present, and has been compiled in a complete summary of the weekend's activities by WSO staff. The following is an abbreviated summary of the WSO staff and Board of Director presentations.

Overview Presentation

The first presentation was made by two members of the WSO board, who gave a general overview of the WSO's mission statement. The presentation included a bit of WSO history surrounding the years 1990 and 1991, when the WSO experienced serious financial hardship as a result of declining Basic Text sales. The directors explained that studying these experiences helped the BOD to formulate the mission statement and goals for the World Service Office.

Pricing Policy Background Presentation

The next presentation concerned the history of the WSO's literature pricing policy (which consists of inflating the price of literature to offset expenses associated with providing services). The conclusion which was presented follows: The WSO executive management team, along with the Board of Directors, have recognized that the WSO, and world services in general, will not, eventually, be able to continue to provide their present level of services to our international fellowship on current income and donation levels.

"Sales Policy" History Presentation

The next presentation on the history of the "WSO Sales Policy" included information about the discount structure, the credit policy, and licensing agreements.

Recent Sales Figures from the WSO

This portion of the presentations concluded by stating that the growing trend of ever-dwindling resources in the face of an ever-increasing demand for services is a phenomenon being experienced by the entire non-profit industry. And certainly the WSO is suffering from that same trend.

Licensing Agreements and Credit Policy Presentation

The presenter then talked about the licensing agreements which had been negotiated between the WSO and the NA communities in Ireland, the United Kingdom, Australia, and Germany. A full examination of the history of those agreements can be found in the Financial History document.

He then discussed the WSO's credit policy, emphasizing the office's difficulty with enforcing these policies with fellowship customers. It is true that the WSO's leniency on these policies has caused financial difficulties; however, given our mission, it has been difficult to justify taking a hard-line approach when such an approach threatens the ability of addicts to get our literature. However, the WSO has reached a point in its own financial responsibilities where it can no longer take such latitude

with the credit policy. WSO staff then notified all participants that, beginning 1 November 1996, the WSO would, without exception, be strictly enforcing the credit policy for all purchasers.

"Business Plan" Presentation

Members from the WSO board then gave a presentation on the development of the "Business Plan." The presenter stated that the board has understood the need for a business plan since 1989, but due to the financial crisis of 1990 and 1991, and then the continuing priority of the world services inventory project, the BOD has only recently been able to develop such a plan.

WSO Goals Presentation

The next presentation covered the goals for the WSO, as developed and adopted by the WSO Board of Directors and WSO management. Those goals were completely stated in the last issue of the Newline, and are available in the Financial History document as well.

What Happens Next?

Staff stated that, within the next two weeks, the RSOs could expect a letter requesting information regarding their office's operation. Some questions that the RSOs could anticipate included such issues as how much of the literature discounts to their office was actually reinvested locally in the form of providing local services. They could also expect a question regarding their local shipping arrangements, so as to perhaps assist the WSO developing a stronger position from which to negotiate national shipping arrangements. These surveys will be followed-up by telephone interviews. He stressed that the WSO would need appropriate contact information to be able to gather as much information as possible. Staff thanked the participants for their candor and input, and promised that a compilation of the weekend's activities would be developed and sent to them within thirty days.

The NA Way Magazine

At the 1996 World Service Conference, the WSO Board of Directors raised the subject of eliminating the NA Way Magazine, due primarily to an apparently decreasing fellowship interest (based on dwindling subscriptions). Another major cause for concern was the fact that the magazine was running at an annual deficit of approximately \$150,000. At that conference, the following motions were committed to the WSO board for review and consideration:

Motion #20: "To make the NA Way a special periodical with conference-approved status."

Motion #21: "To create a book using selected articles from the first ten years of the NA Way."

Motion #34 "That the cost of publication of the NA Way be reduced by dispensing with the graphic designs and the high-quality paper used on the front and back cover, and that the subscription cost be increased 75%."

Motion #49: "To continue publication and distribution of the NA Way Magazine."

Motion #95: "That the WSO continue publication of the NA Way with the provision that: 1) the price be raised, and 2) subscription drives utilizing the current subscriber list be undertaken."

During the past year, the board has honored Motion #49: as you know, the WSO has continued to publish the magazine. Additionally, after the 1996 World Service Conference, the WSO board charged WSO staff with the responsibility of undertaking a thorough investigation of alternatives to producing the NA Way at its present deficit. The directors also requested that the above motions be considered in any and all options under examination.

The New NA Way

Based on all of the problems associated with the current version of the magazine, and in view of an increasingly severe financial situation which exists at the WSO (along with the relative value of the services that the currently substantial NA Way allocation actually provides to the worldwide fellowship), the BOD decided, at their meeting this past weekend, to approve for consideration at the 1997 WSC a new configuration of the NA Way Magazine.

This new publication being proposed, based upon recommendations from both an independent consultant and a two-year in-house study completed by WSO staff, will be comprised of all of the information currently published in the NA Way, the WSO Newslines, H&I News, PI News, and the Conference Digest. It will be a two-color publication, approximately twenty pages long, translated into four languages in addition to English, and will be distributed freely to a mailing list of approximately 24,000 addresses internationally each quarter.

This proposed publication will save the WSO and the WSC a combined expense of approximately \$40,000 a year, and, perhaps as significantly, will eliminate a minimum of thirteen to fifteen percent of publication-related staff time, which can then be allocated toward the completion of other projects.

1997 Conference Agenda Report/NA Way Motion

In keeping with these ideas, the WSO board has approved the reconfiguration of the new NA Way Magazine. Accordingly, the fellowship can expect to see a motion in the Conference Agenda Report from the board requesting the fellowship's approval of the new NA Way. The magazine will include a features section, a service section, a sharing section, the fellowship calendar, and a brief entertainment section.

Motions Committed from the 1996 WSC

The WSO Board of Directors has previously reported on the disposition of most of the motions that were committed to the WSO at the 1996 World Service Conference. We have considered all of the motions regarding the NA Way Magazine, and all of the issues that we intend to act on associated with the magazine were addressed above. Additionally, the section of this report that deals with the Denver workshop also addresses the board's intent and direction with regard to the "Sales Policy" and the "Business Plan." All of the committed motions that dealt with literature sales, discounts, or the "Sales Policy" itself have been consolidated into the Denver workshop portion of this report as well. We intend to resolve some of these discussions on the floor of the upcoming WSC.

Regarding the motion to produce the soft-cover Spanish Basic Text, we have produced this item, and it is currently available. The motion to have the WSO create an operating reserve to be phased in over five years actually conforms to one of the goals specifically addressed in the "WSO Business Plan." However, given the present financial condition of the World Service Office, it is not currently possible to implement such a goal. We intend to have further discussion about the goal of establishing a WSO prudent reserve at our upcoming meeting in February. We have also undertaken a process by which to evaluate revising our PSAs. However, we have decided at this time simply to complete the work associated with creating some ten-second PSAs.

Finally, regarding committed motions, a motion left over from WSC '95 but not dealt with at last year's conference, requested that twenty percent of all WSO gross receipts be directed to developing communities outside of the US for a period of five years. The WSO board has taken this motion, as well as its intent, into consideration while developing the current business plan, and hopes that such consideration will satisfy conference participants, at least until such time as the WSO is on firmer financial footing and can better afford such a reallocation of its operating resources.

FIPT

As part of our regularly scheduled BOD meetings, our responsibilities include a segment devoted exclusively to our duties surrounding the Fellowship Intellectual Properties Trust. This year the board has needed to consider such issues as the impact of Motion #4 from WSC '96 relative to the Twelve Concepts, the updating of the cover of It Works, the impact of the Internet on the fellowship's intellectual property, vendor approval for use of the trademarks and related issues, the creation of a conflict resolution policy for infringements occurring outside the fellowship, and an audio tape project of It Works.

Group and Liability Insurance

We are currently working on a draft letter to the fellowship with information on group and liability insurance. Members of the WSO BOD and the WSO are working together to provide us with information on this vital issue. A proposal will eventually be submitted to the Executive Committee and, when approved, will be distributed to the fellowship.

Executive Management Development

As part of their commitment to the development of WSO staff and resources, the personnel committee of the board has encouraged and will continue to encourage the executive codirectors to pursue continued education and executive skills development. Accordingly, our current codirectors have been attending courses to enhance their leadership, business, marketing, management, and human resource skills. The board strongly feels that this type of direction will provide good leadership and executive decision-making as we move forward with the ongoing development of the WSO and its staff.

Bob Feneran, chairperson

Rogan Allen, vice chairperson

WORLD CONVENTION CORPORATION

Over 8000 addicts from at least twenty countries attended WCNA-26. Our unofficial totals are as follows:

Total Paid Registrants	7116
Comedy Show	2713
Concert	1768
Jazz Breakfast	1628

While the attendance at WCNA-26 fell short of our projections by 2000 people, the convention was actually a big success for us in many ways. The America's Convention Center in St. Louis allowed us to accommodate the entire convention in one site. We have not been able to hold the convention in one building for the last couple of conventions held in North America. Both WCNA-23 & WCNA-24 used multiple facilities for various events and meetings. The only WCNA-26 events held outside the convention center were the Saturday night concert and the marathon meetings. Holding the convention in one facility helped create a more intimate atmosphere for our members to fellowship together throughout the event.

WCNA-26 was our first convention to fully incorporate the WCC internal guidelines in all aspects of planning the event. Operating from written guidelines which clarified the roles of the board, the staff, and the host committee made it possible for WCC to more effectively plan, coordinate, and manage the convention. We also experienced much less difficulty in our communications as a result of integrating these guidelines. Now that the WCC has utilized the internal guidelines for a full year, we have begun to look at what parts of the document need to be fine tuned in preparation for WCNA-27.

At WCNA-25 in Paris, the convention program included forums on a variety of topics facilitated by the World Service Board of Trustees. The WCC and the WSB received many requests from attendees of WCNA-25 to continue this interaction at future world conventions. The WCNA-26 program included forums on topics such as, "What is Abstinence?," "HIV & Recovery," "Diversity: Overcoming Prejudice," and "Handling of NA Funds," and world service workshops on H&I, PI, and literature, among others. Once again, the positive feedback we have received from attendees about these workshops seem to affirm our belief that the convention provides a good opportunity to interact with large numbers of our members about issues that impact our fellowship as a whole.

For the first time ever, the WSO set up an on-site office at the convention. Convention attendees were able to register their NA group or update their group registration. WSO staff were on hand to provide attendees with information on services available from the WSO, answer their questions about world services, and discuss NA's growth around the world. As WCNA-27 is to be held in San Jose, California,

from 3-6 September 1998, is expected to be the largest world convention in our history, the WCC anticipates that additional WSO staff will be needed to provide direct services to our membership, as well as to assist the board in the management of the event.

The Unity Day celebration planned each year by the WSC Administrative Committee was held during the Saturday night meeting. The Sunday main meeting, consisting of eight speakers from around the world, has become a tradition at the world convention in the past several years. Simultaneous translations equipment was available to assist the growing number of members attending the convention from outside the United States in all the main meetings and for all workshops held throughout the convention in the main meeting hall.

We provided pre-registrants the opportunity to purchase special convention merchandise for the first time. All feedback we have received indicates that the sale of pre-registration special convention merchandise was appreciated by all who participated in the offer. The WCC will need to evaluate how the pre-registration merchandise sales fits into the overall merchandise plan. For the first time since WCNA-21, we had unsold merchandise left to send back to the WSO. We are currently developing a plan to make this merchandise available for sale to the fellowship by mail order. Details on how to order leftover WCNA-26 merchandise will be made available before the end of the year.

For the first time ever at a world convention, we organized an NA art gallery. In recognition of the many talents embodied in our fellowship, WCNA-26 provided an opportunity for members to display examples of their artwork. This turned out to be a very nice event and the response we received from our attendees was quite positive. We would like to thank those members who displayed their works for sharing their talents with us.

The WCC would like to especially thank the Show-Me Region and all the members who served on the WCNA-26 host committee for their unselfish commitment and hard work in making WCNA-26 a very special world convention.

With WCNA-26 behind us, we will now be turning our attention onto the two-year rotation cycle. This new cycle brings with it new planning, forecasting, and financial challenges that the board will begin addressing at their next meeting in January. We will also begin our planning for WCNA-27. The WCNA-27 host committee already has a chairperson, vice chair, secretary, and treasurer in place.

WCNA-28, 29, 30

At our June 1996 meeting, we had an extensive discussion regarding the initial sites being considered for WCNA-28, to be held in Latin America in the year 2000. As was reported earlier this year, members of the board joined the world services fellowship development trips to Latin America to conduct site visits. These directors, along with WSO staff, developed a WCNA-28 site comparison chart, so that the board would have the ability to make an informed decision about WCNA-28. Some of the factors discussed in this comparison chart were the local NA community, availability of facilities for convention activities, and the costs to be incurred by members for airfare and lodging. After reviewing all of the information, the directors decided to focus our attention on Panama City, Panama, and Cartagena, Colombia. The board has authorized the WCC manager to formalize final bids from these cities.

We are currently in the process of initial site selection for WCNA-29, to be held in the Eastern North America Zone in the year 2002. Utilizing the site selection criteria outlined in our "External Guidelines," the cities we are considering are Boston, New York, Philadelphia, Pittsburgh, Baltimore, Washington DC, Charlotte, Atlanta, Miami Beach, Orlando, and Montreal, Canada. The WCC manager is currently conducting site visits in these cities and will prepare bids for initial review by the board at its January 1997 meeting. The board will most likely make a final decision for this convention in the first half of 1997.

WCNA-30, scheduled outside of the regular rotation in order to celebrate the fiftieth birthday of Narcotics Anonymous, will be held 3-6 July 2003. San Diego, California, has been selected for this special and historic celebration of recovery.

Corporate Overview

For the past year, the board has been preparing for the onset of the two-year planning cycle. With no convention scheduled for 1997, the WCC will reduce its meeting schedule, decrease travel expenses, and begin to hold the line on all other administrative expenses. In our the "1995 WCC Annual Report," we projected that we would have approximately \$175,000 cash on hand at the end of 1996. We are still in the process of reconciling the accounts from WCNA-26, but it is clear that with approximately 2000 less paid registrants than was projected, our cash on hand will be less than was previously reported. Smaller numbers of paid registrants affect not only our registration income, but all other convention income sources decrease as well. Budget projections for the Saturday night concert, merchandising, as well as the income generated from taping and jewelry sales are all based on attendance projections. However, we believe with careful planning, our cash on hand should be sufficient to cover anticipated expenses for 1997. Of course, our complete financial report including WCNA-26 will be in the 1996 annual report to be distributed to conference participants prior to WSC '97.

Downsizing of the WCC

At the WCC board meeting held prior to the convention in St. Louis, the board implemented the last step in the downsizing plan as required by the "External Guidelines" adopted at WSC '95. This provision requires the WCC to choose one past chair (from three chairs currently on the board from WCNA-24, 25, 26) to serve through 1998. The board selected Rhonda Richetta to this past-host chair position. Rhonda came onto the board as host chair of WCNA-24, served on the work group that wrote our guidelines, and has been the secretary of the WCC board for the past year.

We understand that this process of downsizing has been confusing. Therefore, we are offering the following chronology of events and explanations in order to clearly communicate to you what has occurred over the past three years as we have proceeded to reduce the board from fifteen to ten directors:

Year

Action Taken

1993

- * WCC announces downsizing plan
- * WCC vacates host treasurer position on the board

1994

- * WCC asks WSC not to elect a WCC director at WSC
- * WCC begins writing new guidelines that include downsizing of the board
- * WCC asks BOD not to fill vacated seat

1995

- * "WCC External Guidelines" adopted by WSC
- * One WCC director elected by WSC as required by guidelines
- * WCC bylaws changed to reflect conference action

1996

- * One WCC director elected by WSC; "Guidelines" require two directors be elected
- * WCC reduces past host committee chair positions on board from three to one
- * BOD reduces number of directors serving on WCC from three to two

1993

In 1993 the WCC reported to the WSC its intention to reduce the size of the board in order to enhance its effectiveness. The plan was to implement a downsizing of the board from fifteen members to ten. This downsizing was to be accomplished in several steps. First, we chose not to seat the treasurer from the current host committee as required at that time by our guidelines.

1994

At WSC '94, the conference abided by our request not to fill the WCC conference-elected position. This action reduced the number of directors to twelve members. The next step was to ask the WSO BOD not to fill a vacant seat left on the board after WCNA-24 by reducing the BOD component on the board from four to three members. This action reduced the number of directors to eleven.

1995

The downsizing was formalized by its inclusion in the "WCC External Guidelines" adopted at WSC '95. With the adoption of the guidelines, the board began a transition period that would bring the WCC membership to ten directors by 1998. The new board would be comprised of four members from world service boards and committees, one past and one current host committee chair, and four WSC-elected seats. The conference would elect one new WCC director to serve a three-year term to complete the transition from three WSC-elected directors under the old guidelines to the current plan of four WSC-elected directors.

1996

The new guidelines asked the conference to elect two seats on the WCC at WSC '96 for the first time ever. The WCC nominated three board members for the conference to consider electing to these two positions. In anticipation of the required downsizing of the past host chair position on the board, Rhonda Richetta and Suzie Longbottom indicated to the board their interest in being nominated for the conference-elected seats. After a lengthy discussion of all interested candidates who submitted service resumes to us, we nominated Suzie, Rhonda, and our current vice chair, Donald Griffin, for election to the two seats to be elected at WSC '96. The conference chose to fill one position with Donald Griffin, and left the second WSC-elected position vacant.

The board then selected Rhonda Richetta to continue in her current position as a director through 1998, thereby providing the transitional reduction in the number of past host chairs serving on the board as described in our "External Guidelines." While we believe that our actions in the downsizing of the past host chair position fully comply with our guidelines, we also recognize that what has occurred may have created some questions. However, it must be emphasized that the election of the WSC seats to the WCC, and the downsizing of current WCC board members, are two completely different actions. We do not believe that the conference, by not electing Rhonda Richetta to a WSC-elected seat on the WCC, obliged the WCC to arbitrarily eliminate her from consideration in the process of downsizing the past host chair position on our board.

In order to be accountable to those we serve, and as a way of seeking input and guidance from conference participants regarding our decision, we decided to use this report as a means to explain the process of Rhonda's selection in the downsizing of the board. Please send the WCC your written input on this matter in care of the WSO no later than 17 January 1997, so that your comments may be factored into discussions that may occur during our upcoming board meeting scheduled for 24-27 January 1997.

WCC Workshop

The WCC and the WSO conducted a convention and service office workshop in Denver, Colorado, on 27-29 September 1996. For our part, we facilitated presentations on various issues facing convention committees, including accountability, finances, planning, the contract negotiations process, and event management. We also conducted an input session for the upcoming convention handbook project.

During each session, workshop participants were given the opportunity to share their experiences on each particular issue. We believe all the members who were present at the workshop came away with a better understanding of the management of a convention. The WCC looks forward to continued interaction with our fellowship's convention committees.

State of Corporate Operations

This being my final report to you as WCC chair, I would like to share with you where I believe the WCC is at today. WCNA-22 was my first convention as a director on this board. The WCC did the best it could to plan the convention, being a volunteer board with very limited WSO staff assigned to it. The directors worked with staff to negotiate contracts, as volunteers with limited human and financial resources available, there were times important decisions failed to be realized. The cities we were doing business with had full-time professional managers attending to their end of our business dealings. As a result, these cities maintained a negotiating advantage which did not serve us well.

Today I know the WCC is in considerably better shape. Having professionally trained WSO staff assigned to the WCC has given us the ability to negotiate on equal ground. It has also allowed us to use this staff expertise in all areas of the event. Today, when the WCC meets, we can focus our attention on creating the special celebration our members want in a world convention, and trust that our decisions will be realized through the work of our assigned special workers. To us, the proof of our success comes from the feedback we receive from our membership. We have received a lot of positive but no negative correspondence regarding WCNA-24, 25, or 26. The feedback received from other world conventions has not always been positive.

As chairperson of the WCC, it has been a privilege to have had the opportunity to serve with the many dedicated trusted servants and special workers. Our Basic Text states, "If we had written our list of expectations when we came to the program, we would have been cheating ourselves." When I volunteered at my regional meeting to serve as host chair, and consequently serve as a WCC director, I could have not expected to receive the gifts you have given me through this experience. The privilege of going on to being chairperson of the WCC has been one of the most rewarding experiences of my recovery. Participating in this level of service has given me skills that are of value to me not only in NA, but in all areas of my life. I have been given something in my recovery I could never repay.

Thank you once again!

Cary Seltzer, chairperson

Donald Griffin, vice chairperson

ATTACHMENT ONE

NA World Services Vision Statement

All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed.

Our vision is that one day:

- * Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;
- * NA communities worldwide and NA world services work together in a spirit of unity and cooperation to carry our message of recovery;
- * Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving Higher Power.

World Service Conference Mission Statement

The World Service Conference brings all elements of NA world services together to further the common welfare of NA. The WSC's mission is to unify NA worldwide by providing an event at which:

- * Participants propose and gain fellowship consensus on initiatives that further the NA world services vision;
- * The fellowship, through an exchange of experience, strength, and hope, collectively expresses itself on matters affecting Narcotics Anonymous as a whole;
- * NA groups have a mechanism to guide and direct the activities of NA world services;
- * Participants ensure that the various elements of NA world services are ultimately responsible to the groups they serve;
- * Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.

Resolution A: "To approve in principle a change in participation at a new WSC to achieve the following objectives:

1. to reduce the total number of representatives;
2. to provide for equal representation from all geographic entities; and,
3. to encourage a consensus-based decision-making process."

Resolution B: "To approve in principle the adoption of a World Board, replacing the current World Service Board of Trustees, WSO Board of Directors, WCC Board of Directors, and the WSC Administrative Committee. Further, that within the consolidated world board, there be a specific group whose purpose fulfills the role and function as originally defined for the WSB who remain guardians of the traditions and ensure the spiritual nature of the checks and balances they provide."

Resolution C2: "To approve in principle a significantly downsized standing committee structure responsible to the World Board."

Resolution E: "To approve in principle the adoption of a unified budget encompassing all world service funds."

Resolution F: "To approve in principle the adoption of a World Pool of experienced trusted servants as a resource to world service projects and initiatives."

Resolution G: "To approve in principle the adoption of a Human Resources Panel as a means by which the WSC may choose trusted servants based on the willingness to serve, experience, and knowledge."

1 These figures are based on a comparison between 1996 actual sales income through October and the WSO approved budget as presented in the WSO 1995 Annual Report. In addition, the figure represented as operating income is based on amount of sales minus discounts, minus cost of goods. November 1996, Conference Report, page 4