Narcotics Anonymous World Services, Inc.
Approved World Board Minutes
14-17 May 2003

Present: Bob Jordan, Craig Robertson, Bella Blake, Lib Edmonds, David James, Ron Hofius, Jim Buerer, Tom McCall, and Susan Chess.

Not Present: Jane Nickels, Giovanna Ghisays, Saul Alvarado, and Tony Walters.

Daniel Schuessler joined the meeting in mid-afternoon.

Staff: Becky Meyer, Eileen Perez-Evans, Steve Rusch, and Anthony Edmondson

Wednesday 14 May

Strategic Plan

Bob summarized how the board will spend its time with Jim DeLizia and asked Anthony to read the *Just for Today* mediation.

Review the Environmental Scan data and its implications to NAWS goals and priorities. Discuss the current Strategic Framework.

The analogy in the drawing Jim DeLizia provided above is that the Strategic Framework is a map of a journey with a destination. The destination is the vision statement. NAWS is a boat that is best designed to take the trip-what is it going to take to reach the destination? In order to hit the vision, what kind of boat do we have to be to take the journey? Along the way, there are ports that have to be reached and these are the objectives/milestones (defined results/ends) to be hit along the way, which need to be result-oriented and measurable. Rocks, storms, etc. is the environmental scan - we have to be able to anticipate blocks along the way. The stream flow illustrates the way – the mission of the organization. The mission is clear and never changes. When the stream hits a block, the stream changes direction, finds another *strategy*. The environment helps to shape the strategy. A strategic plan is the method in the upcoming planning cycle to get to the destination. Once the frame has been validated, the guidance must follow, which is creating a work plan.

This weekend's purpose is to update the Strategic Framework by understanding what has changed, reconfirm the destination, reconfirm what NAWS needs to become, and then get more specific about the objectives. Will also add milestones to objectives that will state where to be in year one, year two, etc.

What is one thing (X factor) that is occurring today that will influence NAWS having a long-term impact on how the vision is achieved? Positive or negative.

♦ There persists a lack of understanding by the fellowship for the need, desirability to fund our service with donations
   o Affects how much progress we can make
   o Member disconnect
♦ If we stay on same course the direction in PR efforts will provide a heightened awareness of customers, opening up new ports of call

- ♦ Fellowship development, translations process in emerging communities, providing guidance and support to the new emerging communities
    - Strong service structure is a critical strategic issue
    - Leadership development is a process that starts at a different level
    - The old system of committees did help to develop leadership
    - Communication
    - Systemic issue of leadership
- ♦ China
    - Culturally diverse fellowship and the impact on NAWS how and when
- ♦ Basic Text and literature
- ♦ Disconnect with the service structure

Jim stated that a way to review the *Environmental Scan Data* is to review the *Hindsight* (evaluation), *Insight* (gathering the here and now, trends, what's happening) and *foresight* (significant trends in the future).

The board was asked to review Strategic Framework pages 3-6, selecting *what is believed will be a handful of external and internal significant issues and trends that could reshape how things are done?*

External Factors

- Technology-trend is members do not seem to be utilizing the technology to the same degree as society.
- Drug courts & increasing drug usage (types of drugs, age of users)
- Increase in development of treatment attitudes, types-trend is impact & maintain current interaction and addressing needs
- Government attitudes in regards to NA as a whole
- Treatment attitudes
- Economic outlook

Internal Factors

- Growing expectation of members outside the US to have some type of involvement
- Fellowship development
- Resources, lack of, demand
- Translations-need, approach
- Leadership Development; disconnect
- Service Structure and lack of effective support material –trend is decrease in emphasis
- Decrease emphasis
- Increase in demand of new literature and type of literature
- Translations, need approach
- Ongoing fellowship development outside the US
- Lack of fellowship development inside of US
- Level and source of resource and types

What are the implications opportunities, threats, strengths, weaknesses, what is the environment telling, what does it mean?

(Orange Headings are Key Areas and the Yellow Highlighted text are issues that needs to be addressed)

Communication		Fellowship Support		Recovery Literature		Leadership/Management		Resource	
Members use of technology behind the norm Internal Communication	Ineffective communication- what is it that we want to communicate, talking points, key points Internal Communication	Lack of unified focus vision for entire service structure Service Structure	Resource to support diverse worldwide fellowship Service Structure	Lack of worldwide recovery material Literature Content	Lack of effective process to prioritize literature needs Operation Process	Strengthening board development Leadership Development	Lack of clear definition and requirements for leadership in NAWS Leadership Development	Lack of adequate support from fellowship Resources	
Availability of technology, Availability of a global community. Using technology in communicating w/professionals & fellowships Internal Communication	Haven't crafted clear, consistent delivered set of messages Internal Communication	Deficiency in local NA infra-structure Service Structure	Poor education of core principles & philosophy- example is leadership Service Structure	Lack of targeted literature Operation Process	Restricted process to developing literature- process Operation Process	Significant need for leadership development at all levels Leadership Development	WP system not living up to intention Leadership Development	Inherent conflict, lack of understanding on part of members regarding sources & uses, needs for resources Resources	Financial stability Resources
Delivery methods for communication, inconsistent, ineffectiveness, not coordinated Internal Communication	Lack of communication to groups, fellowship – disconnect Internal Communication	Positive-unified vision Members passion Service Structure	Lack of tools, support for service structure Service Structure	Members emotional attachment to literature⇒ involves ability to accept change Operation Process	Lack of a proactive strategy for translations- process Operation Process	Not utilizing effectively leadership development opportunities have (eg: worldwide workshop) Leadership Development	Weakness to be addressed in the nomination process and elections process Leadership Development	Continuing deficiency in $$ & staff resources Resources	New products coming to market Resources
Lack of focus effort to partner w/WSC for consistent communication Internal Communication	Transient nature of contact information, service structure Internal Communication	Not effectively utilizing current opportunities to reach & interact w/the fellowship Service Structure	Increase of membership from targeted population- culturally, age, geography Fellowship Development	Degree of impact will allow for "cultural" modifications to literature undecided Operation Process	Unenforceability of copyrights in some countries Operation Process	Don't have a training & education strategy for leadership Leadership Development	Sense of "complacency" in fellowship regarding need to be accountable, take on leadership roles Leadership Development	Demand for activity up flat resources Resources	Effective utilization of technology could help to increase resources Resources
		AA acceptability of addicts into their program Fellowship Development	Conflict acceptance in areas not routed in Judea/Christian principles Fell Develop		Cost of literature to end user Literature Process	Continue to refine & increase efficiency of wb/volunteer structure Structure	Not effective use of delegates Structure	Staff training, identification of issues, to effectively work in this culture Staff Capacity	

Communication		Fellowship Support		Recovery Literature		Leadership/Management		Resource	
		Have NA available in 108 communities – becoming stronger-self supporting Fellowship Development	Due to severity of problem some willingness to entertain NA program Fellowship Development						
			Large impact of group /service structure on image of NA Service Structure						
			Growing need for translation activity Fellowship Development						
Negative perception of NA, addiction, who addicts really are External Communication	NA name create negative perception External Communication					More effective tools to support strategic management Operating process	Adoption of strategic plan, model Operating process		
Some positive change in acceptance in North Am. External Communication	NA not viewed as the easiest group to access, contact or use-with any targeted population External Communication					Lack of effective prioritizing process Operating process	Willingness to change Operating process		
Public Relations have not previously been a priority at any level. External Communication	Perception within org that PR conflicts with anonymity, cooperation, with our core principles External Communication								
Need to grow relationship with related organizations External Communication									

World Service Structure

The board discussed creating a finalized list of proposed changes to the structure with points that will allow for discussion in the fellowship.

Potential changes to the World Service Structure (from Exec Report)

Criteria of the World Board

Question posed about the impact the developed bullet points would establish, eg; will they become something to abide by and/or look for? In addition, how would a particular bullet point be measured? These are a beginning list for the HRP to use in their discussions with potential nominees. This list will also be used as a frame for the leadership objectives established by the board.

- The first bullet point should be: A strong foundation of NA in recovery
- Make a bullet point: Be prepared and follow through
- Need to better define: Leadership qualities
- Current or recent involvement in NA service
- Suggestion that the lead in paragraph state something to the effect of "that no one person will have all qualities..."
- Add: humility as a bullet point
- Provide a question or space that will allow an individual to give example of how one is utilizing their time, eg; current involvement in NA service, participation in one's own life
- Pose questions so that an individual can give an example, eg; problem-solving and ask for a recent example where that skill was utilized
- Ask candidates for personal experience with criteria before interview (provide time for prep)
- Change business to business/management

The board decided to approve a list of criteria for a board member that will allow them to show items of importance to the board.

Size of the World Board

Members of the EC recapped some of the points from the April Executive Committee meeting discussion, eg: the most important things are leadership, that the board be filled, to improve the communication, telling the conference what is needed, and their final recommendation that the number of board members be changed from "up to 24" to "up to 18."

We can inform the conference of needs, but then we need to tell *how* that can be accomplished.

Points of Discussion

- Honesty/transparency with WSC
- Trigger a process where the board has no less than 12. Provide or create a secondary process that kicks in if less than 12 members fill the board (an extraordinary action)
  - That it be one ballot that provides for a way to fill that mandatory minimum
- Create tools that puts a board member out of retirement back to work for a short term to fill the board if and when necessary
- Create a mandated minimum

The board approved the change from "up to 24" to "up to 18". The board would like to see some of the analysis of the results from elections.

Establishing a minimum and what that means (mandated minimum or not)

The EC recommends that the board not impose a crisis tool with the conference but rather engage them in a discussion about what needs to happen and why.

- A mandated minimum would then mean that a process would have to be decided upon
- Interested in the analysis of the last election (would like an idea of what the system is like before going into discussion)
- Can the experience of the last election be cleaned up by acknowledging the past issues and explain what is being done to try to change those things to the fellowship
- Be honest about the impact everyone has, eg; that the opinion of another becomes our opinion when we don't know a candidate and another person does
- As opposed to the election process, mandatory minimum etc., the board should focus on the training aspect because currently that is where future leadership is currently coming from

No decision was reached.

Structure of the World Board

The EC recommended that there be no committee structure in the *Guide to World Services* as a mandate. The board decided that the committee structure should be removed from the *Guide to World Services* as a mandate explaining why that is being recommended.

The explanation will be the critical portion of the recommendation. Another significant part of the recommendation is part of the strategic framework and being more of a strategic type board. The other part is that we do not know if the board priorities will result more in projects or in Key Results Areas.

HRP, Nominations and Elections Issues

It is the EC's recommendation that the nomination process becomes a function of the World Board with or without external resources. HRP would become a function of the board with the administration of the World Pool being a primarily staff function of maintaining the database that is utilized.

There was some board discussion regarding the conference's acceptability of this recommendation, a problem in the system, and helping to cultivate and identify the future leaders.

There was no decision reached about the World Board accepting the recommendation of the HRP becoming a function of the World Board and the administration of the World Pool being a primary staff function.

The World Board not voting during Elections

Points of Discussion
- The board not having a vote in the situation where they are putting forth a slate of names could be a way for checks and balances
- Would like to keep the HRP... the conference wanted this independent body-so be it. Don't want the job
- It may be better to keep the HRP and pull them closer to the World Board
- There needs to be a system that trains and identifies leaders

After more discussion, the board decided to make no final decision at this time regarding HRP, Nominations and Elections Issues. The board will continue to discuss the options identified between the EC and the HRP in a joint meeting in August. The board acknowledged that this was far too complex of an issue to rush through.

NAWS Budget

The recommendation is to be honest about the challenges with the system but propose that no structural change occur at this time. Focus on communication, including a workshop at the WSC to foster an exchange of ideas and improving dialogue. It will be very important to tie the complete picture together so that the fellowship can understand.

The board decided to have no changes to the guidelines, acknowledging the challenges with the project system.

WSC Cofacilitators

The EC's recommendation is that the description in *A Guide to World Services* be clarified to reflect that this position serves as an impartial facilitator for the business sessions of the WSC and that the WB develop the plans. That the focus become training and standardizing our approach.

The board approved the change, focusing on training and standardization.

Key Result Area: Leadership & Management

Updates since February board meeting

- ◆ Role of the EC
- ◆ Roles and responsibilities in NAWS

The board decided to discuss this at a later point in the agenda.

The board ended their meeting for the day and went into a sharing session that is not a recorded portion of the board record.

Thursday 15 May

Strategic Plan

Present: Bob Jordan, Craig Robertson, Bella Blake, Lib Edmonds, David James, Ron Hofius, Jim Buerer, Tom McCall, Daniel Schuessler, and Susan Chess.

Not Present: Jane Nickels, Giovanna Ghisays, Saul Alvarado, and Tony Walters.

Staff: Becky Meyer, Eileen Perez-Evans, Steve Rusch, and Anthony Edmondson

Issues and objectives for the 2004-2006 cycle that arose from the previous discussion on the Environmental Scan and Strategic Framework

> *"It is not who is right, but what is right."*   Leadership is about doing *what* is right.

NA World Services Goals Statements (8 bullet points from last year) reviewed to see if any adjustments warranted. Goals are all written above the strategic objectives in the framework. The goals describe NAWS organizational vision.

- ♦ To be a trustworthy leader with the foresight to identify trends and issues affecting the fellowship and the ability to develop innovative solutions to address them
- ♦ To be a reliable resource for info about NA recovery and access to the recovery process
- ♦ To be the spokesperson for the interest and concerns of NA and the issues that further our vision
- ♦ To create and distribute product and services that meet changing fellowship needs
    - Change *distribute* to *deliver* in the above goal statement
- ♦ To foster a worldwide community of members with unity of purpose and a keen sense of mutual accountability and support
- ♦ To build productive partnership throughout NA to accomplish our vision relationships with other components of the service structure and local communities and between board and staff
    - Add another point ...establishing cooperative relationships with related organizations ...viable results for recovery
    - Add another point ...sustain... and maintain those relationships
- ♦ To be a model of professionalism setting high standards for service, efficiency in operation, and an unwavering focus on the needs of those we serve
- ♦ To be responsive and accessible, inviting involvement and dialogue, and ensuring efficient delivery of products and services
- ♦ To be an organization of integrity and consistency, principle-centered in words and actions
- ♦ To be a sound organization with the structure and capacity, human and financial, to achieve our goal and priorities

The majority of yesterday's time was spent reviewing the trends and issues that need to be addressed. Today's agenda will look at what results to drive for (trying to achieve), as this will lay the foundation for prioritizing. The board will review the issues and come up with objectives and milestones for each area.

Communication

Internal

Objective: develop and disseminate of high-perceived value to the intended audiences

Communication System: improve the effectiveness and the efficiency of the process of communication within fellowship

Milestone: what are the needs of the intended audience, what do they value and how to get it to them

External

Objective: raise awareness and enhance perception of NA as a credible option for recovery

Fellowship Support

Service Structure

Enhance consistency quality of access to NA worldwide (pre-phrase to result)

Objective: clarify and support roles and responsibilities, at each level of the service structure, including NAWS

- Be creative in ways that a region can carry out certain functions
- Flexibility, adaptability
- Give expectation, how others are doing it, suggestions
- Consider each level of development of NA communities.

Member Development

Objective (Member): to more effectively carry NA message to a widely diverse fellowship

- Cultural, physical, maturity, sexual identity, creed, etc.

Recovery Literature

Literature Content

Objective: build a range of literature to meet the diverse needs of members and potential members

Literature Process

Objective: streamline and increase the responsiveness of the literature development process to meet the needs of the fellowship

It was the decision of the board to allow the Executive Committee to complete the milestones and objectives for each issue under Leadership Management and Resources.

Key Result Area: Recovery Literature

Basic Text

Each board member asked if they could have one thing changed in Book Two what would it be:

- Longer-term recovery

- Focus on in-depth principles discussion
- Less war stories and more about recovery
- Stories that reflect a worldwide fellowship and to remove the story about down under
- Less slang/American English
- Book Two in German
- That it be moving and inspiring
- Focus on in-depth principles discussion
- More contemporary

Travis recapped the previous decisions, e.g.; make some sort of revision in Book Two, replacing some or all of the stories, adding new front material, not to make any changes to the Little White Booklet and Book One.

Should there be a focus to the personal stories?

Purpose and Audience

Book One

Springboard for our literature

Book One-guide/textbook

Sharing of recovery

Book Two

Initially intended for the newcomer

Identification⇒12 steps

Sharing of recovery

Newcomer + Other

No quotas

Lacks the depth of our current captured shared experience

"Program and action"

Stories can be stretched in different ways

The original intent was the desire that the section of the text reflect the diverse experience of the fellowship. At the time the material received was what the fellowship was.

The board agreed that Book Two not be specifically intended for newcomers, that the it reach out to all our members, reflective of recovery, across all amounts of recovery.

Change some personal stories or change all personal stories

The board reminded that at the last board meeting, they previously decided to replace at least some stories and would not add any. The board decided that they would like to wait until the solicitation cycle is completed (whatever time period is determined) before deciding if all or just some stories would be changed.

- Travis gave points to keep in mind when speaking to the fellowship about stories, eg; if someone states that a particular story was important to them, etc., to find out why so that when working on Book Two that the particular need can be met and not lost.

Should the current form of stories be preserved (this is what my using was like, this is how I found NA, this is what it's been like for me clean) or should some be just about later recovery?

The board decided they would like some of the current form of the stories to be preserved and that some not follow that form, eg; stories that would start ...Hi my name is... I am an addict and I am 10 years clean, going to school, etc.

Sections

Pros	Cons
• Would help in soliciting stories	• Lumps people into categories
• Navigate	• Locks us in if we decide right now
	• Could be excluding things for other publications

There was no decision regarding creating sections in Book Two.

Should we add a new preface/intro to Book Two of the Basic Text?

There were 8 board members in the room when taking this straw poll: Add a preface/introduction to Book Two: 6 of 8 voted Yes   2 of 8 had No Opinion

Any member that voted yes was asked to give reasons for voting yes to the straw poll of adding a new preface/introduction: the introduction/preface would help to add some context, help the reader. Would give the lay of the land.

Any member that participated in the straw poll was asked to explain why they didn't vote: thought was that the fellowship may believe that this was just another way to add another chapter to the book, however, does not really have an emotional attachment.

There was support to adding a preface/introduction to Book Two, and the idea will be fleshed out further during the August World Board meeting.

Should we add a new foreword to the Basic Text?

Recapped previous decisions, eg; that the first have of the book would be kept as is, that the new foreword address professionals, address the diversity of the fellowship and of Narcotics Anonymous; speak to newcomers, History-publication/revision history, moratorium, roles of text, etc.

Travis stated that it seemed that from the above list it appeared that two pieces were being referred to eg: preface and an introduction. The board asked if they thought about one or two front pieces. No objections to it being only one new front piece and it being a preface to the 6th edition. The current Introduction would remain the same.

The board asked to take a straw poll regarding the creation of a new front material. There were ten members present when taking straw poll:

8 members voted Yes   2 had No Opinion   0 voted No

One of the members chose to abstain from the straw poll stated that they did not have enough information to make that decision. Not sure of context but not opposed to it either. The other individual stated that they just would like to see it first—don't want to pre decide.

One of the members straw polled yes, articulated that this would be a great opportunity for new information.

Suggestions for New Front Material

◆   Suggestion that an updated understanding of NA be in whatever new front material is developed, eg: purpose, what is does today (wide span of members)

◆   The new front material will take into account what is already written in the Basic Text.

◆   Written for addicts

◆   New front material could have general number information. A reference to knowledge of

point and time could be made. Addressing the diversity and growth

♦ Role of text in fellowship development
♦ History
♦ Newcomer

The board supports the idea of a new front material to the Basic Text with the understanding that the board will not see it until its drafted.

Translations issue needs to be discussed further

Miscellaneous

Anthony addressed the board regarding restating decisions/consensus points during literature discussions. The intent is to clearly identify what is being discussed, consensus points, decided so that the board is able to fully explain and report to the fellowship. It will also be very important that the board all share the same information when talking about literature to the fellowship.

The board ended their meeting for the day and went into a sharing session that is not a record portion of the board meeting.

Friday 16 May

Key Result Area: Recovery Literature

Present: Bob Jordan, Susan Chess, Ron Hofius, Jim Buerer, Lib Edmonds, David James, Daniel Schuessler, Tom McCall, Bella Blake, Craig Robertson

Not present: Jane Nickels, Giovanna Ghisays, Saul Alvarado, and Tony Walters.

Staff: Becky Meyer, Eileen Perez-Evans, Steve Rusch, Anthony Edmondson, and Travis facilitated the Friday morning session of the Recovery Literature.

Lib led the board in this morning's action group.

Should we move the symbol to the back of the Basic Text as an appendix?

Travis explained that Appendices are usually for material that will amplify the book but not wanted in the front. Asks the board to consider how the symbol is being regarded, and how would the appendix change the emphasis of the symbol, if any?

♦ Add information in the Basic Text translation guidelines that would help when translating the book regarding the symbol and text.

Straw poll regarding being in favor of moving symbol to back as an appendix

4 voted Yes. The body then went into giving thoughts on pros and cons for moving the symbol and text as an appendix.

Pros	**Cons**
	Translations: thought is that by placing the symbol in back as an appendix would lessen its emphasis as Book One is always translated first, there are still communities that do not have Book Two, therefore would not be translated. This could create a problem—inconsistency, identification, lose emphasis

Other options			
Move the symbol to the back of book 1	In favor 0		
Keep symbol up front, but move the text to the back as an appendix	In favor 3	Opposed 1	No opinion 6
Re-order in the front material, just moving a	In favor 6	Opposed 2	No opinion 2

couple of pages back Preface, symbol, intro,
not to the back

In favor of moving symbol somewhere	In favor 8	Opposed 0	No opinion 2
Move symbol and text to the back of the book as an appendix	In favor 3	Opposed 1	No opinion 0

The board agreed that the project would take more than one cycle (multi). Will wait to be more informed before making a final decision.

Book Two Ideas

Include a copy of the translations Personal Stories Guidelines with other Book Two material when sending to the board

♦ Use Translations Basic Text Personal Stories Guidelines

♦ Stories—from a range of ages

♦ Range of recovery

♦ Stories from different kinds of NA communities

♦ Demographic diversity, (race, gender, sexuality)

      ▪ Reflection of diversity in general

♦ Gay and Lesbian, BT stories

♦ Economic diversity

♦ Lifestyles, challenges (death, handicap, illness, etc.)

♦ In a perfect world: that the book be a book filled with stories that are all-inclusive (worldwide stories) so that each language community does not have to develop/translate their own stories (starting from scratch).

♦ Religious diversity or lack of

♦ Range of drugs/using

♦ Service oriented

♦ A helpful Book Two for fellowship

♦ Translations and the international fellowship will be discussed in the August WB meeting

Sections/Some Organization

Travis asked the board how they felt about preserving some of the stories under some section with a pertinent title. There was no decision made regarding preserving some stories under a section with a pertinent title.

The board will also have to discuss the disposition of the stories that are not included in the Sixth Edition of the *Basic Text.*

It was noted that the fellowship is looking to world services to help them with the vision that will assist them in developing stories with substance. If we don't give the fellowship direction we will receive stories with no essence.

Key Result Area: Resources

At the August meeting the board will get a more in-depth discussion and reporting on the operational update.

Business Plan Group

The two new members proved to be a great addition. This group will function as a resource for the board but specifically for the EC. They will assess business operation and conditions and make recommendations. It is also a way to validate the business strategies and ideas of NAWS.

The board approved the Business Plan Group functioning as a resource for the board, specifically the EC. They will assess business operations and condition, and make recommendations to the WB. The current EC members will be encouraged to attend their meeting whenever possible.

90-Day Reserves
Recommend that 90 days remain the target until an assessment is conducted over the next year and reported to the WB. Further, recommend that the allocation for reserves be moved to a long-term asset and explained in the financial statements. The reserves should be calculated in operating days and a policy will be developed for the use of this reserve, which will include replenishing operating cash.

Financial Management System
The Business Plan Group will redefine existing tools, including development of an explanation of financial reports for different audiences, and create a standard for financial executive summaries. The auditors should do the forensic checks to verify information in financial reports. The roles and responsibilities of the World Board, staff, the World Board Treasurer and Executive Director should all be clearly defined for financial decisions. Will examine the current purchasing policies and limits.

Marketing Plan
Intending to solicit customer input on creating samples of packaged literature directed at the needs of correctional and treatment customers, also will investigate the cost of creating these packages through fulfillment house. In the future, we want to create a benchmark for this activity—rate of return. Redefining the current Marketing targets for this year.

Emergency Action Plan
Plan to redefine and investigate a downturn tentatively as a 7% drop in operating revenue that holds for two consecutive quarters. A step needs to be developed between Stages II and III regarding the use of the operating reserve and an assessment of actual financial numbers to see if the target savings are possible in phases I and II.

Financial Update and Audit explanation
Book 5 shows where we are heading with the new format for reporting financials. This does not mean that the board will not be provided with other detail, however are creating a more simplified reporting for the board.

The 2002 audit was approved by the EC on behalf of the board. This report contains figures and information that have been previously reviewed by the board. The management letter attached is provided as information only and is confidential. A response to the auditors has been written pointing out that the letter was written with hindsight and does not acknowledge that the embezzlement was discovered internally and given those realities their solution is not sufficient. NAWS has addressed many issues noted in management letter but need more practical ideas. The forensic audit contract has been completed.

A representative from our auditing firm will be present at WCNA 30. Also initiating a compliance audit with Nevers, Palazzo and Lang. Audit will examine our tax reporting ensuring that NAWS is acting in compliance with all relevant State and Federal laws.

Put 5% price increase scheduled for January 2004 in abeyance until further research is done
Business Plan Group recommends assessing where NAWS has an operating deficiency before implementing the 5% increase scheduled for January 2004.

The board approved the 5% increase scheduled for 1 January 2004 be put on hold until the BP group can take a more specialized look at actual needs, including COG and shipping.

On line shopping cart and donations portal
The implementation of the online shopping cart would be for the sales of literature. The additional benefit would be implementing a donations portal. The impact on shipping will be monitored.

It was the decision of the board to approve outsourcing development and implementation of a

shopping cart on www.na.org.

The revised budget for WCNA 30 was provided to the board as FYI.

Frame discussion with fellowship about donations and self-support
Bob facilitated the board's discussion regarding fellowship donations. Talked about starting with small actions, telling the story to the fellowship—where does it go/how it supports NAWS primary purpose, etc.

- ♦ It was noted that this is not fundraising, but actually a commitment to our Seventh Tradition to be self-supporting.

- ♦ The discussion topic for this cycle is Self Support. That is a piece regarding the overall issue that needs to be communicated to the fellowship.

There were no objections to the concept as a premise of the board being proactive in its approach to soliciting funds.

Friday Key Result Area: Communications

Update on the Public Relations Roundtables

Lib reported on the range of attendees and how the roundtable touched on significant issues, eg: perceptions of NA, some of NA's practices, some of their observations about sending youths to NA meetings (specifically young girls), and targeted meetings for professionals/in general.

A point was that we have to take the comments from the professionals about youths seriously, and how we use this information to forward to the fellowship.

Staff will possibly provide the synopsis to the roundtable participants seeing if they are able to provide more information.

- ♦ Has there been any thought regarding having PR Roundtables outside of California with Criminal Justice professionals, etc.

- ♦ Has there been any thought on the local NA communities having similar PR Roundtables?

The board committed to sharing the DVD's, eg: keeping for a month and sending them back so that others can view.

Next Public Relations Roundtables
August 2003 will target Medical Professionals; November 2003 will target Treatment providers, and mid February 2004 will target governmental agencies and the public sector (such as Partnership for a Drug-Free America. The board strongly encouraged to submit names

There were no objections to proceeding forward with scheduling of the future PR Roundtables.

Approve the *Basic Facts* about NA Sheet
Lib reported that this is not a finalized draft and any input is to be submitted to Karen.

There were no objections to proceeding forward with the concept tailored to specific audiences. Anything created will not undermine the Service Material Approval process.

NA Way Update

There have been discussions regarding changing the theme-based policy due to the lack of articles submitted. Options discussed were assigning themes to issue, suggesting topics or questions, no theme, just a cover story/feature article, let the submissions dictate the theme, and/or the Editorial Board selecting a minimum of ten questions for the year moving away from the predetermined themes.

There was no objection to changing the theme-based policy for *The NA Way Magazine*.

There was discussion on improving the dissemination of information to the fellowship regarding the

availability of the magazine and soliciting articles.

The point about the mass mailing is about creating a list of individuals to submit articles (finding various ways). *NA Way* networkers

There was no objection to proceeding forward with the concept of researching the creation of some type of networking for *The NA Way Magazine*.

There was no objection from the board to proceeding with the concept of researching cost, etc. of adding the *Did you Know* column and report back to the board.

The board approved the research of providing email subscriptions of the NA Way to the fellowship and reporting to the board.

The changes to the subscription form provided to the board as FYI.

There was no objection to the 3-year maximum for NA Way Editorial Board Members, recognizing that one of the current members will stay on for 4 years to make the rotation work.

There were no objections to moving forward with the printing of controversial subjects in the NA Way Magazine.

Key Result Area: Recovery Literature

Final Approval of the Sponsorship Book and IP

Bella reported that the sponsorship group met in April and expressed her appreciation for staffs work.

Noted that there were a couple of typos, grammatical errors, and the same words used in very close proximity—this will change.

Sponsorship Book

> Recommending calling the foreword a preface, to delete *four* from Line 21, change the wording in Line 22 from *The Basic Text, Narcotics Anonymous* to *The book Narcotics Anonymous is the Basic Text of our program.* There were no objections to the above changes.

> The workgroup is recommending the change of the current title of *Sponsorship: The Spiritual Connection* to *The Heart of NA Beats*. The recommended is due to input from the fellowship.

- Suggestion to let the fellowship decide the title

- Suggestion to change to have a title and a subtitle *Sponsorship* and below it have *The Heart of NA Beats when two Addicts share their recovery* or something else as a subtitle

- Suggestion: *Sponsorship*

> The board decided to not use the title *Sponsorship: The Spiritual Connection.*

- Suggestion: *Sponsorship* on the cover and have *The Heart of NA Beats* on the back cover

> The body further discussed having *Sponsorship* on the cover and *The Heart of NA Beats* on the back cover or the title just being *Sponsorship* on the front cover.

> Bella asked the group if anyone would object to having the whole quote somewhere prominent. Not an objection, but something to consider is that it may be of some concern for some members to carry a book around that has the word *addict* on the cover.

- Like the *sponsorship the heart of NA beats* –Bella, Craig, Tom, Jim, and Ron

- *Sponsorship*-Daniel

- David likes Sponsorship with the rest of the quote on the back of the book-Lib, Susan

- *Sponsorship, the Heart Beat of NA*-Bob

The board agreed to have Jim, Bella, and Travis to discuss the title of the book further and come back with recommendations tomorrow.

After a short break the board came back and Bella suggested that *Sponsorship* be on the front cover, and in the inside cover page prominently print *Sponsorship The heart of NA beats when two addicts share their recovery*. There is one opposition to this suggestion, however would surrender to the body if everyone else agreed.

The board agreed that *Sponsorship* being the title printed on the outside of the book cover and the full quote being *Sponsorship* and below it have *The heart of NA beats when two addicts share their recovery* be the inside cover title.

Chapter 1

Recommending the deletion *No one philosophy or belief adequately describes or defines what a sponsor is or what a sponsor does*. Shifting of text would change of emphasis of the paragraph.

Suggest removing some of the "NA" references in the paragraph. The board agreed to make the change as currently presented.

Chapter 2 No changes being proposed.

Chapter 3

Recommending that sentence "*if we agree to sponsor these members, we should be clear that our role as sponsors is to carry the message of Narcotics Anonymous*" be deleted. The board agreed to remove the above noted sentence.

Chapter 4

Recommending the addition of text noted in red, lines 87 through120 from handout pages 3 and 4. The board had no objections to the addition.

Line 835: change word unstable

Line 837: change word from *will* happen to "what *may* happen"

Chapter 5   No changes being recommended

The board approved the book as the approval form of the book.

Pamphlet (IP)

Page 49, line 14 changing to "our program of recovery" There was no objection to this changing the sentence.

Page 51, line 117: doesn't support the analogy of drowning (waiting till you're almost dead) to get a sponsor, the other objection was that some people may have had an experience with drowning.

An opposing point is that the analogy is good, that is was at the last minute and was feeling desperate when they acquired a sponsor.

Suggestion to sentence: *I compared the timing of when to get a sponsor to drowning. I needed that life-saver/sponsor immediately!* The board agreed with this change and removing "I was going down for a third time."

Line 129-A cover memo to the pamphlet will note the reference sentence to the book "—*we do have a book on sponsorship that addresses many issues related to sponsorship in greater depth*."

The board approved the IP to go out to the fellowship as the approved form. This would replace the current IP 11, becoming revised IP 11.

The board will review the *Introductory Guide* and other changes during the August World Board meeting. There will have to be more research about what this decision means and affected items.

Corporate Business and Update

On 1 July the 20th anniversary edition of the *Basic Text* will be available at a cost of $25.00 and CD versions of *It Works, Just for Today,* and the *Step Working Guides* will also be available. The CDs will be $18.85 fully discountable, which is the same price as the CD version of the *Basic Text.* A combination bundle of the book and CD will be available for $27.00 for the *Basic Text* and $25.00 for all other books. The board affirmed the pricing noted.

Hired De Jenkins from Wisconsin. Have two existing coordinator level openings and the possibility of another, as well as the open positions for a team assistant for Fellowship Services and a warehouseman.

The board approved the changes made to the FIPT with the correction of the time for the review of recovery literature.

The board ended their meeting for the day and went into a sharing session that is not a recorded portion of the board record.

Saturday 17 May

NAWS Strategic Framework 2003 Update – Draft Objectives

Present: Bob Jordan, Susan Chess, Ron Hofius, Jim Buerer, Lib Edmonds, David James,
              Daniel Schuessler, Tom McCall, Bella Blake, Craig Robertson

Not present: Jane Nickels, Giovanna Ghisays, Saul Alvarado, and Tony Walters

Staff: Becky Meyer, Eileen Perez-Evans, Steve Rusch, and Anthony Edmondson

Today's session with Jim will be a walk through of the prioritization process, will prioritize each key area *(importance to reaching vision of pursing these results in the next planning cycle? 2004-2006),* create milestones (shorter term results) and prioritize milestones.

The board asked to rate objectives from 5 to 1, 5 being the highest and 1 being the lowest. Followed by the ranking (prioritize) of the milestones.

Prioritized key areas noted in red (importance to reaching vision) and ranking indicated in pink

KEY RESULT AREA: COMMUNICATION

Internal Communication

1. Develop and disseminate information of high-perceived value to intended audiences. *4.09*

Objective 1 Milestones

Group 2 Becky, Lib, Bella, and Bob—Discussed how to add perceived value and audiences? A coordinated approach to issues, then *how* to take the gathered information and bringing back to audience in a way that it adds value. Worldwide Workshops, conventions, etc., that we can use to assess what the fellowship wants and needs.

—What is our role to add value in giving the information back to the fellowship-issue management system?

*   Identify an issue of current concern to the fellowship and provide leadership in supporting it resolution (frame it, address, take action on it)—**Ranked 1**

*   To evaluate and strengthen the effectiveness of input, feedback, reporting loop—**Ranked 2**

2. Improve the effectiveness and efficiency of the process of communication within the fellowship. *3.64*

Objective 2 Milestones

Group 2- Becky, Lib, Bella, and Bob

- Improve interaction with delegates through more effective use of technology—**Ranked 2**
- Improving accessibility of existing publications to the fellowship—**Ranked 1**
- Consider the value of a new vehicle to more effectively / efficiently communicate with the fellowship—**Ranked 3**

External Communication

3. Raise awareness and enhance perception of Narcotics Anonymous as a credible option of recovery. *3.40*

Objective 3 Milestones

Group 1-Susan, Anthony, Craig and David discussed broadening the assessment, dye model processes that could become adaptable.

- To geographically broaden the assessment of the perception of NA
  (have to gather enough information to test—creating a partnership)—**Ranked 1**

- Create a PR strategy—**Ranked 2**
- Develop a set of PR tools for use by the fellowship—**Ranked 3**

KEY RESULT AREA: FELLOWSHIP SUPPORT

Service Structure (and community development?)

4. To enhance consistency and quality of access to Narcotics Anonymous worldwide, clarify and support the role of each level of the service structure, and work to sustain and grow NA communities operating at different levels of development. *4.09*

Objective 4 Milestones

Group 3-Jim B, Tom, and Eileen

- Build an accessible set of tools and support to effectively strengthen the service structure (tools, support, training, facilitate sharing, E-versions, zonal forums-Worldwide Workshops, assemblies, etc.) (chapter relations/standardization)—**Ranked 3**
- Define the role and value of the service structure in accomplishing the overall vision and goals of the organization—**Ranked 1**
- Standardize an assessment of the service structure and use to raise awareness of importance local service structure (provide data of what's working, what's not working, and finding things on how they got there—using this info would help assess the tools to prioritize in bulletin 1)—**Ranked 2**

Member Development

5. More effectively carry the Narcotics Anonymous message to a widely diverse membership and potential membership. *4.09*

Objective 5 Milestones

Group 5-Ron, Steve R, and Daniel

- Visually assess / anticipate potential future growth of the anticipated issue (eg: world population, existing NA presence, and translations)—**Ranked 2**
- Anticipate staff resource needs to parallel potential growth—**Ranked 3**
- Utilize assessment interpretation to help direct—**Ranked 3**
- Frame the issue of inclusively for dialogue within the serve structure—**Ranked 1**

KEY RESULT AREA: RECOVERY LITERATURE

Literature Content

6. Build a range of literature to meet the diverse needs of members and potential members. *2.80*

Objective 6 Milestones

- Identify initial list of targeted population (synthesize the currently held data, to initiate)—**Ranked 1**
- Dialogue with conference participants regarding the development of literature—**Ranked 2**

Literature Process

7. Streamline and increase responsiveness of the literature development process to meet the needs of the fellowship. *2.80*

Objective 7 Milestones

- Determine the fellowship's willingness to change the literature creation and approval process by presenting options for change—**Ranked 1**
- Pending the result of number 1, to modify the review and input process for targeted recovery literature in order to increase responsiveness—**Ranked 2**

KEY RESULT AREA: LEADERSHIP AND MANAGEMENT

Leadership Development

8. Define leadership requirements and build a leadership development system to effectively identify, cultivate, encourage, and support an ongoing stream of committed, qualified leaders at all levels of the service structure. *4.64*

Objective 8 Milestones

- Define leadership and requirement in NA (being sensitive to cultural differences regarding leadership)—**Ranked 1**
- Define and evaluate the current leadership development system identifying the weaknesses and strengths—**Ranked 2**

Structure

9. Continue to refine and maximize NAWS structure (as a means to encourage substantive and meaningful participation and ensure accomplishment of goals and priorities). *3.00*

- Partnership with delegates
- Structure of other elements: WP, committee structure, etc.

Objective 9 Milestones

- Develop the role of the delegate as a more effective partner with NAWS as more effective leaders in their regions—**Ranked 1**
- To better access and utilize the expertise within the fellowship to achieve goals and priorities—**Ranked 2**

Operating Processes

10. Continue to build the systems, tools, and operating culture to support strategic management of the organization. *4.00*

Objective 10 Milestones

- Take the next step process and tool development (see list)—**Ranked 2**
- Identify plan and implement training need for cycle—**Ranked 3**
- Identify and meet orientation needs for board and staff in next cycle—**Ranked 3**
- Advance the concept of a plan driven model consistently in NA outreach—**Ranked 1**

The Executive Committee will review and frame draft milestones for objectives 11 through 13. The Business Plan Group will review and input as well.

Based on this set of directives the staff will begin to overlay the whirlwind with what is important and in August present something for the board to review and discuss.

KEY RESULT AREA: RESOURCES

Financial Resources

11. Ensure the long-term reliability of the NAWS income stream in order to carry out identified priorities and service. *4.89*

12. Raise awareness and the sense of responsibility on the part of the fellowship for the need to adequately fund the cost of NAWS services. *4.73*

Staff Capacity

13. Build and align the focus of a staff with the capacity to support identified priorities. *4.17*

WCNA

The board informed that today is the deadline for pre-registration and that the registration cost is not a reimbursable expense. A memo regarding the convention emailed to all board members on 1 May 2003 and a paper copy handed out today.

♦   A portion of the budget allocated to improve the main meeting experience.

♦   The provided plan, in some instances lays out operational hours (guesstimate).

♦   Expect all World Board members that will be present at the convention to be available on Tuesday evening for a meet and greet with board, staff, and support committee.

♦   The walk through of the facility will be Tuesday afternoon. Operation set up begins Wednesday morning.

♦   Using pool members in key areas of responsibility will also be using and 6 additional pool members for other areas.

♦   Board administration responsibility decreased as much as possible to allow in order to facilitate the board's presence at WSO Onsite (interact with members) as well as for the World Board forums and events

♦   NAWS will function from Monday through Thursday with a skeleton crew and a manager on site in case there is some need for shipping, etc.

♦   The History (interactive) CD will be included in the registration packet.

♦   Onsite resources reviewed, support committee has had unforeseen challenges and issues and despite this have been able to fill a large volunteer slots.

♦   The Hyatt Hotel will be used for the dances and marathon meetings and the Marriott will be used for the workshops.

♦   The concert will be held and the university and the Comedy show will be held at the Pacific theater in downtown San Diego.

There was a question regarding the possibly of designating one area solely for non-smokers? Mike said we would try, but that no promises could be made. Mike reported on the contacts/confirmations with main and workshop speakers. The board will get their hotel confirmations via email within two weeks.

Recovery anniversaries acknowledged

The board ended their meeting for the day and went into a sharing session that is not a recorded portion of the board record.