

Internal Processes and Procedures for the World Board of N A World Services Approved January 2011

Purpose

The purpose of this document is to provide world services with a document that reflects the current internal *practices* of the World Board. This document is meant to be a complement to the External Guidelines of the World Board, which are contained *In A Guide to World Service in NA* (GWSHA) and are amendable only by conference action.

Vision for World Board Operation

We operate in a way that is plan-driven and focused on the interests and needs of the fellowship. We are innovative, creative, and flexible in our discussions. Our decisions are fearless, responsible, and based on trust, consensus, and respect for our diversity. By our actions and through inspiring others, we provide leadership to the Fellowship. The spiritual principles of our personal recovery underpin all our actions, and we continue to reevaluate our personal and collective performance. We are accountable to the conference, the fellowship, ourselves and each other.

Development needs of the current World Board:

- Strong information loop
- Sound decision-making processes; ways to have productive dialog
- Good structure, organization with clear roles; effective leadership
- Balanced agenda, addressing both routine business, strategic issues and philosophical discussions
- Productive use of time in between board meetings
- Foundation of operating values, groundrules
- Defined key messages to communicate throughout the service system
- Effective planning process (including performance measures/tools)

World Board Operating Values

Our Foundation lies in the principles embodied in Narcotics Anonymous Twelve Steps, Traditions, and Concepts.

Integrity: We

- fulfill commitments
- are straightforward, candid, trustworthy, and honest;
- act and behave according to our spiritual principles;

- say what we mean, mean what we say, and do what we say we will do;
- base all of our decisions on thoughtful consideration of all points of view.

Commitment: We

- work hard;
- participate;
- accept responsibilities;
- are prepared, present, and accountable;
- are committed to our vision, purpose, and philosophical tenets;
- are committed to NAWS as a plan-driven organization.

Mutual Respect; We

- recognize the value and potential of each board member and member of the fellowship;
- give due consideration to input from each board member and from all parts of the service system despite potential disagreement;
- act with kindness and courage respecting boundaries;
- seek to provide each member/service body with opportunities to contribute to their full potential.

Consensus: We

- make decisions only after listening to all points of view;
- seek always to gain the assent of all board members.

Service: We

- freely give of our talents and energies toward the fulfillment of the NAWS vision;
- each contribute to our full potential as this is an expression of our personal recovery, and a way to model leadership and accountability.

Corporate Responsibilities

World Board members are non-profit directors for the corporation known as Narcotics Anonymous World Services, Inc. Board members are provided with information about the ethical and legal requirements of non-profit directors. The by-laws of the corporation also include information that each board member is familiar with,

To fulfill its legal requirements and its responsibility to the fellowship, the board carries out the following responsibilities each year:

- * *Carries out the organization's mission and purpose*
- * *Ensures effective organizational planning*
- * *Ensures adequate resources for the world service system*
- * *Reaffirms its commitment to managing world services' resources effectively*
- * *Acts as the trustee of the Fellowship Intellectual Property Trust and ensures that the responsibilities defined in this document are carried out*

- * *Ensures the legal and ethical integrity of the world service system and maintains its accountability*
- * *Elects Officers*
- * *Affirms banking approvals*
- * *Affirms fictitious business names; currently WSC, World Service Conference, NA Way, WCC, WCNA, World Convention Corporation, WSO, CARENA, C.A.R.E.N.A. Publishing Company, Carena Publishing Co., and World Service Office, Inc.*
- * *Approves the budget for world services which is presented to the conference, and regularly reviews financial statements and progress against the budget*
- * *Ensures that a financial audit is performed, presented to the board, and distributed to conference participants*
- * *Affirms the authority of the Executive Director and assesses performance through the Executive Committee (EC) that functions as the personnel committee*
- * *Holds meetings of the board*

Communication Protocols

One of the most important responsibilities of the World Board is to foster effective fellowship communications. This responsibility also extends to ensuring effective communications within the world service system itself. The following processes and procedures are intended to establish protocols for world service communications and, where applicable, standards for their operation,

The entire system, in particular written communication, depends on an effective partnership between the World Board and WSO staff. WSO staff drafts reports, factors in board input, and writes correspondence on behalf of the World Board with board members reviewing the final document

World Service Publications

Currently, the standard world service publications are:

The World Board typically issues a report titled *NA World Service News (NAWS News)* after each board meeting. This is a short, easily translatable report of the board's activities and may include a few paragraphs from the Human Resource Panel (HRP). It is distributed to areas, regions, and World Service Conference participants in English, French, Spanish, Portuguese, and German. Each issue is also posted on the world service website, www.na.org. This report is drafted by staff and reviewed by the board. All input is factored into the draft where possible and appropriate, and the Executive Committee approves the draft for distribution.

The *Conference Report* serves as a vehicle for communicating conference-related information to conference participants. The *World Services Annual Report* is the periodical that conveys relevant information about world services' annual activities and financial figures to conference participants and regions, and is available to any

member *upon* request. It is released after the annual audit, usually by January following the close of the fiscal year (30 June). The Executive Committee approves this report for distribution.

The *Conference Agenda Report* is a report released prior to each World Service Conference that contains the proposals, motions, and issue discussion topics that the fellowship is being asked to consider and form a fellowship-wide conscience on. The body of this report is currently produced in English, Swedish, Portuguese, French, German, and Spanish with a copy provided to each conference participant, alternate delegate, and region free of charge. Additional copies are available for purchase from the WSO. The *Conference Agenda Report* is the responsibility of the World Board. After board review and input it is finalized by the Executive Committee on the board's behalf.

The *NA Way Magazine* is a collection of articles on recovery and service topics that is distributed four times a year in English, French, Portuguese, German, Russian, Farsi and Spanish languages. A workgroup is established each cycle to actively participate with staff in the development and direction of this publication.

Reaching Out is a forum to share experience for NA members who are currently in, or who found NA in a hospital or institution, and those involved in H&I service. It is distributed four times a year in English to approximately 7,300 addresses and is developed by staff and reviewed by a workgroup established each cycle.

General Board Reporting

1. World Board minutes are available to anyone upon request, once they are approved by the board.
2. World Service Conference Minutes and the *GWSNA* are distributed to conference participants after approval by the Executive Committee.
3. The website for NA World Services is used to provide information, reports, and a variety of world service publications for fellowship and/or public access. Although the board may decide to post an item on the web, the routine responsibilities for what is or is not posted to this site are delegated to the Executive Director.
4. The board, from time to time, may find a need to report special occurrences and circumstances to the fellowship. The particular form, approval process, and distribution of these reports will be determined on a case-by-case basis.

With the Fellowship

Other than the reports named above, the board communicates with the fellowship in face-to-face interactions and in writing by responding to inquiries and input received. Written contact with the World Board is made through the WSO who will send an acknowledgement of receipt as soon as possible. Written responses from the board itself may take some time. Telephone calls and e-mails to individual board members are not considered World Board communication and are left to the discretion of each board member.

Within the Board

1. Any formal communication to the full board is usually originated by NAWS staff and done by email. NAWS pays for an internet connection for all board members to maintain ongoing communication. The practice of the board is to use reply all to email communication in order to include all board members in the stream of input and ideas. Personal communication between board members is not considered formal board communication and is left to the individuals involved.
2. Drafts sent out to the board for input clearly indicate what type of input is being asked for and provides a deadline. Because so many individuals are involved, board members will provide input that is conceptual in nature and provide ideas of what they would like to see as replacement language. All drafts are copyedited before release, therefore spelling, grammar, etc. is not needed as input. Input that cannot be easily factored into the draft is forwarded to the EC for a final decision, input not received by the stated deadline will not be factored into the draft. When the board reviews multiple versions of the same document, every attempt is used to show revisions in context and include the version numbers and revision dates on the document.
3. Board books are distributed prior to each board meeting containing the information needed to prepare for the meeting. The typical distribution dates are to: mail book one, two weeks before each meeting; mail book two, one-week before each meeting; and to have book three available at the hotel when board members arrive. Board books use sequential page numbering for each meeting. Correspondence provided to the board for information purposes only and not scheduled for discussion at the meeting, are included in a separate book. The cover of board books will use the term NA rather than the full name of Narcotics Anonymous.
4. World Board members that want more information, discussion, or background material on specific topics or issues will notify the Executive Committee or Executive Management two weeks prior to a board meeting. These requests are provided prior to the opening of the board meeting in order to be considered in the planning of the meeting agenda,
5. The EC sets the agenda for each board meeting. Staff prepares a draft agenda considering what items the board will need to discuss, or make decisions about at the upcoming World Board meeting based on the board's workplans and previous discussions..
6. The board uses financial graphs as the basis for discussion in board meetings. Monthly financial details and a quarterly comparison to budget are provided at, or before, each board meeting. Financial charts provided to the board include the Reserve Fund, Donations Breakdown by Month, Budgeted vs. Actual, Plot of Key Balance Sheet Indicators, Sales by Product Line, and a Plot of Income, Cost of Goods, General and Administrative, and Personnel Expenses, as well as Savings and Net income.

7. The board receives updates of the travel calendar at each meeting. The travel calendar shows all travel requests received, whether the request was approved, denied, or still pending a decision, as well as the travelers selected.

With the Executive Committee

The Executive Committee (EC) consists of the Chairperson, Vice-Chairperson, Secretary s and Treasurer of the board, as well as the Executive Director of the WSO in a non-voting capacity. Typically, there are monthly Executive Committee calls regarding agenda items and typically, the EC meets a day prior to full World Board meetings. The schedule for these calls varies with the work required. The board will then receive a report of the Executive Committee call as soon as possible. These reports are informal records intended for distribution within the board only. Board member(s) with detailed questions on a particular item(s) can call or e-mail any Executive Committee member.

Under some exceptional circumstances, the Executive Committee may ask the board to reconsider a previous decision. If this occurs, the EC will strive to provide the board with all available information.

Executive Committee reports will contain only general references to personnel issues. Verbal reports will be given to board.

The Executive Committee reviews the performance of the Executive Director annually. The board is informed of the evaluation.

With the WSO

The world service system is based on the establishment of a functioning and operational partnership between the World Board and the WSO staff. This partnership, just as the foundation for the board itself, is one of mutual respect, support, and trust, it requires open and honest communication by all involved. In order to effectively serve a worldwide fellowship, an atmosphere of teamwork is fostered in all activities involving the WSO staff and the World Board. Executive Management of the WSO is granted full participation in World Board meetings, with the exception of voting. From time to time, other members of WSO staff may be asked to participate in board meetings.

The Executive Director (ED) of the WSO works directly for the World Board, and the staff of the WSO work directly for the Executive Director. In order to manage the resources of the WSO, any official requests for work from staff beyond that already established for a workgroup, is directed to the Executive Management of the WSO. Board members are actively encouraged to contact any member of WSO management for information about their areas of responsibility.

With the Human Resources Panel

Regular communication is scheduled by conference call between the point person of the HRP, the chair of the board, and the ED. The Executive Committee and the World Board also meet face-to-face with the Human Resource Panel when necessary.

With the WSC Co-facilitators

The WSC Co-facilitators meet with the Executive Committee and the World Board at least once each conference cycle.

Decision-making Protocols of the World Board

Consensus-based Decision-making

Within the Board

For the board's purposes, the process for consensus-based decision-making allows for all points of view to be heard and fairly considered within the board. It reflects the board's commitment to unity and the creative process and advantage of a diverse board. Consensus based decision making acknowledges the process used to arrive at a decision and affirms the value of discussion. It is not meant to imply a veto mechanism.

If, at the end of the discussion, the board has not reached unanimity, those dissenting from the majority may be asked to state the reason for their dissent. If their rationale does not persuade the majority to change its view, then the dissenting members may be asked if they can support the majority view, even though they themselves do not agree with it. If necessary, a vote may be taken to resolve the issue in question.

When a formal decision of the board is required, a minimum of fifty-one percent of seated board members is required to represent a decision of the board. There are specific decisions, removal of board members or officers of the corporation, called out in the External Guidelines that require a two-thirds majority of the board.

Within Workgroups

The same process as described above for consensus-based decision-making is used in all committees and workgroups of the board. There will be times when a board member participates in a consensus process on a particular issue within a workgroup and then enters into another consensus process when the same issue is discussed by the board. Due to new information and/or discussions within the board, board members may change their position from that expressed within the workgroup. When this occurs, it should be seen as a part of participating in different consensus processes rather than subverting the consensus of the workgroup. This situation will require effective communication with those affected particularly non-board workgroup members.

At the WSC

All board members have a responsibility for the work and activity of the board at the World Service Conference. The decisions and discussions of the board are each individual board members responsibility to convey to other conference participants. As conference participants, each board member takes part in the discussions and

decisions of the conference as individuals. They participate in the consensus building at the conference, and as is expected of all conference participants, they base their participation and decisions at the conference as they each believe promotes the welfare of the fellowship as a whole. This means remaining open to the discussions as they occur and being open to change.

Elections at the conference are always left to each individual board members conscience.

Problem Resolution Within the Board

The board strives to maintain an open and frank atmosphere so that personal redress does not become an issue. However, if a member does feel that the board has personally wronged them, the tenth concept is applied. World Board members always have the right to bring an issue to the full board for consideration. If an issue arises between two board members, the first attempt at resolution occurs directly between the members involved. If the members are unable to reach resolution, the issue is brought to the EC or the full board to assist in the resolution.

Problem Resolution Outside of the Board

if there is a problem or concern involving an individual board member or the World Board, the EC is advised immediately. The World Board strives to resolve all conflicts in a manner that reflects NA's principles.

Meetings

As stated in the by-laws, regular board meetings may be scheduled at any time or place that the board decides by resolution. In the absence of a board decision, regular meetings are held at the headquarters of NA World Services in Chatsworth, California. There are other specific references to regular and special meetings called out in sections 6.07 and 6.08 of the by-laws.

The following language comes directly from GWSNA and is changeable only by conference action:

Quorum and Decision Making, Internal Elections, and Removal of Members

Quorum and Decision Making: The quorum for regularly scheduled meetings of the World Board equals one-half of all seated members plus one (e.g., were there eighteen seated members, quorum would equal ten- one half the seated members—nine—plus one). While the board should strive for consensus, it's process requires a minimum of a majority of seated board members to vote in the affirmative to represent a decision of the World Board,

Participation and Internal Elections: All board members shall have the right to full participation. All voting members of the Executive Committee of the board will be elected by the board Election to any position on the board will require a simple majority vote.

Removal of Members: Members may be removed from the board by a two-thirds majority vote of the board. Further, the conference may, by a two-thirds majority vote, direct the board to do so for the following causes:

- 1. Failure to attend two meetings within a twelve-month period.*
- 2. Relapse as defined by the Fellowship of Narcotics Anonymous.*
- 3. Conviction of a felony or equivalent offense during their term of office.*
- 4. Declared to be of unsound mind by a final order of a court.*
- 5. Misappropriation of Narcotics Anonymous World Services funds.*
- 6. Breach of statutory duties relating to a board member's standard of conduct as defined by the law of the state of incorporation.*

Once removed from the board, former members may only be reinstated by an action of the World Service Conference. Removed members retain no rights of attendance and/or participation until such time as they have been reinstated by the WSC.

In the event of vacancies on the World Board due to removal or any other cause, the World Board may not fill such vacancies. Only the World Service Conference can elect World Board members, and all vacancies will remain until the World Service Conference elections.

World Board Meeting Groundrules

1. We strive to achieve consensus whenever possible. When possible, decisions are reached by asking if there are any objections.
2. We will focus on establishing unity, mutual respect, and trust at the beginning of each meeting.
3. We will strive to achieve our stated objectives for each meeting. In order to use our time effectively, we will follow our agenda and support the facilitator in moving us through discussions. If in the course of discussion, other issues or tangents arise, they can be identified for future discussion.
4. Our meetings and breaks will start and stop on time.
5. We will be critical of ideas, not people, focusing on opportunities, options, and solutions.
6. We will discuss board issues openly at board meetings. Individual board members may have conversations about board issues to seek clarity or information; however, if one of us has a concern or an issue, we will bring it to the full board. We agree to address our issues through facilitated dialog and group discussion.
7. We will make every effort not to limit ourselves by expressing negative thinking. While it is the board's responsibility to discuss problems and difficulties, we will stay solution-oriented.
8. During each board meeting, adequate time will be provided for a session that allows individuals to revisit any unfinished business and to discuss their perspective of the meeting. In addition, any member can request a session to alleviate a burden or conflict and to refocus on trust and mutual support.

9. We affirm that board deliberation will be balanced, with no one person or perspective dominating the discussion and every member contributing in some fashion.
10. Executive Management has full participation (except voting) at World Board meetings.
11. We agree that only one person should speak at a time and should have the full attention and focus of the board. There will be no side bar conversations or other distractions not related to the meeting activity.
12. We agree not to gossip or to let conflict fester, but to face disagreement in a direct and respectful manner.

Workgroups

All italicized text in the rest of this document reflects language taken directly from the External Guidelines.

The World Board accomplishes much of its work through its committees and workgroups. The number and type of workgroups and committees vary each conference cycle, depending on the need. The Executive Committee always exists in order to provide consistent administration for NA World Services.

Accountability

Committees and workgroups are answerable and responsible to the World Board. In keeping with Concept Five, the World Board, in turn, is directly accountable to the World Service Conference, thus ensuring definite and direct lines of accountability across all world service operations.

Committee and Workgroup Makeup

World Board members are assigned to workgroups or committees by the Executive Committee and confirmed by the board. The number and experience of non-board members chosen by the board from the World Pool depends upon the projects assigned and prioritized by the WSC.

The challenge for the board is to delegate the responsibility and authority necessary for workgroups to function effectively, while at the same time, maintaining the accountability and responsibility for all of the work of world services. This requires effective planning, clear delegation, and approval of work with accompanying timelines and milestones. Expectations and limitations are discussed before the work is assigned and are captured in the workgroup "charge". It is the challenge of each workgroup to keep the board informed on an ongoing basis about their work and the issues that need board direction. The point person for the workgroup and the assigned staff are responsible for framing discussions that allows the board to maintain their overall responsibility for the work and activity without becoming enmeshed in the details of each workgroup. This is a process that the board will refine over time through effective communication and by acknowledging that this process will involve through trial and error.

Many board members will spend a great deal of time and energy with the activities of the workgroup that they are assigned to. Each board and workgroup member needs

to remember that their primary responsibility is to the overall objectives of world services— communication, coordination, information, and guidance—so that our groups and members carry the message of recovery more successfully, and so that our program of recovery is made more available to addicts everywhere. The workgroups fulfill their role as a resource to the board.

Composition of Workgroups

The board holds discussions about current and upcoming projects, routine services, and the overall needs of world services. Each board member is encouraged to express their personal interests and experience. The EC uses these discussions to create recommendations for workgroup assignments, including the point person for each workgroup, to the board. The EC usually develops the workgroup's charge at the same time and the board is asked to consider the scope and focus of the work as well as the recommendation for the workgroup's composition. The board then makes the final decision. The size and composition of each workgroup may vary according to the work assigned

For many "essential services" workgroups, such as the Business Plan, Audit Committee, WCNA, NA Way, Reaching Out, and Translation Evaluations, staff or non board members act as the point person for the group. Board members may or may not be assigned to these groups. Conference project workgroups most often have board members assigned as the point person. Additional board members may also be assigned to these workgroups to add to the diversity of life and service experience and board perspective. When they are, their role is one of information and perspective rather than leadership for the group and these board members need to consider how to best support the point person.

In order to create a successful working partnership, full participation in discussions is routinely granted to WSO staff and non-board members in workgroup meetings.

Workgroup Leadership

The role of the point person for each workgroup is primarily one of leadership. They serve as the primary communication link for each workgroup to the board. The point person works closely with staff in their roles as co-leaders of the project. The primary staff assigned acts as the project manager and handles the administrative duties of the workgroup.

The point person acts as the primary facilitator of workgroup meetings, in most cases. As is the case in WB meetings, this is a dual responsibility to be both a participant and a facilitator. This differs from a common expectation in many NA service bodies, where the chair is seen as an impartial facilitator and not actively involved in the discussions.

In the early stages of each project the primary staff and point person meet with the EC, either by conference call or face to face at a board meeting to discuss the work.

Assignment of World Pool Resources

The World Board identifies the specific types of skills required for each workgroup, and notifies the HRP as well as delegates in order to locate those resources.

Communication Protocols

As stated throughout this document and in the Concepts, the effectiveness of the board is dependent on the integrity and effectiveness of its communication. The board and each of its workgroups have a commitment to establish what information the board needs, and when they need it.

Communication between each workgroup and the EC is through the workgroup leadership. Workgroup leadership and the EC discuss plans for board agendas and the status of ongoing and future work. The ongoing exchange of information between all board workgroups is critical to the success of the overall mission of the board. The leadership of each workgroup has a responsibility to keep the lines of communications open.

Each workgroup establishes its own internal communication protocols. Workgroup leadership and the assigned staff are the primary points of contact for each workgroup.

Projects and Resources

As stated in the Process for New Projects in *GWSNA*, ideas for new world service projects can come from anywhere and everywhere—members, groups, area or regional service committees, or the board and its committees. In order for the board to consider and respond to the ideas that they receive, a formal request needs to be submitted to the World Board. The board has developed a form for this process. This form asks for the necessary information that the board needs to fully consider the idea being presented. Once the information is received, the Executive Committee processes the idea. The Executive Committee either prepares a recommendation for the board or assigns the idea to the appropriate committee to make a recommendation to the board. Once the full board has considered an idea, their decision is communicated to the party that submitted the project idea. This may result in further dialogue or a resolution. All conclusions are included in one of the regular world service publications to the fellowship.

Before any work is assigned to a workgroup, the board discusses the scope of the work and the resources necessary to complete the work. Goals are established so that the expectations and limitations are clear.

This process has had limited success and we are currently exploring alternatives

Travel

Travel decisions are made by the EC, as described in the World Service Travel Guidelines contained in *GWSNA* The Travel Reimbursement Policy for each budget cycle is distributed with the budget to the conference.

- In order to achieve our communication and fellowship development goals, effective planning and strategies for developmental trips must occur. The following assists the EC and board in achieving those goals: The EC attempts to match talent and background of the board member to the task and the environment at the destination, the goals and objectives of the trip, in conjunction with all the other factors like who has traveled recently, who is available to travel, expense based upon proximity, the presence or absence of staff, performance on similar past trips, etc. In reality these decisions combine both subjective and objective factors.
- * Travelers are selected to achieve a blend of both continuity and providing a broader base of available experience through training less-experienced travelers. Staff is an important part of world service continuity in fellowship development activities.

A coordinator is often chosen for each trip. When staff is present, they are most often the coordinator and the one who has been in communication with local trusted servants..

Executive Committee

The Executive Committee will uphold the duties of the corporation and its officers in accordance with all applicable laws; direct the activities and the annual performance review of the Executive Director of the WSO; retain responsibility for interacting with the Executive Director between board meetings; remain responsible for the general administrative duties of world services; and make necessary decisions affecting NA world services when the World Board is not in session, always mindful of the priorities previously established by the board.

The board is responsible for the overall planning of world service activities and their presentation to the conference. The EC is responsible for effective management of the overall resources of NA World Services, according to the priorities set by the World Service Conference and the World Board.

Roles & Responsibilities

Although each member of the Executive Committee may have specific duties, they also have a leadership role to the board as members of the EC. It is the overall responsibility of the EC to offer guidance and/or strategies to assist the board in its work, framing issues for board discussion, and keeping the focus on the long term effects of the boards' decisions. This is the group that speaks for the board when the board is not in session. The specific names of these positions are more to fulfill legal requirements than to describe what their functions are. All are legal corporate officers.

General Description

The NAWS Executive Committee functions as part of the World Board, providing leadership for the Board, facilitating Board action, and providing project management support. As the designated spokesperson for the World Board, the Executive Committee must effectively articulate the *vision* of the organization and, at every

opportunity, focus the energy and resources of the leadership, fellowship and staff in advancing the vision.

The ongoing responsibilities and authority of the Executive Committee are delegated by the World Board. Board policy and decisions regarding direction and priorities provide the context within which the Executive Committee acts-

Key Functions

Issues Management

- ◆ Anticipate/identify emerging issues for Board deliberation
- ◆ Filter and prioritize issues to be addressed by the Board
- ◆ Frame issues and philosophical discussions for Board deliberation and ensure related information is gathered
- ◆ Track and ensure progress and resolution of issues

Communications

- ◆ Provide the full board with the records of all EC meetings in a timely manner after each meeting.
- ◆ When "major" decisions, not previously delegated by the board, are made between board meetings because consulting the board wasn't practical, provide the board with an immediate clear description and rationale for each decision.
- ◆ For all communications with the full board, it is understood that proper discretion will be exercised in all personnel matters.

Oversight of Board Work Process

- ◆ Ensure timely implementation of steps within approved NAWS Planning Cycle
- ◆ Structure and manage Board planning processes
- ◆ Work with Executive Director to assess impact on and alignment of NAWS resources with priorities in strategic plan, and present to Board for approval as part of the budget process
- ◆ Develop and operate an effective process to prioritize, reprioritize and eliminate project work as needed, facilitating decisions and action the Board needs to take
- ◆ Initially assess NAWS performance, using tools developed, identify problem areas and/or the need for 'course corrections' and raise with the Board
- ◆ Work with Executive Director to propose work group structure needed to implement strategic plan priorities, and present to Board for approval
- ◆ Review and recommend workgroup charges based on strategic plan priorities, bring to Board for input, fine-tuning and approval
- ◆ Review workgroup charge progress reports, summarizing problem areas, recommendations and decisions needed for Board action

- ◆ Ensure a timely and efficient 'input-reporting-feedback' loop with delegates and the fellowship to provide the Board with information needed to support performance of roles and responsibilities

Board Leadership

- ◆ Preside at and facilitate Board meetings
- ◆ Provide guidance and make recommendations for Board action
- ◆ Provide the leadership necessary to ensure progress on identified priorities
- ◆ Within policies and priorities established by the Board, act for the Board as needed in between meetings, ensuring input by the Board, if possible, and timely communication of action taken.
- ◆ Carry out perfunctory duties required as NAWS corporate Officers

Elections and Board Member Assignments

- ◆ Formulate recommendations for the board regarding the board assignments for each cycle, including the officer positions on the EC.
- ◆ During or prior to the election of officers, provide the board with the rationale for these recommendations
- ◆ Communicate these recommendations and the reasoning behind them individually to all nominees and board members who have expressed and interest in these roles prior to any such announcement.

Board Operations

- ◆ Develop Board agendas and identify materials needed
- ◆ Establish Board meeting structure and schedule
- ◆ Recommend Board operating policies and procedures
- ◆ Draft or review/approve communications to the Board
- ◆ Ensure effective Board orientation and development strategies are in place and implemented

Leadership Development

- ◆ Develop and implement Board/Board member performance measures and evaluation process
- ◆ Support realization of the World Board Vision
- ◆ Provide leadership development opportunities for Board members
- ◆ Provide training opportunities to support fulfillment of Board responsibilities
- ◆ Ensure NAWS leadership development system is in place and operating effectively

Fellowship Outreach

- ◆ Set priorities for fellowship travel
- ◆ Review fellowship communication and provide input and direction as needed

- ◆ Act as spokesperson for the Board

Executive Director Oversight

- ◆ Provide input and direction to Executive Director as needed
- ◆ Establish key performance measures and annual goals for the Executive Director
- ◆ Implement Executive Director performance review process

Other Functions as Delegated by the Board

Decision-making and Quorum

Fifty percent plus one is required to represent a quorum (four out of five members as a minimum) for the EC. The EC, like the board, seeks consensus as their decision making model. If consensus cannot be reached, a minimum of three of the four voting members must be in agreement to represent a decision of the EC. When a circumstance arises where the normal decision making protocols cannot be followed (typically due to time), the Executive Director and one board member on the EC can make a decision. This is an unusual situation but when it occurs, it is usually about travel. Decisions of this type are communicated to the rest of the EC as soon as possible.

Personnel Decisions

The Executive Committee is updated regularly, regarding personnel issues at the WSO and is involved in certain decisions. The Executive Director is employed by the World Board and is evaluated annually by the EC. Decisions to add or remove a member of Executive Management, changes to WSO salary ranges, employee benefits, or the WSO personnel policy must be approved by the EC.

World Convention

The World Board provides administrative oversight and sets the direction for this event. Staff and other professionals are used for most of the logistics—both planning and support.

Members with convention experience are identified for a variety of purposes in implementing the logistical plan for each world convention.