Narcotics Anonymous World Services, Inc.

Approved World Board Minutes

8-10 January 2004

Strategic Planning

World Board present: Jane Nickels, Bob Jordan, David James, Jim Buerer, Giovanna Ghisays, Tom McCall, Bella Blake, Ron Hofius, Susan Chess, Tony Walters and Craig Robertson.

Lib Edmonds, Saul Alvarado and Daniel Schuessler were not present.

Staff: Anthony Edmondson, Becky Meyer, Jeff Gershoff, Mike Polin, Bob Stewart, Travis Koplow, De Jenkins, Nancy Schenck, Kim Young, Tony Greco, Stephan Lantos, Roberta Tolkan and Eileen Perez-Evans

This was an all day session with Jim DeLizia to finalize the identified priorities for the 2004-2006 conference cycle and begin to frame Issues for discussion with WSC 2004

The board developed key messages to help with WSC discussions at the October meeting. The board is to select five of the key messages thought to be the most critical and foundational of messages that delegates need to hear throughout the conference. Selected·key messages are underlined

- The planning process can be useful to you in regional/local planning

- The plan helps us focus on our common goals not our difference or individual agendas keeps us focused on NA principles

- The plan demonstrates the connection between realizing the vision and the need for sound organizational management

- The plan is the vehicle by which the vision can be accomplished

- The planning process is fluid responsive and flexible

- You have an important role in the planning process – as opportunity to contribute

- The planning process supports delegates in fulfilling their role

- The plan is results oriented

- The plan is how we operate effectively – it guides us in doing the right thing

In small groups the board is to plan how, when, where, and by whom the selected messages can be delivered at the WSC. The results will be discussed in the large group.

Planning process is fluid, responsive and flexible

Key messages should demonstrate the nature of plan: the boards' responsibility, information on how delegates can contribute, as well as how the direction of the plan can be redirected in midstream if necessary. *How*: talking heads, large groups, written support material, which can also include graphics. *Whom*: the board.

Plan allows to be responsive, accountable and responsible partners

Where: small group fellowship session facilitated by board, using examples that illustrate what is provided to us. Possibly have a board member and a RD to recap as a large group. This depends on the board and delegates understanding and will illustrate a partnership.

- Issues are to prioritize material presented and to present the information according to conference policy. How do we pair down list, additions / how to present?

Items on the list:

- What is NAWS and what happens at the primary service center? *NA Way* Magazine *did you know* column could be used to explain the WSO & Services.

- Suggestion to change/remove *honest* from in *Giving the Newcomer a chance to recover* (behavior at meetings)

- When presenting to the WSC, the bulletins can be left to show what is thought to be top priority, however we need to provide more information about the handbook projects.

The board discussed and agreed to offer *giving a newcomer a chance...* as a possible IP. The board then talked about the issue's importance and if the board really wanted to wait to publish this IP (because of the time it takes to publish a piece of literature) and if the board really wants to wait that long for this issue. The board agreed with the idea to write about the issue in the *NA Way*, other reporting vehicles, and as a bulletin offered.

The board agreed that the priority of the list is as follows:

1st Giving the Newcomer a chance to recover

2nd	Disruptive people at meetings.	Activities & Financial Responsibility WSC for beginner	Revision of Existing Bulletins,	Medication & Recovery	Info on a range of financial issues.
3rd	Anonymity	Consensus Based Decision making at the WSC	Common Needs	Convention Handbook	Literature Handbook	Other items under Possible Addition Identified prioritized

Consensus Based Decision Making at the WSC

Board agreed to keep the purpose and scope as simply defined in the in the WSC project plan.

PI Handbook Idea

Craig explained the idea of combining all the handbooks (PI, Phoneline, H&I, etc.) taking the best and creating one. The discussion was on the different opinions, if this should be done and if so, how to accomplish.

The recollection is that the fellowship would not want to wait any further for a PI Handbook—this would help with what PR Roundtables participants have been telling us, as well as providing the fellowship with something useful.

A show of hands was requested for wanting to move forward with something inline with a PR Handbook or a PI Handbook. PR Handbook—7   PI Handbook—3

It was decided to inform the conference that creating a PR Handbook is where the board would like to go but a minimal the PI Handbook will be worked on. The board will discuss with the conference to measure support of the larger focus. The board will talk more about this and report in the March Conference Report.

Self Support IP

There was discussion about the possibility of creating something new to replace *Self-Support* and *Hey, What's the Basket For?* The board decided that if this ideal were chosen, the input

- A sound technician will be available at all times and there will be a light that advises of speaking time left.

- Microphone: put one in the middle of the floor. If speaking in a Yellow card fashion the microphone is brought to you. If speaking in Red card fashion use of the microphone in the middle of the floor used. There is a noise factor associated with the middle of the floor microphone. This will be discussed further.

- Red Cards: Cofacilitators gave ideas on participants understanding the usage of colored cards and suggested a color coded table being handy in some form, e.g. on the card. Card usage information will be provided during the formal orientation.

Minutes

There were no objections to approving the January World board minutes.

Craig brought the board back to page 15 of the January minutes regarding PR & PI Handbook discussion. Clarified that the decision was to *inform the conference of creating a PR Handbook is where the board would like to go but at a minimal the PI Handbook will be worked on. This would be discussed with the conference to measure support of the larger focus.* The January board minutes approved with changes regarding the PI/PR section of the January minutes.

Action Item List (items on page 53)

All items shaded in gray have been reviewed and reported to the fellowship.

22.	Poem: Addicts Recovery	16 Dec 03
23.	Chips and Key tags for every months up to a year	12 Jan 04
24.	Poem: Addicts Recovery	13 Jan 04
25.	Purple GSR Key tag	2 March 04

After some discussion and consideration, items 22-25 are currently not seen as a priority at this time and will not be pursued.

A question was posed concerning the procedure for a language group to produce a Basic Text booklet. *Response:* The process is that the idea of facilitating the production of a pocket size of the Basic Text (as inexpensive as possible) is to be presented to the World Board and the submitter should quantify the need.

During zonal reporting, production of an item regarding HIV/AIDS will most likely be brought up. A point was made that the only way to produce information faster is in the form of a bulletin, but the only way to create it at member level is in IP form.

Everyone was asked to review the *Reflective Vision* material and be prepared for the Jim DeLizia session.

The board met in a sharing session, which is a closed session of the board.

Saturday 13 March—Strategic Plan

Present: Bob Jordan, Giovanna Ghisays, Susan Chess, Bella Blake, Lib Edmonds, Jane Nickels, Ron Hofius, Tom McCall, Daniel Schuessler, Craig Robertson, Tony Walters and Saul Alvarado. David James not present.

WSC Cofacilitators: Tim Smith and Mark Hersh sat in as an observer.

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

Reflective vision session with Jim DeLizia

Jim started the session by stating this is the time to ask yourselves a couple critical questions like: *what the impact of the board has been, how does the board feel about the impact, how does the board feel personally about having an impact* (value) and *where does the board go from here*?

- Jim pointed out that it would be critical to routinely have a reflection type session within the board.

The board was asked to reflect back on the board's inception (whenever you became a board member) and on the board as it is today. *How is this entity different today than it was before* (how is board structured differently, operate, etc.) and *what are the intangibles*?

*Brainstorming Thoughts (*said more than once)*

- Individual experience develops a collective conscience.
- Stronger/deeper partnership with leadership and staff.
- *Group dynamic (less personality driven and more voice heard).
- Developed a set of values and implemented.
- Board smaller therefore more efficient.
- Board is a body of knowledge- global organizations and workings.
- More affirmative and forthright—full board acts as a body and not as individual.
- *Focused.
- Strategic entity.
- *Cohesive.
- Trust.

How do you further and continue the body of knowledge with a new group?

- It's about what's brought to the room and board culture—have to understand meaning of being a board member.
  - This body must carry over the culture; articulating values among the new members, creating culture as a priority.
- As opposed to trying to adopt or building on the existing values the idea to brainstorm a new set of values with the new members and asking for them to add personal thoughts presented.

When the board looks at the shift what is seen as the accomplishment because of shift:

- Focused communications
- Unity building exercised have been model by fellowship
- Created tools and models to better engage the fellowship in dialogs
- Changing feeling of WSC to trust
- Strategic Plan-common set of priorities
- WSC has a more global vision and appreciation

- Transmitting the board's created energy

Where in the board is more to be achieved/ potential to be had? (*stated more than once)

- Have done little to challenge some of the old antiquated philosophical thinking in the fellowship.
- Need to provide a better understanding and/or recognition of NAWS—what we do, in this informing the fellowship about there being only 1 board.
- *Make time to discuss philosophical issues.
- Figure out how much staff, energy, and focus it takes to leverage the resources of volunteers (systems and structure).
- Communications.
- Infrastructure—feedback loop.
- Communicating plan.

World Board knowledge of the fellowship perception of the Board

- The average member does not have a clear picture of board functions.
- Image problem—which goes along with how some members *think* the board functions as opposed to knowing—education.
  - o The education/history has to continually be communicated.
- The way the board is viewed is extremely varied.
- There is still fear based in this: the world service culture and local level culture are different therefore people are still unsure about what is going on, unsure as to whom to direct their uncertainties, etc which promotes fear.

Everyone was asked to pull a name from a basket and 1) name something unique about this individual in what they have contributed to this board (e.g. a perspective, talent, experience, skill, or quality) 2) name one thing that you will take away from your experience on this board.

Name Pulled	Something unique about individual ...	What you will take away from your experience on this board
Ron	Tremendous intellect and passion and the ability to blend the two.	Ron will take away confidence from learning how to trust
Saul	Emotional honesty and open to demonstrating passion	Saul believes in miracles
Tony	Commitment to carry the message	Tony takes away confidence as well shown leadership and qualities
Jane	Focus—being single minded of purpose and an effective leader	Jane takes away confidence
Susan	Honesty and spontaneity	Susan will take away confidence
Becky	Always bringing the message bask to the individual member	Becky takes away faith in group synergy and personal recovery
Tom	Serenity and love for the fellowship	Tom will take away a feeling of fulfillment
Craig	Blend of intellect and ability to seeing/grasping the big picture in a member oriented way to convey message	Craig will take away an increased self motivation to excel
Jim	Calm measured tone in explaining position of board	Jim takes away the confidence to share message, be interactive – on personal and professional level. Sees parallels of life and the board
Daniel	Die model... principle base experience and business skills/knowledge	Daniel takes way pride... and learns about America and Americans

Anthony	Insight, commitment and love for fellowship	Anthony will take away pride
Giovanna	Deep artist soul and passion for fellowship	Giovanna will take away knowledge and fun
Bob	Compassion, intelligence and one who is easy to access-human natured	Bob will take away singleness of purpose
Lib	Confidence, upfront with confidence, gives another perspective in global fellowship	Lib takes away the ability to see self as others see her and that is a wonderful gift
Bella	100% honesty and enthusiasms, trying best at all times	Bella will take away recovery

Future Board Member (skills, qualities, experience)

What is a new board member going to need in order to achieve vision, ascertain new goals accomplish goals and what's the evolution of this body?

- Motivation
- Teachable
- Global perspective
- Open-mindedness
- Core humility
- Willingness
- Team player
- Intelligent
- Stewardship (effectively serve the fellowship, leaving the position in better shape than they found it.)
- Participating at meetings =recovery also allowing for a local level connection

Person (* mentioned more than once)

- Flexible
- Honest
- Commitment
- Vision
- Trusting
- Teamwork
- *Substantial local experience
- Diversity (richness in personal experience)
- Ability to have compassion but not fall apart
- Service experience

If leading the orientation for new WB members what is it that you would share?

• Teach new board members to take risks ensuring ensure that the culture is not lost by taking them by the hand and teaching

*prep for 1st meeting by giving an idea of what's going to be occurring

acknowledge that there is a time for learning—don't have to know all the answers, provide a personal detail about each board member, balance between them grasping of what's already in place (get oriented-grasp all this) followed by bringing their unique creativity (come in to soon with ideas before they've been integrated), inform members that travel long distance that there is a lag (special care).

- Jim thought it would be great if each board member shared guidance, tip, something personal for the new board member(s).

Brainstorm a board five years from now... evolution March 2009

--What impact does it have   --How do others inside and outside of NAWS perceive it? --How does it operate?

Susan's group decided the key communication vehicle is video conferencing, this allows for all service levels to communicate with us, us with them and the board/staff with each other – see all this as a better way to communicate to whomever allowing for more access, utilization of technology, "greater transparency, engagement, ease of access, etc/

Giovanna's group decided on the "wave of communication" e.g. with members, regions, forums, etc. constantly communicating, more technology use (video conferencing), and efforts achieved in communication would now reflects in our image- we would also have NA literature everywhere, e.g. book stores, institutions, etc.

Anthony's group focused on "increased efficiency," this allows for respectability and credibility, projecting a better public image.

Common concepts within each group were responsiveness and better use of resources (both human and technology).

What's the board's development agenda: evaluating and encouraging people, continued education and training (common languages on how to approach). The board must think about the next development set of tools needed for those going to be a leader? Jim end the session with the quote:

All that you touch you change. All that you change changes you... Octavia E. Butler Parable of the Sower

Journal Gift Edition

Replace the basic journal with the journal/medallion; the other information to be presented to the board is if they will also present the journal without the medallion. The mounting tab would allow for interchanging the medallions.

It was also recommended to mimic the conference banner graphic and place on the left over journals and maybe caps.

It was the decision of the board to allow staff to proceed forward.

Sessions of the 2004 World Service Conference

Making the New System Work session question is: How does the board envision the input reporting feedback loop to impact the strategic plan.

- Ron believes yes, however it is not defined what input reporting ... is. Feels unprepared to be specific on something that has never been put in concrete terms.

- Bella believes that the prioritizing is what we have to get to the fellowship, meaning getting ideas, share with the fellowship and see what the fellowship feels.

- Bob's input was an enhancement to the environmental scanning as well as some of the discussion questions on the key result areas

- Craig stated that is part of the plan, and that we impact by providing data that we would take into account, e.g. trends, things to take into account in continuing with the plan.

- What an input, reporting loop is and how it impacts the plan disconnect is what the board will have to frame for a discussion. Much more complex issue

- Show delegates how important their role is, engage them in a discussion that the system cannot work without them, but it's not the one that people keep referring to.

- Jim shared that regions are ready to go to next level, they are listening and ready.. this is evident by agreeing with the board recommendations. Agreeing on a more discussion based WSC, etc. Maybe utilize zonal forms as a reporting, etc. loop. Maybe be more active in dispelling myths, providing more information.

- Susan believes it the board's job to prioritize, we are in this together. The fellowship does not impact but is part of the whole. It's about a partnership. We need to gather information, and theirs is to bring it to us.

- Ron shared that his idea of this is to identify the measurable, decide how to measure followed by the board getting reports. We've also done something in that area with the regional reports.

- Saul stated that we impact the conference,

Input, Feedback, Reporting Loop: The board has not had the opportunity to really hammer out details. The board needs to talk about What is it (?), Who is the *who* in the *they* will give you input.

- Becky stated that the most important thing to the session is how the delegates will affect the system. We need to identify the top things about making the system work. Dilemma is the quandary /dilemma about everything that there's energy about.

- Bella feels it is more about engaging the fellowship and getting the whole system talking the same language. Get them to use language in an arena they are familiar with. Invite rds to consider how strategic planning might impact their own work. Get them to design templates that work in their own environments, allowing them to see the parallels/mirroring.

- Bob feels it's about how your voice gets heard, starting with one person and it catching on with more and more people. Need to look at all the items, *Resolution A*, regional motions, before the group having any sense of unity.

- Lib wanted to clarify the use of *quality control* and *quality improvement*. *Quality control* is about reaching a line and *quality improvement* is about improving.

- Anthony said to tell them the truth about the acknowledgment of the complexity of the issue. Have to get them to understand language then affirm.

- Ron agrees with what Anthony stated and believes one of the questions for the delegate's can be *how can we better engage you?*

- Key words are engagement (two-ways), understanding and affirmation.

Mindy's thoughts on making the new system work: believes that regions put in motion because they believe it the only way they can make a difference. Thinks a question to ask would be *What can happen other than motions that would make you (regions) feel like your having an impact. What makes you feel heard?*

Jane asked Mindy why the Show Me Region felt they had to put in a motion. Mindy answered that it wasn't clear what anyone was doing regarding the issue, didn't have a sense about what anyone was doing—and because it seemed that no one was going to say anything (show me region motion), they felt they needed to say it.

Tim's thoughts are to assign a couple of wb members whose sole purpose is to handle regional communications-giving it a bit more emphasis. Had envisioned the guardians doing this.

Mindy also shared that the communications are difficult, e.g. the board seems to be saying no to all motions, but if you look further you see that the board is saying 'yes' to many things, and that's why they put the CAR and CAT together so her region was able to see everything together. Feels possibility formatting the CAR different, like the questions, etc. it's the motion part.

Craig jumped onto what Mindy said and stated that that is one of the reasons that the CAR is not the best vehicle to have those discussions in the CAR.

Mindy said the CAR as formatted does not work, the CAT however explains everything.

Jim: this example with the motion on the BT it wasn't enough, maybe the deficiency we could have reported better. Maybe there are ways to share "here is what we want to do" and we get ideas on those. Maybe a better dialog about regions having a place to go without having to make a motion.

Anthony shared that maybe how to make the new system work is changing the CAR and letting them know that. The other thing is that car workshops need to be about discussions and not about motions. Maybe we could have explained the definition of the new conference, highlighting where we are still doing things the old way. Maybe the session could be about a regional idea session—a region articulating ideas that they want the fs to discuss. Need to demonstrate the dilemma. Take the best of what we can be and show as a model.

Tim shared that the possibility of creating a goal to remove motions within a certain amount of time, change wording to "proposals' as opposed to "motions".

Ron: agrees with AE. Redesign the CAR completely. The problem with motions…1) motions define and are binding in there exact language on what needs to be done. A strategic plan is the opposite. 2) if trying to have a discussion based conference, motions by the very nature requires debate. Motions are not an effective way to have regions be partners.

How do they in turn participate: give them a vehicle to forward ideas, then advise them where the reporting mechanisms takes place—have to find a way to communicate to regions. Go into conference with the full intention to change CAR.

Jane's thoughts on regional motions have less to do with not understanding the big picture. Not knowing the full impact of motions to the whole system. Thought motions are myopic.

Craig thought that part of the new process is that "partners" have to feel like partners. Somewhere along the line they are looking toward things that will help the fellowship and it doesn't seem that this is being discussed.

Mindy suggests telling them what its like about WS-educating, also teach them different ways to do things.

Becky said to point out things you have done (however issues seems to be if we really want to have dialogs effectively we cant' spend all time on motions). Motions are an old institution from regions. To get out of debate of regional motions and into the positive discussions

Mark shared that the direction of focus needs to be shifted, have an ongoing dialog about ideas. Need to find that way to shift to finding a cooperating " " to do the best thing for the fellowship. Find way to make positive lessens as a way to engage in process.

Giovanna suggested using a PowerPoint presentation: like a desert; rain to signify motions, people fighting, black and white and these images will signify the old system. Use brighter, colorful to show the new system: flowers, people working together, etc.

The board authorized to the EC singing off on the conference report. Everyone will get a copy via email.

The board asked to send any input to Eileen on the issue discussions/any session ideas by Wednesday before EC meeting.

The board met in a sharing session, which is not a recorded session of the board

- What does an effective infrastructure mean? Fulfilling primary purpose and recognizing our vision.
- Institutionalized behaviors hinder effective infrastructure
- Ask questions in a News Flash such as: Are your local services strong? If so, share those experiences with us.

Recap: the group agreed to the need to provide more background information, incorporate values identified, create more specific questions, direct people back to original topic, revisit feedback that comes in throughout the cycle, share boards unique global experience.

Friday 6 August

Present: Bob Jordan, Craig Robertson, David James, Saul Alvarado, Tom McCall, Jim Buerer, Ron Hofius, Mukam Harzenski-Deutsch, Michael Cox, Ron Blake, Giovanna Ghisays, Ron Miller, Piet De Boer, Mary Banner, Daniel Schuessler

Facilitator: Jim DeLizia

Staff: Anthony Edmondson, Becky Meyer, Elaine Wickham, Carrie Brockstein, Tony Greco, Kim Young, Travis Koplow, Nancy Schenck, De Jenkins, Steve Rusch, Mike Polin, Fatia Birault, Uschi Mueller, Tom Rush, Roberta Tolkan

Strategic Plan

Jim began the session by introducing discussion topics for the day.

What are the key messages that can be delivered to make the work the board is doing meaningful? What would be the story that you would tell about this conference cycle?

2004-2006 Story of NAWS Themes

- Strength of local community
- Relevant to today's recovery
- Our priorities are your priorities
- Tools to help carry the message
- NA is growing and growing up

- You have a stake in the organization
- Supporting your personal recovery
- 12th Step

Ideas for General Key Messages

- NAWS coming of age and the value that has
- Relevance to personal recovery
- Global
- Inter-Dependence between all levels of the service structure

- Building bridges to external relationships
- Rebuilding relationships

5 General Key Message Concepts for the cycle

- Rebuilding relationships internally & externally:

  Relationships/partners are critical to achieve our goals; we need to repair/rebuild/maintain these relationships.

  An example of the key message to a fellowship audience would be: As in the 8th and 9th Steps we want to rebuild the way we relate to each other in order to foster wholesome relationships.

- Inter dependence between all levels of the service structure:

  Each gear depends on another gear—interdependence (use visuals)

- NAWS is more visible, has identity externally:

  Slogan ideas: Let's not keep the miracle a secret (We're not a secret society); We have a Public Image—are you satisfied with it?

- NAWS is entering a new phase of development....

  o NAWS is growing and growing up

  o NAWS is global:

  NAWS is like a teenager going through a growth spurt, awkward and jittery and lacking support. This analogy could be used to describe lacking infrastructure—

  Convey this message at each member interaction. (growth spurt/gangly teenager)

- NAWS is relevant to today's personal recovery:

  By developing helpful tools, recovery literature in your language, and up to date resources—we can enhance your personal recovery and the 12th step.

- Making recovery personal

- Basic Text is an example of how we're capturing the experience, strength and hope from our members. Inviting the fellowship in this process is energizing. Analogy of the goose laying the golden eggs and the first tradition. Personal recovery is the golden egg for each of us. So what's the goose that lays that golden egg? Sponsorship, Service structure... NAWS needs to stimulate a discussion to talk about the goose. Referring to NAWS as a recovering addict... we take inventories, grow, etc.

Jim asked the board if they were comfortable with these 5 concepts and there was no objection.

Using the Strategic Plan, the group was then asked to look at the priorities in the key result areas and come up with 3 or 4 key concepts for each area on how it relates to this conference cycle:

Communications:

- Are the ties that bind us together.
- Is for you-it is a tool for personal recovery, one addict sharing with another.
- Enhance effectiveness: face to face, plus acknowledge and develop technological avenues.
- Continue to improve publications and make members and others aware of what exists.
- "We're shooting in the dark" turn on the lights and tell us how to reach your homegroup.
- Discussion topics: review during cycle, what input we've received and have an ongoing dialogue during cycle.
- We care that our communications are valuable to you and we are making efforts to make them available.

Leadership/Management:

- Strategic Management—to accomplish a Construction Job one needs:

  - Design
  - Plan
  - Timeframe
  - Schedule
  - Budget

  - Patience
  - Allow for unexpected
  - Vision
  - Subcontractors/labor
  - Materials

- Strategic Management: Continuing evaluations and quality control.

- Leadership:

  - Sponsorship
  - Proactive rather than reactive
  - Necessary to NA growth

  - Don't want to run out of leaders

Fellowship Support

- PR Handbook
- New comprehensive approach to carrying our message that combines all our efforts at every level into a singular focus. (H&I, PI)
- Workshops, Issue Discussion Topics, literature available/translations

Resources

- Our ability to accomplish the needs of the fellowship is tied to the availability of qualified staff.
- Member contributions need to be a larger source of our overall financial resources
- We are too dependant on income from literature and events; put your money where your heart is.

Recovery Literature

- Carpe Diem (You're a member of the generation…).
- Our diversity is our strength.
- You don't get unity through uniformity.
- Use Sponsorship book as a symbol of the momentum of where we're going: targeted literature.
- We don't all have to be the same to be in the same fellowship.
- Need for identification-helps me feel included.

What impact does the Regional Delegate have on our structure? What are our expectations from this group?

- Liaison/conduit
- reliable and consistent communications throughout the structure-provides the board with constructive criticism
- would provide clearer vision on local communities-better pulse

- infusion of ideas
- leadership-inspiration
- pool of potential NAWS leaders
- project communicator/vehicle to fellowship
- effective training to new Alternate Delegates

List specific examples of what information/communication/ideas that the board expects from the RD to give to the WB?

- human resources
- how our message is being received
- information on condition of the service structure
- sense of the fellowship's priorities
- communicate back to fellowship about NAWS projects, events, and workshops
- to help us to communicate:
    - key messages
    - values of NAWS
    - create enthusiasm regarding projects, goals, activities, etc.
    - role of a conduit and confidence in carrying that role to others: mouthpiece of NAWS
- People get placed into the role of a delegate who aren't capable for channeling the information.
- Educating at the local level
- incorporating NAWS partnership through demonstration
- delegates need help to reach and engage their audience

What can NAWS try this cycle to help delegates meet our expectations?

- Create a map that engages delegates similar to the map showing meetings pop up over the years.
- Face to face interaction through zonal forums, etc.

Problem areas:

- Perception of role
- Lack of understanding on the part of those who appoint them regarding what their role is
- Training/orientation/tools and support to RD's
- Broaden focus of delegate beyond the WSC role

Ideas to better support Delegates in fulfilling their role:

- ➤ Delegate Talking Points: Executive summary
- ➤ Training/Orientation about their role: structuring reports, leading discussion
- ➤ Post WSC communication: Highlights to pass on
- ➤ Provide visuals, illustrations
- ➤ Use discussion questions to help the RD lead discussions including template for reporting back information/input they gather
- ➤ Report back to the RD a synthesis of all their input
- ➤ Postcard RD fills out at end of WSC...compile and send back out (testimonials, etc.)
- ➤ Training/Orientation at Zonal Forums (Train the Trainers)...be more proactive-be responsive to their needs

> Use technology...
>> o Provide material electronically that RD's can add to & essentials
>> o PowerPoint presentations RD's can use
> Meaningful contact/communication between WSC

Leadership Identification & Development Charge

The group was asked to define the leadership development system and the fundamental principles and requirements of leadership:

- o Ability to conduct
- o being a servant and a leader at the same time
- o trusted servant means the trust that's placed in them-trusted by who elects them
- o effective delegation; not micromanagement
- o trusted to make decisions on their own-not bringing everything back to group
- o accountability allows leadership to work

Discussion Topic: The concept of leadership in NA and its importance

Audience: Fellowship

Setting/Context: Zonal forums, WWW, in writing through publication, World Convention, Regional assembly (grassroots leadership), Regional/Area convention workshops, local learning days, treat as similar to Issue Discussion Topic, informal workgroups

Outcomes:

- Define leadership in NA/Context
- raise awareness and understanding of the importance of leadership, test perceptions regarding leadership principles/ regular rotation; term limits
- requirements for leadership/expectations
- identify the culturally ingrained barriers that affect leadership
- experiences of leadership

Evaluate settings of where you can have these discussions: regional assemblies, zonal forum

Facilitators:

- WB/WS leaders
- Others: delegates, other leaders

Need model tool reporting template

There was some confusion about whether or not we needed to have the initial discussion with the fellowship before beginning our own discussion about leadership. The group agreed that Leadership becomes a similar model to the issue discussion topics. What didn't get done today is defining in more detail the concepts of leadership that we'd test with the fellowship.

Group agrees to set as action items:

1. set context
2. discuss concepts of leadership to test with the fellowship

Ideas to accomplish--action list:

- Present something like 6th step—balances in qualities, everyone has something to offer
- Use an instructional technique like a "debate" or "roleplay" to get conversation going
- NA concepts on table and talk about what they mean, like what does "trusted servant" mean
- Problems/issues that prevent us from attaining the leadership we need/deserve
    - Barriers
    - Misconceptions
- Use a technique to uncover these perceptions or lay them out for reaction
  *Challenge/Next step: now that we have a concept of effective leadership, it needs to begin with Board and HRP engaging in an initial discussion.

Saturday 7 August

Present: Bob Jordan, Craig Robertson, David James, Saul Alvarado, Tom McCall, Ron Hofius, Mukam Harzenski-Deutsch, Michael Cox, Ron Blake, Giovanna Ghisays, Ron Miller, Piet De Boer, Mary Banner, Daniel Schuessler

Not present: Jim Buerer

Staff: Anthony Edmondson, Becky Meyer, Elaine Wickham, Carrie Brockstein

Key Result Area: Fellowship Support

Bob opened the meeting with a moment of silence followed by the serenity prayer.

Anthony gave an overview of how and why this hotel was chosen for this meeting. He explained the benefits of routine off site meetings each cycle. There are several new board members at this meeting and this site allowed all board members to be in a new environment. When the decision was made to have a meeting in an alternate location we looked at hotels in driving distance from the office. To do otherwise would mean moving 15 additional staff and housing them. Tom expressed concern about how the decision was made to have the meeting here. His understanding was that a meeting like this (retreat style) was for philosophical discussions and not board business. Bob explained that the EC is given the responsibility to make these decisions. The desire was to keep this meeting as discussion oriented as possible but there were a number of items that had to be put on this agenda. The amount of projects this cycle won't allow for the board to have an off site meeting without any business or decisions.

General update of activity since WSC 2004

Russian first step
The Russian speaking communities are currently discussing changing their first step from *drug* addiction to *addiction*. We have provided them with a translated copy of the bulletin *What is Addiction* and a draft of the Russian IP1 showing the proposed changes.

Arabic translations, logo, name and video
There are currently several issues being discussed among the Arabic speaking communities. The logo that some members are proposing looks similar to the original except that the cross is taken out. We need to make sure we keep the conceptual fidelity of our literature and how it translates. but at the same time be flexible with it when it comes to dealing with communities who have differing beliefs.

- There was a question about the increase in prices. Anthony and Becky explained the process of increases.

Basic Text

- Mary had a concern about when the tool will be available for how to define a personal story and how long it will take to have the discussion to start work on the tool.

- Daniel is not sure if a tool is needed to define "what is a good story" and feels he can gauge a good story by simply reading it.

- Board members should remember that they are the keepers of the conceptual fidelity and that they will be the ones who approve or disapprove stories. Anthony noted that the issue about "what is a good story" is a discussion that the board will have to have.

Daniel would like it to be noted by the board that with task 4, experience shows that you will get nothing without approaching people directly. Simple solicitation does not work.

Workgroup lists need to be changed to add someone from Eastern US??? and remove Nancy. Ron Miller is recommending Robert Gray because he feels he would be a good workgroup member.

- Becky noted that the EC received 9 ½ pounds of paper of different people to consider for workgroups. The shining star program worked better than all the profiles.

Leadership Identification & Development

- Ron suggested AA's practice of including a leadership piece in the Grapevine newsletter and 12 Concepts. This idea may be something we may want to consider with this project.

NAWS Communications & Publications

- Worked on Task 1 yesterday

- <u>E-subscriptions</u> should be completed by the next board meeting

Public Relations Handbook

- The workgroup will get together to discuss tools and then identify what can be accomplished this cycle. Then they will most likely break up into specialized groups. The workgroup will need to identify the gaps in current handbooks. This workgroup will also need to communicate with the PR Strategy workgroup in cooperation.

- Discussion took place whether a PI Handbook will be completed. The conference said "yes" to a PR Handbook and not a stand alone PI handbook. The PR handbook will have sections allocated to PI, H&I, etc. as a comprehensive service manual. The idea of Public Relations blends H&I, Outreach, Web servants, and other service groups. This would eliminate individual guides such as the PI Handbook.

- It was suggested to Craig to add in the "Issues for Workgroup Consideration" section the incorporation of the draft PI Handbook material.

- Questions were raised from a point person regarding meeting and workgroup scheduling. Board meetings are number one priorities.

- Concerns regarding the dependency of the PR strategy to support this project were expressed. Becky reaffirmed that the PR strategy has a large amount of material already laid out, as well as a strong workgroup.

PR Strategy

- Some concern was expressed regarding the overlapping of the PR handbook workgroup with the PR strategy workgroup.
- Claudio declined-we are undecided about the need for a replacement workgroup member from the Latin community.
- There was a suggestion to have a Spanish-speaking focus group instead of trying to find a Spanish member who speaks English. Becky asked them to forward names of people who may want to participate in this focus group.
- In the next several weeks staff will put together overlapping items for this project and the PR Handbook.
- David would like to get dates for meeting as soon as possible in order for him to make travel arrangements. Dates will be forwarded for the first meeting before the next board meeting
- Background material will be sent to David soon.

Service and Fellowship development Worldwide Workshops

- Talked about doing two different types of workshops
  - One like what we did in Russia, something that is not a two day event
  - And the other would look like the way we have done them in the past
- We need to come up with some ideas about how to do this more effectively.
- Ron expressed his concern regarding the way worldwide workshops were prioritized. If resources are limited to do worldwide workshops, then we should look at creative ways to do them without needing as many resources. Anthony explained what he told the conference regarding this issue and that they should not expect workshops like they have had in the past.
- Becky reminded the board how this all happened. We all love the workshops but there are other things that need resources devoted to them like handbooks, etc.
- The EC discussed getting the best of both events and combining the two—worldwide workshops and service workshops.
- Common needs recently have been to provide developing communities with basic fundamentals regarding service structure.
- Regarding service workshops-how, what, where when-any ideas are welcome.

Bulletins Plan

- The plan mostly involves a Behavior at Meetings bulletin but will be affected by lack of resources (two open project coordinator positions.) Encourage members to submit resumes.

Routine Charges

NA Way Editorial

- Tom doesn't recall the discussion about the removal of two workgroup members, he recalls one. Discussion occurred with Nancy and Susan Chess regarding the

World Board Q&A regarding Audit:

- It was asked if it was worth keeping Xerox machines after the lease, as a piece of equipment with value. The difference between a down payment for a purchase, retained value, and leasing was discussed.

  Mike Quackenbush stated that no matter how much use NAWS gets from the machine it will not hold its value of equipment at end of lease. Anthony further explained how we were able to procure a piece of brand new equipment at a certain price.

- There was a brief discussion to help to clarify how the leased equipment is shown in audits and financial statements and how it affects the overall balance sheet and affects the bottom line. The balance sheet shows what is owed on existing leases. The auditors set up property and equipment as assets but the balance sheet does show what is owed on leases. Mike noted that he imagines that in the future more and more companies will have to show leases and longer term obligations with explanations. Anthony is happy to review the financial statements with any board members who have questions.

- Is the number of employees or employee turnover disclosed in the audit?

  Mike responded that it is not.

- Operating expenses in *Fellowship Development* – some of the bigger items included in this category consists of free literature (30%), shipping, bank service charges/merchant charges, insurance, interest expenses and employee training.

  Anthony will have Tom Rush insert details into a table that says what the totals for the major components are.

- How can the Travel Expense recommendation be corrected? Does the opportunity for theft exist?

  Anthony stated that a practical way to correct this step would be to have the World Board Chair review the Executive Directors expense report.

- As a board member, how has this body historically handled auditor recommendations? What's the process for follow up on auditor's recommendations?

  Mike stated that in the past the board simply delegates action to the Executive Committee.

The Executive Committee will follow up on actions taken or not taken on the Auditor's recommendations and report to the board. Last year it wasn't that the items were ignored but they were not formalized on the action item list.

There were no objections to accepting the 2003–2004 Annual Audit Report as presented by Lindquist LLP.

Key Result Area: Communications

Public Relations/ Strategy

A presentation of reports from the PR Strategy and PR Handbook workgroups were given, followed by a discussion of the combined timelines.

David briefly recapped the PR Strategy report, giving an overview of where the workgroup is with project. This included a brief history of how the project came about. The PR Strategy workgroup is charged with coming up with something that this body and the fellowship can understand. The handbook idea is to help the fellowship move forward.

The Strategy workgroup has members with a lot of experience with the public and different groups of people outside the fellowship. The first meeting was spent discussing what PR is and how it can be accomplished.

"Strategy" is about building relations and means a crafted plan. The group spent a lot of time talking about what PR is and they did not really come up with anything solid. Since the meeting, staff has talked and generated a plan that will help to flush out what the strategy will be. The group decided to talk about all the items at every meeting, looking at the whole picture instead of working on pieces.

Part of the PR Strategy will almost certainly end up in the PR Handbook and the two groups have plans to meet together in the future.

- Is the vision for the final product of this charge a document?

  Response was that it is the hope that this is what it ends up to be, but divided into and for different audiences. It may be a report and not a document. What's being looked at is what the workgroup is currently doing, what the workgroup should be doing as well as setting long and short term goals. They hope to then devise a plan on where to go from there.

- What audience would the document/report be for - NAWS, members, area, the public?

  Response was that the workgroup thinks they will come up with something that discusses how to deal with the different audiences. The workgroup's idea for the two projects is that possibly the strategy should come first, followed by the handbook. There are several board members that are confused about what these two groups are supposed to do and how and why they are separate.

- It was explained that this was a topic the board was meant to talk about at a couple of board meetings and that never occurred. This is what came from that.

- There has never been anything put into place about why we do the public relations efforts so they all end up scattered.

- Strategy is like where NAWS wants to be with the medical and professional audience. What can we do to put NAWS in a better place with those audiences?

- The board's handbook discussion will ask things like "how you do it" – a type of guide. This will be a lengthy discussion.

  David shared that he is glad the workgroup has not come to this meeting with anything for the board to look at so that the board can have a discussion about what we are doing and how we are supposed to do it. Hopefully we can clear up some of the confusion regarding items like:

  o Is this a strategy for NAWS or the local fellowship?

  o We will produce a document that is targeted to NAWS and the handbook will use parts for other audiences.

PR Handbook

Ron M gave a brief report of their first meeting, sharing that the community building helped bring the group together.

- The Strategy workgroup role is to be the architects and the role of the Handbook workgroup is to be the contractors. It was further explained that the workgroup took time to go back and see where this all began and put together reference material in a notebook for the workgroup members to become familiar with. It was also made clear that the two groups are scheduled to meet together.

- The board was asked to review the timeline of significant events and it was explained how the timeline was created.

- Chapter two, "Core principles and Philosophies," is something the board needs to take the time to discuss. As stated in the report the drafts of these chapters may need to be modified as the remainder of the handbook is written. There is interdependence with chapter's one and two that needs to be woven throughout the entire handbook.

- The board will also need to discuss the blending and melding of all the committees as we know them today.

- Who we will target for review and Input is a question that needs to be answered and taken back to the workgroup.

- Noted was that it seemed that there are places in this timeline that should not be worked on before the plans are written. There seems to be some confusion about the two groups and the fact that one group is building before the plans are done.

    Becky explained that staff went though this very thing and did an outline of how the two groups are really one, with two groups working on the same project. Staff has outlined how it all comes together and when the two groups should depend on each other.

- Ron M clarified that the workgroup looked at, modified, and rewrote the two first chapters and they also went over the rest of it briefly. He asked the board if they would give input on the timeline. Are there things missing?

- Noted was that review and input used to be done by Literature Committees and Delegates. Normally it would go to service committees, but with addresses and such being outdated what can the board suggests and do to change it?

- How can this body do it differently like online or any other suggestions? How can we make it as accessible as possible?

Board Suggestions for Review & Input, PR Handbook:

- A member can go to the NAWS website and put themselves on a list. The office sends out email on a regular basis. E-subscriptions are a vehicle that can be successful and then anyone can provide input.

- What about dealing with the part of the fellowship that is not online?

    Continue to do what is being done now and always add a print and distribute button on the site. Give people the option to do this online or by mail and ask them to make sure their address is correct.

- The EDM would be a good place to have a workshop on items that need input.

- Anthony shared that this will be a test on how we do this when the time comes for input on this project as well as for the Basic Text stories.

- Should this information be made accessible to a group? Further felt that home groups can benefit from the handbook and a way needs to be found to get this out to the groups for their input.

    The information will go out in the CAT material and the RD's should make sure that it is work shopped with group members.

- A concern was expressed regarding this project going to a group for input. Asking for input on something like this will create input that will not address what we need.

- It was suggested that this be viewed on an adhocracy basis and not literature committee specific. We can send the word out about the project broadly and provide suggestions on how to workshop the material.

- Concern was expressed about sending this out to groups and asking for feedback on something they have no clue about. Material should be accessible to interested members.

- Another concern is that this is a really tight timeline. Has the workgroup talked about how and when they will expect a return on this material?

  Review and input does not really ever drastically change a piece, but it does get people excited about the project.

Questions for the board regarding the review and input process:

- Sending information directly to the groups for input on PR Handbook—5

- Sign up process—9

- Explore other avenues—10

The board agreed with the material being categorized as adaptable service material and that it can be translated by local communities.

The board had no objections to the presented outline

The board had no objections to the presented timeline.

- How can the workgroup start with chapters one and two without the board having discussions on the core principles?

  Jane explained that this input will go back to the Strategy workgroup for review and input.

  Core Principles and Philosophies is one part that will have overlap with strategy so why doesn't the handbook group start with something that does not have any dependence on strategy.

- Ron feels introductions should be written last so that everything is included.

- The introduction is where you sell the idea of PR and we believe that all will end up being changed in the long run.
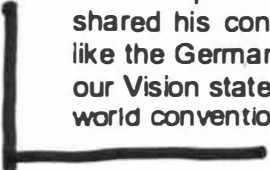
PR Strategy Workgroup Member

Ron M indicated that Stephen K was unable to attend the 1st and 2nd meeting. Therefore, it will be necessary to replace him. The willingness to serve was present and appreciated; however, thoughts for a replacement are Connor H and Joao (current RD) from Portugal.

The board agreed to allow the EC to make the final decision on identifying the individual to replace Stephan K and report that decision back to the board.

WCNA-33 Site Selection

Mike Polin gave an overview of the report and process for site selections, shared certain challenges in Europe (in the report), and again, briefly recounted the WCNA-33 selection process. He explained how things happened when the convention was in Paris and the challenges.

Daniel expressed his wish to challenge the decision to have WCNA-33 in Barcelona, Spain and shared his concerns. He expressed feeling uncomfortable challenging the selection but feels like the German fellowship was the first community outside the United States to be present and our Vision states that we should all be able to get the NA message in our own language and the world convention is a part of that. He feels this is a philosophical issue and not a business issue.