

The conference layout was also drastically different, with all sessions except the business portions taking place in a room that was far more informal than in previous years, set up with circular tables, used by small groups addressing a wide variety of topics. The business session layout was also quite different, allowing for all participants to hear each other and conduct "business" in a different way. Again, it was a great learning experience, one that we walked away from knowing that we have far to go to achieve the vision we share. We learned from both sides of the room and will continue to refine the format.

These changes in how we interact with the fellowship are very important but by no means exclusive tools that will help carry us towards our vision. We need look no farther than the NAWS long-term goals that were developed when we worked on our strategic planning framework. The five goals we determined concerning the services we provide are:

- ◆ To be a trustworthy leader, with the foresight to dentify trends and issues affecting the fellowship and the ability to develop innovative solutions to address them.
- ◆ To be a reliable resource for information about Narcotics Anonymous recovery and access to the recovery process.
- To be the spokesperson for the interests and concerns of Narcotics Anonymous and the issues that further our vision.
- ◆ To create and distribute products and services that meet changing fellowship needs.
- ◆ To foster a worldwide community of members with unity of purpose and a keen sense of mutual accountability and support.

A major internal challenge

We learned that a long-time employee had embezzled approximately \$290,000 from NA World Services. Another member of staff discovered the theft. When the embezzler was confronted with the evidence, she admitted stealing about \$50,000. We immediately terminated her employment with us.

We worked with our attorneys, our auditors, and the insurance company to resolve this matter and try to ensure, to the best of our ability, that it does not happen again. In addition to implementing stronger internal controls, such as redefining job responsibilities and redirecting bank statements, our auditing contract has been modified to cover more outside oversight, including external spot checks by the independent auditor of our cash accounts on a random basis.

We had a representative of our auditing firm present at the World Service Conference to answer questions from conference participants. We believe that this session helped the conference to better understand what had occurred.

Narcotics Anonymous We are pleased to report that we maintain an employee embezzlement insurance policy and received reimbursement that covered our loss, less our \$2,500 deductible. This payment was not received until after the close of the fiscal year being covered in this report.

Any decisions regarding prosecution in this matter will be made outside of NAWS. We will comply with any requests made of us to the best of our ability.