

**Narcotics Anonymous World Services, Inc.**  
**New World Board Member Orientation Meeting Record**  
**14-15 July 2006**

Present: Bob Jordan, Craig Robertson, Tonia N, Franney Jardine, Paul Craig, Arne Hassel-Gren, and Mark Hersh.

Staff: Anthony Edmondson, Becky Meyer, Elaine Wickham and Eileen Perez.

**Welcome - Action Group**

The meeting was opened at 9:00am with a moment of silence followed by the Serenity prayer. The New board members were welcomed followed by introductions.

Action group topic: What skills / talents do you bring, and what are your hopes and expectations while on the World Board?

**Mind Mapping**

Each person wrote down qualities thought necessary to support NAWS in meeting NA's mission and vision.

**What is my role as a World Board member?**

**The Board Role**

Discussion initiated with a few points regarding personal behavior, communicating with the fellowship as an individual NA member vs. as a board member, expressing a personal opinion vs. the consensus of the board, board travel, fellowship issues, board/fellowship communication, and the bulletin board. Everyone reminded that when out in the fellowship and a particular issue creates energy (hot button) they should send communication to staff in order to keep everyone up to date on what's occurring.

- ⊗ Being a World Board Member
- ⊗ Being a non-profit Board/Board member

This board does not spend the majority of their meeting time focusing on corporate responsibilities of a nonprofit board. More of its focus is spent on spiritual aspects of the organization. The Business Plan Group focuses on the business activities of NAWS.

Disclosure statement information will be sent to the attorneys on the board.

- ⊗ WSO Administration Overview

The WSO organizational flow chart illustrates the structure and organization of WSO Chatsworth and branch offices in Canada, Europe and Iran.

Anthony gave a synopsis of the items presented in the New WB Member PowerPoint presentation: translations, registered meetings, and the branch offices.

WSO Canada is strictly a distribution center; sole purpose is to distribute material. Jacquie and her husband fill the literature orders on a part-time basis. WSO Europe is a literature distribution and service center. Paul has made it possible to maintain that office with very little interface with Chatsworth. Siamak manages WSO Iran with two other employees. Office in Iran has been self sufficient for the last 3 years.

Policy binders are available as a resource in the large downstairs conference.

Everyone informed that in the near future an updated contact list and e-blast regarding opening the bulletin board to past participants will be sent.

Provide a copy of the orientation PowerPoint shown by AE to the new board members.

⊕ WSO Interactive Tour

A tour of the World Service Office was given by De J and Tom B.

**Who is NAWS?**

**NAWS Structure and Operations**

⊕ Overview

Overview of the World Service Structure provided for informational purposes further noting that committee/workgroups is still listed as they are implemented as needed. This allows for the implementation of resources wherever necessary.

NAWS Structure chart illustrates how the board is accountable to the WSC. The composition of Human Resource Panel has changed over time and at the October meeting there will be a joint meeting to discuss the next stage in leadership. The World Pool is still a difficult tool to extract information from. Names are also kept by staff for individuals being forwarded by the board-shinning star list.

Everyone asked to identify shining stars in the fellowship; looking for skills and talents that would add to NAWS resource pool. Encourage individuals to submit their resume to the World Pool as there may be opportunities to utilize them in different arenas. There will be more detailed discussion on Leadership cultivation/shinning stars.

Send bulletin board information once completed, and the new members will check into obtaining high speed internet connections.

⊕ Policies and Procedures

Employee handbook policy changes are indicated by date change. All routinely used forms are located in the back of the book. If a problem arises that goes beyond scope of the Human Resource Department the Executive Committee steps in and acts as a personnel body.

As directors of NAWS you are an employer which means that all labor laws are applicable to board members. Everyone advised that two new hires have just been added as writers; one relocating from Chicago and currently interviewing someone for a Project Coordinator position.

⊕ Funding Sources/Financials (interactive reading and understanding NAWS financial reports)

The financial management policy is a fluid document and the Business Plan Group is working on making some changes in order to make it consistent with the investment policy.

The August meeting is the annual meeting where the formal business of the corporation is addressed. There will also be a report from the Executive Committee concerning current policy for annual reporting deadlines, elections procedures, seating criteria, banking information, etc.

Literature sales and distribution decisions are directed to Executive Management. We give away a half million dollar worth of literature a year. There are no special agreements with any non fellowship customers however there are special agreements with RSO's that are experiencing financial difficulties. The importance of this is to help put literature in addict's hands.

⊕ FIPT

The purpose of the Fellowship Intellectual Property Trust is to hold and administer all Narcotics Anonymous property which includes recovery literature, trademarks, service marks, copyrights, and all other intellectual property of the fellowship. The World Board is the Trustee the fellowship is the beneficiary.

Literature on the internet discussed. NAWS does not target all websites posting NA literature is because it would take one full time employee to undertake this assignment. Also mentioned was that sometimes it's best to not engage or pursue certain matters because it's an individuals intent is to challenge our position. Because Board members will most likely be drawn into discussions concerning FIPT Bulletin #1 everyone should become familiar with it.

The process to become a vendor explained. Members wanting to become a licensed vendors submit an application (*Trademark Use Request* form) and disburse the amount it costs to process the application. Applications are processed twice a year; January 1<sup>st</sup> and July 1<sup>st</sup>. World Services has the sole exclusive and unrestricted right to grant or deny any request. A Vendor is anyone who wishes to reproduce any of the NA trademarks on any physical items such as the design of jewelry, wearable's, specialty items, etc. Becoming a licensed vendor does not grant exclusive permission in any category. The matter of vendors will have to be discussed by the board in the future.

#### 🌀 Translations

The World Board must review and approved every first time translation of IP #1 and recovery glossary, Little White Booklet and NA Basic Text; ensuring the quality of the Narcotics Anonymous message in each.

Everyone asked to review IP #1 for evaluation, Recovery Glossary and Evaluation form, Basic Assessment of Translations form and the Translations Basics. Previously, Local Translations Committees (LTC) worked out the translations of certain terms themselves. This practice created problems amongst some communities because they could not agree on the translations of a word/phrase. Red text in IP #1 was found to be more challenging word/phrases to translate. There are also times when a professional translator is hired to assist. The translated version must stay true to the English version – keeping the spirit of the NA language

Only some communities to have undertaken writing their own personal stories: French speaking communities the Netherlands and Swedish.

#### 🌀 Basic Accounting Theory

Accounting presentation is to help with comprehending financial statements. Statements are provided to the board, unless there is a crisis there will only be an update of WSO's overall financial health. Tom R sends out a monthly report on financial performance. Each report reflects what is occurring at the time.

The Emergency Action Plan is part of the existing policies that the Business Plan is reviewing and illustrates a three stage process in the event of a financial difficulty. Currently have \$1.6 million in the bank that would allow NAWS to operate for 76 days. New goal is 3 million or one years total operating expenses.

##### ○ Trends

When reviewing trends it will be important to see the trend points, not the actual trend line. This gives an indication of what can be expected in the future. It will also be important to see where donations are coming from. At some point in the future a message will need to be crafted that focuses on our key contributors. The board encouraged to send Tom R any questions regarding the monthly report.

- Plot of income graph give a picture of the total expenses and excess.

The Plot of Key Balance sheet is a sheet that the board should always pay attention to as it tells us the value of our inventory, amount of receivables, and payables. We always want to receivables be above the payables.

Currently running trend lines for 15 years this will be changed to an 8 years maximum and some to 5 years. This is being done because trends over 14 years are only for historical purposes.

Anthony went over the WSO sales to Hazelton history plot. Interface with Hazelton brought about own marketing strategy which has help to offset income previously received from Hazelton.

The trend of sales of the Basic Text reviewed. This trend will change with the production of the 6<sup>th</sup> Edition. Currently sell about 300,000 a year. No other NA literature comes close to the amount of Basic Texts sold. The trend line for key tags helps us see fellowship growth.

- Iran

Key tag discussion led into a brief discussion about the Iranian fellowship. Four years ago one of their religious leaders delivered a Friday prayer speech communicating that he believed Narcotics Anonymous was the only community base organization that followed their principles. NA literature also does not conflict with the Koran.

Most meetings are held in community centers, mosques, or other religious centers, in just five months the Iranian fellowship meeting total has grown to be 11,000. We have also been very fortunate to have been invited to help Narcotics Anonymous unfold in Iran, given that we could have been seen as intruders. A branch facility needed to be opened as they are now the single largest and fastest growing fellowship outside of the US and at this pace they will grow to be the largest NA community in the world.

Anthony shared that the Iranian fellowship is one of the most welcoming fellowships he has ever interacted with; there is a passion for NA that he has never seen. Yet as with all new communities there are issues of concern; like the challenges for women's to attend meetings. Women are not turned away from meetings it is just known that they can not attend just any meeting. Nonetheless in spite of religious govern there is some progress; like a women's workshop being planned for the upcoming trip as well as the women are requesting their own ASC. Iran has thus far been the most unique developmental community in world service experience. NAWs has had to disclose what we are doing in Iran to the US government.

## **Current World Service Issues**

Updated talking points will continuously be provided as the board moves along in discussions as well as posted to the FTP site. Utilizing the talking points will be the best way to stay appraised on items like the Basic Text, current issue topics, what has occurred with leadership and public image.

The *Guide to World Services* is currently being updated with recent conference actions.

- ✿ Issue Discussion Topics

The board always discusses issue topics for the upcoming cycle. Issue discussion topics information has been mailed to the fellowship and being discussed at workshops. The board needs to decide what it wants to accomplish with topics as well as what type of information to look for.

It will also be necessary for the board to discuss the process in which they want to handle topics for this cycle. This is the first cycle that World Services has had to follow through talking about the next evolutionary stage for topics.

The importance meeting preparation and staying informed discussed.

#### ⊕ Common Needs/Diversity

WSC approved a motion to allow common needs meetings to occur at the San Antonio convention as an experiment.

The board must frame discussions and ideas for local communities to discuss. It was suggested to use the PR focus group to talk about professional meetings and what they think about targeted meetings and other issues since this group will contains NA members that are professionals as well.

#### ⊕ Leadership

Leadership development at the local level will be discussed for the October joint meeting. This will mean attending workshops, engaging local members in this discussion. The body informed that the discussion on leadership will include the world pool and the Human Resource Panel processes. The challenge will be providing information for the fellowship on how they can implement at the local level.

### **Reflection on the Day**

#### ⊕ Ah-ha moments

There were no highlight moments. Everyone was proud of staff preparedness and how nice it is to speak to employees happy to be employed at NAWS.

#### ⊕ Focus of Day Two

It was suggested that everyone be familiar with the Strategic Plan and Project Plan and what falls out of that for tomorrow facilitated session with Jim D.

### **World Board Operations**

#### **How does the WB function?**

Present: Bob Jordan, Craig Robertson, Tonia Nikolinakou, Franney Jardine, Paul Craig, Arne Hassel-Gren, and Mark Hersch.

Staff: Anthony Edmondson, Becky Meyer, Elaine Wickham and Eileen Perez. Jim DeLizia facilitated today's session.

### **Opening and overview of the day**

Bob opened the meeting with a moment of silence, the Serenity prayer and introducing Jim DeLizia to the newer board members.

Jim started the day by asking everyone to share one thing they were either surprised about or did not know about NAWS.

#### ⊕ World Board Operating Culture

Today's session will focus on the board as a unit, experiences of a board member, tools, and what drives this team. Will also review the Strategic Plan and talk about how to address certain types of issues (mega).

Jim expressed that the board is like an organization within NAWS and like NAWS there is an operating culture. It's important to know how the board functions as a culture. Everyone asked to break into groups and talk about three characteristics thought create a productive team.

- Surrender, variety of view points, common goal
- Trust, playing to each others strengths, flexibility,
- commitment, active listening, conflict management
- Effective communication, respectful and trusting relationship, using humor

Important common characteristics traits

- Mutual respect
- Respectful and trusting relationship
- Working together

Essentials for a productive team

- Operating values
- Clear roles and responsibilities
- Clear purpose
- Team skills and behaviors

A productive team always agrees how they are going to interact together.

#### ◆ WB Values

Values are principles that guide behavior and action within a unit (attitude and words).

The board begins each meeting by affirming the world board values, agreeing on expectations, etc., this gives everyone an opportunity talk about ideas and have a common understanding.

Consensus is a principle used by the board. The body agreed that as a board their consensus is reached by discussion. When there is a disagreement the board will talk until the issue is either resolved and/or everyone is willing to move forward, always communicating the decision of the board not personal opinion.

#### ● The NAWS Strategic Plan – the Board's management tool, Strategic Planning Process, Planning Cycle, The focus of the Board, Board work process

A strategic plan is needed in order to keep up with a vision. The board stays in touch with trends and issues by understanding the necessary strategy to achieve its goals. The vision never changes, trends change and the strategy helps to navigate towards the vision. A plan driven board gives their input and delegates the detailed portion with confidence, never micromanaging. Board uses its tools to keep focused on processes, projects, and discussions.

#### ○ Travel

The group shared their thoughts regarding who they believed has a role in deciding travel and who attends workshop/zonal forums. Zonal forums select their location, who attends is decided by the Executive Committee as well as the Worldwide Workshops attendance.

### Support to the Board

- The NAWS Leadership Partnership, Role of the EC and the Chair in supporting Board operations

- Interaction/relationship with other leader partners (EC, Staff, Committees, WSC)

The key in operating with other entities as a unit is delegating effectively, clearly communicating expectations and focus, having the confidence that the produced material meets the criteria given. It's the body's responsibility to keep up with the progress of the work so at the finalization point there are no major problems.

The World Board is accountable to the WSC. Its core responsibilities include communication and outreach, oversight of WSO operations, planning and prioritizing, resources per priorities, evaluation, deliberation and decision making and workgroup structure and charges. Communication, confirmation, information and God.

The involvement of the board with the following tasks is 10% Routine business essential services, 30% programs/projects, 60% future direction issue.

The Executive Committee is accountable to the WB and provides leadership and guidance, facilitates board action, frames issues for discussion, has the authority delegated by the board to make decisions on behalf of the board in between meetings and acts as point of contact for the Executive Director.

The Executive Director is accountable to the board and carries the responsibility to organize and assess resource needs, manage and direct staff, provide input for planning and decisions, support world service structure, facilitate communication, implement goals and priorities.

Although there is a clear split each body does not serve as a separate entity.

Everyone asked to review the Roles and Responsibilities within a Plan-driven Environment sheet and think of a word that describes the essence for Chair, World Board, EC/Officers and Workgroups.

The groups thought that a Chair is a general, a facilitator, a leader and cheerleader; someone that continuously keeps the plan's vision in the forefront and always maximizing the skills and talents of available resources.

The World Board: joint chiefs, service entity, point of accountability, programmatic (project oriented), often a board member is a workgroup chair. Strategic board needs to keep its focus on the issues, operations, decision, and delegation.

Staff also has a responsibility in planning, basic to implement the board goals.

- Committees and Work Groups (and how this is evolving)

Workgroups have a particular charge, accumulated specialist to perform a certain task, involved with action, product, and specialization. They are focused and they are finite.

**So, what is it really like to be a WB member?**

## **The Board Experience**

- Board Meetings

- Meeting Focus/agenda/logistics

Each meeting is usually started with an action group led by a board member.

Remember to check for a hotel package at the front desk upon your arrival at the Marriott. Read the agenda and the background information. Drafted agenda's are driven by key

result areas, indicate what time the meeting starts each day, and provides a legend which shows what needs board decision or just discussion.

Generally the full board goes to dinner together on Thursday night.

The first board book is typically mailed two weeks prior to the meeting date, the second book mailed one week before, followed by a hotel packet, and handouts at the meeting. Staff is also looking into different ways to send out information and how the information is framed. A board book with a red cover needs board's attention and items will be dealt with at the meeting, beige colored covers contain background/resource material.

When board input is required be sure to respond by deadline dates and/or advise staff if no input is being given (replying to all).

#### World Board Travel

Always inform staff of personal travel and any board meeting attendance conflicts. If there are times you must deal with work related issues while at a meeting, just advise the chair.

Attending board meetings is one of the most important responsibilities of a board member; and when considering other world service travel this needs to be kept in mind.

It's always important recognize when your personal life needs a little more attention. This always takes precedence over the work of world services. Being of service to NA does not include personal neglect or jeopardizing your life, even if it means having to say no.

There may be times you will be asked to travel to places not accustomed to. Always stay with the travel team and not wander off by yourself when traveling it is. If you do decide to go off by yourself make sure someone knows your destination.

The issue about what to say at the border/check points came up and Antony explained that he starts with stating his purpose for travel is due to his work with a community based organization, could also state attendance at a training course or workshop. Try to use Narcotics Anonymous as a last resort. However if pressured he tells the truth.

Strategic Thinking Facts card passed out. From each statement everyone asked to point out issues/questions, sub issues, key result areas, objective, results, impact of not addressing the issues, organization capacity, how to make this decision, measure success. The idea is to use the following process to arrive at the most informed decision when tackling issues. And when pointing out issues, etc keep the following points in mind:

- ✚ *Vision*-how the issue relates to the vision statement
- ✚ *Environment*-considers the impact and consequences of issues
- ✚ *Resources*-what are the options and what is feasible
- ✚ *Change initiatives*-look at current situation, what is beneath it and how do we address
- ✚ *Action*-strategic thinking leads to action

#### Strategic Thinking Facts (blue card)

- ✍ When the main meetings during the last World Convention were recorded, a lot of interest was expressed by attendees in obtaining a copy
- ✍ Interest was also expressed in real time video streaming of the proceedings
- ✍ Technology has made distribution of information and visuals convenient, but controls on access are not always assured
- ✍ NAWs has put IPs on the website for easy download by anyone interested



- ✍ Tradition 11 and 12 do not necessarily provide the guidance needed to deal with issue of communication in an age of advanced technology

<p><b>Definition</b> (what is the issue, question or proposal being discussed? Are there related sub-issues to be considered)</p> <p><b>Issue/Question:</b></p> <ul style="list-style-type: none"> <li>○ Free flow of information and communication</li> <li>○ The use of technology to carry the message /and how that is supported by the traditions</li> <li>○ Making our message available using technology</li> </ul> <p><b>Sub Issues</b></p> <ul style="list-style-type: none"> <li>○ Control</li> <li>○ Anonymity</li> <li>○ Consideration of language and culture</li> <li>○ Conflict/clarity –traditions</li> <li>○ Purpose/use of web site</li> </ul>	<p><b>Relevance</b> (in what way will addressing this issue further our mission, vision, goals and objectives)</p> <p><b>Key Result Areas</b></p> <ul style="list-style-type: none"> <li>○ Communication</li> <li>○ Fellowship support</li> </ul> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>○ #2-Improved effectiveness and efficiency of world service communication, using techniques that will resonate with diverse audiences</li> <li>○ #6.1-produce targeted literature already identified and approved (including development of spiritual members, older members and recovery, gender issues, youth and recovery, medication and recovery, benefit of service to personal recovery)</li> </ul>
<p><b>Impact</b> (what prompted the need or desire to address issue [situation], what benefit or results anticipated, what is the impact of not addressing issue at this time, who will be affected and how, are there ethical implication we should consider)</p> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>○ Message more available</li> <li>○ Clarify underlying philosophy</li> <li>○ Accessibility</li> <li>○ Enhance members perception of board responsiveness</li> </ul> <p><b>Impact of not addressing</b></p> <ul style="list-style-type: none"> <li>○ Create I don't care perception</li> <li>○ Accessibility</li> <li>○ Loosing control</li> </ul>	<p><b>Assessment</b> (do we have all the information we need to make a sound decision, if not what do we need, what criteria will we use to assist this issue, what is important to consider about the organization's capacity to effectively address issue, what are possible options or solution, what are the pros/cons of each)</p> <p><b>Information Needed</b></p> <ul style="list-style-type: none"> <li>○ Technology info-what's feasible etc</li> <li>○ Pulse of need, interest etc</li> <li>○ who is asking/</li> <li>○ audience profile</li> </ul> <p><b>Org Capacity</b></p> <ul style="list-style-type: none"> <li>○ Doable-\$, staff time, available resources</li> </ul>
<p><b>Decision</b> (what are possible actions we might take at this time, how should we move forward, how will we measure success)</p> <p><b>How to make this decision?</b></p> <ul style="list-style-type: none"> <li>○ Workgroup?</li> </ul> <p><b>Measure success</b></p> <ul style="list-style-type: none"> <li>○ What does success look like?</li> </ul>	

## Wrap-up/Close

### ✪ Reflection:

- ◆ What have I learned/new insights gained? Am I ready? What else do I need to know? What steps will I take to prepare?

Accountability – starts with you –Jim pointed to the sheet in notebook -- performance evaluation.

The greatest resource the board has is each other and the staff. Emailing each other between meetings is also a good communication tool; ask questions because everyone has value and everyone's participation is vital.

A history of the change that came about with the board/office is something that would be nice to have. Anthony gave a brief history of the past structure.

The meeting closed with a sharing session that is not a record portion of the record.