

**Narcotics Anonymous World Services, Inc.**  
**Approved World Board Minutes**  
**23-26 January 2013**

World Board: Franney Jardine, Tali McCall, Tana Agostini, Irene Crawley, Sharon Harzenski-Deutsch MaryEllen Polin, Mary Banner, Ron Blake, Jim Buerer, Arne Hassel-Gren, Iñigo Calonje Unceta, Paul Fitzgerald, Odilson Gomes Braz Junior, Bob Gray and Mark Hersh.

Not present: Antonia Nikolinakou. Paul Craig will be present on Thursday.

Staff: Eileen Perez, Becky Meyer, and Anthony Edmondson. Additional staff members will join the meeting for different discussion in the agenda.

**Getting to know each other**

World Board began morning with a sharing session that is a closed portion of the meeting.

**Service System**

**Update on Field Testing**

Service System Field Testing report in book 1, page 67 recapped. Nine of the ten communities asked to be core testers accepted and field testing results will be produced in July.

Today a general report will be given because it's too soon to have all the details.

*Fielding Testing Questions:*

Disclosure – the board previously agreed to not disclose who/where core communities. However, the communities themselves can disclose.

Reporting templates shown. There were no objections to providing templates to others outside of core group testers.

Midwest Zonal Forum (MZF) – the WB member selected for MZF was unable to attend and since it was only going to be one session it was decided to try a phone hookup for the session with a staff person. The telephone hookup for their session worked well. A post on Facebook gave it a very positive response. This brought up other uses for webinars.

There will be a Public Relations webinar (3<sup>rd</sup> week in Feb 2013). The expectation is to work out kinks and to have a future webinar with Delegates. We hope to make this technology work for our uses.

State, National, Providence (SNP) – we are going to ask some communities to assist with the SNP aspect of the Service System project. Proposing that we contact different regions like Kentucky, Illinois, California, Pennsylvania and possibly New York and/or Texas. Start off with a phone conversation to see what kind of questions they have to see if a face to face meeting is necessary. Want to have conversation and gather information. Decision: There were no objections to moving forward in engaging communities in SNP discussions.

**Discussion about the operation of LSU's**

After returning back from lunch the body broke up into small groups to discuss LSU's and what aspects are exciting, still confusing and still of concern.

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Thursday 24 January

#### Service System Day with Jim DeLizia

The primary topic of discussion was SNP Local Service Coordination - How can an SNP effectively perform one of its primary functions – to coordinate local service bodies as needed into an efficient system

#### Next Steps

- Use discussion results to frame facilitated discussions with Regions, and bring results to next meeting.
- Continue to refine ideas on how to address challenges and the impact of a large or small SNP on local service coordination.
- Have a more detailed discussion on the operation of an SNP – how would it work at a practical level as part of a service system.

#### Funding of Delegates to the Conference

**?? Should the policy of funding delegates to the conference be changed??**

→ **Greater insight into whether change is needed and what the options are**

Motion 10 from the 2000 *Conference Agenda Report* and its intent read from the Two year conference cycle project material.

Some history on cost:

WSC 2012				WSC			
	US	Non US	Total				
<b>Delegates</b>	67	45	112	2000	\$121,734		
	\$113,230	\$127,800	\$241,030	2002	\$241,919	130000	111919
<b>Alternates</b>	61	22	83	2004			
	91%	49%	74%	2006	\$380,219		
	\$103,090	\$62,480	\$165,570	2008	\$517,648		
				2010	\$399,610		
				2012	\$473,719		
Hotel	79	790					
Food	55	550					
US travel average		350	1690				
Intl travel average		1500	2840				

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**Discussion regarding where the original intent was and was not met**

Assessment of Current Policy

*Where the Policy Meets the Original Intention . . .*

- Participation in decision-making affecting world issues
- Sense of equal treatment between Delegates
- Sense of the responsibility for the whole fellowship – not just the Region (mostly)

*Where the Policy Does Not Meet Original Intention . . .*

- Shared responsibility didn't materialize (some used dollars to fund Alternates)
- Some bring Alternates to cover for them . . . funding used for this (unequal luxury)
- Didn't generate a sense of responsibility/accountability to the Region since Region didn't pay

Guiding Principles to Use to Evaluate Options

1. Group Consciousness/Inclusiveness ... a Global Voice at the Conference
2. Feasible to Administer
3. Transparent Process
4. Shared Responsibility (World and Local)
5. Financially Viable
6. ONE Policy
7. Sense of Equality – no 'class system'

Policy Options

***Option 1: The Status Quo***

Rating of Option ("5" high): 2.2

Evaluation of Option:

- Rates poorly on shared responsibility
- Rates poorly on financial viability
- Rates well on group consciousness

***Option 2: Cost Equalization***

*[All communities pay the same dollar amount to attend the Conference – sharing the burden; sub-option could be 'adopt a region' in addition to paying your own way]*

Rating of Option ("5" high): 2.4

Evaluation of Option:

- Rates poorly on group consciousness



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**Option 3: Need based Funding (No Automatic Funding)**

*[if the Region believes it has a need, it can apply for support; Sub-option A is that there are no qualifying criteria – if you ask for help, you get it; Sub-option B is that the applicant must submit Region's financials, etc. to get support and/or certain criteria have to be met, similar to the Fellowship Development request form]*

Rating of Option ("5" high): 3.8

Evaluation of Option:

- Fits NA culture
- Reverse mistake that resulted in keeping the dollars at home
- Reinstates a sense of responsibility
- Stimulates maturing of the structure to a more sophisticated operation

**Option 4: Grant**

*[Dollars are granted with expectations for follow-up action/requirements on the part of the Region]*

Rating of Option ("5" high): 2.6

Evaluation of Option:

- Not feasible to administer

**Next Steps – Discussion 2**

1. Present issue in *NAWS News*, leading to a face-to-face dialog at WSC. Give background on issue and summary of WB discussion (looked at the data, etc.), and present a recommendation – along with a sense of urgency – for discussion with Delegates.
2. During discussion, drive toward a decision if possible. If this is not deemed possible, then continue the discussion.

Other

- Need to better communicate 'return on investment' for World Service and Regions, as well as expectations for participation at the Conference and follow-up back in the Region
- Be more explicit about the true costs of the Conference (present the budget differently – separate out components)

**Alternate attendance at Conference**

**?? Should Alternates attend the conference??**

→ **Greater insight into whether the current practice needs to be changed, and if so, what issues will need to be addressed to make a change**

The Value of Alternates at the Conference

(From January 2010 discussion with 2013 updates)

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- Resource (e.g., language support)
- Training and support for Delegate
- More voices, perspective, report
- Benefit to fellowship
- Continuity of service (ability to follow projects and plans over the cycle)
- Greater communication back to the fellowship
- Comfort level of Regions in this Alternate attendance
- Leadership cultivation and development

Downsides of Alternates at the Conference

(From January 2010 discussion with 2013 updates)

- The value is received based on ability – inequitable
- Additional funds used (loss of resources used for other purposes in the Region)
- Conference size less manageable
- Not active participant in formal sessions
- Confused accountability
- Length of service commitment (high turnover rate of Alternates... Delegate succession)
- Takes away from the Delegate when having to support/train Alternate-focus distraction
- No interaction with other participants, insular, myopic
- Limits stepping into leadership role
- Are they really being trained, acclimated, etc.?
- Potential for RD to be less open minded if someone is 'watching'; RD will resort to what is easy or comfortable
- Inhibits interaction and sense of community/intimacy delegate-to-delegate
- Discussion based Conference skews if there are more Alternates from the US

Options and Issues

*The Advantages Outweigh the Disadvantages . . .*

- If there are advantages to Alternate attendance, then how do you reconcile the inequity of some Regions being able to afford Alternate attendance and some not?
- If Alternates attend, do you give them a voice? A vote?
- More focused training for Alternates is needed if they are to attend.
- Can the advantages of Alternate attendance be achieved through other means than Conference attendance?
- Consider Alternates as 'observers' only – not on the floor of the Conference.

*The Disadvantages Outweigh the Advantages . . .*

- Reimagine the role to better serve the need
- Rethink the role of Alternate to be focused on value in the Region as an aide to the Delegate
  - Could then have a team of Alternates
  - Could help with large SNPs
- What is the role of Zones in training/mentoring for Alternates and emerging leaders?
- Use past Delegates to support training and mentoring

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- Flow of dollars . . . what could Regions do with the extra funds? (there are limited resources everywhere)
- The decision to not fully fund Delegates may impact the decision regarding Alternates (dollars might be diverted to funding Delegates, not Alternates)

**NEXT STEPS – Discussion 3**

1. Article in *NAWS News*: link the discussion on Delegate funding and issues regarding Alternate attendance to the Conference, with no specific recommendation on the Alternate attendance issue (just a note of some of the issues the WB is continuing to discuss).
2. Reimagine a different method or model that would deliver on all the 'advantages' of Alternate attendance at the Conference and that would give more value to the Conference *and* the Regions. Bring for discussion by the WB.

Informal straw poll on how many board members support the notion of eliminating participation of alternates at the conference with the attempt to provide alternative methods for alternates to get the value that many feel they get at WSC (magic). Support – 10                      do not support – 6

**Role of Zones**

**??What should be the role of zones as part of a service system??**

→ **Affirmation by the new board of the potential for zones in the service system, and a keener sense of the issues to be addressed to move forward**

Didn't address due to time constraints

- **WSC Seating Issues remaining to be discussed (apart from criteria)**



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Business Plan Members attending: Susan Chess, Daniel Schuessler, Khalil Johnson and Bob McDonough

**Friday 25 January**

**Strategic Plan Framing Day with Jim DeLizia**

The World Board was joined by the Business Plan group members for the Strategic Environmental Scan Discussions. Day began with the World Board and Business Plan Group member introductions. This was followed by an overview of the day's agenda on the Environmental Scanning/Strategic Plan work.

**Strategic Warm up Discussion**

An overview provided regarding the development and formulization of the Strategic Plan which happened about 10 years ago. Today the body will be asked to think about where we are right now and what those opportunities are for the future.

First exercise will focus on where we've been, tells us something about the history (where we've been and shouldn't forget) and where we could go that provides energy, hope and focus. We'll end with framing the question that has to be answered about where we are.

Leadership team – shared vision – important to articulate where we are as an organization and how others view us and speak about that – better understand mechanics and each other.

**Past**

- 1992 running out of money, raised cost of Basic Text, 1996 cutting staff and trying to figure out which bills to pay = financial crisis
- Unification behind great concepts and unified budget, one board, NAWS under one umbrella, integrated international fellowships into our service bodies = worldwide fellowship
- Behind in technology and always trying to catch up
- Fellowship touch and go for a moment, Organization that struggled to exist and almost became extinct. Expansion of the reorganized world
- Inefficiency and waste happening a long time ago, mistrust
- How much better is the relationship between the those in the room

**Future**

- Growth, new people new generations
- Maximize ways to communicate with the fellowship
- Continue to do what we are here to do – sustainable growth
- That the fellowship continue to grow so there is less reliance on the US fellowships
- We want 80% of contributions to pay for services, fulfill our mission statement and a 2 year prudent resource.

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- Become technology current and improve money flow, zones have value
- Revitalize service system for people competing for positions, unifying fellowship

#### What is the question we have to answer, the dilemma we have to solve?

- If we have no resources it doesn't matter what you are *wishening*
- A dramatic change in the culture of contribution, use technology, demand on the resource on outside will demand more
- How do we accommodate and do, immediate is that "Rome is burning" and acknowledge, have same commitment, enthusiasm
- Faith and courage, product distribution and adapt to publication direction, service system adoption
- Without an effective contribution portal we are stopping, have credit card square for direct group contribution, technology is available and we are not using it
- Autumn or winter - make a difference; meaning are we moving forward or are we staying to be stable. Are we prepping or not? Are we in an entrenched mode or are we prepping?
- Be bold, take steps in marketing and branding – create a think tank to brainstorm all possibilities

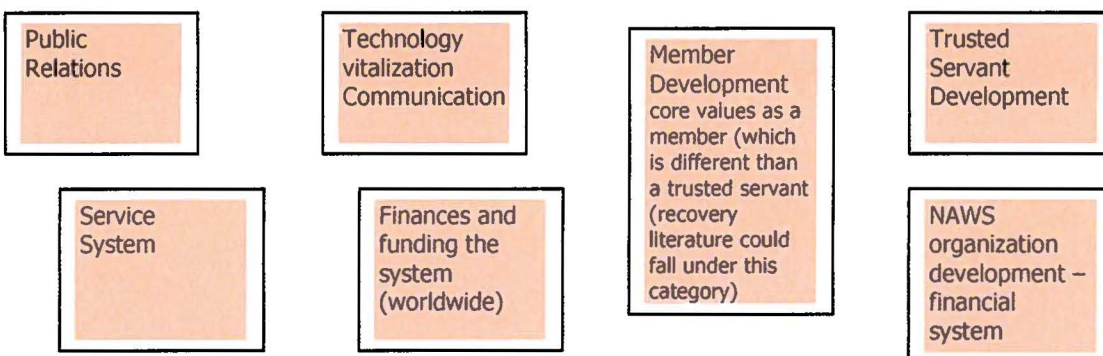
How do we grow and continue to remain relevant. Need to reset the destination in our plan and working smarter this cycle.

The framework of NAWS Strategic Plan is for another 5 cycles therefore this exercise asks that the focus be on the organization and envisioning what it looks like 5 years from now. Each table assigned different aspect of the plan to develop; read the new *Vision for NA service* statement and based on that answer questions.

#### Next discussion focuses the group on KRA's.

#### Key Results Areas

Keeping in mind what has just been discussed, what are the big areas, big shifts, where action and approaches need to occur – are they the same KRA or different:





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Jim D will restructure and slot items believed to go under each category - the board will receive back for review.

After lunch the board came back to discuss shifts in the Environmental Scan.

**Environmental Scan page 23 (*shift handout*)**

Process used to identify trends and issues that are changing and how they impact us positive or negative. The better we understand them the better we can outline the scan and plan.

Today we are going to step back in a much deeper manner looking at trends that could significantly impact us. This was done about 10 years ago and quite a bit has changed. Potential Shifts on page 26 will be updated. Small group brainstorming

5 different groups reported back on shifts in whom we serve, in how we are structured/operate, in relevance of our mission and vision, in attitudes and expectation of us, products/services and how they are delivered.

**Implications-post it points**

- Retention of members
- Support to groups on how to use tools and deal with change in member profile
- Strategy – ongoing for dealing with DRT issue...not just an IP but dialog
- Leadership in dealing with these issues→if someone will do it outside

Look at scan data and need the sense of the trend one of which is the financial viability of NAWS – page 42 of book 2.

We seem to be largely dependent on North America resources, more specifically dependent on literature sales of which we are not able to get new inventory fast enough. Print material will become less important to membership. From a contribution stand point, if a convention is not successful we don't get contribution and contributions continue declining and are very limited. Individual and group contributions are the way to go so that we are not dependent on literature sales. If you extrapolate trends from the last 10 years, you'll find a declining of potential contributions and an increase in resources, this equals (=) becoming a nonfunctioning organization.

At the December 2012 Business Plan group meeting, there was an urgency and simplicity that moved group to action of raising money on their own for NAWS...certain members of the BP issued a challenge to raise funds, wanting to be examples of possibilities. The end result was that the group's \$10K goal was met.

There are many positive trends out there; this demonstrated that those who went through the process of asking for help received help and those that helped then asked for help, and so on, this revealed to us that small efforts can create big results.

Bullet point list of ideas:

- Have to move to the forefront of raising funds
- Visiting sacred cows – removing delegate funding
- Focus on direct solicitation and consulting someone – expertise

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- Zoom, zoom, wham, wham and expanding the availability of stuff (ring idea)
- Contributions portal – for everyone worldwide
- Make purchasing easier (shopping cart)
- Contribution recognition
- Fellowship Development video asking people to pass the basket on Saturday night

**Technology**

Mobilization of data and access

Driven by the ability to buy – flash sales, Groupon, Ecommerce

Social media as way to promote NA events

**Member Survey**

The material being passed out will be emailed to everyone for completion including the Business Plan members.

Nothing else noted and the meeting adjourned for the day at 5:00pm.

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Saturday 26 January

**Discussions about Resources with the Business Plan Workgroup**

The meeting opened with a moment of silence a followed by the serenity prayer. Khalil J facilitated the Business Plan Group discussion with assistance from the other members.

**1. Intro and background on BPG**

First order of business was providing a brief summary to why the BPG was created as a resource to the Executive Committee and on the work and focus of the Business Plan group.

**2. Review summary of efforts to increase individual member contributions:**

Summary of how the group has been focusing on finding ways to increase individual member contributions is provided.

- **Importance of respecting the Traditions and Concepts, Implications of the diversity in membership**

In crafting the message, we must be very respectful of both the Concepts and Traditions. We have tried individual experiments, appeals, articles, but don't feel we have had the leverage needed to move the needle forward as we would have liked.

- **Impact of national and international economics**

Understanding that there is and has been an economical affect both in the United States and outside the United States.

- **Use of publications, emails, website, forums**

Articles, forums, message propagated by the board, IPs on Self-support, 80K email blast to help raise consciousness. So although individual contributions have grown it is not enough to sustain the business of NAWs long term

- **Direct solicitation vs. redistribution of basket money**

Would have hoped that the IPs would have had an impact and it has not. Think the Service System discussion are good discussions that will help that but independent of that believe we must ask for contribution directly

- **Special baskets, dedicated giving, one-time and recurring giving, legacy contributions**

We have talked about asking regions and areas to pass a basket at special events, also touched on reinstituting the H&I basket, any possible way to raise contributions. One time and recurring giving is a good opportunity, as an example, a member can give \$10 a month that is recurring or give at whatever level the member is comfortable with.

- **Importance of leading by example**

In December 2012 Business Plan believed that if they were bringing forth the importance of contributions then they should also agree to bring their individual contributions forward as examples, asking that the board think about this as well.



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Shared that there are many organizations that require a commitment of their board to contribute between \$10K and \$20K, this amount is not required of us however; hope we can at least think about contributing what is in each person's financial comfort level.

Decision: to institutionalize the purpose of the Business Plan Group as outlined in their cover memo to the consultant's report. This is not really a new purpose but confirmation that the BPG does not need to be reluctant to bring any issues to the board.

Agreement to be more consistent regarding the use of word contributions, the desire is to consistently use the word contributions (not donations).

A discussion took place about ideas to increase contributions. The BPG will develop a plan for increasing contributions as well as other streams of income and bring it back to the WB.

### **Corporate Responsibilities**

#### **World Board April 2013 meeting in San Diego**

The April 2013 World Board meeting will be held at the Hyatt Manchester Hotel in San Diego. The normal meeting reminder announcements will be sent out 30 days out.

#### **Production Items**

- The style of the medallion holder (bezel) is currently being evaluated for change.
- Jotter Samples were shown to the World Board. Jotters are being used as Public Relations special gifts.
- Farsi: digital files from Iran are being obtained so that printing of Farsi material can be produced here.

Enough of the following items are not sold and the intent is to remove the following from inventory once current supplies are gone with board approval:

- 25 slot literature rack (too large)
- OD cards
- Audio copy of the *It Works, How and Why*
- audio version of the Step Working Guide

There are other items in inventory that will be reviewed and part of a report for board review for removal or to not reproduce.

Decision: to not reproduce the 25 slot literature rack, OD cards, It Works, How and Why audio and Step Working Guide audio.

#### **Audit Workgroup**

Audit workgroup members are Susan C., Khalil J., and Bob M. The Audit workgroup and Auditors fulfill a mandated legal responsibility of the organization oversight. Audit Workgroup members and Auditor met over lunch and workgroup pleased to report the audit for the upcoming audit.

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Audit Committee met with auditor this weekend to go over Audit draft. Audit will contain one exception regarding Iran. Audit should be ready for the Board soon.

**WCNA 35**

Workgroup candidates accepted and the first meeting will be sometime in March 2013. In the very near future an e-blast notifying members of the registration deadline extension (1 week) along with potential for winning the 1 night room fee and a contribution link will be sent out.

Saturday night entertainment not solidified – yet

**WCNA 36**

We are happy to report that procurement of the facility in Rio Centro for June 2015 was accomplished. Jose' acknowledged as being a vital part of our success in this endeavor. Rio Centro is not the same as Rio de Janeiro. Rio Centro is a newer part of Rio and the only location with a convention center large enough to accommodate our fellowship. Their economy is doing very well there and people will have a good time.

Create a separate box or some type of callout box regarding WCNA 36 in June 2015.

**Digital print – Copy machine**

A sample of the Introductory Guide handed out for review. Illustrating what the new in-house printing machine allows us do. This will also continue to assist in lower costs.

**Warehouse space**

Lease signed for warehouse space behind the Nordhoff building.

**Approve October Minutes**

Decision: No objection to the October 2012 World Board minutes

Decision: Unless specifically requested the board agreed to continue not receiving paper copies of any meeting material if it was already sent electronically.

**Traditions Book Plans**

Sometime between now and April 2013 we will draft phase 2 which will focus on individual experiences as well as we also launch the online board. The World Board will receive this frame by email. This will give staff approximately 1 year before the conference.

**Idea:** that the Traditions books ask people questions and or give a message regarding economical responsibility.

**Internal World Board Discussion Board**

If a bulletin board set up are WB members willing to try out? Jim B will help everyone with SharePoint notifications as well as set up and give a demonstration on the bulletin board section for the board.

There was also some discussion regarding doing survey, something that helps to get pulse of the board on some issues.

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**SharePoint Site**

- Relevant SharePoint Sections:

Current policy and documents, 2012-2014 Conference Cycle, Service System

As a general note items posted to SharePoint will always be sent via email as well.

**World Board July 9-13 2013 Meeting Date**

One World Board member has a conflict with that date.

**Miscellaneous items**

Brief discussion regarding something posted on the conference participant bulletin board concerning centralized literature distribution. NAWS staff will respond to this inquiry as well as copy Mark H.

Decision: No objections to Mark H continuing as the Bulletin Board moderator until the April 2013 meeting.

The meeting ended at 3:30 pm

**APPROVED**

APR - 6 2013