

# 1998 Annual Report

communicates is exciting. The other major success story under this category is the *NA Way Magazine*, now in its second year of operation. With a distribution of nearly 30,000 addresses in five languages, the *NA Way* is reaching more addicts than ever before, uniting our members in a growing global fellowship. We have also received numerous letters from members around the world expressing their gratitude for and appreciation of the new format.

## Marketing

Our marketing staff were assigned the responsibility during 1998 of developing a customer base from the correctional facility marketplace. To help achieve this end, in 1998 we continued to attend and exhibit at both the Winter and Summer American Correctional Association of America conferences. At the Winter ACA held in San Antonio, Texas, Narcotics Anonymous was one of the presenters at a workshop entitled "The Effectiveness of Twelve-Step Programs vs. Other Treatment Modalities." This was the first time that NA has given a presentation at a national corrections event. We also attended our third American Jail Association Conference and Expo that was held in Cincinnati, Ohio. In addition to these conferences, we also attended and exhibited at the National Association of Blacks in Criminal Justice.

When we first began our marketing efforts, we felt that the target market we wanted to reach was the correctional marketplace—and that idea still holds true. However, what we believe today is that a significant secondary market exists as well—the substance abuse treatment marketplace. This year we have expanded into this marketplace by attending two substance abuse treatment conferences: the 22<sup>nd</sup> Annual National Association of Alcohol and Drug Addiction Counselors (NAADAC) and the Southeast Conference on Alcoholism and Drug Addiction (SECAD). As a result of these efforts, corrections sales have doubled from \$86,260 in 1997 to \$158,465 in 1998. We hope to achieve another seventy to eighty percent increase in sales annually for the next few years. Meanwhile, we will continue to attend and exhibit at the corrections and substance abuse treatment conferences, and are investigating the possibility of attending the American Public Health Conference for the first time in our history this year.

## World Convention

### WCNA-27

WCNA-27 was the largest world convention in our history with attendance over 19,000 people. Paid registration totaled 13,516, plus over 1,600 newcomer packages were distributed. All the comments we have received from the fellowship since the convention have been extremely positive. Recovery meetings and workshops were well attended. All the paid events were successful and realized our income projections.

The convention was very successful from the perspective of the planning and executing of the event. We were able to implement a plan for an event (that kept growing in size) with precision, enabling attendees to experience a convention that to them looked flawless. Our efforts at incorporating professional personnel in certain areas and improving signage and communications to attendees definitely paid off. However, preliminary financial reports indicate that we did not realize the net proceeds originally projected for this event. The primary cause was additional expenses directly related to the increased size of the convention and the costs of implementing the approved logistical plan. Without any history of a similarly sized past world convention in these types of convention venues to compare projected expenses, we either underestimated certain expenses, or failed completely to anticipate the extent of certain expenses.

### **Professional Events – United Nations status**

The ICAA meeting went very well. Garth's recommendation is to continue interfacing at this event. He suggested a slight modification in our approach with this event since over 70% of those in attendance indicated that they know of and recommend NA. This is an indication that past attendance has been successful and the board may wish to refocus its energy in areas where NA is not as well known. A future report will be given to the World Board.

NA has been granted Consular Status with the UN for a little over a year. This status allows us to participate in UN activities that deal with substance abuse along with the other 1,800 non-governmental agencies. Our status requires little interaction, but does require that we attend meetings. There will be a meeting in Vienna in March. This is the location of most of the UN activity regarding drug control. We are proceeding cautiously, conscious of keeping within our Traditions.

The currently authorized staff are Anthony Edmondson, George Hollahan, Rebecca Meyer, and Mary Van Every. There are two slots for trusted servants that will soon be open, as Garth Poppleand Donna Markus' credentials are due to expire. All credentials have to be renewed on an annual basis.

### **Items in the Hand off box from past world service boards and committees**

Becky summarized the cover memo provided by Mary VanEvery. It explains what has been completed, and is upcoming. There are routine letters sent to area and regional PI, H&I, Literature and Translation committees at the beginning of each conference year. The letter to local translation committees will come from the World Board as per Mary's suggestion, giving the board an opportunity to introduce themselves and encourage these communities to let us project their publications needs for the next twelve months.

The board discussed whether to postpone the discussion about conducting a survey regarding the basic text or to take it up now. The board agreed to hold off this discussion until later in the weekend after the board has had an opportunity to look at all of its work.

### **WSO Management Report**

#### **Financial report**

Anthony provided a summary of the graphs and explained why they were provided to show the financial status of NAWS, Inc. These charts were created to provide a quick snap shot of NAWS Inc. and to allow the board to become familiar with the important financial trends. Currently NAWS, Inc. is doing well through the month of August.

Anthony ran through a presentation of the graphs for Receivables, Inventory, Payables, Income, Cost of Goods, General & Administrative expenses, and Personnel. These areas provide a picture of how the corporation is doing financially. The board expressed its preference for reviewing the graphs as opposed to reviewing and discussing the details of the financial information provided.

The Basic Text is still the most consistent inventory item for bringing in revenue. A chart of the Reserve Fund will be added in the future.

A 5% price increase is scheduled to be implemented on January 1<sup>st</sup>, 1999. Discussion will take place later this weekend regarding the implementation or delay of this increase.

#### **Miracles Happen**

Office staff is being asked questions about the use and display of this book at meetings.

accounting and customer service. This position is still in the discussion stage. Tom will be out on medical leave for the next six weeks. Executive management will rotate handling his responsibilities. Interviews for the Bookkeeper/Accountant will begin on Monday, October 12<sup>th</sup>.

Certain decisions will have to be made with the Executive Committee regarding year-end disbursements. Executive Management will forward recommendations to the Executive Committee. This item will be added as a report to the December World Board agenda.

The staff's experience at WCNA-27 was successful. This was the first convention where we have taken the majority of the staff. For many long time staff members, this was their first experience in working a world convention. The additional staff's presence contributed to the success of this event.

To date there are no outstanding staff grievances or complaints.

The Management Team is scheduled to meet with the Executive Committee in January or February of 1999. This meeting will discuss re-structuring the staff to better support the work of the World Board and projecting the support needs for the upcoming year.

Management was asked to put on paper the optimum number of staff desired. This is to be a wish list with money as no object. The desired number was stated as between 50 – 52. Management will create a list for the December meeting.

The WSO staff has continued with the action groups. The current focus is communications. A volunteer group of five staff, without management participation, is working on an anonymous survey based on the discussions held so far on this topic.

Contact has been made with the office from members of the NA Way of Life group. This group has become somewhat splintered. George gave a brief history of the project. These conversations will continue and the Executive Committee will be updated regularly.

Management asked the World Board to think about what information would help them better understand what is going on at the office and to let them know what, if any, additional information that might be.

Anthony presented the marketing plan update from Bob Stewart. Mark Crea was hired by the office to assist with the Marketing Plan. He has been involved since the initial WSO Business Plan discussions. A financial summary is included and will be improved. This year we're seeing the rewards of this investment with orders and contacts from Correction Professionals. It's our belief we took the right steps.

Andy Smith has been the conduit between the WSO Marketing efforts and the WSC H&I Committee as the marketing liaison. Anthony will contact him on Monday to discontinue this relationship since we have reached our current objectives and the need for this position no longer exists. A certificate and thank you letter will be sent to him.

#### Meeting with the Human Resource Panel

The HRP and the World Board met together to review the questions asked by the HRP and the boards responses to those questions.

The World Board would like to receive HRP minutes, and once World Board minutes are approved they will be forwarded to the HRP.

**Asia/Pacific:** India, North East Regional Forum [Imphal, etc.], Philippines, Malaysia, Singapore,

**Europe:** Turkey, Israel, Poland, Russia, Denmark, Finland, and Greece)

**Latin America:** South America [Brazil, Columbia, Argentina, Peru, Ecuador, Uruguay, Chile], Central America [Costa Rica, Panama, Salvador, Nicaragua], Mexico

**Africa/Middle East:** Egypt, Bahrain, Iran, and Saudi Arabia

Anthony provided an update regarding the Denmark region issue, and stated his belief that it is time to visit Denmark again, hopefully at a regional assembly. The decision to provide the EDM with funding to facilitate a trip by members of the German-speaking region to Poland was discussed. This trip was very successful and seems to have established a network between the two communities that will be ongoing.

United States visits are more responsive and not as proactive. Jon noted that we do sometimes receive multiple requests from established zones and have asked them to prioritize their requests in the past.

We have not really participated in any of the Canadian events, primarily because they have not requested any assistance. There are issues in Canada that need to be faced in the near future. The World Board should consider sending someone to the next Canadian event.

Anthony noted that we are waiting for additional information about the upcoming assembly.

David would like to see more balance in how we choose events, and a willingness to consider events that are not zonal forums or a developing community, but perhaps only a regional event. Many board members may not understand and know how trips are decided. Michael gave an example of how a request is considered, whether in the United States or from a non-North American community. Why do we go to federally focused professional events, rather than a fellowship regional event? David stated that we have trained the fellowship not to ask if they are planning a regional event.

Why the current criteria were created was explained. It was primarily set up to help us manage all of the different types of requests. We now have the opportunity to set new standards. World Service has the responsibility to try and assist the fellowship wherever possible.

Another challenge is communicating what World Services does for the fellowship. The newsletter was thought to be a viable option for reporting on trips to the fellowship. Maybe using a frame like "here's what we're doing" and "this is how." The Poland trip and the Score event in Singapore were used as examples of items that the fellowship would normally be unaware of. We now have the ability in a single voice to communicate to the fellowship what World Services has done in the past and is doing in the present.

#### **NA Abstract Presentations book**

A copy of the presentation, "*Narcotics Anonymous, an Alternative Way of Life during and after Incarceration*", was provided to the board by Craig.

Information Management System	9 - D
Service Material	9 - D
Training Workbooks	2.58
Treasurers Handbook	2.68
PI Handbook	3.42
Convention Handbook	3.53
H&I Handbook	4.21
Phoneline Guide	4.53
Newsletter Handbook	5.00
Public Relations Plan	9 - D
Bulletins to address Fellowship Issues	9 - D
\$1,000,000 Donation Level by 2000	9 - D
Development process for Recovery Literature	10 - E
90 Day Reserve	10 - E
Professional Events	11 - F
Basic Text Motion Survey	11 - F
Succession and Continuity of Trusted Servants	12 - G
Website	14 - H

The board decided to include the item "professional events" under the heading of the public relations plan since this plan includes the need to identify and attend these events. This list clearly identifies the Communications Task Force as the most important item to the board. The rest of the list will be used as a working document only for future discussions of the board. This list taken literally would suggest that the board believes that the website should be discontinued which is not a decision the board wished to make.

## 12 Concepts

The board supported its previous decision that the concepts will be treated as guiding principles of the board. The board has not had the necessary discussions to determine if there is a common understanding within the board of each of the concepts. Training and education on the concepts will have to be done. It was suggested that all board members complete the study questions for the Concepts and send them to Eileen to determine what kinds of discussions the board needs to have.

## Code of Ethics

The board discussed creating a code of ethics. Opinions varied, some thought it was a set of written rules that all board members need to live up to, others thought it to be the Twelve Steps, Twelve Tradition, The Twelve Concepts, and by-laws, (with maybe an opening statement.) Another thought was that a code of ethics is about what everyone understands as what is expected in my behavior and conduct. The consensus was that this can better be accomplished by incorporating the items that the board would want in this type of code into a statement of values or the operational guidelines. The difficulty with a group determining and assessing personal values was also discussed. The board should look at including a section in the internal guidelines that clarifies what it means to be a board member or what is expected of a board member. The board agreed to add "risk taking" and "no ceilings" to their operational guidelines. A mention of the steps and traditions should also be included since the concepts are already referenced. This document will be treated as an ongoing work in progress. The staff will provide a revised copy of the ground rules for the next board meeting. It was also noted that if board members have ideas or are feeling isolated that they

To empower the previous WCC Board to function through the implementation of WCNA 27 as a committee of the World Board. Their ability to make commitments on behalf of NAWS, Inc. will be carried out through the Executive Co-Directors. This committee will be disbanded once a final report of WCNA 27 is completed.

**M/S/U Steve/Floyd**

**To affirm the action as outlined above.**

### **Ground Rules**

The body agreed that the operating principles of the World Board will be the 12 Concepts, to focus the beginning of each meeting in some way that establishes unity, common respect, trust for each other, etc., as well as actions groups for goals and issues to achieve a solution. That one person speaks at a time, the group will start and stop on time, there will be no side bar conversations, discuss board issues will be discussed not personalities, keep discussions balanced, i.e. no one dominates, and everyone actively participates, and no negatives. The board will meet its objectives. Seven elements of success: Respect self and respect others, Communications, Trust, Dreams, Empowerment, Creativity, and Shared Information, Collective Responsibility.

### **Decision Making**

The group discussed how to make structured decisions. Collective responsibility, try to achieve consensus wherever possible, (board will be told wherever a formal decision is necessary), Integrity, 9<sup>th</sup> Concept, Express personal views in meeting, do not separate yourself from group consensus and take responsibility for them, Active listening, Respect others view points, No negatives. When possible decisions will be reached by asking if there are any objections.

### **Internal Communication**

There will be monthly Executive Committee calls, with agenda items. The board will receive agenda items by e-mail 3 days before a call, allowing for board input. The board will then receive Executive Committee call report (not formalized) within 5 business days. Personnel and employee grievances will be omitted from this record. Board member(s) with detailed questions on a particular item(s) can either call, fax, or e-mail an Executive Committee member. All were in agreement.

Any communication between board members will need to be cc: to WSO Executive Management. Official communications from staff will still be hard copies. Communications amongst board can be e-mail or fax.

Website inquires are usually forwarded to leadership, depending on nature, and an acknowledgment is always sent first. It was also noted that e-mail falls into the normal stream of the communications process. If we receive communications by e-mail it does not mean that we give instant responses. The possibly of creating an intranet for the World Board through the web page will be explored.

**Fax machines & phone lines:** All members who do not have plain paper faxes will be provided with one as well as reimbursement for the installation of a dedicated phone line. The board members who need equipment are Tony, Bella, Steve, Claudio, Lib, Mary Kay, Cary, and David.

to observe the quarterly funding request deadlines: For the January—March “quarter,” the deadline is 1 December 1998; for the April—June “quarter,” the deadline is 1 March 1999.



## FIPT

There are two areas to report on regarding the Fellowship Intellectual Property Trust: Recovery material on the internet, and vendor registrations.


### *Recovery Material on the Internet*

In spite of many requests to not post our recovery literature on the Internet, some of our members are still using this medium to post our fellowship's properties electronically without the fellowship's permission to do so. While world services takes no pleasure whatsoever from having to serve as the “policeman” in this matter, protecting our fellowship's intellectual properties is, at the order of the World Service Conference itself, among the World Board's duties, and one that the office cannot take lightly.

Having said that, we also recognize the potential benefit to members and potential members that the use of the Internet may represent in terms of furthering our primary purpose. Any rational person might question why the World Board, dedicated as it claims to be to fulfilling our primary purpose, would stand so opposed to the use of this revolutionary medium for carrying our message electronically. The answer, in fact, is simple: There seems, at present, to be no effective way to adequately guarantee the protection of our copyrights for material posted on the Internet. In plain terms, until the courts make some definite decisions about the relationship of current copyright laws to electronic media, we simply can't afford to take the chance of jeopardizing our fellowship's right to control its intellectual properties by making it available electronically.

It's true that it would be wonderful to make recovery material freely available to anyone who “stopped in to visit” our respective home pages. However, imagine what would happen if we lost the right to protect our literature from being altered by other people or organizations. Imagine if we lost our ability to protect our message from being changed, misquoted or even produced and sold by outside organizations. Surely, none of us believes that the benefits that might be gained, at this point, by making recovery material electronically available are outweighed by the potential threat such availability might mean to our right to protect our message.

It may indeed be time once again for a very frank discussion about the motivations behind some of our members' insistence upon publishing our literature illegally. The fact of the matter is, these groups and individuals claim that their motivation for such activity is based upon the foundation of providing inexpensive or free literature to the addict who still suffers. Yet it is our understanding that this is *precisely* the reason that the fellowship has entrusted world services with the duties of translating, printing, and distributing our literature—to ensure an inexpensive, stable source of NA literature to the worldwide fellowship, providing for the fair and equitable treatment of our members across the world in their literature and service needs.



Yet there seems to be an additional motivation for many of these illegal publications as well. For example, in many cases, the literature that is being illicitly published has been altered, in some fashion, from our current fellowship-approved versions of our literature and, most especially, our Basic Text. Why? For this reason, it seems to us: it may be that these members' insistence upon continuing their activities is at least partially politically motivated. After all, if it were simply a matter of providing free literature in keeping with our fifth tradition



and our stated primary purpose, why publish these altered versions of the Third Edition Revised Basic Text with the “original” fourth and ninth traditions “intact”?

Even when the illicit literature is a current version of our literature, however, the end result is the same: the fellowship of Narcotics Anonymous’ intellectual properties are being used to undermine the mission of the very service structure that has asked world services to protect the rights of its common property. For the past eleven years, the WSC has repeatedly stated its unequivocal faith in world services to hold their properties in trust on the fellowship’s behalf. Therefore, it seems that the real victim of this activity is the fellowship at large: for while these members may have an axe to grind with world services, they are using—and thereby endangering—our fellowship’s literature in the process of continuing their war against the NA service structure.

Is this the kind of activity our members support? Actions at the World Service Conference don’t suggest that we do. Each and every vote ever taken at the World Service Conference on the issue of a low-cost Basic Text, and on the issue of world services’ responsibility to care for our fellowship’s intellectual properties, flatly declares that the overwhelming majority of our members DO NOT support these activities. That in fact our membership trusts world services to be fair and equitable in its protection of our properties and in the sale of our literature.

Ironically, world services is sometimes accused by some of the members who publish illegal literature of being arrogant and deaf to the needs of our membership. Yet this same handful of members imagines that they know better what’s good for NA than the hundreds of WSC participants representing thousands of NA groups who, time and again, year after year, have voted in overwhelming support of world services in the careful protection of their intellectual properties.

And this is why we are seeking our members’ help. You’ve told us repeatedly that you want us to protect our fellowship’s properties, yet world services cannot “police” these activities alone. As it says in our Basic Text, “We are each other’s eyes and ears. When we do something wrong, our fellow addicts help us by showing us what we cannot see” (100). If our members don’t support these illegal activities, then the people who participate in them may finally understand that, as a fellowship, we have spoken time and again about this issue, and the issue is clear: we don’t want our right to protect our literature compromised in any way—not even by our own members!

#### *Vendor Registrations*

As we told you in last year’s *Annual Report*, during 1996 the WSO was overwhelmed by requests from individuals and companies for vendor permits to obtain permission to use our service symbol and logo on merchandise to be sold at NA conventions and other activities. So overwhelming were these requests that, for most of the year, a staff member’s duties were taken up with the responsibility of dealing with them on a nearly full-time basis. In response to that situation, the WSO board formed a working group to develop a strategy for coping with this growing burden on the WSO’s already overtaxed staff.

Since that time, the WSO has implemented a new policy according to which vendors are required to pay a \$500 registration fee and a one-time \$50 administrative fee in order to obtain a vendor’s license. This decision was made for two reasons:

1. The former WSO board heard quite emphatic input from the 1996 conference participants that the WSO is responsible for the safekeeping of NA’s intellectual properties, and that we