

Marketing and Public Relations

Distributing NA literature and other products to as wide a base as possible puts us in a win/win situation. Our primary purpose and public-relations efforts are being served when as many addicts and non-addicts as possible see our message, and when the funds generated by widely distributing our literature help us grow and reach out to the addict who still suffers. Our Marketing Team has continued its efforts this year to further develop and expand our customer base throughout the treatment and correctional marketplaces.

While many of us were getting ready for and celebrating our fiftieth birthday in San Diego, a few NA members were on NA business elsewhere. There were two travel teams attending professional events on opposite sides of the globe: one in Korea, the other in Cuba. Both of these trips were described earlier in this Annual Report.

In 2002-03 we attended and exhibited at the American Correctional Association conference held 4-7 August in Anaheim, California, USA. This event was well attended, and we continued to nurture our relationships with existing institutional customers as well as developing new ones.

This year we had a series of meetings and exhibited at major drug-court conferences, some of which included: the World Forum on Drugs, Dependencies, and Society, in Montreal, Quebec, Canada; the 27th Annual Conference on Alcoholism and Addiction Treatment in Atlanta, Georgia, USA; the International Council on Alcohol and Addictions in Sao Paulo, Brazil; the Fourth Annual National Association of Drug Court Professionals-Family and Juvenile Court Conference in Washington, DC, USA; the American Jail Association in Albuquerque, New Mexico, USA; and the First Latin American Congress on Drug Addiction and Alcoholism in Havana, Cuba.

We plan to continue to cultivate new avenues to use in informing correctional, treatment, and drug-court professionals about our literature and products. We consistently try to broaden NA's presence in the professional arena by producing various packaging formats that will benefit the treatment and correctional professional. We have developed two distinctly different product-update mailers, one for each of these markets.

Over the past year our sales of literature in the correctional market have continued to increase. We have also seen some upward movement in our sales to substance-abuse treatment providers, and we anticipate that this field will continue to grow. We now believe that we can probably look forward to increased sales to the corrections, treatment, and drug-court sectors each year for the foreseeable future. We believe that the market share being generated in the drug-court sector is growing. We have learned that once the treatment, correctional, and drug-court professionals become aware that they can buy Narcotics Anonymous literature straight from the WSO, they do so.

Of course, the value of these relationships to NA World Services is twofold. Selling NA literature to these agencies, which have huge numbers of suffering addicts for their clientele, is an incredibly efficient way of getting the word of NA recovery to those who need it. We have increased the total number of entries in our treatment and corrections database again in this fiscal year for this reason. And, certainly we want to market and sell our literature. This is the way that we fund our services. Our increased presence in these markets has also helped us identify trends in the market, such as the continuing growth in the drug-court program.

As larger USA states like Texas and California have already done, smaller USA state systems are beginning to implement treatment programs within their correctional systems. These smaller programs will probably experience some growth for the next few years. The mandated drug-court systems throughout the United States are expanding rapidly. The National Association of Drug Court Professionals is projecting that by the year 2005 there will be over 2,500 drug courts up and running in the USA alone. We will continue to target all of the treatment and correctional sectors we can identify, and we look forward to all of the additional marketing challenges with which we may be faced in the future as we continue to recognize the amazing concentration of still-using addicts that these agencies serve, so that those addicts might become aware that there is an alternative life available to them if they have a desire to stop using.



Public Relations Roundtable Update

The purpose of the public relations roundtables is to gather information, increase cooperation, and identify barriers between NA and professional communities to help formulate a public relations strategy. The roundtable discussions also provide an avenue to develop and strengthen positive working relationships with professionals who may direct suffering addicts to NA. Each roundtable allows participants to discuss a variety of issues related to NA's image and explore ways to raise public awareness of NA. The roundtable discussions are facilitated by a moderator and include a brainstorming session with the participants and NAWS representatives.

The first Public Relations Roundtable was held in April 2003 in Woodland Hills, California, USA, with professionals in the corrections and criminal justice fields. This group identified new "treatment before incarceration" legislation for drug offenders as a significant change in their field. Such new laws have drawn more attention to the stigma related to addiction and the need for education about addiction as a disease. Their experiences include a perception of NA as the fellowship for street addicts and junkies and as an organization that is slow and unreliable in working with professionals. Many perceive NA as a "diamond in the rough," a fellowship with a broad definition of addiction and one that needs to reach out more directly

to targeted audiences such as youth, women, men, and other "special interest" groups.

The corrections and criminal justice professionals were particularly impressed with *The NA Way Magazine*. They consider it a valuable public relations tool because it shows the global nature of our fellowship, and it demonstrates the essence of NA recovery—one addict helping another. The group recommended making NA literature more attractive, simpler to read, and more available in locations accessible to professionals and addicts in the criminal justice and corrections system.

This group also identified the need for a one-page description of NA that professionals can share with their colleagues and clients. As a result, we began to develop a document tentatively titled *NA in Brief*, which can also be tailored to specific audiences. It is intended as a tool for direct communication with professionals and for use at professional events.

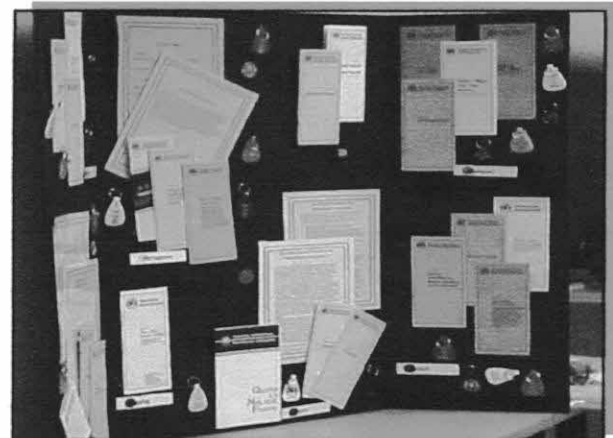
In the next year, three additional roundtable sessions are scheduled. The second and third roundtables will be held in August and November 2003, with medical professionals and treatment professionals, respectively. A fourth roundtable session with government and non-government agencies is planned for February 2004.

2003 - 2004 Annual Report

Another piece of our public relations strategy is attendance at professional and public relations events. Over the past nine years, we have developed our efforts in this area to establish and maintain a presence in professional communities serving addicts. This ensures that we are continually aware of trends and changes and that we continually increase awareness of NA in these professional fields. In addition, we advise local NA communities and service committees on complex, national, and media-related public relations issues, and we represent NA on planning or advisory committees in cooperation with other organizations. As a valuable side bar to this, whenever we travel to a professional event or public relations opportunity, we spend some amount of time with the local NA service structure and not only share what we are doing but make ourselves available for problem-solving as well, participating when possible in local events or recovery meetings. Whether we participate as an exhibitor or as a workshop presenter, these activities allow us to maintain connection with professionals who may refer still-suffering addicts to NA.

In 2003-2004, we attended many annual conferences:

- ◆ American Corrections Association (Tennessee, USA)
- ◆ National Association of Alcohol & Drug Addiction Counselors (Washington, DC, USA)
- ◆ International Conference on Alcohol & Addiction (Toronto, Canada)
- ◆ Southeastern Conference on Alcohol & Drugs (Georgia, USA)
- ◆ American Society of Addiction Medicine Conference (Washington, DC, USA)
- ◆ First Asia Pacific Institute on Addictions (Singapore)
- ◆ National Association of Addiction Treatment Professionals (Florida, USA)
- ◆ National Association of Drug Court Professionals (Wisconsin, USA)



APPROVED
AUG 09 2003
BY: *Anthony Edmondson*

Narcotics Anonymous World Services, Inc.
Approved World Board Minutes
14-17 May 2003

Present: Bob Jordan, Craig Robertson, Bella Blake, Lib Edmonds, David James, Ron Hofius, Jim Buerer, Tom McCall, and Susan Chess.

Not Present: Jane Nickels, Giovanna Ghisays, Saul Alvarado, and Tony Walters.

Daniel Schuessler joined the meeting in mid-afternoon.

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

Wednesday 14 May

Strategic Plan

Bob summarized how the board will spend its time with Jim DeLizia and asked Anthony to read the *Just for Today* mediation.

Review the Environmental Scan data and its implications to NAWS goals and priorities. Discuss the current Strategic Framework.



The analogy in the drawing Jim DeLizia provided above is that the Strategic Framework is a map of a journey with a destination. The destination is the vision statement. NAWS is a boat that is best designed to take the trip-what is it going to take to reach the destination? In order to hit the vision, what kind of boat do we have to be to take the journey? Along the way, there are ports that have to be reached and these are the objectives/milestones (defined results/ends) to be hit along the way, which need to be result-oriented and measurable. Rocks, storms, etc. is the environmental scan - we have to be able to anticipate blocks along the way. The stream flow illustrates the way – the mission of the organization. The mission is clear and never changes. When the stream hits a block, the stream changes direction, finds another *strategy*. The environment helps to shape the strategy. A strategic plan is the method in the upcoming planning cycle to get to the destination. Once the frame has been validated, the guidance must follow, which is creating a work plan.

This weekend's purpose is to update the Strategic Framework by understanding what has changed, reconfirm the destination, reconfirm what NAWS needs to become, and then get more specific about the objectives. Will also add milestones to objectives that will state where to be in year one, year two, etc.

What is one thing (X factor) that is occurring today that will influence NAWS having a long-term impact on how the vision is achieved? Positive or negative.

- ◆ There persists a lack of understanding by the fellowship for the need, desirability to fund our service with donations
 - Affects how much progress we can make
 - Member disconnect
- ◆ If we stay on same course the direction in PR efforts will provide a heightened awareness of customers, opening up new ports of call

- ◆ Fellowship development, translations process in emerging communities, providing guidance and support to the new emerging communities
 - Strong service structure is a critical strategic issue
 - Leadership development is a process that starts at a different level
 - The old system of committees did help to develop leadership
 - Communication
 - Systemic issue of leadership
- ◆ China
 - Culturally diverse fellowship and the impact on NAWS how and when
- ◆ Basic Text and literature
- ◆ Disconnect with the service structure

Jim stated that a way to review the *Environmental Scan Data* is to review the *Hindsight* (evaluation), *Insight* (gathering the here and now, trends, what's happening) and *foresight* (significant trends in the future).

The board was asked to review Strategic Framework pages 3-6, selecting *what is believed will be a handful of external and internal significant issues and trends that could reshape how things are done?*

External Factors

- Technology-trend is members do not seem to be utilizing the technology to the same degree as society.
- Drug courts & increasing drug usage (types of drugs, age of users)
- Increase in development of treatment attitudes, types-trend is impact & maintain current interaction and addressing needs
- Government attitudes in regards to NA as a whole
- Treatment attitudes
- Economic outlook

Internal Factors

- Growing expectation of members outside the US to have some type of involvement
- Fellowship development
- Resources, lack of, demand
- Translations-need, approach
- Leadership Development; disconnect
- Service Structure and lack of effective support material –trend is decrease in emphasis
- Decrease emphasis
- Increase in demand of new literature and type of literature
- Translations, need approach
- Ongoing fellowship development outside the US
- Lack of fellowship development inside of US
- Level and source of resource and types

What are the implications opportunities, threats, strengths, weaknesses, what is the environment telling, what does it mean?
 (Orange Headings are Key Areas and the Yellow Highlighted text are issues that needs to be addressed)

| | Communication | Fellowship Support | Recovery Literature | Leadership/Management | Resource | | | | |
|--|--|--|--|--|--|---|---|---|--|
| Members use of technology behind the norm Internal Communication | Ineffective communication- what is it that we want to communicate, talking points, key points Internal Communication | Lack of unified focus vision for entire service structure Service Structure | Resource to support diverse worldwide fellowship Service Structure | Lack of worldwide recovery material Literature Content | Lack of effective process to prioritize literature needs Operation Process | Strengthening board development Leadership Development | Lack of clear definition and requirements for leadership in NAVS Leadership Development | Lack of adequate support from fellowship Resources | Financial stability Resources |
| Availability of technology, Availability of a global community. Using technology in communicating w/professionals & fellowships Internal Communication | Haven't crafted clear, consistent delivered set of messages Internal Communication | Deficiency in local NA Intra-structure Service Structure | Poor education of core principles & philosophy- example is leadership Service Structure | Lack of targeted literature Operation Process | Restricted process to developing literature-process Operation Process | Significant need for leadership development at all levels Leadership Development | WP system not living up to intention Leadership Development | Inherent conflict, lack of understanding on part of members regarding sources & uses, needs for resources Resources | New products coming to market Resources |
| Delivery methods for communication, inconsistent, ineffectiveness, not coordinated Internal Communication | Lack of communication to groups, fellowship- disconnect Internal Communication | Positive-unified vision Members passion Service Structure | Lack of tools, support for service structure Service Structure | Members emotional attachment to literature=> involves ability to accept change Operation Process | Lack of a proactive strategy for translations-process Operation Process | Not utilizing effectively leadership development opportunities have (eg: worldwide workshop) Leadership Development | Weakness to be addressed in the nomination process and elections Leadership Development | Continuing deficiency in \$\$ resources Resources | |
| Lack of focus effort to partner w/WSC for consistent communication Internal Communication | Transient nature of contact information, service structure Internal Communication | Not effectively utilizing current opportunities to reach & interact w/the fellowship Service Structure | Increase of membership from targeted population- culturally, age, geography Fellowship Development | Degree of impact will allow for "cultural" modifications to literature undecided Operation Process | Unenforceability of copyrights in some countries Operation Process | Don't have a training & education strategy for leadership Leadership Development | Sense of "complacenc y" in fellowship regarding need to be accountable, take on leadership roles Leadership Development | Demand for activity up flat Resources | Effective utilization of technology could help to increase resources Resources |
| | | AA acceptability of addicts into their program Fellowship Development | Conflict acceptance in areas not routed in Judea/Christian principles Fell Develop | | Cost of literature to end user Literature Process | Continue to refine & increase efficiency of w/volunteer structure Structure | Not effective use of delegates Structure | Staff training, identification of issues, to effectively work in this culture Staff Capacity | |

| Communication | Fellowship Support | Recovery Literature | Leadership/Management | Resource |
|---|--|--|--|---|
| | Have NA available in 108 communities – becoming stronger-self supporting Fellowship Development | Due to severity of problem some willingness to entertain NA program Fellowship Development | | |
| | | Large Impact of group /service structure on Image of NA Service Structure | | |
| Negative perception of NA, addition, who addicts really are External Communication | NA name create negative perception External Communication | Growing need for translation activity Fellowship Development | | |
| Some positive change in acceptance in North Am. External Communication | NA not viewed as the easiest group to access, contact or use-with any targeted population External Communication | | Lack of effective prioritizing process Operating process | Adoption of strategic plan, Operating process |
| Public Relations have not previously been a priority at any level. External Communication | Perception within org that PR conflicts with anonymity, cooperation, with our core principles External Communication | | Willingness to change Operating process | |
| Need to grow relationship with related organizations External Communication | | | | |

World Service Structure

The board discussed creating a finalized list of proposed changes to the structure with points that will allow for discussion in the fellowship.

Potential changes to the World Service Structure (from Exec Report)

Criteria of the World Board

Question posed about the impact the developed bullet points would establish, eg; will they become something to abide by and/or look for? In addition, how would a particular bullet point be measured? These are a beginning list for the HRP to use in their discussions with potential nominees. This list will also be used as a frame for the leadership objectives established by the board.

- ◆ The first bullet point should be: A strong foundation of NA in recovery
- ◆ Make a bullet point: Be prepared and follow through
- ◆ Need to better define: Leadership qualities
- ◆ Current or recent involvement in NA service
- ◆ Suggestion that the lead in paragraph state something to the effect of "that no one person will have all qualities..."
- ◆ Add: humility as a bullet point
- ◆ Provide a question or space that will allow an individual to give example of how one is utilizing their time, eg; current involvement in NA service, participation in one's own life
- ◆ Pose questions so that an individual can give an example, eg; problem-solving and ask for a recent example where that skill was utilized
- ◆ Ask candidates for personal experience with criteria before interview (provide time for prep)
- ◆ Change business to business/management

The board decided to approve a list of criteria for a board member that will allow them to show items of importance to the board.

Size of the World Board

Members of the EC recapped some of the points from the April Executive Committee meeting discussion, eg: the most important things are leadership, that the board be filled, to improve the communication, telling the conference what is needed, and their final recommendation that the number of board members be changed from "up to 24" to "up to 18."

We can inform the conference of needs, but then we need to tell *how* that can be accomplished.

Points of Discussion

- ◆ Honesty/transparency with WSC
- ◆ Trigger a process where the board has no less than 12. Provide or create a secondary process that kicks in if less than 12 members fill the board (an extraordinary action)
 - That it be one ballot that provides for a way to fill that mandatory minimum
- ◆ Create tools that puts a board member out of retirement back to work for a short term to fill the board if and when necessary
- ◆ Create a mandated minimum

The board approved the change from "up to 24" to "up to 18". The board would like to see some of the analysis of the results from elections.

Establishing a minimum and what that means (mandated minimum or not)

The EC recommends that the board not impose a crisis tool with the conference but rather engage them in a discussion about what needs to happen and why.

- A mandated minimum would then mean that a process would have to be decided upon
- Interested in the analysis of the last election (would like an idea of what the system is like before going into discussion)
- Can the experience of the last election be cleaned up by acknowledging the past issues and explain what is being done to try to change those things to the fellowship
- Be honest about the impact everyone has, eg; that the opinion of another becomes our opinion when we don't know a candidate and another person does
- As opposed to the election process, mandatory minimum etc., the board should focus on the training aspect because currently that is where future leadership is currently coming from

No decision was reached.

Structure of the World Board

The EC recommended that there be no committee structure in the *Guide to World Services* as a mandate. The board decided that the committee structure should be removed from the *Guide to World Services* as a mandate explaining why that is being recommended.

The explanation will be the critical portion of the recommendation. Another significant part of the recommendation is part of the strategic framework and being more of a strategic type board. The other part is that we do not know if the board priorities will result more in projects or in Key Results Areas.

HRP, Nominations and Elections Issues

It is the EC's recommendation that the nomination process becomes a function of the World Board with or without external resources. HRP would become a function of the board with the administration of the World Pool being a primarily staff function of maintaining the database that is utilized.

There was some board discussion regarding the conference's acceptability of this recommendation, a problem in the system, and helping to cultivate and identify the future leaders.

There was no decision reached about the World Board accepting the recommendation of the HRP becoming a function of the World Board and the administration of the World Pool being a primary staff function.

The World Board not voting during Elections

Points of Discussion

- The board not having a vote in the situation where they are putting forth a slate of names could be a way for checks and balances
- Would like to keep the HRP... the conference wanted this independent body-so be it. Don't want the job
- It may be better to keep the HRP and pull them closer to the World Board
- There needs to be a system that trains and identifies leaders

After more discussion, the board decided to make no final decision at this time regarding HRP, Nominations and Elections Issues. The board will continue to discuss the options identified between the EC and the HRP in a joint meeting in August. The board acknowledged that this was far too complex of an issue to rush through.



Narcotics Anonymous World Services, Inc.

Approved World Board Minutes

22-25 October 2003

Wednesday 22 October

Present: Bob Jordan, Tom McCall, David James, Susan Chess, Lib Edmonds, Saul Alvarado, Tony Walters, and Bella Blake.

Craig Robertson and Ron Hofius arrive Thursday, October 23. Jane Nickels, Daniel Schuessler, Giovanna Ghisays and Jim Buerer are unable to attend the meeting.

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

Bella facilitated the boards Action Group.

Video tapes from WCNA 30

Tom M. facilitated a discussion relating to the availability of WCNA 30 videotapes to the fellowship. A set of questions were developed as a starting point to help frame a discussion. The issue stems from members requesting copies.

There are many aspects to the issue and some questions to think about are NA's philosophy: does it violate our traditions, will this set a precedent, etc. Tom expressed what he thought are positive and less positive points of making the videos available to our members.

The board was asked to take a straw poll regarding those that would and would not like to make the videos available to the fellowship and instead shared their thoughts on the subject:

- Can an edited version be created and made available? This would allow members that did not attend the convention to see the spirit and enthusiasm. Also noted that attraction to the fellowship was about people being the same, not that this was an anonymous program. Believes the fellowship should be engaged in a discussion because this could still set a precedent.
- Speaker tapes have not been sold because someone may play the tape on the radio or the Internet. Showing our members faces doesn't break our anonymity; that is accomplished in many other ways.
- Provide the video CDs to regional services only.
- Some board members are concerned about releasing the video and that once released there would be no control over how it is used. This would be stepping into another realm with visuals of individuals that could be problematic. There is a connection with releasing the videos and having the ability to identify someone the street. Speaker tapes are sufficient; however the fellowship should be engaged in a discussion about issue.
- ✓ (•) The issue again is anonymity. One of NA's philosophies is that anyone can come to a NA meeting and not have to worry about their anonymity. This could potentially lead people away from our fellowship if they felt their anonymity was at risk.
- Some NA members have a sense of entitlement and would use the video how NAWS has asked them not to.

- Originally did not support the idea due to the inability to control the videos usage. However, after more thought believes the issue is also anonymity. This could be a useful discussion for the fellowship on pondering NA's philosophy. The board is the standard bearers for the organization.
- The bigger issue is the fellowship's struggle with technology and what this means in NA. So whether the board engages the fellowship in a discussion about the issue, the question is still how should NA deal with technology that is continuously improving as well as streaming videos on the web and what that means for us?

The board agreed to frame the issue, engage the fellowship in a discussion and possibly present as an issue discussion topic.

Strategic Planning

Jim DeLizia Sessions

In May, the World Board defined a set of results for 2004-2006 cycles, and then staff prioritized the milestones. This is the point in the process where the board goes from planning the work to working the plan (action).

In today's and tomorrow's sessions the board will review and confirm approaches, review the existing charges, and from the charges will decide which to carry forward/prioritize, integrating and finally which, if any, to eliminate from the 2004-2006 cycle. Jim D. stated that the yellow cards will become a charge, the blue card are charges that will either be integrated into the yellow cards or removed.

COMMUNICATIONS – KEY AREA RESULT

Objective 1: Develop and disseminate information of high value to intended NA communities and/or service bodies.

Group one suggests switching approaches 1 and 2.

Under *Tasks* from the *Worldwide Workshop* charge, the thought was to eliminate item number 2, and place bullets items 3 and 4 under item 1. The evaluation would be integrated as part of approach number 2.

Objective 2: Improve the effectiveness and efficiency of world services communication with the fellowship.

Group two supports communication being a high priority. Added a new item as number 3 "Website evaluation and Redesign," making the current number 3, number 4.

Objective 3: Raise awareness and enhance perception of Narcotics Anonymous as a credible program of recovery.

Group three thought the approaches were numbered correctly however the language in first approach needs to be clarified: to formulate tools, helping gather information, and promote dialog. The group agreed with all with blue items and suggests clear communication about what the timeframes mean. Thought that objective 3 was ambitious.

FELLOWSHIP SUPPORT-KEY AREA RESULT

Objective 4: Clarify the roles and support the work of each level of the service structure of NA

Group one agreed with specific approaches. The Group agreed with Item 2, second bullet, however suggested creating an inventory tool. Propose is to integrate the purple text items into item 2. The Internet Issues charge and the Translations Resource Material Charge

seem to fit better under Objective 5. Group one agreed with the priorities of tasks however thought the individual items were not superior to the other.

The group decided to integrate the Service Material Development Charge with the existing tools and support strategies improved, new tool development card. The blue cards for Individual Handbook and the Defining Consensus for the WSC charge will either stay or go.

Objective 5: Work to sustain and grow NA communities operating at different levels of development

Group two thought that item number 1 was not really about what the objective was referring to and therefore recommended that approach number 1 black text be removed and be replaced by blue text with some edits and rearranging of blue text under a, b, and c. D would become number one and a/b would become 2. Next recommendation would be to remove number 2. The Translations Resources Material Charge would roll into number 1.

Yellow cards changed to reflect "Develop tools and plans to address developmental needs of an NA community" second yellow card "Develop template to capture current info on NA communities to use info to set developmental priorities."

Objective 6: Broaden availability of the Narcotics Anonymous message to a widely diverse membership and potential membership.

The group thought that the approaches were in the right order but approach number 3 doesn't necessarily have to be 3 but could be. A portion of 3 could be initiated with along with approach 2. The group suggested adding a topic on gender.

There was dialog concerning the Internet Charge having been created because of the many philosophical issues facing our fellowship.

Thursday 23 October

Strategic Planning

Jim DeLizia Session

RECOVERY LITERATURE-KEY AREA RESULT

Objective 7: Build a range of literature to meet the diverse needs of members and potential members

Group one agreed that the approaches were fine as listed. The group also agreed that the Basic Text Charge, which is a motion, would be integrated in approach 1. Approach number 1 will be accomplished via the motion.

Objective 8: Streamline and increase responsiveness of the literature development process to meet the needs of the fellowship

Group two wanted to be clear about what kind of discussion was needed on the literature development process—keep focus as well keeping in mind what has and has not worked. Replace tasks in the literature development charge with the blue text, editing it to focus on 'responsiveness.' The Group decided to remove Literature Development Charge.

In approach 2 the sentence was changed to reflect the literature development process. All groups went into a discussion regarding what to say up front and why it shouldn't be collapsed in language. The first sentence – blue language was changed and second sentence reworded. Second to last sentence changed to reflect creating tools... also eliminating last sentence regarding timeline. The changes in this approach are about looking at conference policy.

There is a difference between identifying a need for new literature and looking at existing literature and evaluating it. Have to decide and clearly state what will be dealt with in the cycle.

LEADERSHIP AND MANAGEMENT-KEY AREA RESULT

Objective 9: Effectively identify, cultivate, encourage, and support an ongoing stream of committed, qualified leaders at all levels of the service structure.

The Group agreed that the order of the approaches should occur as presented, also suggested that Future Leadership charge be integrated in approaches one and two.

A discussion began regarding an explaining leadership *qualities and/or requirements* and using concept 4 as foundation. Have to present the issue so members know and understand why it is important. Framing discussion with statements like this organization has a vision and what would it take to reach this vision? What type of leadership does it take to accomplish reaching vision?

Objective 10: Refine NAWS structure to ensure it provides the foundation needed to carry out NAWS leadership and management roles and responsibilities at a high level of performance.

Structural changes should be kept as an item for the next cycle. Issue is not really structural, but could be. Discussion related to moving *the relationship with delegates is being developed...* speaking to objective four, approach one, e.g. *amending role importance...* approach. *NAWS ability to identify, access, and utilize* approach removed. The body decided to leave Objective 10 (seeing what happens this afternoon).

Objective 11: Continue to build the systems, tools, and operating culture to support strategic management of the organization.

Revising the wording of framework so that it's understandable. Group felt that the milestones capture the Leadership Management Charge; therefore it was decided to remove it.

RESOURCES

Objective 12: Ensure the long-term reliability of the NAWS income stream in order to carry out identified priorities and service.

All of the items will be reviewed by the Business Plan Group during the November meeting and will be part of routine services. But the board still has the responsibility to review process, people, and the financial aspects. The organization's components should always be there therefore objectives should not be removed.

Objective 13: Raise awareness and a sense of responsibility on the part of the fellowship for the need to adequately fund the cost of NAWS services.

Suggest switching the blue text for the black text, milestone would read *reflect and extend the 02-04 issue discussion about Self-Support*. Group two tried to explain that their intent was to do the talking first, followed by the message. There was an exchange about how to portray the funding of services. Everyone agreed to change milestone one to state that *Discussion is framed and message is developed*. Thought was to wordsmith milestones and changing the perceived message.

Objective 14: Build and align the focus of staff in order to support identified priorities.

Page 24 items discussed. The following are routine services and do not need prioritization: WSC Seating Workgroup, Reaching Out Editorial Board, NA Way Editorial Board and

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Translations Evaluation Workgroup. Historical Data Collection and World Service Meeting must be integrated or deleted. The board agreed to remove Information Management.

Worldwide Workshop question: should this be prioritized now (pre evaluation) and next cycle. Evaluation has two pieces; how has what we've done thus far worked. Anthony explained that the workshop has been instituted as a trial within the 2-year cycle without having done an evaluation because of its believed importance. What is available for an evaluation discussed? The board agreed to prioritize WWW as an activity in and of itself without evaluation, assuming the evaluation can be done within a certain point. Other choice is to put in process, knowing that upon evaluation it could be moved.

After lunch Jim asked everyone to use the blank sheets with letters A-DD. Letters represent cards. The body is to prioritize all the items by choosing the 10 top priorities for the next planning cycle. The letters with the most votes will be removed; the rest of the cards will then be prioritized, this process will continue until all items have been prioritized.

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Everyone was reminded that initially in the planning process in 02-04 the board was asked to rate all the objectives, the other prioritization of the items is that the milestones on the wall are posted up in the order in which the milestones are placed.

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|---|--|---|---|---|--|
| <p>A Objective 1 "Input Feedback-Reporting" Loop assessed; improved Merge: WW Charge-evaluate effectiveness as part of the input feedback reporting loop</p> | <p>B Objective 1 Issue of concern identified; NAWS provides leadership Merge: Issue Disc. Topics Charge</p> | <p>C Objective 2 Improved accessibility of existing publications</p> | <p>D Objective 2 Improved interaction with delegates through use of technology</p> | <p>E Objective 2 Website evaluation and redesign</p> | <p>F Objective 2 Evaluation of NAWS publications; recommendation submitted Merge: Standards for WS Communication w/Fellowship Charge</p> |
| <p>G Broader range of input on perceptions of NA gathered</p> | <p>H PR Strategy created Merge: Professional Events Charge-evaluate, as part of PR Strategy</p> | <p>I Set of PR tools for fellowship to use locally</p> | <p>J Objective 4 Role/importance of each level of service structure defined Merge: relationship with delegates developed as part of <u>partnership</u></p> | <p>K Objective 4 Service Material Development Charge, Existing tools/support strategies improved; new tools developed</p> | <p>L Objective 5 Develop tools and plans to address developmental needs of an NA community Merge: Translations Resource Material Charge</p> |
| <p>M Objective 5 Develop template to capture current info on NA communities and use info to set developmental priorities</p> | <p>N Objective 6 Issues framed and tools developed for 3rd Tradition dialogue</p> | <p>O Objective 6 Dialogue around the issues is initiated</p> | <p>P Objective 6 Articles created addressing needs of specific populations</p> | <p>Q Objective 7 Initial list of populations for target literature developed Merge: Basic Text motion</p> | <p>R Objective 7 Development of literature discussed with conference participants</p> |
| <p>S Objective 8 Discussion structured on responsiveness of literature development process</p> | <p>T Objective Eight Progress continues on modifying process</p> | <p>U Objective 9 Leadership requirements defined Merge: Future Leadership Charge</p> | <p>V Objective 9 Current strategies to identify/cultivate leaders evaluated Merge Future Leadership Charge</p> | <p>W Objective 9 Leadership identification/development system established Merge: Improved use of ability to identify, access expertise of fellowship</p> | <p>X Objective 13 Discussion framed and messages developed that focus on donations paying for services</p> |
| <p>Y New tools developed regarding self support as having an intrinsic value</p> | <p>Z Historical Data collection</p> | <p>AA World Services meeting</p> | <p>BB Worldwide Workshop</p> | <p>CC Fellowship Development Workgroup</p> | <p>DD Internet Workgroup, Internet charge</p> |

Miscellaneous:

| | | | | | |
|---|--|--|---|---|--|
| Under Objective 4 Stay or Go Based on Priorities list Individual Handbooks Charge | Under Objective 4 Defining Consensus for the WSC Charge | Under Objective 11 Value of <i>plan driven</i> organization advanced | Under Objective 11 Priorities addressed on list of strategic management process tools | Under Objective 11 Training / orientation needs for coming cycle met | Under Objective 12 Member contribution portal / online shopping cart done |
| Under Objective 12 Financial reserve limits / policies re-evaluated | Under Objective 12 Marketing to correction, treatment continues, measured | Under Objective 12 Strategy pursued to print alternative formats | Under Objective 12 5% increased held; 2003 projected costs / shipping reviewed | Under Objective 12 Financial management policies revised | Under Objective 12 Business Plan Charge |
| Under Objective 12 Literature Distribution and convention workshop Charge | Under Objective 14 Competent staff recruited for open positions | Under Objective 14 Training orientation modules for staff created | Card grouped together under no objective WSC Seating Group | Card grouped together under no objective NA Way Editorial Board | Card grouped together under no objective Reaching Out Editorial Board |
| Card grouped together under no objective Translations Evaluation Workgroup | | | | | |

Strategic Plan and the Fellowship (status)

The board talked about WSC familiarity, fellowships sense of value with the Strategic Management Process. Jim D. presented diagram: *informed, understand, accept, and be knowledgeable* and lastly *applied to the WSC*. The board had an exchange of ideas regarding relaying what they have been doing related to the strategic plan.

Discussion points follow:

Factors that might affect Strategic Plan

- Mixed profile of the audience
 - Variance in tenure
 - Cultural language difference
- Different perception of planning the value of the strategic planning.
- History/experience with planning failures.
- What's the relevance of planning decisions and what is in it for me?
- Expectation for immediate action.
- Some regions could be ready, willing to get further direction in planning, etc.
- Region, delegates, role in the planning process not clear.
- Need connection between NAWS activity to strategic plan (ex. Convention).
- Having already spent a great deal of time on this a member of the board would like to go through everything we do now and slot it in. Showing the connection.
- One of the challenges has been that there hasn't been any work related to the strategic plan until this conference cycle.


The body will brainstorm fundamental key areas of the plan and strategies to put in place in order to get the message to the fellowship.

Craig shared his experience with the fellowship. Many do not understand the word "strategic" and feel that NAWS is speaking "corporate business talk." He always explains yes NAWS is a business and in the business of carrying the message of recovery. Also shared the importance of taking time to simplify information. At the EDM he shared the 5 key result areas and gave examples of what it means to them, tying the result areas to their local needs. He also expressed the significance of why it should be understood and why they should participate.

The Board broke up into four groups to discuss "the key concepts about the NAWS strategic planning process, the resulting plans / use, what leaders and staff should communicate and finally what strategies should be used to deliver these messages? Two group will discuss the fellowships aspect and the other the delegates. Points of discussion follow.

Fellowship Key Message Concepts [connect] (concepts underlined)

- Value to them in carrying the message (plan has relevance and value and tangible benefits in a personal way)
- Plan is a vehicle by which the vision can be accomplished (facilitates vision)
- Plan allows us to be responsive, accountable, and responsible partners


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- Results/action oriented key message
 - Plan helps perspective and consistent, compelling image of NA globally
 - Having the opportunity to input the process / way to contribute

Delegates Key Message Concepts (connect and ownership)

- Connect/see value of plan...sense of ownership of the direction of the organization
- Value of planning and use resources for planning
- Planning is how we operate effectively to help us do the right thing
- Connect between realizing the vision and sound organizational management
- Process can be used as a model for regional / local planning
- You have an important role in the process
- Efficiency – to help delegate perform their role (even the new delegates)
- Efficiency – plan helps you focus tackle vision in an accessible and manageable way
- Plan helps the group focus on our common goals not our differences and individual agendas... help keep focus on NA principles
- Planning is a process and provides for flexibility and fluid and responses
- Opportunity to contribute and have an impact
- How it supports delegates fulfilling delegate role

Jim asked the Board how the items posted on the wall will help the delegate. Ron thought this gives them a way to get right up to speed with what is going on. Bella suggested sending out an orientation package that would include a strategic plan. Steve S stated that these concepts are still not meaningful... what does this mean. Becky agreed with Steve and pointed out that the value and here's how it helps has to be tied back them.

Techniques – strategies (effective ways to deliver message.)

- Face to face opportunities such as zonal forums, CAR workshops, Worldwide Workshops
 - Formal and informal
 - Connecting activity/priority that has resulted from the planning process
 - 2 streams of work
 - Everyday
 - Strategic use of remaining resources
 - Tools
 - Use of NAWS News to reinforce key messages
 - Conference report and outline for talking points
 - One sheet handout of bullets of key result areas
 - List of latest accomplishments
 - Travel packages (knowing your audience)
- 



Techniques – strategies at WSC

- Link discussion to the plan – make some result correlate with discussion
- Allow some flexibility in parts of the plan/prioritizing at the conference
- Be engaging—finding a way to breakdown the barriers
 - Taking advantage of the environment

Report on the PR Roundtables

Lib reported that the next roundtable is scheduled for November 17 in Woodland Hills with Treatment professionals. Roundtable four will be held sometime in March in Washington, D.C. with Policy Makers and will be the final roundtable for this conference cycle. Common themes will be highlighted after 3rd roundtable and provided to the board.

Board thoughts on how the Medical Professionals perceived NAWS:


- NA received very well and they were very supportive of our work.
- Surprised at how little medical professionals know about NA and the lack of accessibility information.
- Surprised at how little they knew of our literature and its availability.
- Medical professionals shared their experience with the local infrastructure inability to deliver service.
- Medical professionals did not see NA as exclusive resource however it seemed that many found this an opportunity to articulate some of their thoughts on our deficiencies.
- Medical professionals thought NA has many stringent rules. As long as NA does not allow targeted meetings to be formed (ex. physicians meeting, etc.) they will continue to send convicts to NA and professionals to AA. Initial identification impressions were very important.
- The inconsistently with delivered NA philosophy.
- Some of the doctor's stated that the world is changing (drug use and how it's being dealt with) and asked why does NA not have an opinion.

Anthony shared that having had experience with the roundtables, believes a tremendous opportunity is passing us by, by not utilizing non-addicts. A non-addict(s) could be created as a type of 'advocate' to speak on NA's behalf in specific arenas, expanding our resource base.

Friday 24 October

The meeting was opened with a moment of silence followed by Lib reading the *Just for Today* meditation. Steve Rusch and Travis joined the meeting for the CAR discussions

Financial Update Anthony



Through August 30 the correct net amount is \$479,000, which is about \$41,000 under budget. Year to date actual literature revenue is running \$260,000 above income sales. On page nine, under FIPT, literature revenue is a way to get a snap shot of literature sales trends. Hazelton has jumped back into the market, but are buying more Basic Texts from NAWS.

↓ The income from literature sales was used to implement the Atlanta and San Diego world conventions. Now that the income is coming back it became clear that telling the story of why there is \$2,000,000 in our accounts will be difficult to tell. Therefore after some thought and discussion it was decided to liquidate long-term debts, upgrade equipment, pay off other debts and disburse around \$100,000 on lease holding improvements. The lease holding improvement work is to accommodate being here another seven years. The work in the building does will not deal with the shortage of warehouse space and as a result another warehouse location will be obtained within the next year.

Canada: we are currently waiting for a final determination on tax status. The board will receive status information from an attorney in Canada as well as the August comparative. Mike Quackenbush and Anthony will be traveling to Canada Service Office to attest to the legitimacy of the offices' existence and operation. This will also have to be done for Brussels.

Draft Audit report: Reporting form now confirms to our manner of budgeting and will make it easier for delegates to read audit and see what was approved. There are still a few things that haven't changed, one of them being operating income. A way to reflect this has been found and will be the only thing different on how we report.

2002-2003 Audit

Mike Quackenbush Presentation of the audit

Mike Quackenbush discussed the "Report of Independent Auditors" noting that there were no qualifications. Everyone referred to pages three and four. Page three indicates the four major expense categories; page four shows the expenses broken down into more specific categories.

Cash up and quite strong with investments and stated that NAWS may (suggestion) want to think about more investments. Also reported that receivables are up, prepaid expenses appear, and San Diego was paid more up front than Atlanta. Otherwise property and equipment haven't changed. Total asset come to \$6,000,000. Deferred revenue up and everyone was reminded that the money collected before the end of the year is deferred. Overall very positive balance sheet-unrestricted assets have gone from \$3,000,000 to \$4,000,000.

Mike Q. noted the many positive influences. On page three, *Income Statement*, publication sales are up over \$600,000. The State of California Department of Corrections has contributed at least 1/3 (\$200,000) towards the overall literature sales amount.

NAWS gross profit percentage slipped from 68 to 69% (1 point) that is the amount of money made on the sale of products less the cost of purchasing the product. This is nothing to be concerned about but something to be made aware of.

Other items and the amount made on the Atlanta convention contributed to NAWS revenue being up. Mike Q. estimated the affect on bottom line from Atlanta was about \$500,000. Conference contribution up \$120,000 and other revenue is \$90,000 (currency translations). \$1.3 is the net income for the year, actually almost \$1.4.

Board questions

- Should free literature be allocated to Fellowship development; the amount is in the \$150,000 ballpark. Anthony responded that free literature is reflected two different ways – retail value of literature, then add the \$106,000 plus of literature from fellowship development at cost which represents at cost. The board will receive free