

September 25, 1983

Dear Sally,

I ~~sure~~ sure missed seeing you and my other old friends in New York, but it couldn't be helped. Bo brought back word that you had a very productive Board meeting and that you had asked for specific input on our Guidelines. I've been sort of waiting for a report on the meeting, but felt that I shouldn't delay any longer. I did some of this work a couple of months ago so I guess it's about time I sent it like I've been meaning to. I'm also going to take this opportunity to share some recent thoughts and observations about our Fellowship and Service Structure.

I feel that the biggest problem we have in this area is a general lack of understanding of, and some basic misconceptions about, the nature of service, our Structure, and how it functions. Like children, ~~we~~ with a new toy, we seem to have become fascinated with our Structure at the cost of our service. Most members seem to think of our service units as entities or things rather than as events or functions; thereby building in politics and personality problems. We seem to have implemented a service system without implementing the functions of that system. I feel that our Board (myself included) have fallen short of our responsibilities in the past few years and have helped to contribute to the problems of our fellowship.

For many years our Board took ^{care} of the "business" functions of the Fellowship. With the advent of our service structure we stepped back from this role and went into a sort of holding pattern. I think this is where we have been for the last 5 years and where we're still at now. We have failed to establish ourselves as a viable part of our Service Structure; and have failed to provide services which possibly could have minimized some of the painful problems of the last few years.

As I see it the basic needs of any successful service system are:

- 1 an input system
- 2 an implementation system
- 3 a production system
- 4 a resource system

In addition to this we need to maintain balance between:

- 1 experience and innovation
- 2 stability and malleability (adaptability, change)
3. continuity and freshness
- 4 prudence and enthusiasm
- 5 etc.

Our three part World Service Structure was designed to meet these needs and maintain these balances. Our WSC should provide (and is beginning to provide) an input system (Representatives expressing the conscious of our Fellowship) and an implementation system (through our Committee system). WSO was established to produce and distribute tangible products for our Fellowship, serve as a communications center and repository, and provide a legal entity which allows ~~N.A.~~ our N.A. Fellowship to remain spiritually oriented. Other roles have been adopted by or thrust upon the Office and, perhaps, this has limited its ability to function as it was intended. This leaves the WSB with the responsibility to supply the Fellowship with a Resource system to which it can turn for guidance, experience and information.

Balance exists in our World Services by virtue of the roles and relationships between the three parts of our World Services. If one part is inactive or non-existent then contradictions are caused in the roles of the other parts. (WSC cannot provide both stability and change, WSO cannot be both a legal entity and free from legal entanglements, WSB cannot be both a resource and a policy maker.) Absence of any functional part of the system also tends to place the remaining parts into conflict and stalemate.

I feel very strongly that it is time for us to take a serious ~~role~~ look at our role in World Services and take vigorous action to see that the needs of N.A. are met. With this, the concepts I have shared with you, and past WSC motions in mind I would recommend the following changes in our Guidelines and more important, in our actions as a Board. (enclosed find a copy of the original guidelines of the Board to which I will make reference to by section, part, and line.)

SUGGESTED CHANGES

I (section)-L(line)2 - change the word 'insure' to 'contribute to' - reason: 'insure' implies control and is not in keeping with the obvious conscience of last years WSC

I - ~~L3~~ L3 - add 'and to serve as a primary service resource for the Fellowship of Narcotics Anonymous.' - reason -clearly states the new role I perceive for WSB

II L1 - change 'Board' to read 'Board of Trustees and its members'

II B L1 - change to read 'To promote Fellowship-wide understanding of and adherence th the Twelve Traditions of Narcotics Anonymous.'

II C - change numbering to II D

II C (new) - insert - 'To provide and encourage the exchange and availability of service related information and experience.'

IV C - delete per WSC motion

IV ~~Expans~~ D 2 - insert -nomination 'and election'

IV E 2 - insert -nomination 'and election'.....

IV F 2 - change to read - 'Each year, each Trustee is reaffirmed at the World Service Conference.'

IV G - change to read - 'The term of Trusteeship for a member of the Board of Trustees is five (5) years.'

IV H 3 (new) - 'by lack of reaffirmation at WSC'

VI D - delete and change subsequent numbering

VI E - delete and change subsequent numbering

VI F 2 - change - replace 'the World Service Office (WSO)' with 'the Chairperson of our Board'

VI G - delete the words 'last approximately two (2) hours and'

VII A - add new section (insert) and change the subsequent numbering --

A. The purposes of our WSB Committees are:

1. To be a Resource to and provide Continuity for WSC Committees
2. To be an available source of Information, Experience and Guidance in their areas of specialization.
3. To be a place where valuable Trusted Servants can continue to contribute to our Fellowship after their terms of office have passed.

VII B (now C) - change titles of standing committees to -

1. Internal Affairs (concerned with what occurs within our Fellowship and Service Structure; with emphasis on WSO, WSC, Finance, Activities, etc.)
2. External Affairs (concerned with how our Fellowship and Structure interface with society; with emphasis on Hospitals and Institutions, Public Information, Public Relations, relations with the medical profession, relations with the criminal justice system, relations with media, etc.)
3. Policy and Structure (concerned with the growth and development of our Fellowship and its services, our Service Structure, formal service, planning, etc.)
4. Training and Education (concerned with providing service related information and experience for all levels of our Service Structure, including monthly articles on service topics, service learning conferences, training sessions, distribution of service information, etc.)
5. Literature Review (concerned with literature review, ^{and} verification, newsletters, periodicals, etc.)

VIII A - add new section (insert) and change subsequent numbering --

A. The WSB and its members participate in, contribute to, and respond to N.A. and our Service Structure.

1. An Addict Trustee can participate in and contribute to our Fellowship just as any other N.A. Member can except:
 - a. a Trustee should make it clear when they are acting as a Trustee and when they are acting as a N.A. Member.
 - b. a Trustee should keep in mind that Trusteeship places us in the role of examples, and avoid politics, personalities, and controversy.
 - c. a Trustee should minimize other elective service positions and decline participation in our representative system.
2. An individual Trustee may present a formal recommendation or opinion as a Trustee but should avoid speaking for the Board as a whole. These actions should be documented and a copy sent to the WSB Chairperson for inclusion in our records.
3. Any Service Unit (Group, Area, Region, WSC, or committee thereof) may initiate an "Opinion of the WSB" by submitting a written question to the Board for consideration. The WSB normally does not respond to questions from individual N.A. Members because these are more appropriately addressed in their local Service Committees. If the Committee ~~then wishes~~ is unable to respond and feels that the WSB should be consulted they can then contact our Board.

VIII B (now C) - replace with the following -- 'In keeping with our role as an advisory Board, the WSB offers opinions and recommendations rather than directives or mandates. The implementation of WSB recommendations lies with those requesting Trustee service.

IX - change 'Board of Trustees' to 'World Service Conference (WSC)'

Addendum - delete

Well there they are, I hope that they will help or at least let you know the direction I feel we should go with our Guidelines and functions.

I don't know when we'll next get a chance to sit down together - I hope it's before May and for reasons other than service. You're one of the old friends I really miss every once in a while - ~~xxx~~ It would be neat just to go to a meeting together and out to coffee for "Bull-Shit". Lois sends her best -----

Love -----