World Services

TRANSITION GROUP PROPOSALS

FOR DISCUSSION AT WSC 1997

Report to WSC Participants
March 1997

NARCOTICS ANONYMOUS
WORLD SERVICES VISION STATEMENT

All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed.

Our vision is that one day:

- Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;
- NA communities worldwide and NA world services work together in a spirit of unity and cooperation to carry our message of recovery;
- Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving higher power"

TABLE OF CONTENTS

I. INTRODUCTION 1-5
A) Background 1-2
B) Transition Group Timeline 2-3
C) WSC 1997 4-5

II. RESOLUTION A PROPOSALS 7-22
A) Overview 7
B) Concerns Regarding Resolution A 7-10
B1) "The Greater the Base . . . The Higher the Point of Freedom"
B2) Defining "Equal"
B3) A New Service Tier
B4) "Consensus-Based Decision Making"
B5) "Representative" versus "Delegate"
C) The Purpose of the World Service Conference 11
D) The Functions of the World Service Conference 11
E) Responsibilities of the World Service Conference 11-12
F) The Role of the *Conference Agenda Report* 12
G) Delegate Criteria 12-13
H) Role and Responsibilities of the Delegate 13-14
I) Length of Term for Delegates 14
J) Models One and Two -- Proposed Changes 14-16
J1) Rationale for Models One and Two
J2) The Format of the Annual Meeting of the WSC
J3) Delegate's Role
J4) Reduced Number of Conference Participants
K) Model One- Non-US Country/US Regional Configuration -..... 17
K1) Model One - World Service Conference Participation
L) Model Two - Non-US Country/US State Configuration..... 18
L1) Model Two - World Service Conference Participation
M) Model Three 19-22
M1) The Term "Districts"
M2) Rationale For Model Three
M3) Existing Zonal Boundaries
M4) "Equal" Representation
M5) Additional Responsibility of the WSC
M6) District Configuration and Representation
M7) World Service Conference Participation
M8) Considerations for Creating New Districts
M9) Purpose of a Geographic District
M10) Functions of a Geographic District
M11) Responsibilities of a Geographic District
M12) World Service Office
N) Model Four 23-25
N1) Premise for Model Four: Spiritual And Material Cost

N2) Model Four Proposal
N3) NA's Intellectual Properties and the Unites States Service Conference

III. RESOLUTION B PROPOSAL **27-40**
A) Overview 27
B) Rationale for Resolutions B and C2 27-29
B1) Creating the Single Board
B2) Resolution C2 and Direct Accountability
B3) "Adhocracy" Efficiency; Standing Committee Continuity and Experience
C) Summary of Concerns Regarding the Amendment to Resolution B 29-38
C1) Questions, Questions, Questions
C2) Option #1 -- Keep the Amendment
C3) Option #2 -- Repeal the Amendment
D) Purpose of the World Board 39
E) The Functions and Responsibilities of the World Board 39
F) Accountability 39
G) Qualifications for World Board Members 39-40
G1) Clean Time Requirement
G2) History of Completing Work. . .
G3) Familiarity with WSC Vision . . .
G4) Familiarity with NA Service Structure
G5) Administrative Skills
G6) Experience with Plan Development . . .
G7) Organizational and Communication Skills
H) Composition of the World Board 40
I) Elections 40

IV. RESOLUTION C2 PROPOSAL **41-43**
A) Overview 41
B) Accountability 41
C) Role of the Standing Committees 41
D) Committee Makeup 41
E) Committee Duties 41-42
E1) The Executive Committee
E2) WSO Operations Committee
E3) Events Committee
E4) Internal Committee
E5) External Committee
E6) Publications Committee
E7) "TGFKATT"
F) Committee Membership 42
G) Committee Projects 43
H) Committee Meetings 43

ADDENDUM A Resolutions adopted at WSC 1996
ADDENDUM B Impacts
ADDENDUM C Model One
ADDENDUM D Model Two
ADDENDUM E Model Three
ADDENDUM F Model Four
ADDENDUM G The World Board without "TGFKATT"
ADDENDUM H The World Board with "TGFKATT"

I. INTRODUCTION

A. Background

Beginning about 1987, the executive director of the World Service Office, along with various members of World Service leadership, became aware of the growing need for an assessment of the world service system's effectiveness, efficiency, project prioritization, and financial viability. Each subsequent year, the *Fellowship Report* (which would eventually become the *Conference Report*) made increasing reference to the need for such a "managerial review" and self-assessment. Board and committee work was being generated at an ever-increasing rate, and the overall focus of world services' mission seemed in danger of becoming lost in the growing number of world service projects. Yet, in spite of many references to the need for an evaluation of the world service system, for five years the fellowship saw a great deal of talk, but very little action regarding such an evaluation — the *projects* themselves were taking priority over any possible examination of the *process* by which they were being developed.

However, in the fall of 1992, at the world services meeting in Cincinnati, Ohio, the Interim Committee finally insisted upon the need for a serious slowdown in world service activities in order to take stock of the situation confronting world services. In essence, it had become increasingly clear that the entire world services system was being stretched beyond its limits: the reality of continuous fellowship growth, trusted servant burnout from overcommitment, overlap of board and committee duties, responsibilities and projects, duplication of services, a weakened conference treasury, and general dissatisfaction with much of the work being developed within the world service system led the conference leadership to conclude that it was time to assess the current direction of world services and begin to plan for the future by improvement of the service delivery system.

As a result, between October 1992 and April 1993 world service leadership sought to develop a plan for an inventory of world services that would provide an assessment of the current state of affairs and, at the same time, would help to alleviate much of the strain on the system by enforcing a slowdown of board, committee, and WSO activities. In essence, leadership intended to ask the fellowship itself what our groups and members needed and wanted from world services, and then hoped to proceed by examining the service delivery system in order to develop the means by which the fellowship's wants and needs could most effectively be met. The WSC leadership presented their inventory plan at the 1993 World Service Conference. The focus and purpose of this plan was substantially changed by a working group while the conference was in session. By the end of the 1993 WSC, the conference had adopted the inventory plan developed by the working group that included a body of twelve trusted servants known as the *Composite Group*.

For the next two years, from May 1993 to March 1995, the Composite Group facilitated a comprehensive inventory of world services, based on the timeline and responsibilities outlined in the working group's plan adopted by the 1993 WSC. The Composite Group developed and implemented fellowship surveys, board and committee self-assessments, the WSO self-assessment tool, and even an assessment process for the WSC itself. The results of all of this research were eventually summarized in Book One of the group's 1995 report. They had also requested the hiring of an independent consultant to

evaluate the world services system (including the office), and presented the results of his analysis in Book Two of their 1995 report. However, faced by the fact that the information-gathering phase of the inventory had been completed, but that there was no group in line to carry on with the work, the WSC leadership proposed the adoption of the second plan to the 1995 World Service Conference participants who endorsed the plan and ratified a second group of six trusted servants known as the *Resolution Group.*

Utilizing a number of resources included the *Temporary Working Guide,* the *Guide to Service,* the Composite Group's Report (Books One and Two), as well as the participation of additional members invited from across the fellowship and a significant amount of written input from the fellowship at large, the Resolution Group eventually offered a series of Resolutions last year to the 1996 WSC. At the conference, Resolutions A (a change in participants at a new WSC), B (the adoption of a single board), C2 (a significantly downsized standing committee), E (a unified budget), F (a world pool of trusted servants) and G (the creation of a Human Resources Panel) were all adopted in principle (please see Addendum A).

Also at last year's conference, the Transition Group was formed and charged with the responsibility of developing the specific proposals that will assist the conference into the development of the new structure proposed by the Resolutions. The Transition Group members ratified at last year's WSC were Saul Alvarado from Panama City, Panama; Susan Blaue from Chicago, Illinois; Rose Crawford from Ocala, Florida; Bob Jordan from Tampa, Florida; Tim Banner from Dallas, Texas; Pete Cole from Greensboro, North Carolina; David James from Altrincham-Cheshire, England; Shannon Lynagh from Pittsburgh, Pennsylvania, and Jane Nickels, from Poquonock, Connecticut. The First Alternate to the core group is Matt Schmeck from San Francisco, California, and the Second Alternate is Adam Wasserman from Montreal, Quebec. The Transition Group has been given the responsibility of developing definitive and specific proposals that will allow the realization in fact of what the Resolutions have thus far outlined only in principle.

B. Revised Transition Group Timeline

As reported in the November *Conference Report,* the TG has developed the following timeline, with revisions, for their work leading up to the 1997 WSC and thereafter:

November 1996

- Mail out to the Transition Group Resource Pool detailed questionnaires from Workgroup B about the World Board and the committee system.
- Work on preparation of presentation to conference participants about Resolution A by Workgroup A.
- Both workgroups to communicate via telephone and mail about individual work assignments.

December 1996

- Workgroup B continues to work on the development of its report on Resolutions B and C2.
- Workgroup A continues to work on the presentation to conference participants and begins to look at the financial impact of a downsized conference.
- Both workgroups will meet by conference call.

January 1997

- Both workgroups continue their work and meet by conference call to prepare for next meeting.
- Transition Group meeting in Chatsworth, 26-27 January 1997. At meeting, draft of work done by group working on Resolutions B and C2 is reviewed and revised, comprehensive TG report is drafted, room and time needs at WSC '97 are finalized, '97-'98 TG budget is developed, and *CAR* workshop attendance continues to be discussed.

February 1997

- Report to conference participants is finalized by TG.
- Begin to get legal advice on a variety of issues relating to the resolutions.
- Finalize March *Conference Report* and/or meeting report.

March 1997

- Comprehensive TG report is mailed out to conference participants.
- Preparations continue for conference presentation and discussion.
- TG meeting 28-29 March 1997. At meeting, presentation to conference is finalized.

April 1997

- WSC '97 begins 25 April 1997. TG to lead discussions about Resolutions A, B and C2, and receives direction from conference participants about their work.

May - August 1997

- Integrate conference direction on Resolutions B and C2.
- Draft work on Resolutions A, as per direction from WSC '97.
- Draft work on Resolutions E, F and G.
- Develop structural model based on work done on all resolutions.
- Mail out draft of work to conference participants and prepare for world services meeting (WSM).

September 1997

- World services meeting as final input-gathering stage on TG work.

October - November 1997

- Revise work (if necessary) based upon input received at WSM.
- Finalize work in preparation for 1 December 1997 deadline for 1998 *Conference Agenda Report*.

December 1997

- All work is forwarded for inclusion in *CAR*.

January - WSC '98

- Attend *CAR* workshops to answer questions about work on resolutions.

WSC '98

- Conference to act upon work done by Transition Group.

C. WSC 1997

The proposals that follow are the Transition Group's "first draft" of their specific proposals. The Transition Group is presenting the following proposals on Resolutions A, B and C2 for conference participants' review and discussion at WSC '97. The intent of this report, therefore, is twofold: we wish to inform each conference participant of the process we have used over the past year in formulating our proposals; and we are also presenting those proposals for review and input at the upcoming World Service Conference.

We also need to take this opportunity to explain why we have taken such a fiscally conservative approach to our work this year with regard to budget, travel, and so forth. Quite frankly, we decided early on that we needed to come in under budget this year, because the majority of expenses associated with our work will not occur until next year. We anticipate, for example, the need to hire an attorney in order to be able to estimate the legal and financial impacts of our transition from the current system to the single board. We will also need to retain his or her services in order to make that eventual transition legally and as quickly and easily as possible. We also anticipate the additional expense to the conference next year of a world services meeting. Thus, we have tried to move through this year as prudently as possible, while at the same time accomplishing the work we set out to do.

Once conference participants have had the opportunity to read and discuss the following ideas, we will then review the conference's input over the coming conference year, and revise our proposals accordingly. It is essential to point out the importance of the 1997 World Service Conference participants' role in this process. We intend to use conference participants' input and discussion this year to help us focus our work, and therefore EACH PARTICIPANT'S FAMILIARITY WITH THE MATERIAL IN THIS REPORT IS CRUCIAL. Also, please remember that your input at the WSC should be based upon your position of responsibility as a trusted servant in our fellowship's service structure: *we do not expect that you will arrive at the WSC with a "group-conscienced" consensus on any of this material.* Without your help, it will be impossible for us to be ready to present our proposals at this year's world services meeting. Based upon your initial input at the World Service Conference, and at the subsequent world services meeting, we will develop specific proposals on each of the resolutions. We anticipate that those specific proposals will then appear in the 1998 *Conference Agenda Report* for fellowship review and discussion, and eventual action at the 1998 WSC.

Before we move into the presentation of our proposals, we do wish to emphasize that, in the course of our discussions regarding all of the resolutions, we strove always to be mindful of the need to develop proposals that were mindful of *NA World Services Vision Statement* and the *World Service Conference Mission Statement*. While we understood the need to create a world services system that would work for world services, we have tried to not lose sight of the fact that the entire system would need to be one that could be aware of and responsive to members' and groups' concerns across the fellowship. Therefore, we believe that our proposals for the role of the delegate, the WSC, and the World Board are all interdependent — it is important to understand that each of the components of these systems is designed to work with the others. In this way, we have tried to come up with proposals that would require each of these separate components

to work together to contribute to the effectiveness of the new world services system, and ultimately better serve our fellowship.

Finally, we should emphasize that the following proposals are preliminary only. They should serve as the springboard to the 1997 WSC's discussions, and are therefore only the necessary first step toward completing the final phase of the inventory/resolution process.

II. RESOLUTION A PROPOSALS

Resolution A:

To approve **in principle** *a change in participation at a new WSC to achieve the following objectives:*

1. *to reduce the total number of representatives*
2. *to provide for equal representation from all geographic entities; and,*
3. *to encourage a consensus-based decision-making process*

A. Overview

We are proposing four models to serve as a basis for the discussions about Resolution A at this year's conference. Our hope is that by providing the framework and impacts of different representative models, we will be able to gain direction from this year's conference participants so that we can then develop one comprehensive proposal for consideration at this year's world services meeting, and, after review by the fellowship, adoption at the 1998 World Service Conference.

The four proposed models are presented in order — from the one most like our present system to the model that most differs from our present system. Models One and Two therefore offer the least amount of change from what we presently have, while Model Three is farther removed from our system's present configuration. Finally, Model Four stands as the furthest departure from the world services system as we know it today.

We offer the same purpose and overall function for the World Service Conference in Models One, Two and Three. The sections on the responsibilities of the World Service Conference, the *Conference Agenda Report*, the Delegate Criteria, and the Role and Responsibilities of the Delegate are also the same in these models.

Model Four, however, is so significantly different from Models One, Two, and Three that its explanation requires an entirely different approach. Because Model Four is essentially recommending the dissolution of the World Service Conference as we know it, the purpose and overall function of the WSC, as well as its responsibilities, its utilization of the *Conference Agenda Report*, along with the Delegate criteria and responsibilities would become obsolete with regard to world services. Of course, many of those functions could in turn be adopted by the proposed national or continental conference system. Thus our proposal for a World Board and our ideas for a new World Service Conference could then apply to the United States Service Conference. Other conferences, in turn, could use those ideas as a guide, adapting any or all relevant specifics to suit their own needs.

Before we move on to the presentation of our proposed models, however, we do have some concerns about Resolution A that arose from our discussions, and which need to be summarized.

B. Summary of Concerns Regarding Resolution A

Resolution A, as adopted by the 1996 World Service Conference, reads as follows:

> *To approve* in principle *a change in participation at a new WSC to achieve the following objectives:*

1. *to reduce the total number of representatives*
2. *to provide for equal representation from all geographic entities; and,*
3. *to encourage a consensus-based decision-making process*

The Transition Group has held many difficult discussions this year about what exactly the conference intended by its adoption of Resolution A and what we believed were realistic ways to accomplish what this resolution states. Because we believe in full participation, and because we felt a serious need for additional direction and guidance, we asked each conference participant to provide us with their understanding of what this resolution actually meant to them when they voted for its adoption. Unfortunately, we received input from less than eight percent of participants, and the input we did receive set no clear direction.

B 1. "The Greater the Base, . . . the Higher the Point of Freedom"

For a number of years now, our world services have been attempting to ensure a worldwide fellowship, unified in common principles as well as in our attempt to increasingly provide for full and fair participation within the various service functions at the world level. The Transition Group sees great potential benefit from the unity that would arise from maintaining our worldwide focus into the twenty-first century.

As the description of our symbol in our Basic Text suggests, "as we grow in unity in numbers and in fellowship," the freedom that accompanies our fellowship's size, strength, and commitment to a common purpose can only increase. In this way, the Resolution Group's vision — of a unified world services structure and a fully connected and participatory global fellowship — is inspirational. We applaud their idealism and the loftiness of their goal.

Whether or not the attainment of such a vision is in fact achievable is another matter entirely, and our own struggles with its practicality are evident throughout the following pages. We do, however, wish to recognize the essential value in hoping to maintain a unified, worldwide Narcotics Anonymous fellowship. We all agree that, if such a vision is realizable, we should make every attempt to make it a reality.

As it is written, though, this resolution presented us with a series of challenges, including (1) the difficulty of defining the word "equal," (2) the potential problems associated with adding yet another layer to our service structure (as well as with providing the resources, both human and financial, necessary to the proper functioning of a new service tier), (3) the difficulties we experienced with attempting to define the term "consensus-based decision making," and (4) the distinction between the terms "representative" and "delegate."

We offer no definitive answers to any of these questions: rather, we believe that these issues require broader fellowship discussion — particularly if the fellowship as a whole is to endorse our proposals at WSC '98. We therefore present the following summary of concerns raised during our discussions as an introduction to the four models for Resolution A proposed later in this report.

B 2. Defining "Equal"

The World Service Conference has been discussing the ideas contained in resolutions B through G adopted at WSC '96 for years. The concepts of a single board, a human resources panel, a unified budget, and a downsized committee structure are therefore familiar to most of us. Moreover, resolutions B through G reflect that basic familiarity in the clear and relatively narrow direction that they contain. Resolution A, however, contains ideas that have not been discussed by either the conference or the fellowship at large in any detail at all. For example, we have heard many different beliefs expressed in our group and in the input we have received about what "equal representation" means.

Even the dictionary provided us with no assistance. To choose the definition of "equal" to be *the same rank or ability or merit* or *the same as* did not seem to apply since all representatives currently have the same voice and vote. We do not currently have different classes of representatives. Moreover, the definition of *evenly proportioned* or *of the same quantity* might be applicable, but contains problematic implications.

We do not believe, for example, that the conference asked us to change the very nature of representation in Narcotics Anonymous to one of literal democracy; one group meaning one vote (though we did examine this direction in our discussions). Thus, even though the fellowship in the USA represents 85% of the worldwide fellowship in number of groups; and even though the USA represents a similar proportion of the fellowship's areas and regions, we believe that "equal" will have to be based on other factors in addition to a simple democratic majority. If we are to build a world service structure and conference that are truly representative of the many cultures and concerns that will increasingly face us over the coming years as our fellowship continues to grow and mature, other factors such as language, culture, and geography will need to be considered as well.

B 3. A New Service Tier

Many of the discussions during the inventory addressed the perceived or real distance separating the groups from world services, as well as the communication problems associated with that distance. We have heard many ideas about how to make the conference itself more responsive to the groups by transforming its focus, format and decision making processes. Yet Resolution A presents us with a dilemma: how is it possible to make the conference more responsive to the needs of the groups, and improve the communication between the groups and world services, while simultaneously moving the two further apart? Thus, examining the potential consequences of inserting another representative layer into our service structure was the second difficulty addressed in our discussions.

In addition to these communication concerns, another primary consideration in the implementation of Resolution A is the current reality of our fellowship's limited resources, both human and financial, at all levels of service. Many of the discussions at this year's conference will be focused on how we as a worldwide fellowship can continue to provide the services that our fellowship needs. We do not claim to have the answer to this question, but we do know that creating another layer of service will mean creating another layer of expense and administrative time and energy.

Another concern related to the expense associated with the new layer of service is the expense associated with representation at the new WSC. One of the ideas that we have not pursued but which we will have to discuss at the conference is that of cost equalization. Should the cost of sending a delegate to the World Service Conference be the responsibility of the conference? Or of the region or district? The Transition Group supports the philosophical premise of cost equalization, but is also aware of the difficulty of attempting to implement it fairly. If all delegates pay an equal amount to attend the conference, for example, what happens when someone cannot contribute their share? Is everyone then prevented from attending at all? These and other questions will need to be the subject of considerable fellowship thought and discussion over the coming conference year.

B 4. "Consensus-based Decision Making"

The notion of "consensus based decision making" was the third source of considerable discussion and debate among TG members, as well as within the input we received. Some members believe that consensus -based decision making means discussions that conclude with the vast *majority* of the members coming to agreement. Others believe that such discussions must conclude with *unanimity*. While we believe that unanimity is something that conference participants should always strive for, we are not proposing that the World Service Conference be limited by a demand for it. Our ninth concept reminds service bodies to carefully consider all viewpoints. We believe that, for the purposes of our service bodies, consensus must be based on considering all viewpoints while at the same time trying to find the common ground that every participant can support, even when the eventual decision is not exactly as every participant may have desired.

B 5. "Representative" versus "Delegate"

We have struggled with the terms "representative" and "delegate." The distinction between these terms may simply be a matter of semantics — the current version of the *TWGSS* (and our service materials as far back as the *NA Tree*), in fact, uses both terms. Nonetheless, we believe the distinction is an important one.

We are proposing the use of the term delegate rather than the Resolution Group's original language, "representative." We believe that local NA communities must be willing to *delegate* considerable authority to the trusted servant acting on their behalf at the World Service Conference, for that individual will be attending a new WSC based less on motions and more on discussions than is presently the case. Therefore, the trusted servant acting on behalf of his or her local community will, in actuality, need more authority to participate in those discussions than is currently necessary, based on our more traditionally motion-oriented procedures.

At the same time, we should qualify the above statement by stating that, under any future conference structure and procedures to be developed, issues for discussion at the new WSC should be identified well in advance and communicated throughout the year so that the delegates can come to the conference with the conscience of their local communities.

C. The Purpose of the World Service Conference (Models One and Two)

The purpose of the World Service Conference is to fulfill the following the *NA World Services Vision Statement:*

> **NA World Services Vision Statement**
> All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed.
>
> Our vision is that one day:
> —*Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;*
> —*NA communities worldwide and NA world services work together in a spirit of unity and cooperation to carry our message of recovery;*
> —*Narcotics Anonymous has universal recognition and respect as a viable program of recovery.*
>
> As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving Higher Power.

D. The Functions of the World Service Conference (Models One and Two)

The functions of the World Service Conference should always be directed by the *World Service Conference Mission Statement:*

> **World Service Conference Mission Statement**
> The World Service Conference brings all elements of NA world services together to further the common welfare of NA. The WSC's mission is to unify NA worldwide by providing an event at which:
> —*Participants propose and gain fellowship consensus on initiatives that further the NA world services vision;*
> —*The fellowship, through an exchange of experience, strength, and hope, collectively expresses itself on matters affecting Narcotics Anonymous as a whole;*
> —*NA groups have a mechanism to guide and direct the activities of NA world services;*
> —*Participants ensure that the various elements of NA world services are ultimately responsible to the groups they serve;*
> —*Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.*

E. Responsibilities of the World Service Conference (Models One and Two)

The responsibilities of the new World Service Conference will be to:

1. Provide guidance and direction for the activities of NA world services by prioritizing projects and activities, choosing the conference's theme, and by discussing, providing direction and making decisions on World Board initiatives.
2. Hold discussion sessions about NA philosophy, Traditions, Concepts, and direction for the growth and development of the fellowship.
3. Provide workshops on themes prioritized by the previous conference and developed by the World Board each year.
4. Discuss, provide direction, and if possible, resolve fellowship-wide issues.
5. Make necessary decisions regarding recovery literature, trademarks, service marks and all other intellectual properties on behalf of the fellowship as the Trustor of the Fellowship Intellectual Property Trust. This includes the development and approval of new literature initiatives.
6. Elect members to the World Board and ratify the annual budget.
7. Establish a resolution process for problem solving.
8. Ensure that the fellowships interfaces with governmental and non-governmental entities are coordinated and consistent.

9. Provide fellowship development assistance.

F. The Role of the **Conference Agenda Report** *(Models One and Two)*
The items that will be included in the *Conference Agenda Report* for discussion the following year will be chosen by conference participants at the annual meeting. A maximum of five project-oriented items will be identified and prioritized at the conference. In keeping with the World Services' Vision Statement, the identified items must help to further the growth of NA worldwide and work to improve the unity of the fellowship for our members. The *Conference Agenda Report* will then be released in adequate time for translations and review prior to the annual meeting for discussion by the fellowship.

In addition to these more project-oriented items prioritized at each conference, conference participants will also identify a more philosophical "theme" for each conference year (something like our current practice of identifying "Issue Discussion" topics). This "theme" will be discussed and debated in workshops throughout the fellowship during the year. For example, the theme for the year might be "Self-support," which would draw out a host of discussions that would probably range far beyond the obvious financial implications associated with our seventh tradition.

Delegates' ideas and suggestions for both the project items and the year's theme would be forwarded to the World Board during the year for possible inclusion in the next year's *Conference Agenda Report*. The World Board would report to the conference on all ideas that they receive and may choose to propose some or all of those ideas to the conference for further discussion. To help avoid surprises at the annual meeting, any initiatives brought directly to the annual meeting by a delegate must be approved by the conference before the World Board can consider it to be one of the board's agenda items over the following conference year. Only after that year's consideration may such an initiative be presented to the conference for prioritization.

G. Delegate Criteria (Models One and Two)
The following criteria are provided for geographic areas to consider when choosing a delegate. Since this is a position of great responsibility to both the local community and to the worldwide fellowship, careful thought, thorough deliberation and a realistic understanding of the responsibilities are essential to making an effective selection. Given the seriousness of the delegate's various duties and responsibilities, consideration and discussion of the leadership qualities and communication responsibilities called for in the Fourth and Eight Concepts should be considered when selecting trusted servants.

More specifically, Concept Four states that "Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants."[1] The qualities identified by this concept include humility, integrity, honesty, open-mindedness, willingness, spiritual depth and trustworthiness. Certainly local NA communities should be mindful of these characteristics, as well as skills and personal experience, when selecting a delegate to represent them at the World Service Conference.

[1] Quoted from "Twelve Concepts for NA Service," page 8.

Similarly, Concept Eight states that "Our service structure depends on the integrity and effectiveness of our communications,"[2] and our collective experience indicates the importance of honest, open and straightforward communication to the success of NA's services. Both the delegation of authority as well as effective leadership depend upon open, frank, full, and frequent communication. Such communication helps to ensure the effectiveness of our trusted servants' efforts, and should be heavily considered in the selection of all our leaders, including local communities' delegates.

With the above general criteria in mind, local NA communities should also consider the following as guidelines in the selection of their delegates. We recommend that each delegate possess:

1. Seven years clean time.
2. A demonstrated ability to effectively communicate through written reports and verbal discussions.
3. Three years of serving at a regional level.
4. The ability to perform as a member of a team.
5. An open-minded attitude that considers all the facts.
6. Organizational skills.
7. An understanding of the Traditions and Concepts.

H. Role and Responsibilities of the Delegate (Models One and Two)
Each delegate has the following duties and responsibilities:

1. As members of world services, the delegates:
    - help to ensure that all the efforts of NA world services are guided by the NA World Services Vision Statement and the World Service Conference Mission Statement.
    - offer a global perspective as a participant of the World Service Conference and provide this perspective to their geographic area.
    - provide a "local" perspective by participating in discussions at the World Service Conference and providing input to the World Board.
    - serve as the primary communicator to and from the WSC and their geographic area.
    - are accountable to the fellowship through their geographic area.
    - gather the conscience in their geographic area to assist them in their decision making at the WSC. They are representatives of their geographic area functioning as delegates.
    - encourage the human and financial support necessary to provide world services with the resources to carry out its mission and vision statements and to ensure that all delegates are able to attend the World Service Conference.
    - vote in the election of World Board members.
    - act as the Trustor of the Fellowship Intellectual Property Trust.
    - strive to achieve consensus on World Board initiatives.
    - share experience with other delegates and the World Board.
2. As representatives of their geographical area, delegates:
    - foster alliance and unity within their geographical area and world services.

[2] "Twelve Concepts for Service." page 17.

- serve the needs of their geographical area and world services with a balanced outlook.
- engage and initiates philosophical discussions within their geographical area and world services, freely exchanging ideas for the growth of NA.
- gather conscience for the world service conference agenda.

3. As a resource to their geographical area, delegates:
   - communicate with members of their geographical area as to the global concerns through workshops, articles for local newsletters and world service publications and by written reports to areas and GSRs.
   - host workshops on a variety of topics including one aspect of service provided by the WSO each year; group registrations, information contacts, etc.

I. Length of Term for Delegates (Models One, Two, and Three)

A minimum of two years is suggested as the term length for delegates. A geographic area may choose to elect an alternate delegate to assist and support the delegate in the fulfillment of their responsibilities to their local community. However, no alternates would attend the world services annual meeting.

J. Models One and Two— Proposed Changes

J 1. Rationale for Models One and Two

Models One and Two present a world service conference that least differs from our current WSC, particularly with regard to the actual NA communities that would be represented there, as well as their present method of representation. Even though Model One relies essentially upon the existing regional system of representation and Model Two relies upon a state-based representational system, , the key element of these models is their fundamental similarity to our current system — there is no new district, continental, or zonal layer of services that would necessitate a fundamentally different representational strategy on the part of local NA communities.

In fact, the rationale for Models One and Two argues for the desirability of not adding an additional layer of administration and services such as we will see in Model Three. Thus one of the purposes of these two models is to keep the regions connected to the World Service Conference and the World Service Conference directly responsible to the regions without an intervening layer of services, administration, and expense. The biggest changes necessary to implement Models One and Two are (1) the new format of the World Service Conference; (2) the expanded role of the delegate from the current RSR responsibilities, and (3) the reduction in the overall number of conference participants from our present system.

Models One and Two also fundamentally support the vision of a unified and fully participatory world service structure. Recognizing the potential experience, strength, and hope that can arise form our entire fellowship being connected with one another across the globe, Models One and Two affirm the conference's decision last year to move forward with the prospect of redesigning our world services to facilitate the continuation of our fellowship's global identity. As we grow in numbers and strength, we are demonstrating more each year the fact that our program is universally applicable across all cultures, language groups, political systems, and economic levels. Just as the disease of addiction knows no such limitations, our fellowship s continuing growth and

development proves that recovery from the disease of addiction is also increasingly available to anyone and everyone willing to try our new way of life. Models One and Two therefore affirm the universality of our program, and their forms encompass a worldwide fellowship united in purpose as well as in participation within a single unified service structure.

(Note: Funding World Services)
Another crucial argument to recommend either of these models is the fact that we are presently funding (as best we can) a similarly constituted world services, so it is at least reasonable to anticipate that we could in fact fund this new model.

J 2. The format of the annual meeting of the World Service Conference (Both One and Two)
The format for the annual meeting, stated generally, would be as follows:

—*Day One: The conference opens with a keynote speaker on the identified theme for the year followed by workshops for all conference participants.*

—*Day Two: Initiatives from the Conference Agenda Report are discussed. A final decision is made on those initiatives that have reached resolution. Some initiatives may require direction for additional work.*

New ideas are considered by the conference. Those that have not been previously sent to the World Board are discussed. If the conference wishes to have further consideration of any of these items, they are forwarded to the World Board for a report back later in the week.

—*Day Three: World Board members and delegates meet in committees to discuss the priorities for the upcoming year. The World Board offers recommendations for the upcoming year and elections for World Board members are held.*

—*Day Four: The conference discusses items that need further discussion or focus and the priorities for the upcoming year in a workshop setting.*

—*Day Five: The issues and agenda for the upcoming year are finalized. The conference closes with a speaker on the theme of the year.*

J 3. Delegate's Role (Both One and Two)
The delegate's role in this model differs from the current RSR's role because of the stated nature and purpose of the new WSC. Delegates will continue to represent their local NA community, but will also be delegated the responsibility by that community to participate in the discussions regarding projects, initiatives, and "themes" relevant to the growth and development of NA worldwide. As such, these new delegates will be both "representatives" of their electing constituency, as well as world level trusted servants delegated the necessary responsibility to guide and direct the fellowship around the world.

J 4. Reduced Number of Conference Participants
Another premise for these models is that a major problem with our current structure is simply the large number of people on the conference floor (two hundred plus), and the confusion and clamor that such crowding creates. At the 1996 World Service

Conference, for example, there were eighty-eight (88) regions represented. Each of these regions had between one and three representatives seated on the floor, and there were forty (40) board and committee officers seated as well. Of the eighty-eight (88) regions present, sixty-one (61) were from the United States, six (6) were from Canada, and twenty-one (21) were from Europe, India, Asia, the Caribbean, and Central and South America. There were four (4) seated regions not present at WSC '96, three (3) from the United States and one (1) from Asia.

Thus, there were approximately two hundred and twenty (220) people seated (though not all were voting) on the floor of the 1996 World Service Conference. One of the biggest considerations, therefore, regarding Resolution A is the anticipated difficulty in holding consensus-building discussions (as mandated by the resolution) among the current number of conference participants. It seems unrealistic to expect that such discussions could be practical given such a large number of prospective debaters.

Thus, Model One, on the other hand, recommends a potential maximum total of one hundred fifteen (115) conference participants at the new World Service Conference (92 delegates and up to 23 board members). Model Two recommends up to ninety-nine (99) conference participants at the new World Service Conference (76 delegates and up to 23 board members). This reduced number of participants should lower the amount of confusion and clamor on the conference floor.

Moreover, the move to a more consensus-based conference will be better facilitated by this lower number of participants, and should also reduce the number of highly detailed, specific motions that now often overtake our current conference's process as a result of representatives not feeling as though their concerns have been heard, and who then attempt to utilize parliamentary procedure to ensure their participation rights. Models One and Two therefore also recognize that representation is not the only (or necessarily the most important) problem confronting the world services system. Just as the inventory demonstrated, communication is a serious problem facing world services as a whole. The reduction in numbers on our conference floor should also go a long way toward alleviating some of our communication problems as well.

K. Model One - Non-US Country/ US Regional Configuration (see Addendum C)

1. One delegate from each country outside of the United States and Canada — currently twenty-two (22) delegates.
2. One delegate from each presently seated US and Canadian region — for a permanent number of seventy (70) delegates.
    - The regions from the United States and Canada would be frozen at present levels in this proposal.
    - New regions could form but they would have to meet with their old region to send one delegate to the World Service Conference.
    - The only new regions that would be considered for recognition and seating at the WSC would be those regions from outside the United States and Canada that represent a country.

K 1. <u>Model One - World Service Conference Participation</u>

The total currently proposed number of delegates is ninety two (92). There are also up to twenty three (23) World Board members. Thus up to one hundred thirteen (115) World Service Conference members participate equally in the consensus process during the conference.

Again, in this configuration the WSO staff is considered a valued resource for information and experience. Members of the WSO staff may be identified to participate in a non-voting capacity.

<u>Model One</u>

US and Canadian delegates - frozen at current level of 70
plus 22 current representatives of other countries
Total of 92 delegates

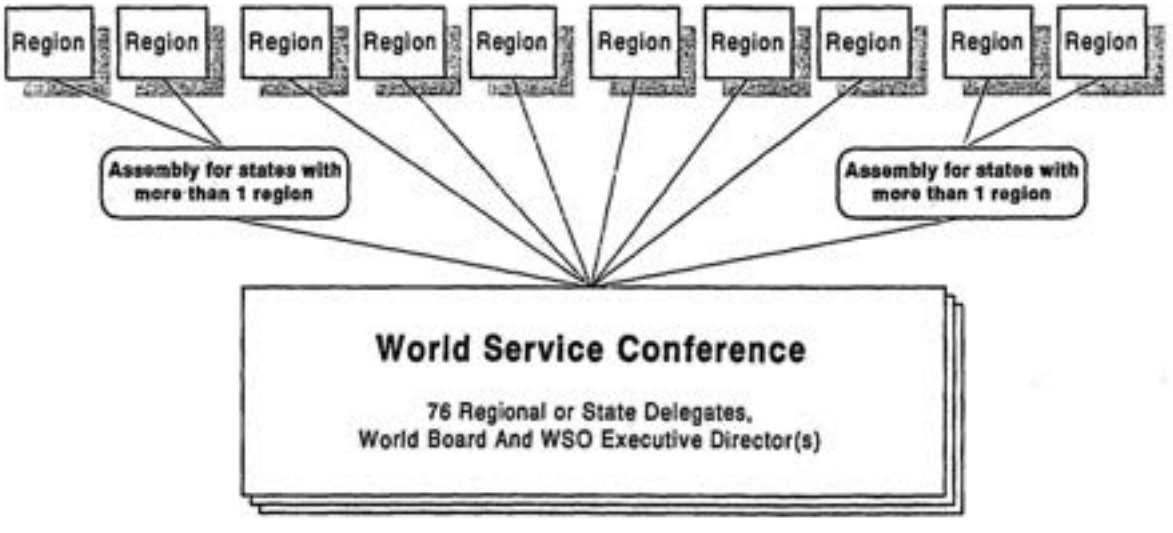
L. Model Two - Non-US Country/US State Configuration (see Addendum D)
The recommended representation at Model Two's new WSC is as follows:

1. One delegate from each country outside of the United States, with the exception of Canada, which will continue to hold its six delegates —for a current total of twenty-eight (28) delegates.
2. One delegate from each US state — for a total of forty-eight (48) US delegates.
    - states with more than one regional service committee would need to elect one delegate
    - California and New York would have two delegates each due to their number of groups and their geographical size
    - The six New England states; Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire and Maine; would elect 2 delegates to serve the entire area due to their close proximity and their number of groups.

L 1. Model Two - World Service Conference Participation
The total currently proposed number of delegates is seventy-six (76). There are also up to twenty three (23) World Board members. Thus up to ninety-nine (99) World Service Conference members participate equally in the consensus process during the conference.

In this configuration, the WSO staff is considered a valued resource for information and experience. Members of the WSO staff may be identified to participate in a non-voting capacity.

Model Two



US states send 48 representatives
Canada sends 6 representatives
1 each for other countries - currently 22

M. Model Three (see Addendum E)

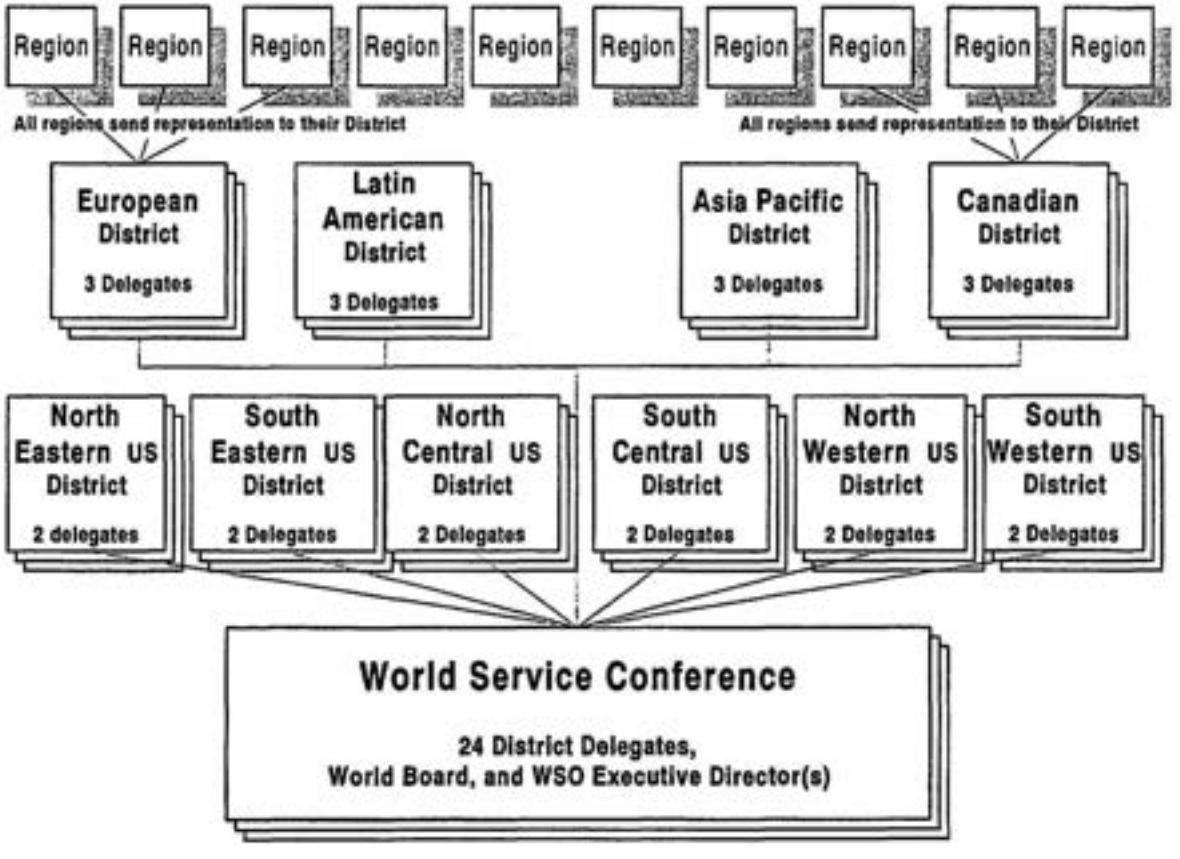
M 1. The Term "Districts"

We have proposed the term "districts" in Model Three, though the model is based on the fellowship's current zonal configurations. We felt it important to distinguish between the specifics associated with Model Three, on the one hand, and what we are presently calling zones, on the other. We therefore have used a different term to not confuse this proposal with what is already in existence. While we do not believe that world services should ever dictate or govern, our hope is that the existing zonal forums would re-form to provide the services called for by the proposed districts. We hope further that each zonal forum would combine the current functions of their zonal forum with the purpose and functions that we are proposing.

M 2. Rationale for Model Three

Model Two is a step further away from our current conference. The primary rationale here was to develop a model most in keeping with the wording of Resolution A, adopted at last year's World Service Conference. The strengths of this model are that (1) it allows for the geographical entities outlined in the Resolutions Group's proposals by essentially utilizing the existing zonal boundaries that have begun to develop in our fellowship; and (2) it allows for a kind of "equal" representation as recommended in Resolution A.

Model Three



Like Models One and Two, Model Three also affirms the essential value of a unified global fellowship united in purpose, as well as in services, by an inclusive and participatory service system. While geographic districts should certainly maintain their autonomy with regard to the provision of local services, they would also strive in Model Three to continue to share in the essential unity of our fellowship by participating in a globally focused world service system.

Model Three also affirms that the majority of actual service provision should occur at the regional and areas levels – that world level service activities should consist primarily of the formulation of broad philosophical discussions, debate and initiatives which culminate in a comprehensive plan for ongoing direction of fellowship development, as well as in specific projects which result in new literature and service materials directly relevant to our membership's needs and requests. By keeping the focus of world services concentrated upon conceptual, philosophical, and policy issues, the emphasis within our local communities should be to renew and revitalize service provision at the local level by decreasing local NA communities' focus on world level issues and reliance upon world level solutions to local problems. In this way, the addition of a "new" layer of service, in the form of districts, will primarily allow for a reliable means of communication and representation on the world level, as actual services (such as H&I, PI, and Outreach) are supported and provided "in the trenches" – that is, by our members in their local NA communities.

M 3. Existing Zonal Boundaries

A strong point of this model is that it essentially attempts to utilize existing zones that have arisen within our fellowship to create the "geographic entities" referred to in Resolution A. One of the real difficulties in attempting to define the geographic entities as described in the Resolution Group's work is that world services' policy (indeed, our entire service structure's policy) has always been to never dictate to the other service bodies, groups and members being served. Therefore, for world services to attempt to impose such boundaries or limitations upon our fellowship seemed out of keeping with our traditional way of doing things.

We therefore developed Model Three by utilizing the existing zones as they have begun to spring up over the past few years within our fellowship as the lines of demarcation between the districts to be represented at the new WSC. In this way, we have remained true to the wording of the original intent of Resolution A, and at the same time have avoided having to dictate any geographical boundaries to our members who would be represented according to the proposed districts.

M 4. "Equal" Representation

One of the primary elements of Resolution A is the notion of *equality of representation* among our conference's participants. It has been suggested that our *World* Service Conference is really not representative of either the populations or the issues that now comprise and confront our worldwide fellowship. The Transition Group, in attempting to define the word "equal" in Resolution A, came up with six general points of agreement as criteria that would help to define "equal" as it related to representation at the new World Service Conference. Those six criteria were Culture, Geography, Size, Language, Needs, and Experience. While these characteristics are defined in detail below, our hope here is to emphasize that, in Model Three, we believe we have actually developed a model for world service representation that is as fair as possible, given the

limitations of our fellowship's currently diverse population and its varying levels of clean time and service experience in different parts of the world.

In this way, we have developed not only a means of determining which districts would currently be represented at the new WSC, but have also developed the criteria by which any prospective new districts could be seated (or, conversely, denied seating) at the new World Service Conference. Such criteria (be they the ones we have developed, or some other) would be our fellowship's first collective step into a more globally oriented worldwide structure that could offer full participation (as well as the strength and experience that accompany such participation) to our members from around the world.

(Note: Funding World Services)
During our lengthy discussions, we assumed that this model would require an additional layer of service that would actually provide services, information, and administrative guidance. Based on this assumption, the most obvious downside of this model that continually presented an apparently insurmountable wall was one simple question: "How could all this be funded?" The expenses associated with an additional layer of services, as well as the necessity for some kind of funding method to make WSC participation affordable for all districts, seemed so potentially costly that we could not see any reasonable hope of paying for it within our current fund flow system.

Thus, while, in principle, we are in favor of the idea of a unified worldwide service structure, our discussions have raised serious doubts about its fiscal practicality.

M 5. Additional Responsibility of the World Service Conference
In addition to the nine general responsibilities outlined in section E, Model Three includes a tenth, additional responsibility:

10. To establish criteria for the future seating of districts at the World Service Conference in recognition of entire continents not yet represented at the World Service Conference.

M 6. District Configuration and Representation
1. Three (3) from each non-US district. These have been identified as four (4); Europe, Pacific Rim, Latin America, and Canada.
2. Two (2) from each US district. These have been identified as six (6); Northeastern US, Southeastern US, North Central US, South Central US, Southwestern US, Northwestern US

M 7. World Service Conference Participation
The total currently proposed number of delegates is twenty four (24). There are also up to twenty three (23) World Board members. These forty seven (47) World Service Conference members participate equally in the consensus-building process during the conference.

The WSO staff is considered a valued resource for information and experience. Members of the WSO staff may be identified to participate in a non-voting capacity.

M 8. Considerations for Creating New Districts

In identifying the proposed district configuration, the following six criteria were used. We applied as many of these as possible in developing our proposal. The conference would have to consider similar criteria in recognizing new districts.

1. *Cultural* — members within the proposed district have a common bond to foster cohesiveness.
2. *Geographic* — members within the proposed district have the ability to travel to district meetings and to have district membership within a reasonable distance.
3. *Size* — the number of groups in each proposed district would be somewhat balanced with existing districts
4. *Language* — members within the proposed district speak a common language
5. *Needs* — local regions share similar needs in terms of fellowship development
6. *Experience* — each proposed district has some experienced members

M 9. Purposes of a Geographic District

The purposes of a District are to:

- fulfill their vision statement
- promote unity among the regions in their district
- form a common bond in efforts to carry the message
- provide services for their membership
- elect a delegate for the World Service Conference.

M 10. Functions of Geographic District

The functions of each District are to:

- fulfill their mission statement
- coordinate services for their participants
- develop long term and short term goals for carrying the message
- provide forums for discussion

M 11. Responsibilities of Geographic District

The responsibilities of a Geographic District may include:

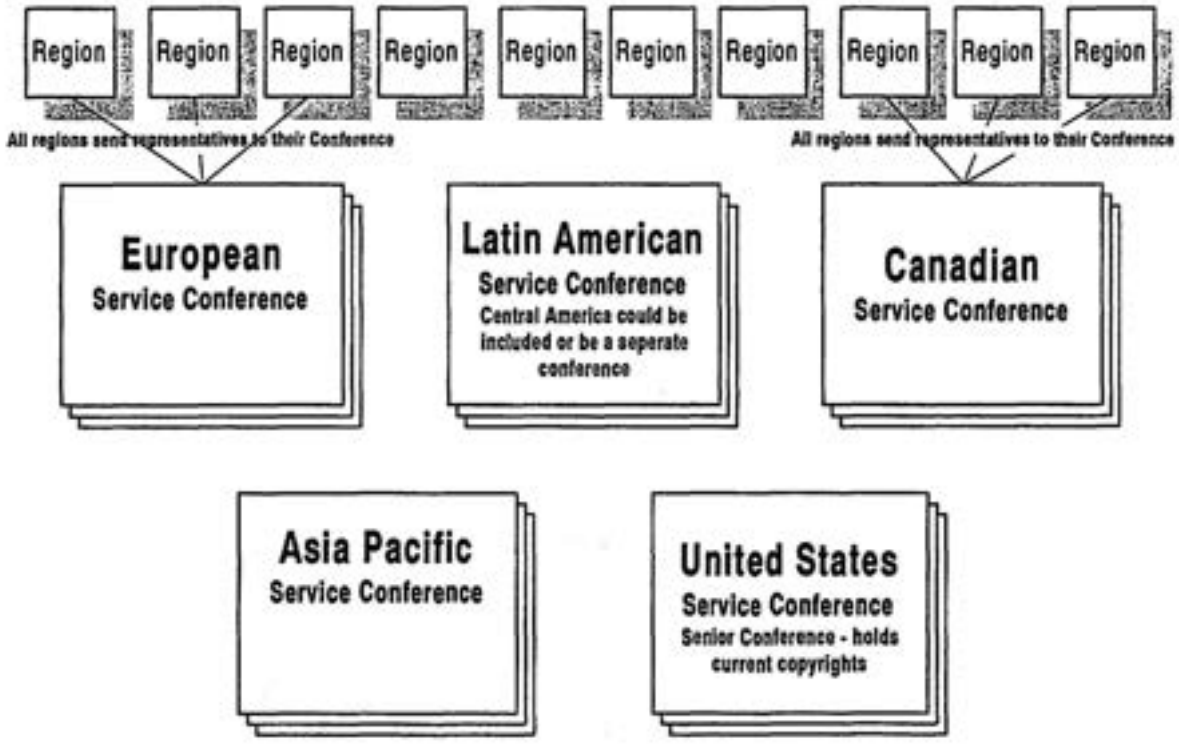
1. Identifying and addressing the needs of the fellowship in their geographic district.
2. Supporting ongoing projects and subcommittees of the district, such as, H&I, PI, Translations, Conventions, Offices, Outreach, etc., in order to provide support for local communities' service efforts.
3. Establishing delegate criteria and electing a WSC delegate.
4. Providing effective communications with the participating communities or regions throughout the year.
5. Providing effective communications with the rest of the worldwide fellowship throughout the year, primarily through their delegate.
6. Providing effective communications with their subcommittees throughout the year.
7. Maintaining the districts' fiscal responsibilities.
8. Creating and Developing recovery literature for final approval by the World Service Conference.
9. Creating, developing and approving service materials.
10. Holding assemblies for trusted servants.
11. Providing fellowship development in areas not served by another local community.
12. Discussing matters to take to the World Service Conference.
13. Providing their share of funding for delegates to attend the WSC.

N. Model Four (see Addendum F)

N 1. Premise for Model Four: Material and Spiritual Cost

This model is based on the belief that the material and spiritual cost of maintaining a worldwide structure cannot be sustained by the fellowship over the long term. Materially, the responsibility of attempting to serve a growing global fellowship has already begun to outstrip the fellowship's collective financial resources. The expenses associated with the annual meeting (as well as its administrative support throughout the year), along with the expenses of maintaining international branches of the World Service Office, deplete whatever resources are provided by literature proceeds. There is no reason to believe that this financial situation will improve. In fact, it seems reasonable to assume that it will only continue to worsen as our fellowship comes of age in other parts of the world.

Model Four



World Service Sharing Session

held every 3 - 5 years

The Spiritual Cost

The spiritual cost of a worldwide structure may prove even more potentially destructive than the material. Although the NA program is universal, cultural and social differences will not allow for effective worldwide decision-making without diverting us, collectively, from our primary purpose. That cultural differences and expectations exist between us is undeniable. Unfortunately, it may be that the time needed for each of us to comprehend and overcome such differences will prove counterproductive in the end. We may, in fact, spend so much time attempting to create ways for us to simply work together that our shared responsibility to carry the message — mandated by our Fifth Tradition — may well be lost as we struggle to simply find mutually agreeable ways to make collective decisions. Indeed, some members feel that we have already arrived at this roadblock at the world level, and that the situation is worsening.

"Universalism" and Homogeneity: Diluting Our Message

Another grave concern related to these difficulties with finding a mutually agreeable way to proceed is the fact that, in order for a worldwide service structure to produce literature and service materials relevant to our entire membership, such materials would have to be so "generic" as to effectively dilute any real message or value they might otherwise have offered to individual addicts. We all believe that the fundamentals and principles of our recovery are the same throughout the world. Even so, because of the growing cultural differences among us, the focus of world services would, in its attempt to be everything for everyone, be *mandated* to increasing homogeneity. Such "universalism" might well result in the potential loss of local experiences, interpretation, and application in our literature and service materials. Our program needs to be expressed in each community's local language, relating local experience, to be most effective. The identification process and empathy so necessary to our recovery from addiction, which can only derive from addicts sharing their own experiences with each other in their own language and within shared cultural limits and expectations, could well be lost.

Structural Problems: Taking Responsibility and Supporting Decisions

Our attempt to maintain a unified world structure also contains structural problems that impact our system's overall practicality as well. If, as some members have argued, the groups are already too far removed from the decision-making process at the world level to feel responsible for upholding the decisions it produces, then how will they be able to understand or take responsibility for their services if they become even further removed by the proposed new layer of bureaucracy? Moreover, such a feeling of separation from the decision making process may also further alienate them from the actual meaning and application of decisions which are made. Such alienation can only mean that members and groups will become increasingly unwilling to support any such decisions either materially or spiritually.

Promoting Local Responsibility

Of course, the implication of this argument suggests that continental autonomy will promote local responsibility. It certainly seems logical to suggest that, when members are better able to see the importance of their role in a decision making process that directly affects them, they will then feel more responsible for supporting the decisions they feel themselves to have had a clear hand in deciding. Unfortunately, our collective experience at the regional and area levels may seem to belie this argument to some

extent. Nevertheless, which makes better sense? To believe that members will be more willing to support a local decision making body in which they have direct participatory rights? Or to create a service body three times removed from the groups whose decisions may seem only distantly relevant to more localized issues and concerns?

N 2. Model Four Proposal

For Model Four, the Transition Group proposes a system of conferences defined by recognizable, existing geo-political boundaries. The proposed conferences would be the United States, Canada, Europe, Latin America, possibly Central America and Asia-Pacific. These conference would be attended and supported by the regions within their geographic boundaries.

The conferences would come together every 3 - 5 years at a world service sharing session to discuss issues and seek avenues of cooperation, and the administrative responsibilities associated with this sharing session would rotate among the various conferences.

N 3. NA's Intellectual Properties and the United States Service Conference

In order to protect our fellowship's collective intellectual properties, their copyrights must be held by a legal entity. In our fellowship, that means a legal entity that is directly responsible to a service body. Registering and protecting copyrighted material in every country around the world is extremely costly. The United States' NA community represents 85 to 90% of our fellowship's groups, areas, and regions, and, at least for the present time, would be the logical choice as the copyright holder to protect our fellowship's assets. Not only does the US currently represent the bulk of our world service donations, but they also have the most experience within our fellowship of protecting its intellectual properties. On behalf of the worldwide fellowship, the conference serving the US fellowship would therefore act as the senior conference. Thus, in addition to its responsibilities to the US regions, it would hold:

- the authority to grant permission to print and distribute all existing fellowship approved literature and future translations of that literature.
- the authority to approve for publication all translations of existing fellowship approved literature.
- the responsibility to serve the groups not already served by an existing conference.

Many of the details about literature production and service offices would need to be left to future decisions by the individual conferences. Their decisions could then be worked out with the US conference and US board.

III. Resolution B Proposal

Resolution B:

> *To approve <u>in principle</u> the adoption of a World Board, replacing the current World Service Board of Trustees, WSO Board of Directors, WCC Board of Directors and the WSC Administrative Committee and further that within the consolidated World Board, there be a specific group whose purpose fulfills the role and function as originally defined for the WSB who remain guardians of the traditions and ensure the spiritual nature of the checks and balances that they provide.*

A. Overview

Because the structure and composition of the World Board and its standing committees are so interrelated in our proposals, we have decided to present their rationale here in Section III together, though we will present our actual proposal for Resolution C2 in Section IV. In truth, it was impossible for us to create the structure and constituency for the World Board without considering its ramifications for the committee structure, and vice versa. We therefore hope that the following rationale helps to explain this relationship between the board, its standing committees, and the principles that tie each to the other, more clearly.

B. Rationale for Resolutions B and C2.

The Inventory process has, from its very beginning, identified problems arising from the "three-headed monster" that is our current system. Problems such as "turf wars," communication difficulties, duplication of service efforts, lack of long-term planning and project coordination, and self-generated, self-perpetuating projects topped the inventory's list of issues needing improvement. As a result of this list, the 1996 World Service Conference adopted Resolution B, which recommends the formation of a single World Board, as well as Resolution C2, which recommends the downsizing of our system's committee structure, in order to create a leaner world service system more responsive to the fellowship.

B 1. <u>Creating the Single Board</u>

In attempting to create a single board that would work, the Transition Group had to consider the various duties such a board would be responsible for. We then had to determine an assignment of those responsibilities to individual board members in such a way that was reasonable, given that any such board would be comprised of volunteers from around the globe. As a result, we decided that, in order to reduce or eliminate the amount of "trusted servant burnout" experienced in recent years by world level servants, the new board would need to consist of more members than make up either of the existing boards.

But how many members would be necessary? We also had to remember the fact that we wanted to keep experienced members in each area of responsibility at all times, while at the same time fulfilling the principle of rotation described under the Fourth Concept.

Of all the various duties we could imagine such a board being answerable for, each fell fairly clearly into one of six, and maybe seven, areas (see Addendum G and H):

(1) Executive Responsibilities (guiding and administering the board's work and operations) — for these responsibilities, we decided that at least four (4) members were needed.
(2) WSO Operations (overseeing the operations of our fellowship's primary service center) — here, we anticipated the need for at least six (6) board members.
(3) Events Committee (managing the World Convention and the World Service Conference) — here, two (2) board members acting in a leadership capacity.
(4) Internal Committee (overseeing activities involved with our fellowship and service structure) — two (2) board members acting in a leadership capacity.
(5) External Committee (overseeing activities involved with how our fellowship and service structure interface with society) — two (2) board members in a leadership capacity.
(6) Publications Committee (overseeing the development of our fellowship's new literature, periodicals, as well as of the translations of existing literature) — 2 board members in a leadership capacity.

And, if reaffirmed by the 1997 WSC, (7) The trustee committee identified in the amendment to Resolution B adopted at last year's conference — three (3) to five (5) board members or special designees (see Addendum G).

Given these responsibilities, and the number of board members necessary to maintain them as well as provide for rotation and continuity, we estimate the new World Board to exist of between eighteen (18) to twenty-three (23) members, depending upon the decisions eventually reached about the new "TGFKATT"[3] roles and responsibilities under the amendment to Resolution B.

B 2. Resolution C2 and Direct Accountability

We realized that, in creating these fundamental groupings of responsibilities, we had also created the framework for the standing committee system outlined in Resolution C2. Literally any new project or initiative that the conference might adopt would, given our World Services' Vision Statement and the WSC's Mission Statement, have to fall under one of the six or seven above categories.

Adhering to the Fifth Concept of a single point of decision and direct accountability, we have placed the board members assigned to each committee in the leadership roles of that committee. This provides each committee with the means to be directly accountable to the World Board, as well as to have a direct line of communication with the Board itself through its committee leadership — no more relying on the advocacy of a separate administrative body for support or information (as our existing committees often must do).

[3] In order to avoid any possible confusion of terminology with our current structure's components, the new group of "guardians" referred to in the Amendment to Resolution B is hereafter known as "The Group Formerly Known as the Trustees," or "TGFKATT."

B 3. "Adhocracy" Efficiency; Standing Committee Continuity and Experience

In our model, each standing committee remains active at all times in order to maintain the necessary experience level and continuity for each area of board responsibility — though its activity, depending upon the year's conference-prioritized projects, may only consist of the World Board members' active participation in committee-related issues. (Participants will recall that concerns about such continuity and experience were among the top reasons why the conference did not adopt the proposal to move to a completely "ad hoc" committee system, otherwise known as the "adhocracy," referred to in the RG's reports.) However, when any or all committees are assigned heavier workloads for the conference year, the committee can *expand*, incorporating newer members with the appropriate skills, experience and expertise to accomplish whatever projects or initiatives have been assigned by the Conference to that particular committee through the World Board. While we clearly understand that the conference last year rejected the Resolution Group's proposed "adhocracy," we have attempted nonetheless to ensure the efficiency and cost-effectiveness of the "adhocracy" idea, while at the same time preserving the experience base and continuity gained by the existence of a standing committee system. We also hope that, in this system, projects will be driven by the conference's vision and consensus, rather than by an individual committee's tendency for self-perpetuation.

We hope that the above rationale helps to explain the relationship between the World Board and its standing committee system. Before we move on to present further information about these proposals, however, we must present our concerns about the amendment to Resolution B adopted last year. These concerns will warrant serious consideration, discussion and debate at the upcoming WSC.

C. Summary of Concerns Regarding the Amendment to Resolution B

The following represents the Transition Group's work this past year on Resolution B (the creation of a World Board). Regarding the World Board, included are: (1) the purpose of the World Board; (2) the duties and responsibilities of the world board; (3) qualifications for election; and (4) board composition.

However, while Team B has reached consensus on most of the issues presented in this section of the Transition Group's report, there are a few issues upon which agreement has not been reached. Those issues include the amendment adopted by last year's World Service Conference to Resolution B, the difficulty we encountered in establishing clean time requirements, and the problems we encountered while attempting to develop additional qualifications for prospective World Board members' election and membership. Therefore, just as we presented concerns about the language and interpretation of Resolution A, we are also offering alternatives that will require serious discussion and debate at the upcoming World Service Conference.

C 1. Questions, Questions, Questions

The primary issue that caused significant concern and debate amid our discussions arose out of the amendment adopted by the conference last year, italicized in the fully stated Resolution B, below:

> To approve in principle the adoption of a World Board, replacing the current World Service Board of Trustees, WSO Board of Directors, WCC Board of

Directors and the WSC Administrative Committee *and further that within the consolidated World Board, there be a specific group whose purpose fulfills the role and function as originally defined for the WSB who remain guardians of the traditions and ensure the spiritual nature of the checks and balances that they provide.*

This amendment to Resolution B has given rise to a number of questions about the practical realities of creating and defining such a group of "guardians." The first question, quite frankly, was whether this amendment might simply have been an ill-considered conference action that might be better reconsidered?

If, on the other hand, this amendment were upheld by conference participants, would its practical application then require separate qualifications and elections for the guardians apart from the other World Board members? If so, would this result in two different classes of World Board members? If the implementation of this amendment did indeed require separate qualifications and elections, would that then not imply the need for a separate group within the board whose responsibilities were solely those named in the amendment? Or, on the other hand, are all members of the World Board qualified to serve as "trustees" or "guardians?" If so, then would elections be governed by a single set of qualifications, with the role of "TGFKATT" becoming an assigned responsibility from the board itself?

Given our own group's lack of consensus upon these various questions, we decided to present these issues in the form of two options for conference discussion. As you will see, the first "option" argues for the necessity of the guardians' role within the World Board, and therefore attempts to persuade the reader to keep and clarify the amendment to Resolution B. The second option argues for reconsidering the amendment and, ultimately, repealing it. We hope that all conference participants will read and consider these positions carefully, and then be prepared to debate the pros and cons of each at the 1997 WSC.

C 2. Option #1 — Keep the Amendment: The Role of the Guardians in the World Board

There are at least three reasons for incorporating a group similar to the current trustees into the new World Board. This new group, known here as the guardians, could (1) provide objective review and input to the work of other committees while providing the checks and balances necessary to any system of leadership; (2) serve as an experienced resource or "council of elders" regarding our fellowship's principles; and (3) provide an arbitrative body available for conflict resolution and ensuring every member's right to personal redress. The purpose of this paper, therefore, is to recommend that we keep the amendment to Resolution B.

Objective Review and Conference Advocacy

The first valuable role that the guardians would fulfill on the World Board would be to provide a neutral second look at the projects and activities of the board's working committees. This function would not be that of "policing," but rather enhancing the overall effectiveness of the board's work by providing an objective, "third party" perspective upon all of the board's activities.

As many of us have learned from personal service experience, those involved in any project often have great difficulty standing back from their work and neutrally assessing its value and effectiveness. By not being actively involved in the board's projects and activities, the guardians would be in an excellent position to evaluate and provide input on a number of issues, including any given world service project's development as it might relate to the direction provided for that project by the World Service Conference. Thus, while having no "veto" power over the board's work, the guardians could help ensure that the will of the conference was being carried out over the course of the year, thus providing advocacy for the conference when it is not is session.

Experienced Resource

While the World Service Conference holds the ultimate responsibility for serving as the check and balance on the World Board, and as the guardian of our traditions, there are at least two reasons why the conference itself cannot effectively hold sole responsibility for this function.

First, to expect the World Board to detail its activities once a year to a body the size of the WSC, and still expect either the conference or the board to accomplish their work, is unrealistic. The guardians, on the other hand, being in a position to review and evaluate the board's work over the course of the year, could help to ensure that the year's activities were in keeping with our principles and primary purpose without detracting from the effectiveness of either the conference's or the board's ability to accomplish their work. Second, the WSC can only act in this evaluative capacity while it is in session. For the other fifty-one weeks during the year, there would be no other group to ensure the appropriateness of the board's activities.

Moreover, the Transition Group advocates the need for sound, efficient, standard business practices applied to all components of the world service system. However, given the nature of our fellowship's primary mandate, there is another function needed in world services that isn't present in most businesses. Because much of our "business" will always be measured in terms other than the financial bottom line, we need to help ensure that, in the course of providing services, we never lose sight of our governing principles. Because of this need, we must take great care at the world level to provide the fellowship with a "council of elders" that the fellowship can turn to for interpretations and guidance. These should be highly respected members with a well-established track-record for providing spiritually focused guidance that engenders broad-based support.

It is also crucial to have a body of servants to whom the fellowship can write with their questions and concerns regarding the practical application of our program and its principles. The trustees have served this function for many years, and to remove it now from our service system, replacing it only with a business-minded, task-oriented body

of trusted servants, would be to lose an essential resource to our world services' responsiveness and overall well-being.

Conflict Resolution and Membership Advocacy

The third service that the guardians would provide is that of arbiter for world services. In this way, the guardians would provide advocacy for trusted servants as well, thus helping to ensure the fair dispensation of our Tenth Concept, which states that "Any member of a service body can petition that body for the redress of a personal grievance, without fear of reprisal." Thus, the guardians would help ensure that every member had a fair and reasonable opportunity to be heard within the larger system of world services.

Moreover, the guardians would also provide arbitration and conflict resolution for local NA communities' disputes, as well as direction and guidance for members' and groups' issues and concerns. Many of the Trustee bulletins over the years have arisen out of the countless calls and letters received by the WSO daily. Members calling with such questions often go unanswered for a period of time, because the current trustees' procedure for considering the issues and writing their position papers is one that takes some time. This is as it should be: issues serious enough to warrant a bulletin or position paper need to be thoroughly discussed and then carefully crafted. However, the guardians' position would be much more directly focused upon these kinds of concerns, and their workload would not include many of the trustees' current responsibilities. Thus, their better-focused duties would allow for shorter response times on fellowship questions and issues which call for more immediate consideration and answers.

Addressing the "Two-headed Monster" Argument

Some have argued that the incorporation of a new group similar to the former Trustees within the World Board will simply create another "two-headed monster" not dissimilar from the current world service structure that the inventory has determined is redundant, wasteful, and counterproductive. However, there are at least three good reasons as to why this argument is insubstantial.

The first reason is that, because this group will itself be a part of the World Board, the *entire* board itself will maintain the stewardship responsibilities of world services — which means that there can only be one "head" with respect to adopting or rejecting world service projects and initiatives — the conference itself. The "guardians" will certainly have the ability to review the rest of the board's progress and processes throughout the year, but, because they will have no power of veto, they (like the rest of the board) can only appeal to the World Service Conference in all matters affecting world services. In this way, the real "head" of world services — that is, the power to review and approve world level projects — remains exactly where it ought to be: in the hands of our fellowship's elected representatives. Thus, *all* of the board's components (including the guardians), therefore become the "body" of world services, fulfilling the directives of the will and conscience of those they serve.

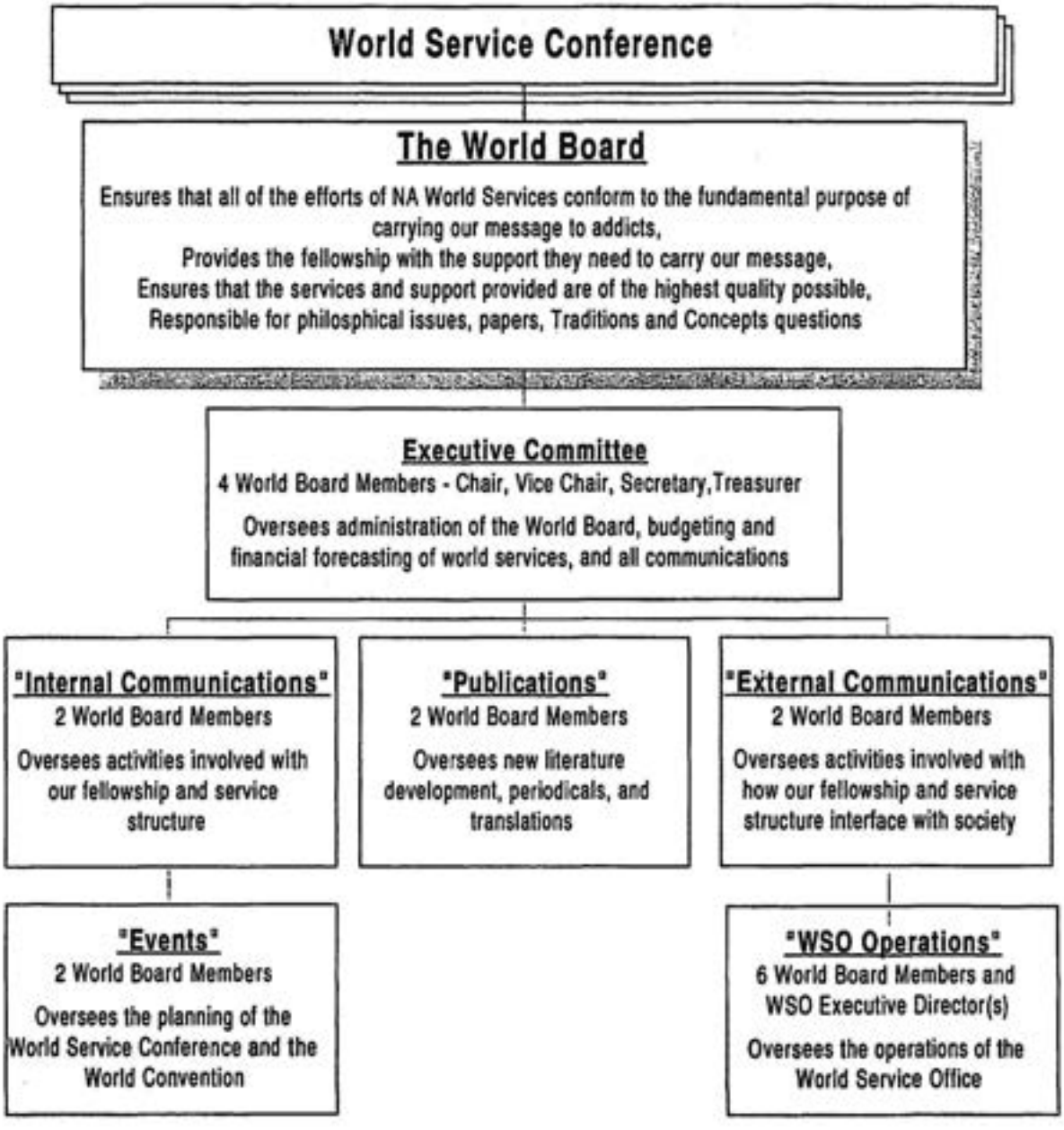
Second, it is true that, because the guardians will be responsible for monitoring the board's work, a potentially conflicted relationship between them and the rest of the board arises. However, this same potential conflict exists in every instance when the

rest of the board monitors and administers each committee's work. Thus, to argue that the potential conflict between the guardians and the rest of the board is reason to remove the guardians is also to argue against *any* oversight or administrative capacity within the board. Therefore, because the entire *purpose* of the World Board is essentially administrative, such an argument's logical conclusion would be to disapprove of the *principles* of administration and oversight — surely not concepts that any reasonable person would reject unconditionally.

And, finally, without good communication and a working level of trust and mutual respect, there will be conflict among board members regardless of any and all structural changes that might be adopted. Without every board member's personal commitment and dedication to our principles and way of life, the potential for a "two-headed beast" is thus present within any board configuration, regardless of what it might be. Moreover, without this ability to be guided by our principles, and without a separate, spiritually based group to help ensure that ability, we face the greater danger of creating a "one-headed monster" — in the form of an all-powerful and directive world board. For all of the above reasons, the conference should uphold the amendment to Resolution B, and create the "guardians" as suggested.

C 3. Option #2 — Repeal the Amendment: The "Guardians" Are Unnecessary

Last year's amendment to Resolution B mandated the creation of a separate group of individuals with a separate set of goals and objectives operating both alongside and within the World Board. At its foundation, the creation of such a group is based upon three assumptions: (1) That a system of checks and balances *in addition to* the World Board and the fellowship's delegated representatives is necessary to ensure the board's ethical behavior ; (2) That there is a qualitative difference between sound, honest, and ethical business practices, on the one hand, and our program's more "spiritual" principles, on the other; and (3) That our elected leaders, individually and collectively, are unprincipled and untrustworthy, and thus need a separate, more spiritually fit group of individuals to monitor their work in order to ensure their right action and ethical behavior. The purpose of this option is to refute each of these assumptions, and ultimately to recommend the repeal of the amendment.



Groups Have Final Authority, and Representatives Know the Groups' Conscience Best

First, the creation of such a group of "guardians" assumes that the NA fellowship's elected delegates are somehow incapable of assessing the effectiveness and appropriateness of the World Board's actions. In truth, the right and proper check and balance to the activities of world services belongs within the hands of the groups on whose behalf the service structure was created in the first place. Within our fellowship's organizational structure, those groups are represented each year by their duly elected representatives at the World Service Conference. One need only revisit our earlier service manuals to understand that, from its inception, the World Service Conference was intended, in large part, to provide leadership with the grass-roots perspective carried by the fellowship's elected representatives, who brought the voice of our groups into world services.

It wasn't until the "Third Edition" of our service manual, published after WSC 1979, that the structure we know today was established — and we have been struggling with it ever since. With its separate boards, duplicated committee structure and overlapping projects and responsibilities, attendant turf wars, administrative chaos, and apparent impossibility of coherent long-term planning, the unwieldy and fragmented bureaucracy we know as world services is clearly a house divided. What is called for is a sure and deliberate return to our earliest roots — one board, directly responsible for all that it produces, and directly accountable in that responsibility to the groups — *through their elected representatives.* To mitigate or undermine the direct responsibility and accountability of our Fifth Concept by the creation of another intervening service body is to plant the seed of division that has brought our service structure to its present bureaucratic impasse. Such a poisoned seed can only germinate into yet another series of divided points of decision and unclear assignment of responsibilities such as characterize our current inefficient, ineffective system.

Business Is Business, and Principles Are Principles . . . Aren't They?

Second, the creation of this group also assumes that there is somehow a qualitative difference between sound business ethics and practices and our program's more "spiritual" principles. A division that has plagued our service system for years, this distinction that we, as a fellowship, have made between "business," and "recovery" is one that must finally be challenged on a number of levels.

Of course, if we were to define success in our "business" in the same way that a for-profit corporation defines the term, then there would indeed be a conflict between the mandate of our Fifth Tradition and the traditional corporation's financial bottom line and quarterly report. Our ultimate "success" consists in providing the opportunity for recovery to the still-suffering addict, and our Traditions guide all our efforts while our Concepts further define how to apply our principles in the course of our service efforts. The fact is, there are many decisions that our leadership must make that are poor "business decisions," in a traditional sense, but great "program" or Fifth Tradition decisions. For example, our "investment" in translating literature is a terrible short-term (and maybe even long-term) "business decision" — the chances for a substantial return on that "investment" are lousy, money-wise. Yet, in terms of our mandated purpose, it's a great "program" decision — it gets new literature into the hands of addicts who might otherwise never have learned about a new way to live free from active addiction.

That distinction having been made, however, we must now face the facts: in order for our program to remain viable and successful, our trusted servants must all practice principled living in both their service commitments, as well as in our fellowship's financial and "business" affairs. Only the responsible management of our resources, human and financial, will help us to continue to meet our goal of carrying the message. If, for instance, a group decided to spend all its funds on giving away free literature, and couldn't pay the rent for its meeting space (but had no other place to meet), would those members truly be practicing Tradition Five? Of course not. The business concept of a "going concern" — an organization that intends to continue its operations into the future — certainly applies to NA. We rightly expect our trusted servants and special workers to fulfill their assigned duties, no less than any corporation would expect conscientious and principled hard work from its employees. Yet unless integrity is the touchstone of our work, neither our recovery nor our business hold much promise for the future.

But what about our other spiritual principles? Surely there must be a difference between the "business" of NA and its spiritual mission. Yet is honesty not a sound business principle? Open-mindedness? (Try to run any business without open-mindedness and creativity for very long!) Accountability? Informed and principled decision making? In reality, it is difficult to imagine any "spiritual" principle that doesn't apply to the way we run our fellowship's "business." Clearly defined responsibilities, and accountability for those duties, are both good "business" and "spiritually" sound activities, since both serve our spiritual goals and are, in fact, inseparable from our collective capacity for success as our program defines it. In this sense, the creation of another group of more "spiritually" oriented individuals contradicts the personal mandate of our Twelfth Step wherein we are charged with the responsibility of practicing our principles in *all* our affairs. Any group that would claim "spiritual" superiority over the "lower" functions of practical decisions that guarantee our program's long-term viability is perpetuating a divided "spirituality" that makes a very dubious claim by suggesting that, if it *is* practical, it ain't spiritual.

Trust Our Trusted Servants?

Finally, the creation of a body of "guardians" to defend our fellowship and its principles from the World Board's unprincipled machinations assumes the essential untrustworthiness of our elected leaders. Concept Four considers the responsibilities of leadership clearly, and states that "Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants." The essay attached to this Concept makes very clear the qualities of character and spirit we ought to be looking for in members of our proposed World Board. If we demand from all World Board members (as we should) performance and conduct consistent with our principles of responsible, accountable, and ethical service; if we demand dedication to our Vision and Mission Statements; if we expect board members to practice our principles in all their affairs; then there should be no need for a watchdog committee to provide oversight to the board's operations.

Furthermore, any necessary objective review of individual projects and/or committees can be accomplished by the full board itself (while the conference is not in session), since the project-oriented committees the Transition Group is proposing will include

only two board members on each committee. Moreover, because the full board's responsibility is global and long-range, such review can be accomplished in light of world services' overall practical goals in addition to the more broadbased spiritual mandates of our program of recovery.

Reconsider and Repeal the Amendment

Finally, the conference should consider the fact that, while the Resolutions themselves were released in plenty of time for fellowship review and input, the Amendment to Resolution B never received such consideration. It seems neither wise nor prudent to change both the nature and constituency of the World Board based on language that was tacked on to the more fully reviewed Resolution by an amendment enacted on the floor of the World Service Conference. This position paper has endeavored to show why the amendment stands in contradiction to the fundamental nature and principles of both our program as well as our traditions and concepts. For all of the above reasons, the conference should repeal the amendment to Resolution B.

D. Purpose of the World Board
The purpose of the World Board is —

- to ensure that all of the efforts of NA World Services conform to the fundamental purpose of carrying our message to addicts;
- to provide the fellowship with the support they need to carry our message; and
- to ensure that the services and support provided to our fellowship are of the highest quality possible.

E. *The Functions and Responsibilities of the World Board*
The World Board is the primary service board of the fellowship's World Service Conference. The World Service Conference delegates the World Board the authority to provide effective services to encourage the growth and development of the fellowship and the understanding of our steps, traditions, and concepts.

F. Accountability
In keeping with the Fifth Concept the World Board is directly accountable to the World Service Conference. To help ensure this accountability, all World Board members are directly elected by the World Service Conference.

G. Qualifications for World Board Members
While the text following Concept Four offers the foundation for trusted servant qualifications, we have included some additional criteria that were discussed every time we met as being either too restrictive or too nebulous. These criteria are about being willing to trust the people we elect. When a delegate votes for someone he or she does not know personally, it is usually done for one of two reasons: either someone the delegate knows and trusts says the candidate is worthy or the delegate feels that the candidate has met more of the delegate's personally important objective criteria than the other candidate(s). Each delegate will ascribe differing weights to a list of qualifications. Therefore, the need for a broad range of qualifications is necessary to ensure diversity on the World Board.

In addition to the qualities expressed in Concept Four, the following qualifications for nomination and election to the World Board are written to express the variety of skills and experience necessary to the board's optimum operation. Thus, a single individual may not have all of the qualifications listed below. Therefore, these qualifications should not be viewed as a list of absolute requirements, but rather as an expression of the qualities and experience that will help the Board to best serve our fellowship.

G 1. <u>Clean Time Requirement</u>
We have had many discussions about whether or not there should be mandatory clean times. While we would like to have clean time requirements, we believe that the World Service Conference should have some latitude to elect the person they believe most qualified. There has been concern expressed that to make a mandatory clean time requirement that is higher than the current eight years may prevent the Board from reflecting the diversity of our fellowship. Although the majority of input has been for a mandatory minimum of ten years clean, we have no consensus on this issue. We believe that the clean time requirement should be a minimum from 8 to 12 years and we asking for direction from the conference.

G 2. History of both completing work independently and working well within a group

G 3. Familiarity with and a commitment to the World Service Conference vision of a global fellowship demonstrated through World service or personal life experience

G 4. Familiarity with Narcotics Anonymous service structure

G 5. Administrative skills

G 6. Experience with plan development and financial forecasting

G 7. Organizational and communication skills

G 8. Personal resources to make the necessary commitment

G 9. A working knowledge of the Twelve Steps, Traditions, and Concepts.

H. Composition of the World Board

The World Board will consist of the following committees:

Executive Committee	Four (4) members
WSO Operations Committee	Six (6) board members
Events (WCC and WSC) Committee	Two (2) board members
Internal Committee	Two (2) board members
External Committee	Two (2) board members
Publications Committee	Two (2) board members

And, if ratified by the World Service Conference:

TGFKATT Committee	Three (3) to Five (5) board members

Total board members is thus 18 to 23.[4]

H. Elections[5]

The World Service Conference elects all World Board members. All terms are for six years. All board members are elected by a sixty percent majority vote for the initial election. All subsequent elections will require a 2/3 majority for election.

[4] Should the conference decide to elect non-addict board members to the world board, their number(s) would be in addition to this number.

[5] We recommend that the World Board be initially formed by an election at the conference that is open to all nominations. We believe with a board this large that the conference will keep enough experienced members for continuity of service. To establish one-third of board seats rotating every two years, the first board will have one-third serving a two year term, one-third serving a four year term and one-third serving a six year term. The length of term for the initial board members should be chosen by lot. Board members may stand for a second term. We believe that it should be left to the conference to decide by their vote if an individual should serve a second term. This is an example of the checks and balances available to the conference.

IV. Resolution C2 Proposal

Resolution C-2

"To approve *in principle* a significantly downsized standing committee structure responsible to the World Board"

A. Overview

The following represents the Transition Group's proposal for the significantly downsized standing committee structure. Included are: (1) the role of the new standing committees; (2) committee membership; (3) committee duties; and (4) committee meetings.

B. Accountability

Committees are continuous standing committees of the World Board and are thus answerable and responsible to the World Board. In keeping with Concept Five the World Board, in turn, is directly accountable to the World Service Conference, thus ensuring definite and direct lines of accountability across all world service operations.

C. Role of the standing committees

The committees provide a resource to the World Board and to the fellowship in specific areas of operations. Thus, each committee's size and role in a given year could vary, though each would always continue to exist.

D. Committee Makeup

A minimum of two World Board members will be assigned to each committee and serve as co-chairs of that committee. The number and experience of non-board committee members chosen from the resource pool would depend on the projects assigned and prioritized. In other words, the human and financial resources assigned to a committee could vary from year to year.

E. Committee Duties

E1. The Executive Committee

The Executive Committee will consist of four (4) members: chair, vice chair, treasurer, and secretary. Its duties will be the administration of the board, developing agendas and other administrative arrangements as well as administering all projects being developed by the board's committee system, including budget oversight and communications with the fellowship and among the board's committees.

E2. WSO Operations Committee

The *WSO Operations Committee* will optimally consist of six (6) board members due to the nature of their work. They will oversee the operations of the World Service Office, including its branch offices. This committee will also ensure that the WSO is acting in accord with its administrative policies, the will of the World Service Conference, and all applicable laws and regulations. The committee provides direct oversight of the office and its executive management, and will oversee literature production, distribution, legal protection, fiscal management, and personnel and will be responsible to the full board. The Executive Director(s) will be voting members of the WSO Operations Committee in addition to the six board members.

E3. Events Committee
The *Events Committee* will consist of two (2) board members serving in a leadership capacity, with the additional committee members being selected as necessary from the World Pool. This committee is responsible for planning the World Service Conference and the World Convention. The committee will select non-board members to serve as facilitators of the conference.

E4. Internal Committee
The *Internal Committee* consists of two (2) board members serving in a leadership capacity, with additional committee members selected as necessary from the World Pool. This committee oversees activities involved with our fellowship and service structure.

E5. The External Committee
The *External Committee* consists of two (2) board members serving in a leadership capacity, with additional committee members selected as necessary from the World Pool. This committee oversees activities involved with how our fellowship and service structure interface with society.

E6. Publications Committee
The *Publications Committee* consists of two (2) board members serving in a leadership capacity, with additional committee members selected as necessary from the World Pool. This committee oversees the development of our fellowship's new literature and current periodicals. It also coordinates the translations of our existing literature.

And, if ratified by the WSC,
E7. "The Group Formerly Known as the Trustees" (TGFKATT)
If affirmed by the World Service Conference, "TGFKATT" will consist of a minimum of three (3) to a maximum of five (5) members. These members will serve as a resource to the fellowship, the World Board, and the World Service Conference. They may review the activities or decisions of the full board, and, although they have no "veto power," they (like other board members) have the ability to publish their concerns about the board's work or direction.

They will not be directly involved in any projects or committees of the board. In this way, they may provide the board with an objective perspective on their work by not being directly involved in the board's activities.

F. Committee membership
Committee members will be assigned by the Executive Committee. Non-board members — including delegates, who are not automatically included or excluded from committee membership — will be selected by the board from those names provided by the human resource panel. Committee members will be chosen by what they bring to a project, not because they are or are not a representative.

G. Committee Projects

The World Board presents ideas and project plans for the World Service Conference to approve and prioritize. The committees can propose work to the World Board, but all proposals to the WSC must come from the board.

If something unexpected comes up during the conference cycle, the board may make assignments. These will always be clearly communicated to the World Service Conference. However, such instances should be exceptional indeed, for long-range planning and direct accountability to the World Service Conference should eliminate such decisions.

H. Committee Meetings

The frequency or length of meetings may vary by the projects assigned, but all committees will meet with representatives at the World Service Conference.

ADDENDUM A

According to the unapproved 1996 WSC minutes, the Resolution Group's motions and resolutions adopted at last year's WSC, along with their respective vote counts, were as follows:

It was M/C Motion #1: "To adopt the following vision statement for NA World Services, subject to review and/or revision by future World Service Conferences:

NA WORLD SERVICES VISION STATEMENT
All of the efforts of Narcotics Anonymous World Services are inspired by the primary purpose of the groups we serve. Upon this common ground we stand committed.

Our vision is that one day:

- Every addict in the world has the chance to experience our message in his or her own language and culture and find the opportunity for a new way of life;
- NA communities worldwide and NA world services work together in a spirit of unity and cooperation to carry our message of recovery;
- Narcotics Anonymous has universal recognition and respect as a viable program of recovery.

As our commonly held sense of the highest aspirations that set our course, our vision is our touchstone, our reference point, inspiring all that we do. Honesty, trust, and goodwill are the foundation of these ideals. In all our service efforts, we rely upon the guidance of a loving higher power" MOTION AS AMENDED CARRIED BY 2/3 MAJORITY VOICE VOTE, after the following:

AMENDMENT: It was M/S/C Motion #31: "To amend Motion #1 to state: "To adopt the (proposed) vision statement for NA World Services, subject to review and/or revision through the *Conference Agenda Report*." AMENDMENT CARRIED BY VOICE VOTE.

It was M/C, Motion #2: "To adopt the following mission statement for the World Service Conference of NA, subject to future review and/or revision by future World Service Conferences:

WORLD SERVICE CONFERENCE MISSION STATEMENT

The World Service Conference brings all elements of world services together to further the common welfare of NA. The WSC's mission is to unify NA worldwide by providing an event at which:

- Participants propose and gain fellowship consensus on initiatives which further the NA world services vision;
- The fellowship, through an exchange of experience, strength, and hope, collectively expresses itself on matters affecting Narcotics Anonymous as a whole;
- NA groups have a mechanism to guide and direct the activities of NA world services;

- Participants ensure that the various elements of NA world services are ultimately responsible to the groups they serve;
- Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.

MOTION CARRIED BY 2/3 MAJORITY VOICE VOTE

It was M/C Resolution A: "To approve *in principle* a change in participation at a new WSC to achieve the following objectives:

1. To reduce the total number of representatives;
2. To provide for equal representation from all geographic entities; and,
3. To encourage a consensus-based decision-making process."

MOTION CARRIED BY 2/3 MAJORITY ROLL CALL VOTE #1 . . . , resulting in YES-66; NO-17; and ABSTENTIONS-0. . . ."

It Was M/S/C Resolution B: "To approve in principle the adoption of a World Board, replacing the current World Service Board of Trustees, WSO Board of Directors, and the WSC Administrative Committee." MOTION AS AMENDED CARRIED by ROLL CALL VOTE #2 . . ., resulting in YES-74; NO-11; and ABSTENTIONS-1, after the following:

AMENDMENT: It was M/S/C Motion #51: "Insert, 'WCC Board of Directors' in resolution B." AMENDMENT CARRIED BY VOICE VOTE.

AMENDMENT: "It was M/S/C Motion #75: "To add the following to the end of Resolution B. 'Further that within the consolidated world board, there be a specific group whose purpose fulfills the role and function as originally defined for the WSB(i.e., an objective, non-administrative, non-task oriented group) who remain guardians of the traditions and ensure the spiritual nature of the checks and balances they provide." AMENDMENT CARRIED BY STANDING VOTE.

AMENDMENT: It was M/S/C "To remove the section in parentheses in the amended resolution, specifically the words 'i.e. an objective, non-administrative, non-task oriented group.' AMENDMENT CARRIED BY VOICE VOTE.

It was M/C Resolution C: "The Resolution Group is unanimous in its belief that the standing committee structure should be eliminated. However, due to some input received at the world services meeting in Manhattan Beach, we feel compelled to present the following two alternatives:
C1: To approve *in principle* the elimination of standing committees.
C2: To approve *in principle* a significantly downsized standing committee structure responsible to the World Board."
The conference approved option C2 BY ROLL CALL VOTE #4 . . . YES-66; NO-18; and ABSTENTIONS-3.

It was M/C Resolution E: "To approve in principle the adoption of a unified budget encompassing all world service funds." MOTION CARRIED BY 2/3 MAJORITY ROLL CALL VOTE #6 . . ., YES-73; NO-11; and ABSTENTIONS-4.

It was M/C Resolution F: "To approve in principle the adoption of a World Pool of experienced trusted servants as a resource to world service projects and initiatives." MOTION CARRIED BY 2/3 MAJORITY ROLL CALL VOTE #7 . . ., YES-73; NO-12; and ABSTENTIONS- 1.

It was M/C Resolution G: "To approve in principle the adoption of a Human Resources Panel as a means by which the WSC may choose trusted servants based on the willingness to serve, experience, and knowledge." MOTION CARRIED BY 2/3 MAJORITY ROLL CALL VOTE #8 . . ., YES-71; NO 13; and ABSTENTIONS-2.

ADDENDUM B

Impacts

The following is a very general discussion about the anticipated impacts of each of our proposals to our current system. As we have reported, our workplan calls for more detailed financial impacts to be included in our final proposals.

One of the challenges in determining these impacts is available information. The current system is funded by many sources but all of them represent an expense of NA or "our" funds. Some expenses are currently the responsibility of regions, some are contained in the WSC budget, and others in the financial figures of the WSO and the WCC. An additional expense is the time spent by WSO staff, which is difficult to quantify by project or activity in our current system.

The annual meeting of the World Service Conference
In 1996 there were 170 representatives and alternates funded to the WSC by various sources. In addition, there were 47 board and committee members funded by world services and 20 WSO staff members.

The overall cost of the annual meeting would be reduced by our proposal for a World Board. Simply stated, funding between 18 and 23 members would be a 62 - 51% reduction from the 47 funded to the conference in 1996. In comparison to 1996 figures, Model One, with 76 representatives, would mean a 55% reduction in funded representatives, Model Two, calling for 92 representatives, a 46% reduction, and Model Three, with 24 representatives, an 84% reduction.

Administrative Costs to the WSC, the WSO and the WCC
The current system requires the coordination and expense of maintaining three separate budgets and accounts with trusted servant attention and staff time required for each. There are 11 boards and committees this conference year who have an additional 11-15 working groups or committees within them.

Our proposal for a World Board and committees contains six or seven committees within the one board, the number of committees being dependent on the decision about TGFKATT. The time and resources spent on administering one World Board will be a significant reduction from our current system. We estimate a 25-35% reduction from the current WSO staff time spent on supporting the administration of world services.

Income to world services from all sources; literature proceeds, conventions, donations
The issue of income, particularly from literature proceeds, is more complicated than we are prepared to go into in this report. It is an issue that will be discussed at this years conference and included in our final proposal.

Impacts to the regions

Model One

In this proposal, regions in the United States that are not currently formed along state boundaries would have to come together to elect a conference delegate and to discuss the Conference Agenda Report. For many regions, this would mean additional financial expense and administrative time.

If the cost of sending a delegate to the conference remains a responsibility of the regions, the expense should be reduced in half from the current practice of sending an RSR and alternate. If there is more than one region within the state, this expense would be shared by all of the regions involved. For countries outside of the United States, the only reduction in expense would be from sending one delegate rather than two. We do not foresee any significant impact to current regional income with this model.

Model Two

In this proposal, regional boundaries are not affected. If the cost of sending a delegate to the conference remains a responsibility of the regions, their expense would be reduced in half from the current practice of sending an RSR and alternate. We do not foresee any significant impact to current regional income with this model.

Model Three

We believe that this model impacts the regions in several ways. The expense of sending a regional representative to the conference will be offset and hopefully reduced by sending a regional representative to the district. Since many regions currently fund attendance to zonal forums, this may not be a new expense. Most of the existing zonal forums do not have functioning committees or provide more than minimal services to their regions. This new service activity represents an additional expense that we are not prepared to calculate.

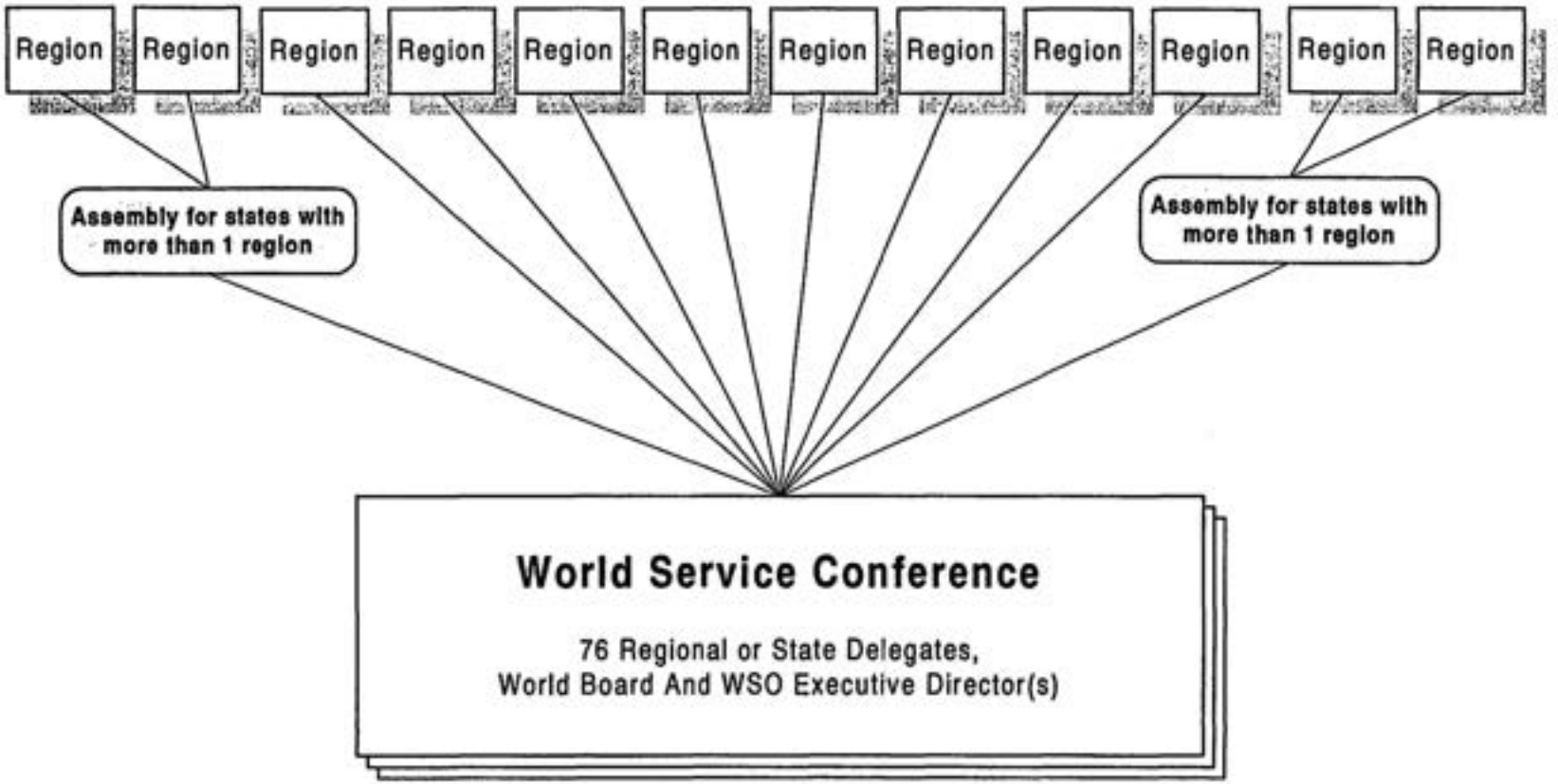
Model One

US and Canadian delegates - frozen at current level of 70
plus 22 current representatives of other countries
Total of 92 delegates

Groups and areas are not included in these diagrams purposefully. The Transition Group is not charged with work that affects that part of the service structure directly .

ADDENDUM C

Model Two

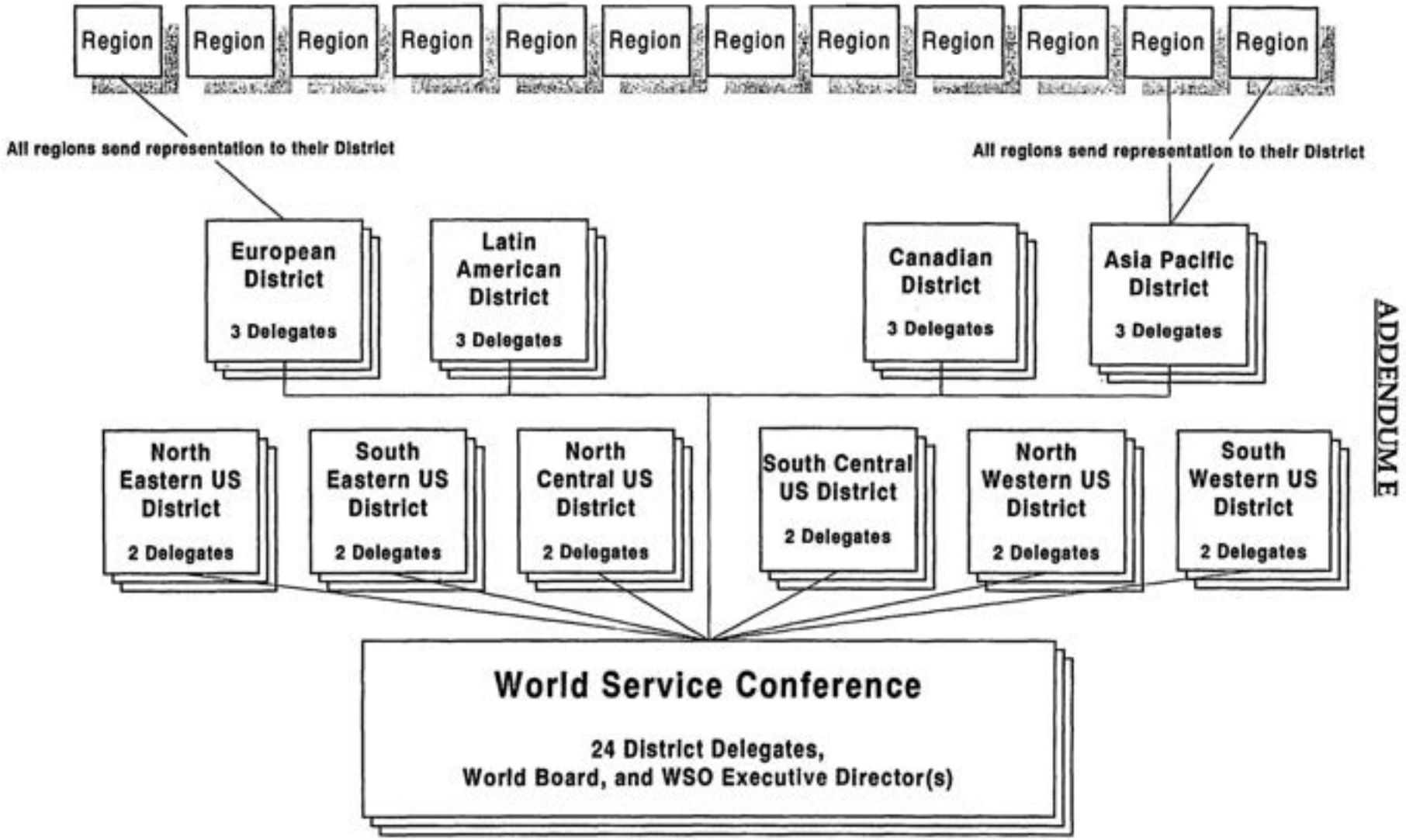


US states send 48 representatives
Canada sends 6 representatives
1 each for other countries - currently 22

Groups and areas are not included in these diagrams purposefully. The Transition Group is not charged with work that affects that part of the service structure directly .

ADDENDUM D

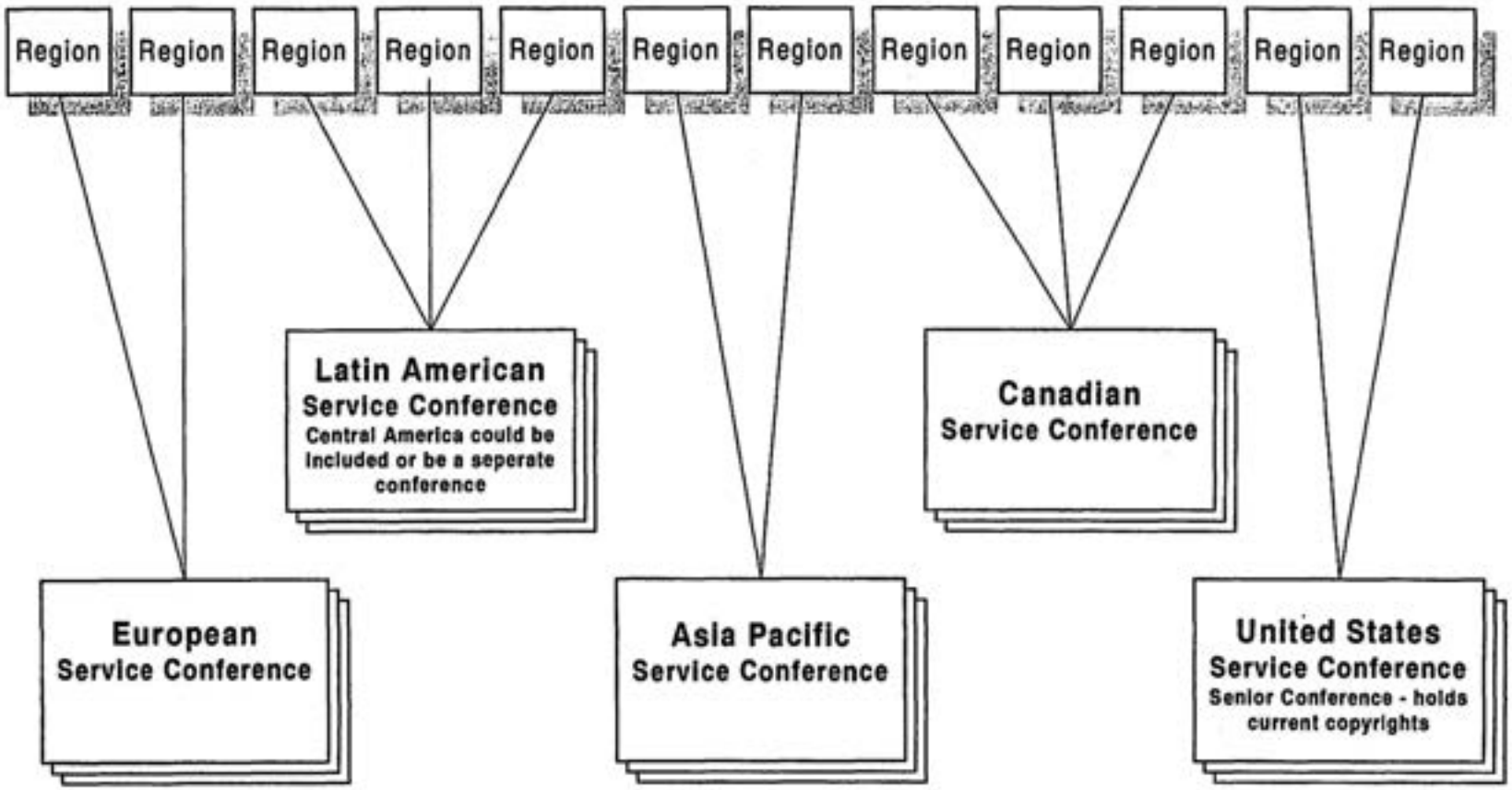
Model Three



ADDENDUM E

Groups and areas are not included in these diagrams purposefully.
The Transition Group is not charged with work that affects that part of
the service structure directly .

Model Four



ADDENDUM F

World Service Sharing Session

held every 3 - 5 years

Groups and areas are not included in these diagrams purposefully. The Transition Group is not charged with work that affects that part of the service structure directly .

ADDENDUM G

The World Board
without "The Group Formerly Known As The Trustees"

The World Board
with "The Group Formerly Known As The Trustees"

ADDENDUM H

WORLD SERVICE CONFERENCE
MISSION STATEMENT

The World Service Conference brings all elements of world services together to further the common welfare of NA. The WSC's mission is to unify NA worldwide by providing an event at which:

- Participants propose and gain fellowship consensus on initiatives which further the NA world services vision;
- The fellowship, through an exchange of experience, strength, and hope, collectively expresses itself on matters affecting Narcotics Anonymous as a whole;
- NA groups have a mechanism to guide and direct the activities of NA world services;
- Participants ensure that the various elements of NA world services are ultimately responsible to the groups they serve;
- Participants are inspired with the joy of selfless service, and the knowledge that our efforts make a difference.