



NA World Services Conference Report

Volume 21

December 2003

Number 1

WSC 2004 is now only months away as we are writing this *Conference Report*. We are already preparing for the conference, and we know a number of you are beginning to gear up as well. In this report we will try to summarize world services' work during the last conference cycle and begin to look forward to the 2004 conference and the new work cycle that will begin there. But before we begin to talk about the transition from the 2002–2004 cycle to the 2004–2006 cycle, we will give an overview of our strategic planning process, since our strategic plan increasingly shapes the work we do at the conference and throughout the cycle.

This is an exciting time for a couple of reasons. First, the project plans and work proposed for the next conference cycle will spring, for the first time, directly from our strategic plan. Over the last couple of years trying to accomplish the work of the fellowship while learning how to be a strategic board and plan responsibly, we have joked that we are “paving the road while we are driving it.” At WSC 2004 we will finally be discussing our plan for the coming two years—“paving the road”—before we have to drive on it. In this way, our resources and energy are focused on moving forward instead of on leveling and surfacing the road while trying to keep a hand on the steering wheel and find a route on a map at the same time. Our planning process has caught up with the work we do, making it much easier for us to be “moving forward ... toward our vision.”

Second, as we come together for the 2004 conference our fellowship is celebrating a fiftieth anniversary. We have grown from one meeting in 1953 to 31,583 meetings in 2003, and this year our Basic Text turned twenty. It now falls on the shoulders of all of us to come together in 2004 and work toward the dream that started fifty years ago to carry the message to the addict who still suffers. Through all of us joining spiritually together in a shared vision, we can achieve our vision 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.

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Strategic Planning

What is a strategic plan, and why is it important for me to know about it?

How does it affect the NA world in which I live?

Many of the issues we will discuss at the upcoming World Service Conference are contained in our strategic plan. These issues impact all levels of the service structure and, of course, the NA Fellowship as a whole. For that reason, it is important for you to understand the strategic plan and to be able to discuss it and inform others about it. We introduced the strategic plan at the last World Service Conference, and have spent a great deal of time this cycle working to shape and refine our planning process. We are looking forward to continuing our discussion at WSC 2004. You are a resource in understanding and articulating the concepts of the plan to our members, so that they (through you) can participate in discussions that direct world services' progress toward our vision.

Basic Components of Strategic Planning

- ❖ **Vision Statement**—a compelling picture or dream of our future
- ❖ **Long-Term Goals**—the goals we must achieve over time to realize our vision
- ❖ **Strategic Plan**—an action plan that supports our long-term goals, mission, and vision
- ❖ **Key Result Areas**—areas identified where growth or change is needed to move us toward our vision
- ❖ **Objectives**—specific accomplishments to facilitate growth or change in the key result areas

A *strategic plan* charts the course toward our vision. To ensure that we remain focused on our vision, the strategic plan

- ◆ guides decision-making and deliberation of related strategic issues,
- ◆ establishes and aligns our resources with our priorities,
- ◆ assists us to evaluate progress toward our goals.

The vision is realized by working toward our long term goals, so the strategic plan identifies *key result areas* where change and growth are needed to achieve these goals. We talked about and excerpted the key result areas in the CAR (remember the text boxes?). The key result areas of our strategic plan are:

1. Communication
2. Fellowship Support
3. Recovery Literature
4. Leadership and Management
5. Resources

The plan establishes *objectives* for making specific changes in the key result areas and identifies the actions needed to achieve those objectives.

The strategic plan applies to a set period of time—for us, a two-year cycle. It identifies what we can do in the key result areas during that time period. There is usually much more work to do than we have resources to address. Because of limited resources or the sequential nature of some work, we prioritize which actions come first. Actions identified for future work can be included in the strategic plan for the next cycle.

Having a strategic plan in place maps our long-term direction, provides a gauge by which we can assess the effect of new objectives or projects, and allows us to incrementally manage progress toward our vision.

Explaining the Strategic Plan to Other NA Members

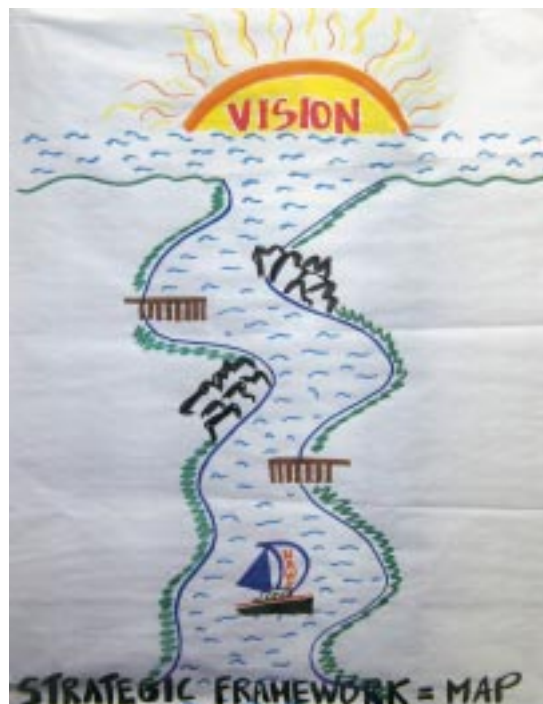
In the introduction to this *Conference Report* we compare the implementation of our planning cycle to paving the road while we are driving on it. Without wanting to be confusing by changing our mode of transportation, another simple analogy is helpful in explaining the strategic plan: a ship sailing toward a destination. You may remember we first used this analogy in the June 2003 *NAWS News*, where we represented the strategic plan as a sketch of a boat sailing down a river toward the ocean and the horizon where a bright sun shines—our vision.

The strategic plan identifies what we need to reach our vision—the route, stops we will need to make along the way, and the crew and supplies we will need.

To reach our vision, we must make changes in key result areas—communication, resources, leadership and management, recovery literature, and fellowship support. In our analogy, these are the ports we need to visit along the way in order to reach our final destination.

In each port we accomplish tasks that contribute to the ongoing trip. We reach one port where we are able to obtain additional supplies. At other ports we hire additional crew members or make repairs to our ship. Our accomplishments at each port result in change or growth in our journey up the river. These tasks are the objectives, and we complete them through measurable actions called projects.

Following are the long-term goals from the strategic plan that you saw in the *CAR*, as well as the objectives.



*Analogy of NAWS strategic process:
A boat sailing down a stream toward the ocean
as represented by this sketch from the WB meeting held in May 2003.*

NA World Services Long-term Goals

The long-term goals listed below are excerpted from the NAWWS Strategic Plan. They spring from our vision statement; the objectives that appear on the next page represent the steps we must take along the way to achieve the long-term goals shown below.

As we stated in the *Conference Agenda Report*:

One way to think about these long-term goals is that they describe world services in a future state, when we will be operating at a level of performance required to fulfill our vision statement. Each conference cycle we hope to come closer to achieving these goals as we continue moving forward toward our vision.

<p>CONCERNING THE SERVICE WE PROVIDE</p>	<ul style="list-style-type: none"> ◆ <i>To be a trustworthy leader with the foresight to identify trends and issues affecting the fellowship and the ability to develop innovative solutions to address them.</i> ◆ <i>To be a reliable resource for information about Narcotics Anonymous recovery and about access to our recovery process.</i> ◆ <i>To represent the interests and concerns of Narcotics Anonymous and the issues that affect the fulfillment of our vision.</i> ◆ <i>To create and deliver products and services that meet changing fellowship needs.</i> ◆ <i>To foster a worldwide community of members with unity of purpose and a keen sense of mutual accountability and support.</i>
<p>CONCERNING HOW WE OPERATE</p>	<ul style="list-style-type: none"> ◆ <i>To build productive partnerships throughout NA to fulfill our vision: relationships with other components of the service structure and local communities, and between board and staff.</i> ◆ <i>To build and sustain cooperative relationships with other organizations and entities that address issues of addiction in order to raise awareness of Narcotics Anonymous as a viable option for recovery.</i> ◆ <i>To be a model of professionalism, setting high standards for service, efficiency in operations, and an unwavering focus on the needs of those we serve.</i> ◆ <i>To be responsive and accessible, inviting involvement and dialogue, and ensuring efficient delivery of products and services.</i> ◆ <i>To be an organization characterized by integrity and consistency, whose words and actions are driven by principles.</i> ◆ <i>To be a sound organization with the structure and capacity, human and financial, to achieve our goals and priorities.</i>

NAWS Strategic Plan Objectives

Our strategic objectives, listed below, outline what we hope to accomplish within each key result area in order to move toward achieving our long-term goals. Our objectives correspond to NAWS long-term goals in that they are divided into service and organizational objectives.

Service Objectives

Key Result Area: Communication

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

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

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

Key Result Area: Fellowship Support

Objective 4: Clarify and support the role of each level of the service structure of Narcotics Anonymous.

Objective 5: Work to sustain and build all NA communities, recognizing their different levels of development.

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

Key Result Area: Recovery Literature

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

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

Organizational Objectives

Key Result Area: Leadership and Management

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

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

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

Key Result Area: Resources

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

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

Objective 14: Build and align the focus of staff with the capacity to support identified priorities.

What Has Happened Since WSC 2002

Of course, much of world services' work in the 2002–2004 conference cycle is summarized in the 2003 and 2002 *Annual Reports*, as well as the *Conference Agenda Report* and *NAWS News*. We are always in a dilemma when writing the *Conference Report* because we know that it is easier for some of you to prepare for the upcoming conference if you have, in one report, a summary such as the one that follows. In the following sections we try to briefly recap action taken on conference-approved projects and motions, as well as the fellowship support and “routine services” that form the lion's share of our work. Some of this might seem familiar, but we offer it here because this is the one place you can see a report on all of the projects passed at the last conference. Let us know what you think—if you would like more or less information or information in a different format.



Update on Projects Approved at WSC 2002

One of the basic steps to prepare for WSC 2004 is to begin the wrap-up of the 2002-2004 conference cycle. This section of the *Conference Report* gives a brief summary of progress on the projects discussed and approved at WSC 2002. We hope it will help digest that work for you and enable you to answer questions members of your regions may ask as you facilitate *CAR* workshops or regional assemblies. You may remember that the conference adopted all of the projects that we presented. We reported then that we would not be able to get to everything on the list, and that has proven to be true. Though we were able to move forward on some projects and complete others, we were not able to tackle all ten projects. Following is an overview and update on each project.

Public Relations Roundtables

Though, as we mention in the introduction to this report, the upcoming conference cycle marks the first time the work we are proposing springs directly from our strategic plan, some of the projects passed at the last conference clearly support the objectives of the strategic plan, and this is one of them. Through this project, we hope to **“raise awareness and enhance the perception of Narcotics Anonymous as a credible program of recovery.”** (Objective Three)

This project brings together groups of professionals with NA World Services to discuss NA's public face. Specifically, this means we have been holding sessions with various professionals who have been helping us to identify the deficiencies in our current approach to public relations and frame goals and objectives for improvement. Ultimately we will use the information we have gathered in these sessions to frame an effective, productive, long-range public relations strategy that will benefit the Fellowship of Narcotics Anonymous and help us all to carry the message to the still-suffering addict.

Three roundtables took place in Woodland Hills, California, USA (April, August, and November 2003), with the last scheduled in Bethesda, Maryland, USA (March 2004). Once these are completed and we have compiled and evaluated the data, we hope to be able to gain some valuable insight regarding our relationships with various treatment professionals, medical doctors, a variety of officials involved with corrections, and national policy-makers.

One thing we can report with certainty: We have many “friends of NA” out there. The response rate to our invitations has exceeded our expectations. We are happily surprised and grateful for their interest and willingness to participate in these forums.

We are excited and anxious to complete this project, and you can look forward to a project for the next cycle to frame a public relations strategy. We would love to hear your experiences with public relations.

Sponsorship Project

The Seventh Objective in our strategic plan charges us to **“build a range of literature to meet the diverse needs of members and potential members.”** While this objective is primarily concerned with targeted literature, we began to make progress toward this goal with the *Sponsorship* book, which speaks to the different needs of our diverse membership. We hope to continue in this direction with the Basic Text project we are proposing in the 2004 CAR.

Another of our objectives is to **“streamline and increase responsiveness of the literature development process to meet the needs of the fellowship.”** We are finding that different processes suit different pieces of literature. Though we had an ambitious timeline for the *Sponsorship* project, we are happy to report that we actually finished ahead of schedule, allowing us to distribute the approval form earlier than we expected, in July 2003.

By now you have seen the approval forms of the *Sponsorship* book and revised IP, which are addenda to the 2004 *Conference Agenda Report*. As we have reported in the CAR and NAWS News, this literature project was a bit of a departure for us in that we aimed to depict the diversity of ways we practice sponsorship, even when those practices were seemingly contradictory. Given the efforts of our international workgroup and the use of substantial input from the fellowship, we are confident that this text reflects the varied experiences our members have with sponsorship. The fellowship has been asking for new literature on sponsorship for some time now, and we hope this meets that need.

World Pool members who worked on the project during this past conference cycle include Billy R (Scottsdale, Arizona, USA), Chuck G (Newbury Park, California, USA), Gwen M (Chicago, Illinois, USA), Janet C (Auckland, New Zealand), Louis H (Washington, DC, USA), Ron M (Winter Haven, Florida, USA), and Lasse W (Stockholm, Sweden). As we mentioned in the *Conference Agenda Report*, Lasse passed away in September. It was a privilege to work with him, and we miss him.

Worldwide Workshops

The worldwide workshops are designed to engage NAWS and NA members in various discussions on a variety of service and recovery issues. In the 2002–2004 conference cycle we scheduled five workshops: in Birmingham, England (30 August–2 September 2002), Austin, Texas, USA (10–12 January 2003), Philadelphia, Pennsylvania, USA (12–14 March 2003), Lima, Peru (12–14 September 2003), and Bangalore, India (17–19 February 2004). On the whole, we have received extremely enthusiastic responses from participants, and we have enjoyed fellowshiping with members around the world.

During this cycle we initiated a reporting process for the workshops. After each workshop we send a recap to all registered attendees and conference participants. We have also begun to think about the workshops as one way to work toward the fulfillment of our First Objective, to **“develop and disseminate information of high value to intended NA communities and/or service bodies.”** Our initial steps in this direction will include an evaluation of this project thus far, which we will report to you before WSC 2004. We will be discussing the evaluation and possible workshop venues for the 2004–2006 cycle with conference participants.

Basic Text Evaluation

As with the *Sponsorship* project, reading the *CAR* has updated you on our progress with the Basic Text evaluation. Having surveyed the fellowship and held extensive discussions in our board meetings, we are offering a proposal in the *CAR* to replace some or all of the personal stories, as well as add a new preface to the Basic Text and the personal stories section. We believe it is past time to revise the personal stories. In truth, this section of the Basic Text is almost overlooked by some, though it has so much potential to speak to us and touch us. We are often at our best when we tell our stories—think about some of the best speakers you have heard—and we are excited about being able to capture that in print.

No matter what the outcome, we are glad to be moving at last out of the evaluation phase and to a place where the conference can make a concrete decision to either move forward with revisions or leave the stories as they are.

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The following projects had less work done on them—in some cases, none. To some degree, this is not surprising. As many of you know, we propose more projects than we expect to accomplish in a given cycle, in case there is an opportunity to begin work on a given project; without a project plan and budget, we would not be able to do so. This cycle, our resources were particularly stretched by the two world conventions, and we had to make some tough decisions about prioritization. You will see some of these project ideas proposed again at this conference.

Service Material Development

This project called for the creation of new and/or revised material on service and topics concerning NA philosophy. Because of resource limitations we were not able to move forward on this project; however, we know that this project is a top priority for many conference participants. We know that our handbooks have all needed to be updated for some time—or maybe even replaced altogether with new tools. We hope that as we strengthen our infrastructure and improve our leadership development, we can make progress meeting this crucial fellowship need. Look for a project plan (or plans) that takes on the creation of tools to strengthen the local service structure.

Standards for World Service Communication with the Fellowship

The purpose of this project, as stated in the plan passed at WSC 2002, is to “assess the problem profiles and recommendations resulting from the Communication Task Force, develop additional recommendations if necessary, and create a plan for the implementation of those recommendations to achieve a set of standards for world service communication with the fellowship.” Despite its importance, we were not able to work on this project during this cycle.

Communications have always been a problem for world services, but to be honest, part of our difficulty in this area may come from our tendency in NAWS to “bite off more than we can chew.” Rather than reassess all of world services communications, make recommendations, and draw up a sweeping set of new standards, it may be more productive for us to begin implementing solutions for some of the problems we *know* we have. In this spirit we have tried to make improvements in some aspects of world service communications this conference cycle and we will continue moving forward in the next cycle.

Information Management System

The purpose of this project was to initiate a comprehensive information management system for world services. The project plan called for assessing our information management strategies above and beyond the initial assessment for archival purposes, which was made in 2001, as well as implementing a complete system for managing information.

While we did not accomplish all of the tasks a formal overhaul of our information management might call for, the technology section later in this *Conference Report* outlines some of the changes in our infrastructure that we did make during this cycle.

Historical Data Collection

The purpose of this project is to gather historical information from some of the longest-standing members of NA. As with the previous project, we did not tackle this project formally with a workgroup. But to prepare for WCNA-30, we collected and digitized memorabilia from many members around the globe. We also put together a CD timeline of NA history, which was part of the registration package for the convention, and added an NA audio archive sampler to our inventory (an item which we gave to conference participants at WSC 2002). We spent quite a bit of money over the last three years restoring the information we have on reel-to-reel tapes before the content was lost to us forever. While this work does not answer the specific call of the project plan to gather long-standing members together to interview them and record their recollections, it does begin to capture some of our history and allow us to share that material with members.

World Service Meeting

We held no World Service Meeting this conference cycle. This project was prioritized as one of the lowest at WSC 2002, and as we discussed at that conference, holding two large conventions in one conference cycle took a significant amount of our resources.

Literature Distribution and Convention Workshop

As with the World Service Meeting, these concurrent workshops—one focused on literature distribution for area and regional customers and one on convention planning—were not scheduled. When straw polled, participants at WSC 2002 also gave a low priority to this project.

Other WSC 2002 Business

Motion Carried

“That the World Board define consensus for the WSC and develop guidelines for consensus-based decision making to be inserted into the WSC Rules of Order.”

We will be presenting a project plan for this work with the budget packet.

Motions Committed

The following motions were forwarded or committed to us at our request.

“That the World Board initiate a workgroup to investigate options to utilize the Internet to provide service, recovery, and information to the fellowship, professionals, and interested individuals. A report from this workgroup shall be made available no later than WSC 2004.”

“An International Fellowship Development and Support workgroup for 2002 – 2004 be created. This workgroup will focus its work on putting together an international fellowship development strategy.”

“That NAWS produce a soft cover of *Miracles Happen*.”

“That the World Service Office maintain a toll free line to their offices.”

None of these motions had more than a few delegates in support, but we asked that they be given to us in order to continue a dialogue about the underlying issues they contain. We have little to report about the first three motions. We did not prioritize these tasks for this cycle. We are currently discussing the possibility of creating a toll-free line at the WSO. We will provide an update to you before the conference.

There will be more information about the general process of committing motions in the *March Conference Report*.

Motion Forwarded as Input to the WB

“[That] the World Board commit to forming a workgroup during the conference cycle 2002-2004, to study the NAWS sales policies. This workgroup is to include World Board members and regional and/or area customers.”

Status of Project Ideas Submitted

In an effort to let you know about the range of ideas we receive, following are all of the project ideas we have received since WSC 2002. Many of the ideas we receive are for creating more variety in the format of recovery literature. We were able to create CD versions of *Just for Today, It Works*, and *The Step Working Guides* this year in response to these requests.

Idea	Date	Activity to date
Freedom from Prejudice IP	12 March 2002	Will keep on file for future literature idea and see if the information can be used in some other format, such as a bulletin.
Puzzle as a specialty item to sell at world conventions	1 May 2002	Keep idea for possible specialty items produced around WCNA.
How to do a 12-Step Call (IP or Booklet)	1 May 2002	Keep idea for possible future literature
Bookmarkers for prisoners to help celebrate clean time (non-contraband item)	9 May 2002	Idea will be further researched.
HRP needs: propose a project plan to meet the following HRP needs. These needs were made apparent as a result of HRP open forum and report. (1) Panel member training (e.g. interviewing, weighting, etc.) (2) Consultant, when needed, for training and tool development and use. (3) Guidelines for considering NA service experience and professional experience (4) Address nomination dropout or considering this in nomination process (5) Produce documentation of process.	1 May 2002	Provide to the HRP and keep on hand for board discussions about WSC elections.
PSAs: update information and create a usable format.	22 May 2002	Recognize need—seeking additional focus for priority through PR Roundtables and post existing PSAs on www.na.org .
Interactive CD-ROM for the <i>Step Working Guides</i>	18 July 2002	Researched and created.
<i>It Works: How and Why</i> on CD ROM	18 July 2002	Researched and created.
Pocket-size Narcotics Anonymous Basic Text	4 Sept 2002	Not seen as a priority at this time.
Update <i>JFT</i> Video and create new PI Video(s)	11 Sept 02	Recognize need—seeking additional focus for priority through PR Roundtables. Unable to update video—need to create new one.
Audio recording of <i>Step Working Guides</i>	6 Jan 03	Will create when we are able.
Video targeted at adolescents/juveniles	3 Jan 03	Recognize need—seeking additional focus for priority through PR Roundtables.
Companion diskette for the <i>Step Working Guides</i>	22 Jan 03	Already completed.
Poem "Recovery in You"	8 May 03	Keep as input for future literature projects.
PI cassette, to be included with the PI Handbook	3 June 03	Will be an excellent adjunct to a new PR handbook.
Narcotics Anonymous and HIV/AIDS	13 Aug 03	Our traditions place a limit on how much we can say on this topic, but we do have a bulletin that tries to address the issue.
Traditions Working Guide	7 Oct 03	Keep as input for future literature projects. There is a motion on the <i>CAR</i> about another version of the same idea.
Keytags for every month up to one year	2 Oct 03	Not seen as a priority at this time.
Meeting reading card for the Seventh Tradition	18 Nov 03	Will research and discuss with conference.
Meeting reading card for <i>We Do Recover</i> .	18 Nov 03	Will research and discuss with conference.
Add <i>Many of us have said</i> to the Third Step poster	18 Nov 03	Will research and discuss with conference.

Issue Discussion Topic Update

As we reported in the 2002 *CAR*, the concept of discussing important issues throughout the fellowship has, at times, been just that: a concept. We have struggled with ways to make these discussions more meaningful and widespread, and the way we select and discuss these topics as a fellowship continues to evolve. We have made some strides during this cycle in engaging more members of the fellowship in this discussion, and we hope to make more progress during the 2004–2006 cycle.

Atmosphere of Recovery and *Self-Support* were the issue discussion topics for this cycle. The board is responsible for facilitating that discussion, then presenting the results to the conference and outlining any action that may be taken as a result. We distributed the topics in *News Flashes* mailed out with *The NA Way*, and we listed them in *NAWS News*. In addition to encouraging members and committees to send their input to world services, we created Internet “bulletin boards” where members can post their thoughts, ideas, opinions, and experiences about the topics. You can find these bulletin boards on the Web at: http://www.na.org/discussion_boards.htm. This site is still available for any members who wish to post their ideas. In addition, we held sessions on the topics at the worldwide workshops and the world service forums at both of the world conventions that have been held during this conference cycle.

As a result, we have received input from members, groups, areas, and regions that we are in the process of synthesizing. We will be talking about the input and the process for discussion, and more information will follow in the March *Conference Report*. Please keep a lookout. We hope to hear your experiences and solutions at WSC 2004.

Update on Routine Services

While this is the *Conference Report* and, as such, should begin to prepare participants for WSC 2004, we would be missing most of the story if we described our work in the last cycle merely in terms of projects and motions passed at WSC 2002. The truth is that the vast majority of world services’ work falls into the category of “routine services.” At least ninety percent of our resources are spent in literature production and distribution, translations, fellowship services (e.g., sending out group starter kits, responding to correspondence from members, maintaining our database, etc.), periodicals, convention planning and execution, and so on.

To call such tasks “routine” may be misleading. Not only does this work represent a majority of the support we provide to the fellowship, but we are always trying to refine and improve the ways in which we deliver these services. Sometimes our drive to become more efficient—to do more, and to do it more quickly—feels a little crazy. In the months immediately preceding WCNA-30, working on routine services reminded some of us of basic military training or a dance marathon. “Routine,” therefore, does not indicate “mundane” or “unimportant”; it means “ongoing.” Routine means that this work is not driven by project plans passed at the conference.

Our strategic planning process has not just affected the work we’ve done on projects passed at the conference. We are dedicated to improving our own ways of functioning throughout the organization, and this has meant changes in routine services as well. As one of our leadership and management objectives tells us, we must “**continue to build the systems, tools, and operating culture to support strategic management of the organization.**” An ongoing commitment to the efficient use of all our resources is vital to the achievement of our ultimate vision, and we report some of our progress toward that vision on the following pages.

Send Us Your Minutes and Guidelines!

Objective Five of our strategic plan states that we will “**work to sustain and build all NA communities, recognizing their different levels of development,**” and that means working toward a closer relationship with local NA communities. We continue to try to improve the support we provide local communities: answering questions, providing tools, facilitating discussions at world service events, etc. You can help us with this.

We would like you to send us the minutes of your area and regional committee meetings, as well as copies of the tools you use in local service. Your experiences at providing services and resolving issues can help other areas and regions experiencing similar challenges. Knowing how you resolve local issues, we will then be able to offer those solutions to NA members who ask the WSO for help. Please help us to help others. The value of one NA service body helping another is without parallel.

Staffing

In another effort to become an organization motivated by strategic planning, we have tried to “**build and align the focus of staff capacity to support identified priorities,**” in the language of Objective Fourteen. The human resources at the WSO have undergone some significant changes since the last conference. We have hired a number of new staff, including two new project coordinators, an accounting manager, and a warehouse staff person. We have also promoted several of our employees, two to writer-editor positions and one to translations. Even as we are writing this report, we are reviewing applications to fill several spots, including project coordinator positions.

Would that all of our staffing news were happy news. Unfortunately, we are simultaneously losing two of our long-time employees—Steve Sigman and Mary Hollahan—to new life adventures in Colorado and Texas. Good luck, Steve and Mary. We will miss you.

Workgroups

A crucial element of routine services is our workgroups. As we explained above, the World Board is increasingly taking a more strategic role, concerning ourselves with goal setting, long-range planning, and oversight. Staff members do much of the work of these routine services, and workgroups help set the direction of that work. Our workgroups—which consist of board members, World Pool members, and staff—help align the work of world services with our objectives and long-term goals.

* Business Plan

The Business Plan Group gives input to the Executive Committee and the World Board regarding NAWS financial management systems and business operations. They help us move closer to achieving Objective Twelve of our strategic plan: “**Ensure the long-term reliability of the NAWS income stream in order to carry out identified priorities and service.**”

The Business Plan Group has met twice during this cycle—11–12 April 2003 and 21–22 November 2003—and they have done a wealth of work, including reviewing NAWS financial management policies and making recommendations for change, discussing the possibility of printing literature in alternative formats for some communities, reviewing our pricing policy and making recommendations, evaluating financial reserve limits, and the list goes on.

Ongoing members of this busy group include Mario T (Windsor Downs, Australia), Cary S (Des Plaines, Illinois, USA), and Bob McD (Duluth, Georgia, USA), as well as Executive Committee members, who attend when desired or needed.

We have also added two new members to the Business Plan Group this cycle: Khalil J, from Atlanta, Georgia, USA; and João V, from Rio de Janeiro, Brazil. We are grateful that Khalil and João are able to be part of the group; their business experience has already made a great contribution.

* *NA Way* Editorial Board

The NA Way Editorial Board meets once a year to set editorial direction for the magazine. Between these yearly meetings group members do most of their work electronically, reviewing articles and content of the magazine.

The editorial board includes one World Board member, Tom McC (Anahola, Hawaii, USA), and three World Pool members, Dana H (Anderson, Indiana, USA), Sheryl L (Pittsburgh, Pennsylvania, USA), and Marc S (Guelph, Ontario, Canada). They met earlier this year, on 29 March 2003, and decided to experiment with non-themed issues of the magazine this year.

* *Reaching Out* Editorial Board

The *Reaching Out* Editorial Board does not meet face-to-face, but throughout the year they correspond with each other about the magazine, approving letters and reviewing the content of the magazine. During this cycle, we added two more members to the board, Paul M (Franklin Park, New Jersey, USA) and Rex S (Des Moines, Washington, USA). In addition to these two new members, World Board member Craig R (Raleigh, North Carolina, USA) and World Pool member Susan S (Memphis, Tennessee, USA) serve on the editorial board. Like *The NA Way Magazine*, *Reaching Out* has been in existence since the 1980s, and while all of our periodicals have been through some changes, we believe it is time to take a look at the periodicals as a whole to see if they are meeting the needs of the fellowship as well as they could. Objective Two in our strategic plan states that we will “**improve the effectiveness and efficiency of world service’s communication with the fellowship,**” and we see an evaluation of our periodicals as integral to that goal.

* WSC Seating

The WSC Seating Workgroup responds to regions’ requests for seating at the World Service Conference. We are grateful that, in establishing seating criteria, the World Service Conference has helped us work toward the fulfillment of Objective Ten of our strategic plan, “**Refine NAWS structure to ensure it provides the foundation to carry out leadership and management roles and responsibilities at a high level of performance.**” The seating group uses those criteria to make recommendations to the board that help the board to prepare a report for the conference. They have met once during this cycle, 18–19 October 2003, and are in contact via email and phone for much of the work they accomplish.

One of our board members serves on the group, David J (Manchester, England), along with two current RDs, Jose Manuel C (Mexico City, Mexico) and Seth S (Albuquerque, New Mexico, USA), and former RD Michael C (Malaga, Spain).

* TEG

The TEG, or Translations Evaluation Group, is another workgroup that takes advantage of technology to get a lot of work done without having to take international flights. The TEG uses both email and phone conferences to discuss the issues of conceptual fidelity that arise in the glossary and IP #1 translations they oversee. Their work clearly supports the Sixth Objective of our strategic plan: **“Broaden availability of the message of Narcotics Anonymous to a widely diverse membership and potential membership.”**

This cycle they have worked to help bring our message in print to Arabic, Danish, Lithuanian, Polish, Korean, and Thai speakers by approving translations of the glossary and IP #1 for all of these languages. They are currently in communication with local translation committees regarding Hungarian, Slovak, and Bahasa Indonesia glossaries, and will soon begin working on the Bulgarian glossary. Many of us remember a time when calling NA a “worldwide” fellowship was perhaps more optimistic than truthful; thanks to the efforts of members like those on the TEG, every year we reach addicts in more countries and more languages than ever before.

The members of this perennially busy group include World Board member Giovanna G (Cartagena, Colombia) and two World Pool members, Dora S (Rio de Janeiro, Brazil) and Ralph K (Berlin, Germany).

World Convention

One of the other big ways in which we use World Pool members is in the planning and execution of our world convention. WCNA-30 was such a big job that we relied on pool members and the local support committee to make it happen.

The celebration of our fiftieth anniversary was a tremendous success, and we would like to acknowledge those without whom WCNA-30 would not have been possible—our members. World Pool members helped to plan the program and provide onsite management support in registration, merchandise, and events. About ninety members evaluated speaker tapes as members of tape-review panels. The members of the San Diego Imperial Region who served on the WCNA-30 Support Committee worked with passion and commitment every day for fifteen months. And over 2,000 members volunteered their time during the event itself. Thank you all for your service to the fellowship.

The following World Pool members worked on WCNA-30:

- Rhonda R (Baltimore, Maryland, USA) worked in Merchandise
- Ivan F (Middleton, Ohio, USA) worked in Entertainment
- Hermon S (Atlanta, Georgia, USA) worked in Registration
- Regina G (Atlanta, Georgia, USA) worked in Registration
- Claudio L (Colonia Anzures, Mexico) worked in Translations
- Osamu M (Toronto, Ontario, Canada) worked in Translations
- Michael McD (Portland, Oregon, USA) worked in Program

[For specific reports on WCNA-29 and WCNA-30, please refer to the *NAWS Annual Reports* from 2002 and 2003 respectively.]

If you didn't get a chance to attend or help out at WCNA-30, don't worry. There will be more opportunities beginning in 2005. Mark your calendars for WCNA-31, scheduled to take place 1-4 September 2005, at the Hawaii Convention Center in Honolulu, Hawaii, USA. Hotel reservations and convention registration information will be available in early December 2004. If you would like to be placed on the mailing list for flyers, please send an email message to events@na.org or write to the World Service Office, 19737 Nordhoff Place, Chatsworth, CA 91311 USA and include your name and address.

WCNA-32 is scheduled to take place in San Antonio, Texas, USA, from 29 August through 2 September 2007. More information will be available for this convention after WCNA-31.

As we look to the future, *A Guide to World Services in NA* outlines the general location for world conventions up through 2013:

WCNA-33 (2009) in Europe or the Middle East

WCNA-34 (2011) in Western North America

WCNA-35 (2013) in Eastern North America or the Caribbean

Site selection for WCNA-33 began this November, and work on siting WCNA-34 and 35 is scheduled to begin in early 2004. We will be reviewing cities in each of these locations and will report more as we make decisions.

We know that some of you may be feeling like 2005 is too far away. If you're going through WCNA withdrawal, for a limited time you can buy speaker tapes from WCNA-30 to tide you over. If you have access to the Internet, you can download an order form at <http://www.na.org/event-reg3.htm>; look for the link under WCNA-30. If you do not have Internet access, the WSO can mail an order form to you.

Videotapes from WCNA-30

Of course, as those of you who were at the convention may know, we did not just use audiotape to record meetings. We also videotaped the main meetings, and some of you have asked about the availability of those tapes. In truth, we are not sure how to best serve the fellowship in this regard: should we make videotapes of meetings available to our membership or not? We have discussed this issue but could not come to a conclusion. This is one of several areas where technology has presented us with questions that we need your help to answer. Videotapes of the convention, online meetings, electronic access to literature—these are the new issues of our new millennium, and we are still working out how to use technology in a way that best serves our members and is in keeping with our principles.

Perhaps our biggest concern with making videotapes of meetings widely available is whether this would compromise the anonymity of our members. On the one hand, sales of speaker tapes are common; as we mention above, one can order audiotapes from WCNA-30 on our website. On the other hand, being able to see speakers' faces makes them recognizable in a way that simply hearing their voices does not.

While members watching videotapes of meetings may not compromise a speaker's anonymity any more than members attending closed meetings, it is possible those videotapes could be used in other ways once they are more widely available. We could request that the tapes be used in ways consistent with our traditions, but we would not have control over whether people respected that request. We talked about whether making videotapes available could lead to violations of our Eleventh Tradition, or whether potential members might become wary of the NA program if they believed their anonymity could be breached by attending a meeting.

Given these concerns, we also talked about the possibility of only making the tapes available to regional service committees, or making an edited version available so that members who could not attend the convention can share the spirit and enthusiasm of our fiftieth anniversary celebration.

We know that whatever decision we come to about videotapes could be seen as a precedent, so we want to hear your views before coming to a conclusion. The underlying issues are farther reaching than simply the distribution of videotapes of meetings of the latest world convention. We need to have a conversation about changing technology and what it means for NA: our principles, our copyrights, our ability to carry the message. . . . These issues are relatively new to our fellowship, and we still have a lot to learn. We may even suggest this issue or something similar as an issue discussion topic for the 2004–2006 conference cycle.

Technology

As we grow and learn, our approach to technology changes. In the past, we tended to take a crisis-management approach to information technology, which resulted in a patchwork of servers, work stations, and software. This “putting out fires” method of managing this aspect of our infrastructure has not served us well. Many of the office staff were on different platforms and used different software versions, which caused numerous problems with system instability, document corruption, and difficulty obtaining support. At this time in the last conference cycle, NAWS had to begin preparing for WSC 2002 amid frequent server troubles, spotty email service, and individual workstation crashes. While it would be overstating the case to say that things are perfect now, we are working with consistent and stable technology, and that makes it much easier for us to serve the fellowship. We have upgraded work stations for staff so that everyone is operating with consistent platforms and software. We have also upgraded our hardware and built an intranet that we hope will become the “go to” spot for staff to access important information.

Many of these changes are related to the work on our strategic plan that we talked about earlier in this *Conference Report*. The perspective we have gained from instituting a planning cycle has affected all aspects of our work here at world services, and in the past two years, we have taken a more plan-driven and strategic approach to our use of technology. In this respect we have become goal-driven, rather than crisis-driven, in our decision making, with stability and a more efficient use of resources as our two main objectives. An initial investment of resources is proving to be more efficient than a patchwork attempt to repair problems.



★ What's new at na.org?

Of course we have focused on technology not just within world services, but also technology as it relates to world services' ability to interact with members and others. We have made some changes to our website, www.na.org, that we hope will help us work toward some of the objectives in our strategic plan.

The first key result area in the plan deals with communication, and we have been trying to use the web in new ways to improve communication. As we mention in the *Conference Agenda Report*, we have created Internet bulletin boards for members to post their thoughts on the two issue discussion topics for the 2002-2004 conference cycle (self-support and atmosphere of recovery). You can visit those bulletin boards here: http://www.na.org/discussion_boards.htm. We hope to get feedback from you at WSC 2004 about these bulletin boards and whether they improve the issue discussion process.

Objective Six in the strategic plan speaks to our desire to “**broaden availability of the Narcotics Anonymous message to a widely diverse membership and potential membership.**” With that in mind, we've taken some beginning steps toward increasing the availability of our message online. As many of you know, we undertook an experiment during this conference cycle to post some of our recovery literature online. In April 2002 we posted six of our IPs in English on our website. This year we added IPs in Spanish (January 2003) and Brazilian (October 2003) and are currently in process of posting French. The response has been favorable, with visits to the site increasing over the months. (This past September, the recovery literature section of na.org was viewed 5,790 times—almost 200 times a day.) Check out our online literature here: <http://www.na.org/ips/>.

With this positive “experiment” under our belts, we are talking about posting more of our literature on the web. This would make our literature available to people who visit na.org—members, potential members, and professionals—and give regions and areas a way to make literature available through their sites as well by linking to na.org if they so choose. The posting of our recovery literature online has, of course, been a subject of some controversy, and this is yet another area we hope to discuss with you as we move forward cautiously.

Another controversial area related to technology is that of online or Internet meetings. We discussed this issue with many of you at the last conference, and after many member requests we decided to make information about online meetings accessible through our meeting locator. The front page for the meeting locator explains: “NA World Services does not register online groups, but we list online meetings as a service. This listing does not mean that online meetings are considered NA groups or a part of the NA Service Structure.” We hope this information helps addicts who might otherwise be unable to attend an NA meeting experience “the therapeutic value of one addict helping another.”

One of the objectives in our strategic plan expresses our goal to “**develop and disseminate information of high value to intended NA communities and/or service bodies.**” While we acknowledge that communication has never been our strongest suit (and perhaps every level of the NA service structure could make the same confession), our website does help us get information out to those who are interested and online. Other reports that may help you prepare for the conference—the *Conference Agenda Report* and the *Annual Report*—are now available at na.org. Please note that the downloadable CAR does not contain Addenda A through D.

Despite the progress we have already made, we know we have some distance still to travel. If you feel like our website, www.na.org, is hard to navigate or confusing, you are not the only one. We would like to update our site, and we would like to have more useful tools to be able to post online.

New Products

Improvements in technology at world services are not just a matter of workstations and websites; those improvements have carried over into some of our new products. We now have all of our books available in CD-ROM format, as well as new CD-and-book packaged sets.

A majority of our new products came from the efforts of world services in conjunction with local translations committees.

Other new products include the Twentieth Anniversary Commemorative Basic Text that went on sale at WCNA-30, as well as the *NA Audio Archive Sampler* and the revised *Treasurer's Handbook* and *Workbook* (per WSC 2002 changes).



Fellowship Intellectual Property Trust (FIPT)

As we reported in the *Annual Report 2003*, we have copy edited the FIPT and the Intellectual Property Bulletins in accordance with WSC 2002's decisions. This copy edit reflects our current terminology and practices. For example, the phrase WSC "annual" meeting has been replaced with "biennial" throughout the publication. There is still a reference to "one or another of the WSC boards or committees," so we have inserted "(now the World Board)" after that statement for clarity. In addition, we edited some language that was written *prior* to the approval of the legal FIPT document. For instance, we deleted the following sentence: "Until the Fellowship Intellectual Property Trust is actually approved, Narcotics Anonymous World Services has only sketchy instructions on how it is to administer the fellowship's literature and logos." This statement is no longer accurate because the FIPT has been approved (for some time now) giving us very clear instructions on how to "administer the fellowship's" intellectual property. We also removed a statement that is no longer accurate today: "At various times in the past, NAWS, Inc. has had access to a credit line of \$100,000." It is current business practice for NAWS to have access to credit today. The newly revised FIPT will be available soon.

FIPT FAQ

Near the end of this report you will find a handy list of frequently asked questions about the Fellowship Intellectual Property Trust. If you have specific questions about the FIPT you can refer to this new FIPT FAQ and make copies for other members who have questions. Please distribute this if you think it would be helpful to others; it is here for your convenience. You may always contact NAWS staff at the World Service Office if you have any specific questions.

Fellowship Development

In an effort to ensure that we move toward our vision that "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," we continued to make strides in broadening the availability of NA worldwide during this conference cycle. While it may be easier for some to get excited about a fellowship development trip to China than a worldwide workshop in Philadelphia, we need to bear in mind that "fellowship development" is much more than just spreading the word about Narcotics Anonymous to far-away, "exotic" places. Helping the development of the local infrastructure of an NA community in the state or country of *Anywhere* may appear to be an apple when compared to the oranges of fellowship development, but these two are closely linked. Part of our challenge is to continue to engage members and potential members in the development of NA everywhere as we strive to reach the goal of Objective Five of the NAWS Strategic Plan: **"Work to sustain and build NA communities, recognizing their different levels of development."**

The two years since WSC 2002 have been filled with some moving moments as our world continues to become just a bit smaller and NA comes home to more and more communities. In September 2002 NAWS responded to an invitation from the World Health Organization of the United Nations to visit China. Since that trip we have continued contact with treatment professionals there, aiding in their efforts to integrate our twelve-step process of recovery into their facilities, and we have been invited to attend a forum in Singapore in May 2004 hosted by the Asia-Pacific Institute on Addictions. NAWS has also received invitations from governments, as well as individual NA members to visit developing communities in Russia, Latin America, Canada, Nepal, the Philippines, Cuba, and South Korea, among other locations. We have attended zonal forums

across the United States and we are currently traveling to *CAR* workshops around the world. Worldwide workshops were held in the United Kingdom, Texas, Pennsylvania, and Peru with the remaining workshop for this cycle to be held in India in February 2004.

For more details see our reports on fellowship development in *NAWS News*, *NAWS Annual Report*, and *The NA Way Magazine*.

Financial Information

For the first time, we were able to include the donations report and audit in the 2003 *NAWS Annual Report*. This report covers all activity from 1 July 2002 through 30 June 2003. Since the *Annual Report* contains a full financial report, we will not repeat that information here. We look forward to hearing if you found the information in the *Annual Report* helpful. Conference participants will receive a copy of the *Annual Report* in the mail, and it will be available online at this address: <http://www.na.org/ar/ar2003.htm>.

Since June, literature sales have continued to increase. In fact, from July through November, the year-to-date literature sales have increased over the previous year's sales by 7.7% (\$207,330). On average it takes us 1.98 days to fill an order once we receive it.

The bad news is that fellowship contributions continue to decline. The year-to-date contributions total \$199,437, compared to the previous year's \$304,498, (a \$105,061 difference) or a drop of 34.5%. This leaves us to wonder if there is a possible correlation between a "conference year" and a decline in donations. We would love to hear your thoughts on this decline in contributions. Are you seeing similar declines in area and regional donations? Is there anything we can do to arrest this trend?

Looking Ahead to WSC 2004

While most of this report has been given over to descriptions of the work that has been completed during the past conference cycle, the *Conference Report* really should be preparing us all for the work that lies ahead. *It is not where we were that counts, but where we are going.*

A Guide to World Services in NA (p. 11) explains that the *Conference Reports* “contain information on the status of major projects, suggestions for new work, and problems that have been encountered.” We have tried to underscore some of the areas where we especially need input from the fellowship in the preceding pages: videotapes of WCNA meetings, posting recovery literature online, local guidelines and minutes, and so on. As we close the chapter of this conference cycle, let’s evaluate our progress and together have the discussions and make the decisions we need to move forward.

The following sections give you some concrete material to help prepare for WSC 2004, including tips for writing a report for the March *Conference Report*, information on our upcoming orientation site and forthcoming mailings, and a report from the Human Resources Panel.

Preparing for WSC 2004

As you’ve heard us say many times, the conference is changing. We continue to try to cultivate a WSC that is more discussion-based, less motion-driven, as described in *A Guide to World Services*. Part of that effort involves creating a friendlier CAR that is easier to read and understand and that will provoke discussion among the groups and regional assemblies. Part of it means building new tools to prepare participants for the conference. Part of it means using our existing tools, such as the *Conference Report*, to communicate better between conferences.

*** Orientation Site**

Even as we are writing this report, we are putting together material to help prepare you for the conference. The orientation material we send out is always evolving, based on the input we receive from previous conference participants. In the past we have provided more “hard orientation material” about the actual details of the conference. This year we are trying to do things a little differently. In the interests of creating a more welcoming environment, friendlier and more personal, we started talking about more “soft orientation material,” such as how to take care of yourself during the conference. As with so many aspects of NA, both in service and in personal recovery, we are always seeking a balance.

In any case, those of you who have attended a number of conferences are probably the best folks to help newer participants with tips on how to prepare for WSC 2004 and what to expect. We are creating a special WSC orientation area at <http://www.na.org/wsc2004/>. This webpage will be a kind of library of resources generated for WSC 2004. All of this information will also be mailed out to participants. We hope this new resource will help to continue building a more unified conference where we all feel prepared and comfortable sharing and exploring new ideas.

*** Speaking of technology: The Bulletin Board**

Another online resource that we talked about in the *Conference Agenda Report* is the discussion area at <http://www.na.org/wscparticipants.htm>. We encourage you to post your experiences, input, and questions on these bulletin boards as we all prepare further for the conference. Conference participants can visit this site not only to share their own thoughts, but also to reach out and help other conference participants who have questions. This can be a great place to get to know other participants prior to the conference. We will all spend several long days working with each other; the sooner we get to know each other, the better. And the posts on the bulletin board don't just help delegates; this material will help us as board members to frame the discussions for the WSC, as well as for how we write future publications such as this *Conference Report* and the *Conference Agenda Report*.

*** Contact information**

By now, all registered regional service committees, regional delegates, and alternates should have received the letter we sent asking for you to update the contact information we have on file at the World Service Office. For the first time we included all of the area information in our database as well. Please make sure this information is up-to-date. Contact elaine@na.org if you need to make any changes or have travel related questions.

*** Travel information**

In January conference participants will be receiving specific information they will need in order to make arrangements for travel to the conference. Included in this information will be the beginning of some of the orientation material for the conference.

*** The March Conference Report**

The March *Conference Report* will follow and will include more specifics on what we can look forward to at WSC 2004. The report will also contain reports from regions around the world. As you know, any region or zone that wishes may submit material to be published in the *Conference Report*. Your region can give a general report, try to initiate discussion on an issue that is important to you, or weigh in on an issue you know will be discussed at the conference.

Be aware that articles submitted are subject to editorial review by the World Board. We are concerned about publishing articles, particularly on our website, that may be inaccurate. We hope we will not be forced to edit any articles. Please help us by checking your facts and asking for help if you are in doubt. To help you with your reports or other material for the *Conference Report*, we have drafted some writing tips and created a set of questions for regions to use when writing reports, both of which are included at the end of this report. You can also access these materials online at our new page to help prepare for WSC 2004: <http://www.na.org/wsc2004/>.

As we move toward a discussion-based conference, forums such as the *Conference Report* can provide a great opportunity to communicate with your fellow conference participants during times when we are not all in Woodland Hills together. We hope you will help us make the upcoming *Conference Report* as useful as it can be as we all prepare for WSC 2004.

Conference Agenda Report

Of course, for many, the biggest piece of preparation for the conference comes when delegates discuss the *CAR* throughout their regions. By now, you have all had a chance to look over the *CAR* and get a sense of some of the issues we will be discussing and voting on at the next conference.

You may notice in reading this year's *CAR* that we are continuing to evolve toward a discussion-based *CAR* and conference. Yet, even as we all talk about these changes, the *CAR* still contains plenty of motions. Since world service's inventory and restructuring process, we have tried, fairly successfully, to reduce the number of motions coming from the board. Of course, many of the motions in the *CAR* are regional motions, and we talk some about that in the introduction to that section of the *CAR*. As we discuss there, we all need to work together to allow our strategic planning process to direct our work. We need to know how we can help delegates direct world services through WSC discussions of the priorities for the next two-year conference cycle rather than through specific motions for new projects. We hope to get your input on that at the conference.

Since the *CAR* was mailed, a couple of delegates did ask us about the World Board recommendations accompanying each regional motion. In case any other conference participants are wondering about that, we wanted to explain those recommendations here. Time was when the many boards and committees comprising world services would each supply a recommendation to a motion if that seemed relevant or helpful. When we made the transition to one board, the current World Board, we continued to make recommendations about motions (only, of course, each motion only had one recommendation, not several). The conference created this policy to prevent what seemed to be repeatedly happening: delegates would workshop a motion, only to arrive at the conference and be provided new information by world services that changed what members in their region had spent time discussing. In supplying a recommendation, the World Board hopes to provide local members with some of the information that participants receive at the conference. Since then the conference has found this information helpful, and in fact, defeated a motion offered in 2000 to eliminate these recommendations. We offer these recommendations in the *CAR*, in essence, because you told us you want local members to have access to the information or implications we talk about at the conference.

As we stated in the *CAR*, these practices can create what appears to be an almost adversarial position between the board and some delegates. We know that this is not what any of us involved in this process want, and we look forward to discussion about how we can make this system work more effectively. Historically, regional motions have not been an effective way to have an idea considered. World service motions have been reported and discussed for some time before they ever become a motion, often for years. The project idea process was created to help address ideas from members and delegates, but this has not become what we all hoped it could be. We would ask that you consider the information that we placed in the *CAR* about this and be prepared to share your ideas when we discuss this at the conference.

Of course, there is plenty to talk about in this year's CAR that does not relate to motions. We excerpted the descriptions of the key result areas from our strategic plan and provided some discussion questions along with each description. As this *Conference Report* no doubt makes clear, that plan is increasingly central to our focus at world services. But we struggled when writing the CAR because we realize we haven't done as much to help you, the delegates, hold discussions on the topics and gather input from your regions as we would like. We know that the motions in the CAR may still seem easiest to develop a regional conscience about, and they may seem to be the most important to many members of the fellowship. So while we did try to take some small steps in our evolution toward a new kind of conference, we know we have a long way to go.

We look forward to hearing your input on the CAR and how we can make it more useful to you as we make this transition to a discussion-based conference. Here are the scheduled events where World Board members will be discussing the CAR. Don't hesitate to let us know what you think and give us your ideas.

12–14 Dec.	Rocky Mountain Zonal Forum	Cheyenne, Wyoming, USA
12–14 Dec.	Multi-Regional Learning Event VIII (MRLE)	Alfred, Maine, USA
3–4 Jan.	Southeast Zonal Forum	Macon, Georgia, USA
23–25 Jan.	Southern Zonal Forum	Tupelo, Mississippi, USA
23–25 Jan.	Latin American Zonal Forum	Montevideo, Uruguay
30 Jan.–1 Feb.	Northeast Zonal Forum	Queens, New York, USA
31 Jan.–1 Feb.	Plain States Zonal Forum	Wichita, Kansas, USA
31 Jan.	Michigan Multi Regional CAR Workshop	Kalamazoo, Michigan, USA
13–15 Feb.	Mid-Atlantic Regional Learning Conference XX	Lancaster, Pennsylvania, USA
12–14 Feb.	European Delegates Meeting	St. Petersburg, Russia
24–26 Feb.	Asia Pacific Forum	Bali, Indonesia

Conference Approval Track Material

The Conference Approval Track material is the mailing that is sent out to conference participants at least ninety days prior to the World Service Conference to be considered during a new business session. There will be no service material included this year (like last conference's *Treasurer's Handbook*), but of course, the mailing will contain the proposed 2004-2006 NAWS budget, which includes the proposed project plans and the recommendations for conference seating. Throughout this *Conference Report* we have made reference to some of the projects that will be outlined, and we will finalize those plans over the course of the next month or so.

The Conference Approval Track material is a distinct mailing from the *Conference Agenda Report* because so many of you told us that groups in your regions did not want to be engaged in discussions about material that did not directly affect the groups. Of course, delegates can share this information with groups, committees, or members of their regions if they choose. We hope separating this material out from the CAR helps to make the reports to the fellowship more user-friendly.

Together We Can

We understand that many of the faces at this conference will be new and that some of you are looking for a detailed explanation of what is going to actually happen at the conference and how precisely to prepare. The material you are provided in January and the March *Conference Report* will give you most of this information. But we need to all bear in mind that while your World Board can set the agenda for the business of the conference, it takes the collective effort of all participants to create the agenda of the fellowship, thereby setting the direction of world services for the years to follow. You will hear the theme for WSC 2004 over and over again between now and May, and there is one simple, yet spiritual reason for that: because it is the truth. We begin *Moving Forward ... Toward Our Vision* today.

We as a fellowship, in service as in recovery, are greater than the sum of our parts, and the newcomer is the lifeblood of our fellowship. It does not serve the fellowship for those of us who are more seasoned conference participants—the “dinosaurs” in service—to set an unchanging agenda. We need to listen and work together. These words from Greece, one of the regions who will be seated for the first time at this year’s conference, say it well: “As far as what we believe we as a region can bring to the conference, the most important point is that we are the newcomer. As such, we bring our wisdom and our character defects with us as well as our energy. One thing we are not is jaded.” In that spirit, those newest to the conference are just as valuable a resource as those of us who remember when we carved our service materials on stone tablets. We are relying on you all to begin participating today. Visit the bulletin boards, tell us what you are looking for, share your experiences with your CAR workshops and regional assemblies, ask questions, start the discussion of the fellowship today.

Not one of us knows as much as we all do together. As we share our knowledge and experience at the conference, we will each grow individually. Ultimately we can succeed collectively in reaching our vision.

Upcoming Calendar for NA World Services

23 December 2003	Translated <i>Conference Agenda Report</i> available
8-10 January 2004	World Board meeting
23 January 2004	Conference Approval Track material mailed
15 February 2004	Regional report deadline for inclusion in March <i>Conference Report</i>
17–19 February 2004	Worldwide Workshop in Bangalore, India
11–13 March 2004	World Board meeting
25 April-1 May 2004	World Service Conference 2004

Human Resource Panel Report

Human Resource Panel

We spent a substantial amount of time this conference cycle revising aspects of our current nomination process as well as discussing ways to possibly improve the current process. Earlier in this cycle the board provided us with criteria that we have incorporated into our evaluations of potential nominees. Some of these changes have been implemented, including a new scoring method to better suit the World Pool Information Form and revised interview questions for candidates and their references.

We would also like to acknowledge our new panel leader, Tali McC, who will oversee the HRP through WSC 2004.

In response to input from conference participants at WSC 2002, nominees will now fill out a new General Information Form in which their personal involvement in their local NA community and their understanding of the traditions and concepts will be indicated. Conference participants will receive this additional form along with a Candidate Profile Report for all nominees at WSC 2004.

Although the conference has decided to allow the current structure six years of operation before any changes are made, our discussions have been open to anything that will provide more qualified nominees and a more efficient election process. Two of our four meetings included sessions with the Executive Committee in which both groups generated additional ideas about the possible direction of the current nominations and elections process. Some of these ideas were to find ways for the World Board to possibly recommend people to enter the nomination process, ways for the World Board to help in evaluating workgroup members who may be potential nominees, discussion about how to increase membership in the World Pool, possible changes and improvements to the HRP process, how to provide more information about nominees to conference participants, and finally how to communicate more effectively with conference participants about the HRP process. These discussions proved to be very productive, and although no action has been taken during this conference cycle, we along with the WB hope to have an open forum at WSC 2004 to get input from conference participants.

At WSC 2002 we were asked about the cost of phone calls made during our nominations process, and because the figure was not available at that time we promised to report it at a later time. As stated in the September 2003 *NAWS News*, the HRP telephone expense for the interview and reference check process was \$5,174.86. We estimate the process will cost at least the same amount for this cycle.

We have also investigated ways of increasing the size of the World Pool. There are fewer people overall in the World Pool at this time than at the same time in 2001. For example, on 1 August 2003 there were 416 total members with new forms in the World Pool and 210 with eight or more years clean. In September 2001, there were 454 members in the World Pool (with the old resume form) who qualified. We hope that the pool size will grow in the coming years.

As for the next phase in the current conference cycle, we received 117 positive responses from World Pool members interested in being nominated at WSC 2004. The selection process will continue over the coming months. We will evaluate all the information supplied by potential nominees, choose the best qualified, conduct interviews, and then select the candidates to nominate. We will send final nominees a letter in March along with publishing the results in the March 2004 *Conference Report*.

We greatly value this service opportunity as your Human Resource Panel and we look forward to serving with conference participants and the World Board at WSC 2004. We hope to provide the best nominees possible under the current system. We are committed to this objective and will continue to work toward it. This is an exciting time in the history of Narcotics Anonymous, and we are glad to be a part of creating NA's future.

Material Supplied by the Minnesota Region

Following is a report from the Minnesota Region regarding Resolution A. We have reprinted this report exactly as we received it without editing or fact-checking.

Resolution A Implementation

“The Time is Now”

September 2003

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 BY ROLL CALL VOTE #1

(see addendum), resulting in YES-66; NO-17; and

ABSTENTIONS-0 WSC, TUESDAY, MAY 28, 1996 Greensboro, NC, USA

—page 6, 1996 WSC Approved Minutes)

Introduction

When considering the implementation of Resolution A, one can't help but ask, “Why hasn't it been implemented yet?” After all, Res. A was the first resolution brought to the floor of the WSC in 1996 and had it not passed, no other resolutions would have even been presented. Res. A was the first step in creating a world service structure with a world-wide perspective, focusing on the global growth of Narcotics Anonymous. It provides a necessary balance in participation at the WSC for the WSC Mission Statement to be accomplished and the World Services Vision Statement can be realized. The Resolution Group was clear. They stated strongly that the resolutions were a whole. Although they were presented one at a time, each resolution was part of a cohesive plan to design a new World Service structure that would effectively fulfill the WSC Mission and move toward the World Services Vision that the fellowship approved at the same conference. Resolution A was the cornerstone of all the resolutions. Its passage was the prerequisite for the rest. It was passed by an 80% majority. Its implementation is long past due.

We have proposed an implementation of Resolution A that is consistent with the Resolution Group's intent to reduce the total number of participants and to provide a more equal representation from all geographic entities.

Background

In 1996, the World Service Conference formed the Transition Group and charged it with creating an implementation plan for each of the 6 resolutions passed that year. The TG offered a plan for each resolution except resolution A. In 1998, the World Board stated that further action on the implementation of Resolution A is the responsibility of the Regional Delegates. From the Conference Report, November 1999, *“In order for that expertise to emerge, we believe it best for the World Board to get out of the way. We will be glad to provide an outline of the presentation on Resolution A from WSC'99 to anyone who requests it; other than that, we intend to allow this issue the time it needs for a solution to emerge.”* The Resolution Group's vision of the new World Service Conference (RG Final Report, Addendum to the 1996 CAR, pp 46-47):

“3.2.2 World Service Conference

Primary Focus

Rather than being a body which spends most of its energy debating motions, the new WSC should have much less to debate, and should spend most of its time sharing experience, strength and hope and fostering the worldwide unity of NA. The World Service Conference does not concern itself with detailed matters of implementation or execution of projects, but rather it focuses on matters of strategic direction and long range planning. It reviews the strategic plans submitted by the World Board, and ratifies them or calls for changes. It considers proposals for the creation of ad hoc committees and acts on those as well. It reviews the proposed budget and ratifies or modifies it. These matters should be well communicated in advance, and developed with sufficient input from the Fellowship Representatives to require only a minimum of debate and deliberation at the meeting of the conference.

In addition to exercising its authority in this way on behalf of the NA groups, the World Service Conference provides a forum for establishing and maintaining the worldwide unity of Narcotics Anonymous as a whole. Substantial time is devoted to sharing experience, strength, and hope among all the participants. It functions as a large-scale workshop, bringing leaders from all Geographic Entities together with all the World Board members and World Service Office management staff for sharing and vision-building to ensure the effectiveness and relevance of world service efforts. It is a time of sharing, of pooling experience, of inspiring one another, and of setting course for another conference cycle.”

Primary Problems

- The WSC continues to be US-centric.
 - o The overwhelming majority of delegates are from the US.
 - o The conference spends an inordinate amount of conference time on US issues.
 - o The voice of non-US participants can be lost.
 - o There is a lack of knowledge and experience in growing the fellowship in emerging countries.
 - o There is a lack of knowledge and experience in translations.
 - o The conference has difficulty appreciating cross-cultural barriers.
- The number of participants at the WSC is unmanageable.
 - o Consensus-based decision making is problematic in a group so large.
 - o The WSC is extraordinarily expensive.
- The number of additional participants at the WSC is unlimited.

The Number Of Delegates From The United States.

According to the World Services Vision Statement and The World Service Conference Mission Statement, the WSC has a worldwide perspective. It is supposed to unify NA worldwide. The fellowship overwhelmingly approved Resolution A, because we all understand and agree on the importance that the WSC reflect the entire world rather than the small fraction covered by the United States. Slowly the number of delegates from outside the united states has been growing, but even now the conference has well over a two-thirds majority of US delegates, with a US perspective, and little or no direct experience of the key issues involved in global fellowship development: translation, international travel and communication, etc. This will not change until the composition of the conference becomes more globally balanced.

The Number Of Participants.

With so many people on the conference floor, too little time is spent managing the affairs of the Fellowship and too much time is spent managing logistics. The amount of resources (time and money) spent managing the group grows in proportion to the size of the group. Effectively managing our critical elections is more difficult as the numbers grow. The World Board, which can have as many as 24 members, is down to 11 because of the difficulty the large number of RDs have agreeing on candidates.

The Cost of the Conference

- Large meeting room for 8 days, World Board, HRP, Co-Facilitators, Parliamentarian and staff. \$105,000
- NAWS travel expenses for 96 delegates \$135,000.
- Regional/Zonal travel expenses approximately \$135,000.
- Total cost of the meeting, NAWS + regional/zonal expenses, approximately \$375,000

As the number of regional delegates continues to increase, these numbers will become astronomical. The conference will routinely outgrow its facilities. And travel budgets will soar as an ever increasing number of regions request a seat at the WSC.

The Effect of Gradualism



Over the last ten years, 19 participants have been added to the conference, 11 from regional reformation in the United States, and 8 from the growth of NA worldwide. Assuming the number of US representatives does not increase and the number of non-US representatives increases 2 new representatives per conference cycle, the number of representatives from within the United States will equal the number of non-US representatives in the year 2038. At that time the WSC will have 156 voting participants. In a truly global WSC, representatives from the US would make up no more than 25% of the participants. At current growth rates and the assumption of no new US regions, that will occur in the year 2170 and the WSC will have grown to 288 voting participants and 552 people on the floor.

This best case scenario is completely unacceptable.

- It necessitates an incredibly large WSC.
- It does not address the requirement of equal geographic representation.

The Solution: Motions for WSC 2004

The motions that we are presenting at the upcoming World Service Conference do not immediately cause any change to occur. Rather they present a proposal and ask the question, "Shall the fellowship as a whole consider this proposal until WSC 2006?" If the answer is yes, then the proposal will be considered for implementation at the World Service Conference in 2006.

This is a structural change with far-reaching implications. We must take this amount of time to consider it because the Fellowship Intellectual Property Trust (FIPT) requires it. But it makes good sense anyway. This isn't the kind of change for which we rush to judgment.

Motion A: This proposal seeks to change the trustor of the Fellowship Intellectual Property Trust, and if adopted, would require that this proposal be sent out for a six-month review and input period which ends before June 2005 and then be presented to the fellowship in the 2006 Conference Agenda Report.

To reduce the total number of representatives and to provide for equal geographic representation at WSC 2008, the current regional delegate representation will be replaced by fellowship representatives. The World Service Conference shall be comprised of a maximum of 72 fellowship representatives:

- Up to 18 from North America
- Up to 18 from Europe
- Up to 18 from Asia/Pacific Rim
- Up to 18 from South/Central America

Intent: To implement the following parts of Resolution A as adopted by the fellowship at WSC 1996.

- To reduce the total number of representatives
- To provide for equal representation from all geographic entities

Financial Impact: Decrease in NAWS WSC Travel Budget: ... \$20,000 (approximate)
 Decrease in Regional Travel Budgets: \$135,000 (approximate)
 Total Savings: \$155,000 (approximate)
 (NAWS will provided updates in the CAR)

Policy Affected: The FIPT states: Provisions of the Trust Instrument may be changed only under the following conditions:

1. Any motion to review proposed revisions to the Trust Instrument must receive the approval of a majority of regional delegates at the World Service Conference.
2. After such review is approved, proposed revisions will be open for a six-month review and input period, after which the proposed revisions will be presented in the *Conference Agenda Report* for adoption.
3. A motion to adopt any proposed revisions to the Trust Instrument will require a vote of "yes" from two-thirds of those regional delegates recorded as present in the World Service Conference roll call immediately prior to the vote.

This motion would require that the description of the service structure in *A Guide to Local Services in NA* be rewritten. The changes identified by the maker of this motion to *A Guide to World Services in NA* and the Fellowship Intellectual Property Trust are contained in Addendum an addendum to the Conference Agenda Report.

Rationale by Region: In 1996, the Fellowship of Narcotics Anonymous overwhelmingly passed Resolution A, calling for a reduction in the number representatives and equal geographic representation. At that time, we all expressed our understanding that it is critical for the conference to have a global perspective. While it's true that the bulk of NA groups are located in the United States, there is no longer justification for the bulk of representatives to come from the U.S. With the overwhelming majority of representatives coming from U.S. the majority of the WSC agenda is often made up of U.S. issues. As the growth of the fellowship takes place outside the U.S., it is imperative that the conference focus on issues of world-wide scope. By implementing equal geographic representation we provide the conference with the diversity of voices and perspectives necessary for that world-wide scope.

Motion B: To create geographic districts and define the selection of fellowship representatives.

The following geographic districts shall be created:

- Asia and Pacific Rim District – all regions participating in the Asia/Pacific Forum.
- European District – all regions participating in the European Delegates Meeting.
- North American District – all regions participating in the Autonomy Zonal Forum, Canadian Assembly, Midwest Zonal Forum, Mountain States Zonal Forum, Northeast Zonal Forum, Plain States Zonal Forum, Southeast Zonal Forum, Southern Zonal Forum, Western States Zonal Forum.
- South and Central American District – all regions participating in the Latin America Zonal Forum

Fellowship representatives at the WSC shall be selected by the entities currently known as zonal forums. Each zonal forum shall select these fellowship representatives by a method of their own choosing and forward the names and contact information of their selected fellowship representatives to NA World Services. These fellowship representatives shall be recognized at the World Service Conference beginning at WSC 2008. The Zonal Forums shall each choose the following number of fellowship representatives:

- Asia/Pacific Forum: up to 18
- European Delegates Meeting: up to 18
- Latin America Zonal Forum: up to 18
 - North America: up to 18 selected as follows
 - o Autonomy Zonal Forum: up to 2
 - o Canadian Assembly: up to ... 2
 - o Midwest Zonal Forum: up to 2
 - o Mountain States Zonal Forum: up to 2
 - o Northeast Zonal Forum: up to 2
 - o Plain States Zonal Forum: up to 2
 - o Southeast Zonal Forum: up to 2
 - o Southern Zonal Forum: up to 2
 - o Western States Zonal Forum: up to 2

Intent: This motion creates and defines geographic districts and provides a method for selection and recognition of fellowship representatives. It also establishes points of accountability for selection of fellowship representatives.

Financial Impact: None

Policy affected: See Addendum in the 2004 Conference Agenda Report. This motion will only be offered if Motion A is adopted. Since it defines fellowship representatives and their selection, this will accompany Motion A in the FIPT review process.

Rationale by Region: According to the World Services Vision Statement and The World Service Conference Mission Statement, the WSC has a worldwide perspective. It is supposed to unify NA worldwide. The fellowship overwhelming approved Resolution A, because we all understand and agree on the importance that the WSC reflect the entire world rather than the small fraction covered by the United States.

Slowly the number of delegates from outside the united states has been growing, but even now the conference has well over a two-thirds majority of US delegates, with a US perspective, and little or no direct experience of the key issues involved in global fellowship development: translation, international travel and communication, etc. This will change with the passage of these motions. The composition of the conference will become more globally balanced.

The Solution is Change

The Resolution Group said it best in their final report page 6., “. . . if the decision to change is to be effected in an organization such as ours, it will probably not occur over a long span of time, but will more than likely occur rapidly and with passionate emotions on all sides. In fact, true change will probably be most upsetting for the members in the organization who are now in positions of power, and who are therefore the least willing for a change in the status quo. We should not be surprised if there is great reluctance on the part of trusted servants who perceive that their power base is being eroded or supplanted by a new order. The question that we must always bear in mind, therefore, is what is best for our fellowship — not what is best for me as individual with a personal investment in remaining here. “

Regional Delegates become Fellowship Representatives

(RG Final Report, Addendum to the 1996 CAR, pp 43-44):

“3.2.3 Fellowship Representatives

A group of Fellowship Representatives will be sent to the conference from each geographic entity, funded from the unified budget of world services. There would be no alternates, and terms would be staggered so that there are always new representatives and those more experienced serving at the same time. They should all come to the conference empowered to fully engage in discussions and decisions in a spirit of partnership and in pursuit of the worldwide unity of NA. They view themselves as serving the NA groups worldwide, not just their particular geographic entity. They will be responsible to communicate in both directions between world services and their geographic entity, bringing their unique perspective to both as advocates for our common welfare. While Fellowship Representatives are world level trusted servants, they remain accountable to the geographic entities that sent them, and may be recalled and replaced by those entities at any time.

Between conferences, Fellowship Representatives serve as a communications conduit, and also may serve on one ad hoc committee or focus group at a time. Along with the World Pool, they are available to be selected for these positions by the Human Resources Panel when such positions become available.

The vital role the regional delegate remains. No reduction in communication is being proposed; rather, current communication between WS and RDs, RDAs and regions will continue. The voice the regions will still be heard. Communications between all service entities and the groups they serve is essential. Concept Eight states, *"Our service structure depends on the integrity and effectiveness of our communications."*

Local Autonomy

Zonal Forums have proven their value over the last decade by providing opportunities for problem solving and the exchange of ideas between regional delegates and other regional trusted servants. Some zonal forums have become more structured; some have chosen to remain relatively unstructured. In any case, the only additional function required by this proposal is to choose Fellowship Representatives to serve NA at the World Service Conference.

We recognize that the fellowship in the US and Canada may develop some other structural solutions to the equality issue in the future, but the implementation plan offered here is workable today, providing a framework for our fellowship's development and growth around the world. No "new tier" of service is necessary. The existing zonal forums can be used to select fellowship representatives to the conference, by methods of their own choosing, without adding any significant administrative or financial burdens. In addition, this proposal may have the effect of strengthening the local fellowships, by encouraging them to solve their problems locally in multi-regional efforts rather than always looking to NAWs for solutions.

Large Global Districts

To address the issue of "equality" the proposal continues with the roughly-continental solution first proposed by the Select Committee in 1987, refined in the "Guide to Service" in 1993, and included in the RG's report in 1996. The globe is separated into large districts with a maximum number of Fellowship Representatives allocated to each. This proposal limits the total number of fellowship representatives to 72 in the following breakdown:

- 18 from Asia/Pacific Rim (up to 18 FRs from the Asia Pacific Forum, APF)
- 18 from Europe (up to 18 FRs from the European Delegates Meeting, EDM)
- 18 from North America (2 FRs from each zonal forum)
- 18 from South/Central America (up to 18 FRs from the Latin America Zone, LAZF)

It is important to understand that this proposal does **not require** 18 representatives from each district. Rather, it sets a maximum of 18 fellowship representatives from each geographic district and sets a maximum of 72 representatives for the conference as a whole. Coincidentally, 72 representatives maintains a 3 to 1 ratio of FRs to WB members.

The apparent inequalities of the existing zonal forums presented a challenge. Outside of North America, the existing entities are all international and continent-equivalent in geographic size and participation. In North America, however, there is one national body (CANA), and eight zonal forums within one country (the US).

To determine the equal number of representatives from the geographic districts, the simplest possible formula was used. Rather than attempting to assign different numbers to CANA and the multiple US zones, two representatives were allocated to each of the North American entities, for a total of 18. In keeping with the principle of equality in Resolution A, the proposal designates 18 representatives from each of the other continental entities.

The need is foreseen for the creation of districts in the future. Africa, for example, is not represented at all. As the fellowship on the African continent develops, a new geographic district may be created there. The existing 72 Fellowship Representatives would then be reallocated so that up to 1/5 of the representatives come from Africa. With this proposal, the focus of the WSC is **immediately** changed from US-centric to World-centric. While it's true that the bulk of NA groups are located in the United States, there is no longer justification for the bulk of representatives to come from the US. On the contrary, with the growth of the fellowship happening outside the US, it is imperative that those voices be heard at the conference.

The Fellowship of Narcotics Anonymous overwhelmingly passed Resolution A calling for equal geographic representation. In doing so, we expressed our understanding that it is critical for the conference to have a global perspective. These motions provide the balance demanded by the Fellowship in Resolution A.

What About Consensus-based Decision Making?

Our motions are addressing the structure of participation only, specifically excluding the third bullet of Resolution A: to encourage a more consensus-based decision making process. This process is currently being addressed by the World Board. We agree that this important issue deserves to be considered separately.

FIPT FAQ

Frequently Asked Questions

Fellowship Intellectual Property Trust (FIPT)

Members and vendors with questions about NA's literature, logos, trademarks, and symbols can use this quick reference list, which provides a brief overview of some of the more frequently asked questions about the NA Fellowship's intellectual property. For a legal and more detailed explanation of each question, please refer to *The Fellowship Intellectual Property Trust* and the *NA Intellectual Property Bulletins # 1 through 5*. These items may be obtained by contacting NA World Services.

1. What is the Fellowship Intellectual Property Trust?

FIPT is the legal document that outlines (in detail) the relationship between Narcotics Anonymous World Services, Inc. and the fellowship as a whole. Basically, NAWWS holds the copyrights to the fellowship's intellectual property (recovery literature, the service symbol, the NA symbol, and the original group logo) on behalf of the fellowship. NAWWS is accountable to the fellowship through elected delegates and ultimately the registered groups of Narcotics Anonymous.

2. Why does NAWWS protect the copyrights and trademarks?

This is so all of NA's intellectual property remains the property of the fellowship. One of the responsibilities of NAWWS, as defined in the FIPT and mandated by the World Service Conference, is to protect the fellowship's intellectual property on behalf of the fellowship.

3. What about using the NA symbol, service symbol, or group logo?

Only registered NA service bodies, NA groups, and vendors licensed by NAWWS have legal rights to use NA logos and trademarks, because they are accountable to the owners of those symbols—the NA Fellowship. This includes use of our logos on the Internet, flyers, merchandise, banners, etc. See *Intellectual Property Bulletin #1*.

4. Can members, groups, areas, or regions post NA literature or readings on the Internet or send literature out via email or electronic mailing lists?

NAWS is the sole publisher of NA recovery literature, and for that reason no other person or group is allowed to produce or post NA literature anywhere. NAWWS does not permit anyone else to post NA literature on the Internet because it puts the copyright for that literature at risk. This includes websites and electronic mailing lists that send out NA literature (or portions of it) via email on a regular basis. NAWWS is experimenting with posting information pamphlets on its official website, www.na.org, so registered service bodies can provide links from their own websites and do not need to post the actual literature on their own site.

5. But if I am a member, then don't I "own" the symbols? Can I use them where I want or on my personal website?

No. If you are an NA member, you do *not* own the trademarks to NA's symbols or the copyrights to NA's literature. The Fellowship of Narcotics Anonymous owns the symbols and literature, and you are a member of that fellowship. In essence, you own a piece of "stock" in NA—but you do not own NA. That stock gives you the ability to participate, along with the rest of the fellowship, in making decisions about the use of NA's property. Individual members are not accountable to the fellowship, but are allowed to create one or two items using an NA symbol for personal use. See *Intellectual Property Bulletin #2*.

6. Can we use NA symbols along with the trademarks of another organization?

No. It is against the law to use any of the NA trademarked logos in conjunction with the trademarks, identifying artwork, or registered slogans (e.g., Harley Davidson®, Looney Toons™, Dream Catchers®) of another organization or company. First, in order to use the other trademarks, you would need to get written permission from those companies (which most companies will not give you); and second, it goes against NA traditions to affiliate NA with any other organization. For example, placing the NA symbol in artwork that “resembles” a certain motorcycle company’s logo is against NA traditions *and* against the law.

Did you know? You may have seen the NA symbol being used in a Dream Catcher®. Yeah, it looks cool, but the Dream Catcher® is a registered trademark, and NAWS was contacted by the owner and asked not to use their property.

7. Why does NAWS give vendors a license to use NA’s property?

There is a “use-it-or-lose-it” policy when it comes to trademarks. If NAWS does not use the trademark on a particular type of item (e.g., jewelry, apparel, etc.), then the fellowship will lose ownership of the trademark on that type of product. Since NAWS does not produce all the various items that our members want, they license vendors to produce those items instead. The licensing program allows for the fellowship to maintain ownership of the trademarks and ensure that these trademarks are used appropriately. Licensing a vendor to use NA logos and trademarks is *not*, in our opinion, a violation of the Sixth Tradition.

8. Do we have to let a registered vendor sell merchandise at our NA event just because they have a license from NA World Services?

No. As stated in *NA Intellectual Property Bulletin #3*, a vendor license from NAWS does not grant access to NA events or functions. A vendor license simply grants a vendor the right to use NA trademarks on its items, not the right to sell that item at an NA event. Only the NA service body responsible for the event can give permission to a licensed vendor. Just because you have a vendor license does not mean the service body has to let you sell anything at their event, function, convention, learning day, marathon, dance, etc.

Did you know? Many vendors get a license from NA World Services believing that it gives them the right to sell their merchandise at the world convention. At present, the world convention uses only one tape vendor and one jewelry vendor. They are both selected through a formal Request For Proposal process. Many licensed vendors are disappointed to find that the license is not an all-access pass to all NA events.

9. If a group or registered NA service body wants to create merchandise for its event, do they need to obtain a license from NAWS?

All groups and registered NA service bodies have the right to use the NA logos without permission from NAWS within the boundaries laid out in the *NA Intellectual Property Bulletin #1*. This is because they are directly accountable to the owners of that property—the Fellowship of Narcotics Anonymous. Groups have a slightly different relationship with the fellowship that is outlined in detail in *IPB #1*.

10. Does a vendor need to be licensed by NAWS to produce merchandise for an NA event?

A vendor does not need to be licensed by NAWS as long as the service body responsible for hiring the vendor retains the rights to and ownership of any and all artwork created by the vendor.

Did you know? There have been cases where vendors have designed merchandise for a service committee and, because the committee did not make sure that the vendors turned over the ownership of the artwork, the vendors were able to reproduce the T-shirts and sell them for their own profit.

11. Does NAWS license tape vendors?

No. NAWS does not license tape vendors because NA is not giving up ownership of any artwork when hiring tape vendors. Generally, tape vendors do not own the artwork that is on a tape (if applicable); the committee that created it owns that artwork and the audio of the speaker, while the speakers themselves hold the copyrights to their own stories.

12. Does NAWS make any money/profit from licensing vendors?

The extent of the financial relationship between any licensed vendor and NAWS is that of collecting the fees associated with obtaining a license. The licensing fees are designed to offset the expenses incurred by NAWS on an annual basis for administering the FIPT. NAWS receives no commission, kickback, incentive, or percentage of revenue by virtue of the issuance of a license to a vendor.

Regional Report Information & Form

Writing Tips for the *Conference Report*

Some delegates have asked us for editorial guidelines to use when writing for the *Conference Report*. Here are some simple tips that we hope you will find helpful.

Getting Your Point Across

- ◆ Try to write at an eighth-grade level. (You can use Microsoft Word's grammar check to determine the reading level of your piece.)
- ◆ Use short sentences.
- ◆ Try to stick with one main idea per paragraph, and begin each paragraph with a topic sentence. In other words, the first sentence of each paragraph should summarize the main point of that paragraph. If a sentence in the paragraph does not fit the topic of the first sentence, then find out where else it might fit in the report, or delete it.
- ◆ Headings can help your readers to focus on your main points.
- ◆ If you are representing a particular point of view (making an argument), try to present a well-rounded discussion. Providing a context, including history if relevant, can help clarify the issue and educate your readers.
- ◆ Don't worry if you are not a "writer." If you need help with copy editing for clarity and grammar, all you have to do is ask. Neither content nor the author's intentions will be changed in the copy editing process.
- ◆ There are no mandatory guidelines about the length of your report, but we have found through experience that lengthy articles often go unread. Going back to an article after you believe it is finished to see what can be omitted is helpful.

Formatting

- ◆ Use a serif font (such as Times Roman or Bookman), with a font size of at least twelve points, for easier reading.
- ◆ Did you know that since the advent of word processing programs you only need one space after a period? It's true.

References

- ◆ Some books that can help when writing:
 - *The Handbook of Good English* (Edward D. Johnson)
 - A good dictionary
 - A thesaurus
 - *Chicago Manual of Style*

Regional Reports for the World Service Conference

In preparation for WSC 2004, we have created the following regional report form. Our hope is that this will be a helpful tool in assisting the regional delegates in their efforts to identify and report important information and activities regarding their region over the past conference cycle. You can download the form and put it on your own letterhead, in your own style, or you can complete it online at www.na.org.

Regional reports to the World Service Conference that are submitted by 15 February 2004 will be published in the March *Conference Report* just prior to the WSC. If you miss the 15 February deadline, please send your copy to us as soon as you can—or, as a very last resort, bring your report with you to the conference. If necessary, we will make a second packet of reports for distribution at WSC 2004. Our old method of having you distribute 200 copies yourself was not very successful.

The information you share in your report serves several purposes. Shared experience is one of the most valuable aspects of the World Service Conference. Being able to see the variety of experience in NA has helped conference participants and other trusted servants in their own efforts to serve our fellowship. Receiving these reports ahead of time allows conference participants to identify those regions that have experience they would like to know more about and to find those delegates at the conference. We are attempting this standardization of the basic information so that world services can consistently keep this information about each region. This should benefit our efforts to serve, as well as help future delegates looking for information.

You are not required to use this form, but we encourage you to give it a try. Regardless of the form you use, it is the information that is important to us. If there are questions asked that do not apply to your region, please indicate so. There also may be some questions for which you cannot locate the information to answer. In typical NA fashion, take what you can and leave the rest.

We also ask that all those who send us a report supply the following information so that we can follow up with you if there are any problems:

Name

Work Phone

Home Phone

Email address

Report to WSC 2004

About Your Region

1. What is the name of your region?
2. Name of Regional Delegate
 - a. Name of Alternate Delegate
 - b. Have you attended a WSC before?
3. How many areas are in the region?
4. How many groups are in the region?
5. How many meetings take place each week in the region?
6. How many H&I panels take place each week in the region?

Donations and Literature Distribution

7. What was the total annual donation from groups and areas to the region in 2003?
8. What were the total annual expenses for your region in 2003?

Annual Literature Distribution

9. Where do you purchase your literature—your region's service office, NA World Services, or another source?
10. How much literature does the region distribute to H&I annually (in US dollars)?
11. Does your region participate in a zonal forum?
 - a. If you answered "yes" above, which zonal forum is your region a member of?

Your Regional Service Structure

12. Does your region have a regional office?
13. Does your region have a regional convention?
 - a. If you answered "yes" above, what is the average attendance?
14. Do any areas in your region hold conventions?
 - a. If you answered "yes" above, how many per year?
 - b. If you answered "yes" above, what is the average attendance at each?
15. Is there a corporation or an entity with legal status that is a part of your regional structure?
 - a. If yes, what is the type of legal registration?
 - b. If yes, did your regional corporation have to pay any taxes or duties last year?
16. Do you have tax-exempt or duty-free status?
17. Has your region hosted learning days over the past conference cycle?
 - a. Is there anything that you can share about the type of workshop or your experience with these efforts?
18. Has your region participated in any public relations efforts?

- a. Is there anything that you can share about the different types of efforts in which your region participated, or about your experience with these efforts?
4. Does the region have any type of NA hotline or a helpline?
 - a. Is there anything that you can share about your experience with these efforts?
5. Do all areas have their own hotline or helpline?
 - a. Is there anything that you can share about your experience with these efforts?
6. Has your region hosted *CAR* workshops?
 - a. Is there anything that you can share about your experience with these efforts?
7. Are the number of members in your region growing, shrinking, or staying the same since WSC 2002?

Innovations and Challenges

8. What is the subject that generated the most interest and discussion in your region over the past conference cycle?
9. Please share some challenges and solutions your region has faced since WSC 2002.
10. Please share some highlights or successes your region has experienced since WSC 2002.
11. Is there any additional information that you would like to share with other conference participants?