

He was on the Board of Directors at the time and handled with considerable composure the fact that he had not been selected. He remained a productive member of the board, although his independence was, from time to time, not fully understood by his American compatriots. Now, to be asked to pick up the pieces was, I am sure, both rewarding and aggravating. From the beginning of this episode he was particularly "correct" as the English can be, yet dependable and straight forward. I am sure he was uncomfortable in moving ahead to accomplish the things I asked, while still facing the possibility he would be rejected again. We discussed that possibility, and we both clearly understood that it could very well happen. It was delicate for both of us, but he certainly confirmed my admiration for him in the way he handled this complex situation.

He found an office location in slightly less than two weeks and handled the preliminary negotiations for a lease agreement. Unfortunately, I didn't properly assess the space requirements, and we signed a lease for more space than we needed. Jamie later corrected that mistake and we settled into an office we would use for several years.

Jamie continued to plug away at each additional chore that came up in getting the office going. In a memorandum he wrote on April nineteenth, he outlined all the details of each item he was then working on. His thoroughness was impressive.

The membership in London finally discovered what had taken place, and were buzzing with rumor and concern. Jim had indeed made friendly contact with some members, and these folks were expressing their unhappiness over his removal. When their RSR arrived at the conference several weeks later, he wanted to know all the details.

The Sunday morning before the conference was to begin, the trustees held a meeting. They discussed the proposal drafted earlier about permanent trustee financing. After some discussion, they decided not to propose the idea at the conference. A non-addict, active with the Florida fellowship had arrived at the meeting and wanted to find out whether or not the trustees wanted to interview him. The Florida RSR let it be known he was going to nominate the guy for trustee during the conference. The trustees met him briefly and then discussed if they should speak to the nomination during the conference. They decided to remain neutral. They discussed items that would be voted on then recessed until later in the week. During the conference they met twice more, once to elect officers for the coming year. Jack B. became chairperson, and Becky M. became vice-chairperson.

## Chapter Nineteen

### The End Begins

*The World Service Conference of 1989 was the most enjoyable of the conferences for me, because we finally had a full complement of staff members and they were doing a great job. My relationship with world service leadership was pretty good, except for strained relations with a few of the trustees and Chuck L., who would become a trustee at this meeting. Of course, my relationship with the standing opposition remained strained as well. But it was the calm before the storm. During the months that followed, small differences became big differences, and by winter there was open antagonism. In the months before the next conference, there were several open fights. I was about ready to resign in the middle of a meeting called "Albuquerque Two."*

The 1989 conference year started off rather pleasantly. Chuck called the meeting to order at 9:24 AM on Monday, April twenty-fourth. Seventy-seven participants answered the first roll call. Fifty-seven were regional representatives and twenty were trustees, conference officers and the WSO board chairperson. A two-thirds majority was fifty-two votes. Two new regional representatives gave reports and were voted in as recognized regions. The rest of the day was spent in general forum discussion.

Tuesday was mostly consumed with committee meetings, and Chuck began the general session after 4:00 PM with his year-end report as conference chairperson. His central theme was that something needed to be done about budgeting. The cost of operating the conference continued to climb, but he had doubts about the "cost vs. benefit" of the increase. He advocated a smaller, perhaps more objective body of members to decide the budget than existed in the current structure. He also rang the alarm again on increased expenditures by regions who sent their representatives to be observers at committee workshops. After the other Administrative Committee reports were given, motions from the Administrative Committee were acted on.

The motion to increase minimum clean time requirements to eight years for conference officers and committee leadership was ap-

proved. The motion to expand and empower the JAC, however, was sent back to them for reconsideration. Despite the pleasant start of the conference, a frenzy of motions emerged during debate on the Administrative Committee proposals. Chuck got a real workout at the podium, and Don Cameron, the parliamentarian, was constantly stepping forward to offer help.

Perhaps as a vote of confidence on the position I had taken at the Policy Committee meeting the previous fall, Alan R. (RSR-Florida) moved and Linda C. (RSR-Chesapeake/Potomac) seconded the following motion, which was adopted by a two-thirds vote: "that the policy of the WSC be to not release tapes of the annual conference." However, the next motion by Alan, to restrict voting to RSR's didn't even make it to the floor to be seconded. A similar motion then followed but was rejected. Twenty-four voted in favor, while forty-eight were opposed. The idea came back moments later in a third motion, and it too was defeated. The rest of the JAC and Administrative Committee motions produced mixed results, and the cost equalization matter was again referred to the JAC for more work. As for the Additional Needs Committee, it was dissolved around midnight. Success at last!

The Wednesday session began when Ruben F. gave the Policy Committee report and offered their motions. One by one their motions were adopted, except the proposal relating to regional motions. This left the policy for offering regional motions as it was before, without any restriction, although they were "encouraged to work through the conference committee system for their input." All morning long, motions, amendments, objections and votes kept Ruben at the podium.

Finally, at half past noon, policy matters were over. After a short recess, Biff gave the PI Committee report and offered their motions. Biff's work also had a mixed reception. Some of their proposals were adopted and some were rejected. Fortunately, none of the rejected items were of earth-shattering importance. Barbara J. then reported on H&I activities during the year and presented their motions. Their revised handbook was immediately approved with a unanimous vote. This was followed by approval of all their other motions, almost in record time.

Vince presented the Literature Committee report and gave a detailed explanation of the *It Works* project. Then he led the conference through the motions his committee had proposed. The changes to their handbook were adopted with some modification. The revised *Group Starter Kit* was sent back to their committee for more work, much to the relief of the Administrative Committee.

In the evening, Bob R. gave his trustee chairperson report, and proposed the motions from the trustees. Their proposal to fill vacan-

cies in the trustees was adopted (this established a schedule for filling trustee vacancies over a several year period, so as to avoid electing a bunch of trustees at one time). The trade-off motion with the Additional Needs folks to create an advisory Additional Needs panel to the trustee internal/external committee was adopted. The motion that had evolved since the *Agenda Report* had been mailed, about having the trustees take over the composition of the Traditions portion of *It Works*, was presented and carried by a two-thirds majority.

After trustee motions were over, I gave a report on WSO operations for the year. I reported we had indeed sold the one millionth copy of the Basic Text and we were well on our way toward another million! I explained the tribulations of the ESO and the New Jersey offices, and announced that Jamie had found us an office in London which was now nearly ready to operate. The financial report included the following accountant's statement: "I conducted my audit in accordance with generally accepted auditing standards. ... In my opinion the financial statements referred to present fairly, in all material respects, ... their operations and changes in fund balances for the year then ended (1988) in conformity with generally accepted accounting principles." There was a generally positive response to having conducted the audit, and of course the standing minority wanted to require that we do it each year.

White Booklet sales totaled 560,754 (including 11,285 in French and 6,148 in Spanish) while Basic Text sales amounted to 396,075 for the year. About the commemorative editions, they were still at the plant in Crawfordsville being assembled. I gave an "unpromising" report about printing agreements to the service committees in England, Germany, Ireland and Australia. I reported there was little progress and seemingly little hope of any progress.

I advised the conference of the company in San Jose, California which was selling NA jewelry and had refused our request to cease. When I indicated we would probably have to sue them to get them to stop, the conference was quite vocal in giving unanimous support to sue if necessary.

Included with my written report was a summary of an extensive financial analysis of finances of regional service committees and regional offices. Compiled by Leigh R. of our staff, the report showed that an increasing level of financial resources were available to regions, but that most of their financial reports were difficult to understand, and frequently had substantial errors. We found that thirty percent of regional income was from conventions and ten percent from other fundraisers. Most of the offices were not self-supporting, and the regional service committees provided additional funds in order for them to operate. Of nine regions studied in detail, they aver-

aged an expense equal to fifteen percent of their income for travel by trusted servants. Perhaps the most alarming discovery was the frequency of embezzlement and the total dollar amount of the loss. For example, a total of \$22,950 was lost in four separate embezzlements. However, I reported, this was only a tiny portion of the money lost in this manner. I urged that regions exercise better control of their funds.

Donna M. gave a report as the chairperson of the Board of Directors, after which motions from and about the WSO were acted on. Our proposal to allow the office to include inventory items (jewelry and other things) was easily approved. Stu T. then gave a report about the Convention Corporation and the motion proposed by the corporation was adopted.

Elections were the order of business when the conference resumed on Thursday morning. A new procedure had been tried this year, wherein nominations were submitted on forms until about midday on Wednesday, although some were accepted after that. For several years, arguments had been made that a secret ballot should be conducted for elections rather than standing votes that had traditionally been cast. It was charged that many RSR's were influenced by others, mostly trustees, when they stood up to vote. The Administrative Committee decided the conference would try written ballot elections. The list of all nominees was distributed, and then roll calls were conducted when the ballots were collected.

As it turned out, only a single nominee was offered for each of seven positions, and all were elected by unanimous voice vote: Bob H. (Ohio) to be conference chairperson, Sharie B. (Oklahoma) to return as treasurer, Barbara J. (San Diego) to serve a second term as H&I chairperson, Steve R. (Florida) to serve as PI chairperson, and Bryce S. (Georgia) to be Literature Committee chairperson. After ballots were collected and counted, others elected to office were: Ed D. (Massachusetts) as conference vice-chairperson, and Ruben F. (San Diego) as second vice-chairperson. Elected to the WSO board were Jamie S-H, Martin C. and Oliver S. Elected to the trustees were Donna M., Chuck L., Danette C., and Irwin G. (a non-addict).

Irwin, who went by the moniker "Stretch," became the first non-addict elected since Jerry Synold in 1985. Jerry stayed less than a year. Mike Bohan, the other non-addict trustee, had retired from the board in 1987. Two trustees whose terms were expiring at this meeting, Bob R. and John F. were not reelected. This was a surprise and produced some extremely hurt feelings. Sally E. and Bob B. had both chosen not to run for reelection.

After elections were over, Chuck and George delivered a report for the Committee on NA Service. They presented, at length, a dis-

ussion concerning the *Principles of Service*. The committee had examined similar material from other organizations and discussed how such principles could be a guiding force in the service that members provide to NA. The committee had devised their own version of the twelve principles and were suggesting they be the basis of the work the committee was doing on the service structure. The conference then dissolved into a committee of the whole to allow an exchange of ideas about this subject. After the committee of the whole was over, a motion was offered and adopted to direct the Committee on NA Service to have a review and input period on the principles until October 1, 1989, and to have an approval version of them in the *Agenda Report* for the next conference.

Friday morning started with the budget. A base-line budget of \$288,500 was adopted, with an optimal budget of \$321,400 if sufficient funds came in. I was not at all optimistic that the base-line budget income would be received, much less the optimal budget level. However, even before anything else was done, a motion from Lynne R. (RSR, Quebec) added a requirement to include \$15,000 to facilitate participation of recognized non-English speaking regions (or those with other language barriers) at WSC 1990.

The standing minority had been at the conference in their usual force and had tried to influence the votes and discussions through the few voting participants closely associated with their cause. But this conference, like others before it, listened to what they said and the motions they made, and then simply brushed them aside. It was clear by the end of the conference that the fellowship as a whole was not in sympathy with the irrational and unfounded suspicions and charges emanating from this party of members. In a stinging rebuke, none of their adherents was elected to conference positions. It seemed they might, at last, get pushed into the twilight. However, such a hope was misplaced. In a matter of months they were back again with more energy and with even greater recklessness and dishonesty.

Several hours after the conference was over, the trustees met to go over decisions reached at the conference. They decided that their priorities would be to provide input to the work on *Principles of Service*, the *Guide to Service* and the Traditions portion of *It Works*. Jack made assignments to each trustee committee. A long list of work items was examined, and when I spoke to them, I added more.

As the trustee meeting closed, I was more than a little apprehensive about where the trustees might be going. At this conference, its two most prominent members had stood for reelection and were not retained. At the prior conference, the same was true for the three whose terms had expired. And both Bob B., who had served over twenty years as a trustee and Sally E., with nine years as a trustee,

had stepped down. Sadly, it did not dawn on any of us at the time that some commemorative recognition should have been given to trustees whose world service ended. In twelve months, half of the experienced trustees had been turned out by the conference or retired. New trustees, some with little world-level experience, had been elected. This had the makings of a board that would be subject to some considerable instability.

The Convention Corporation met the next morning, followed by the office board. Convention Corporation management had become mostly routine. We had devised a workbook that outlined the decisions that had to be made by each host committee (and the convention board) on a month-by-month basis for three years in advance of a convention. We had also accumulated comprehensive policies and procedures that were carried over from one year to the next. We even had developed templates of contracts for nearly every need. Conventions were therefore much less risky, and decisions usually got done according to the calendar. At this meeting it was necessary only to address final details of the Orlando budget, and assure that pending matters in the schedules for Portland and Australia were being handled. The only uncertainty pertained to the Australian convention, and the board decided that Stu and I would visit Australia later in the year.

The office board received a full series of reports from the staff and Jamie about the London office. The status of payment due from the UK Service Office came up, and I disclosed that they were short of money to pay for the literature they had recently ordered. The board was unhappy about it. I reported about a situation in Fresno, California where the area service committee had held a dance (a year earlier) at which a member had fallen and broken her leg. The area committee and "Narcotics Anonymous" were both named in a lawsuit to recover her costs. This became a matter we followed thereafter.

I visited Fresno four times during the next year. During my second visit I explained to the area committee that they needed to hire a lawyer to defend themselves, and they needed to raise the money to pay for that lawyer, and possibly for the damages. Fortunately, the claim was for less than \$25,000, so it was well within the ability of the committee to handle.

About the San Jose vendor selling jewelry with our logo on it, the board instructed that we pursue the matter, even if it meant suing them. I was to report to the board whenever something in the case took place. During May, I drafted a jewelry sales plan that suggested how we would handle this type of merchandise. The board discussed it at the June meeting.

For the first time in years, the month of May was fairly easy for me. Most of the publications that needed revisions before printing could easily get done by the staff, and there weren't any big reports I had to scurry around and complete. I did keep busy, as always, and felt prepared for the JAC when it met on the nineteenth. I did take one trip during the month, back to Crawfordsville to watch the assembly of the commemorative edition. It went off without a hitch.

There was, however, a big ruckus taking place during May, one that had wide ramifications. As the new Literature Committee chairperson, Bryce was taking over all the projects that Vince had been running. The first matter that Bryce took hold of was the work being done on the Steps portion of *It Works*. Even before the conference he had been critical of the work produced so far, and of how Vince had managed the relationship between the committee and the volunteer. There had been disagreements over some sections of the work, and the volunteer decided she didn't want to revise them.

Bob H., the incoming conference chairperson, had been to the conference five times, serving as RSR Alternate, RSR, then twice as conference treasurer and one year as vice-chairperson. He had an excellent appreciation of both how the conference worked and what the folks back home said and felt about world services. Bob was mostly a soft spoken and modest man of strong character. But his quiet demeanor concealed a strong resolve and a sharp tongue when it was called for. As a trained accountant, he knew budgets and fund flows. As former treasurer, he knew what to expect and was not about to continue working with an unrealistic budget. He had been part of earlier budget battles and the constant talk about priorities. He was determined to do something about it.

When the JAC met, they did much more than simply work on the budget. Bob H. came determined to get the conference to focus on the critical issues and take the focus off the small stuff. The JAC agreed with him, and decided to cancel the first committee workshop in July and hold instead a working session on the *Guide to Service* and the *Principles*. The JAC had decided to restrict the next *Agenda Report* to items that had been directed by the conference to be presented (cost equalization and a simultaneous translation plan).

While they were discussing how to reduce the budget, the first thought was to have the committees and trustees pare down their budgets voluntarily. Chuck, now speaking for the trustees, refused to lower their budget. Others, sensing they would get the short end of the stick, also decided not to cooperate, and refused to make substantial reductions in their spending. Bob was angry and frustrated at this turn of events, so action on trustee funding was tabled indefinitely, which I believe, angered Jack when he was told about it. He

had been unable to attend the meeting and sent Chuck and Danette to the meeting in his place.

On June tenth, the office board met for its annual meeting. After new directors were seated, elections were held. Stu T. was elected as chairperson and Bob McD. was elected as vice-chairperson. The first important item was to settle the ESO situation. I reported having received applications or requests for consideration from Becky M. (trustee and former RSR, Northern Nevada), David T. (chairperson of 1986 London convention and then serving as chairperson of the London region), Jamie S-H. (former London RSR and current board member), Steve B. (former WSO chairperson for two-years, Conference chairperson in 1981, trustee 1984) and Michael L. (former RSR, Northern California, and former World Literature Committee chairperson). All earlier applications had also been reviewed. Three had been contending candidates two-years earlier and passed over, one of whom — Jamie — was already doing some of the work. It was quite a group to pick from.

The Personnel Committee met before the meeting and wanted direction from the board before they met again. At issue was the committee's doubt about needing an executive management-level person at the ESO. An alternative was to hire a lower level employee with a less freedom of movement and authority. After some discussion, the board decided they preferred a senior clerical level position rather than administrative assistant level employee. This option was open because while Anthony had been in London during May to set up a computer system, he had met and interviewed several candidates he believed could handle the position quite well.

Among other personnel matters, the board clarified the authority I had to hire and fire administrative and coordinator employees. For the third year I asked the board to set aside another month's salary for my employment separation package in lieu of a raise. They did.

The draft translation of the Text into Spanish was done, I advised the board, and explained that I wanted to hold a translation workshop with Spanish speaking members later in the year. The WSO would have to foot the bill for some of the participants, I suggested, in order to achieve a balance. We thought it best to have it in Florida and bring in several Spanish-speaking members from California, Texas and New York. I reported the French Text translation was finished, the typesetting was expected by fall, and expected to be completed by December.

The board decided that when the ESC met in Barcelona, Jamie, Oliver and I should be there. About the United Kingdom Service Office (UKSO), the locally managed service office in London, I handed out a four page letter that reviewed the state of affairs between the

UKSO and the WSO. I asked the board for input and advice concerning the content and emphasis. We next discussed the meeting planned in Canada in late July. The board supported the list of objectives we presented and authorized funds for the meeting.

With some excitement, I informed the board about an attorney I had discovered and met with. His name was Don Corliss, not an NA member. He was incredibly astute about non-profit organization tax law. I asked for authority and additional money to have him begin to develop for the fellowship a proper legal opinion of how NA could comply with IRS tax laws. The board gave consent.

The trustees meeting was held the following week and was exhausting. In accordance with earlier commitments to help them, our coordinators played a significant role in the meetings. Their committees met for one full day, and our staff involved in the discussions almost equaled in number the trustees present. Our staff gave reports and background on every aspect of service, concentrating on areas the trustees wanted to know about. Each committee made a record of their discussions and decisions.

Since there were only three or four trustees and two or three staff in each meeting, it was possible to fully share everyone's knowledge on a subject. If the conference committees had been this small, NA would be different. However, the success of this meeting gave most of the trustees such a sense of power and authority, it quickly changed the nature of the relationship some of them had to the staff and also to the conference committee system.

Gone were the days when the trustees were going to sit and wait to be asked questions from the conference committees. In truth, a new leadership team had emerged, but the rest of us, including the conference, was not going to figure that out for quite a while. Looking back at the committee reports, it is clear the trustees were going to be the movers and shakers from then on, and they were.

During the full trustee meeting, a conflict emerged that was to have disastrous consequences. Ron H., our magazine editor, had published a two-part series on the history of the trustees. Combining research he had gathered over a long time, he wrote what history showed: the trustees had at times been inefficient and ineffective. The second of his articles indicated a change was taking place so that hope for a stronger board was in the offing. The article had, as usual, been reviewed by the Editorial Board that, at the time, included Greg P. representing the trustees. Ron had been confronted by Jack over the article and questioned why the full board had not seen the article before it was published, and about whether or not he had a "personal agenda" in how the article was written (or slanted as Jack surely thought).

The question of why the trustees had not seen the article was unusual. Jack had been on the Editorial Board before and knew articles were not circulated in that manner. Jack used part of Ron's answer in his discussions with other trustees (but not all of it) who then took Jack's interpretation as fact. In so doing, Ron (and myself) were convicted in the eyes of the trustees, "guilty" of a betrayal of the trust and responsibility we had toward the trustees.

I discussed the matter with Ron and was satisfied he had no nefarious intention, that his answer had been taken out of context and only partially conveyed. Jack, however, was unwilling to accept responsibility for having done so after it had caused an explosion in the trustee meeting. What we had then, was a wound that would not heal. Resentments and suspicion were to exist until one group of people moved the others out of the picture. I believe this was a defining moment for the events that followed. The trustees, as a group, and most as individuals, were no longer confident the office staff could truly be trusted. In the months that followed, other situations arose that further widened the river of discontent.

Some weeks later, Ron informed me that he was going to quit and pursue other opportunities. Ron had been moving towards leaving for some time, and I do not know whether the conflict with the trustees had any relationship to when he announced his decision. I was sad to be losing him. He was an extremely talented and reliable person. He was a good manager and got the best out of his staff. His independence and judgment made it possible to rely on his department always doing its job right and on time. We announced his departure in the July *Newsline*.

While the trustees were meeting, the Literature Committee was too. Their primary issue was a problem Bryce had with the Steps development project. Bryce had been disturbed by an unwillingness of the volunteer writer to make changes in the drafts, even when the committee felt changes should be made. Now that he was chairperson, Bryce went to the committee with this, and they agreed that if the volunteer wouldn't revise the work to the satisfaction of the committee, then other arrangements would have to be made. He discussed this with the volunteer. When he didn't get the answer the new committee wanted, he advised her the committee would not be using her services any longer. The decision was not well received, and the volunteer and several others who were previously involved in the project resented the decision.

The work then came to a halt for months, as an alternative process was devised and discussed to the point it could be implemented. The answer Bryce came up with was to use office staff in that role like the Committee on NA Service was already doing. He worked with

George on this idea and then took it to his full committee. We were amenable to the plan, although we did not want the staff to become the targets of the next witch hunt when the writing was declared unacceptable because special workers were used.

The committee endorsed Bryce's plan to use staff to help compose the Steps by working with a small ad hoc committee. Later in the year, Bryce appointed his committee, and we allocated time of some of our most talented writers. They realigned the schedules for work they were already doing on three pamphlets and made them into two-year projects.

In June and July the standing minority reinvigorated itself and came back swinging. Having set themselves up in the body of an obscure area committee, they began to publish a newsletter complete with untrue and dishonest rantings and ravings about almost every aspect of world services. Their newsletter was mailed throughout the fellowship, and over time began to have the desired affect. They intended to instill doubt about anything and everything they could attack. Their distortions and accusations, it was thought by many in world services, could not go unanswered. In late summer and until long after I left, world services was engaged in a growing battle with this group of members. It was a painful and needless diversion of time and resources away from helping addicts in need.

On July fourteenth, a large cast of world-level trusted servants converged on Albuquerque to work on the *Principles of Service*, and to discuss alternatives for how the service structure should be described for groups, areas and regional committees. Most of the trustees were present, the conference leadership, four office directors, and all of our senior office staff. The discussion about the *Principles* took a full day. Numerous suggestions were offered and discussed. There was a general uneasiness about how the new structure functioned as a group conscience gathering process, and when it was over, the committee had a lot of work to do. In general it was a productive meeting.

The evening following the Albuquerque meeting, I left for London. After getting settled in, I went over to the ESO. It was down Wansdown Place, one of those small dead-end side streets, just off Fulham Road near the Fulham/Broadway underground station in west Chelsea. It wasn't in a fancy place, just an old factory building converted to accommodate several small office tenants. Our third floor walk-up office was small by American standards, but adequate for our needs. Jamie had done a great job in finding it and getting it organized and ready to operate.

For the next three days I worked down my agenda of things to do. First was to train to Elizabeth G., the clerical person Anthony

had selected to work for us. She was a friendly woman from Ireland who had found living in London quite enjoyable. She seemed quite capable, and we made a long list of things to do. Since we had decided to bring her to the office in Van Nuys for a few weeks of training during August, my task was to get her going for the short term.

I met with Kevin at the UKSO and later with their Board of Directors. Our discussions were productive, but didn't resolve our areas of conflict over the license agreement or money due from past orders. Bob H. caught up with me in London on my last day there. The next day we met with Jamie and we flew to Barcelona and the ESC meeting.

While I was in London, Jack and Hollie had been in Rome to meet with the Italian fellowship. They knew they were in the midst of a power struggle and were to attempt to understand it and pave the way for a resolution, if possible. Part of the fellowship was "under the wing" of one strong member who had enough followers to make most of the decisions, while the others were left out of the decision-making process. They didn't have an effective service structure, and nearly everyone was unhappy about the translations we had produced into Italian. Hollie was very accommodating in this area; she got them to promise to review with us all of the Italian literature then in circulation. They made progress in some other areas, but the power struggle remained.

They arrived in Barcelona for the ESC earlier on the same day that Jamie, Bob and I had arrived from London. When work began the next morning, reports were given by members from each national fellowship — twelve countries in all. Reports were also given by each branch of world services, and in every case, a question and answer period followed. The Europeans were not particularly interested in the work being done on the *Guide to Service* or the principles of service. They were concerned about literature distribution, translations and help with their own organizational needs. Each of us tried to be as helpful as possible, offering to assist in almost every way we were asked. One issue they all discussed was the possibility of a cost equalization plan.

Bob and I met with representatives of each country to discuss literature sales and translation issues. Some problems were solved, others were not. When meeting with the Spanish leadership, I discovered three of them were excellent English/Spanish linguists. We later decided to use them to do Spanish translations.

The meeting ended on Sunday afternoon. Bob and I then flew to Helsinki, Finland, while Jack and Hollie flew to Israel. They were met at the airport by an enthusiastic committee of eight members. They were barraged by questions from morning to long past bedtime.

They attended several meetings and held a learning day attended by twelve to twenty trusted servants. The big issues at the time were translations and developing an understanding of the Traditions. Jack and Hollie did a marvelous job sharing about the Steps and Traditions.

Translations, however, were another matter. Jack and Hollie met with the people who handled their translations and got a better understanding of their strengths and limitations. They also learned that the NA logo, which appears on the cover of all NA literature, would have almost no meaning if printed on Hebrew literature. The Hebrew language does not use the same character forms as the Roman based languages, so the English letters "NA" would not be understood by most Israelis, who were only literate in Hebrew. More importantly, there is no Hebrew word for "narcotics." There was a Hebrew word for "drugs," and this word was being used wherever the word "narcotic, or narcotics" was found. But in the name, they elected to use a Hebrew word that represented the word "addicts." Therefore the name, when spoken or written in Hebrew was going to be "addicts anonymous." This was not a pleasant discovery, since the decision had been reached earlier by the conference that uniformity in the name was essential. I had written them a letter earlier about the name issue, suggesting they also use the NA logo in English.

When Bob and I arrived in Helsinki, we were met by a member who served as our guide and interpreter. She was a bright woman with a particular view of politics that Bob and I found to be a little amusing. During the next several days she brought up her political affiliation — she claimed to be a communist (as indeed about a third of the country was at the time). After several days of mentioning her affiliation to us and getting no response, she asked why we didn't seem to shrink in horror at what she said, as most Americans did. Our response was that NA didn't have any opinion on such matters and her politics were of as little concern to us as any religious leanings she might have. She stopped telling us about her politics.

The meetings with their membership about organization and translations were not very productive. Their fellowship was still very small — fewer than about a hundred members — and had only a few meetings. They were doing translations, and were generally satisfied with them. But they too had a problem translating the word "narcotic." A word with the same meaning does not exist in the Finnish language. Furthermore, the word "alcoholic" in their language begins with an "N." Alcoholics Anonymous is therefore known as NA. These were problems we didn't resolve, but at least we now understood them. As for the service structure, they had a problem finding

people who would exert leadership. It seemed to be a problem endemic to the country, not just with our members there.

Our next stop was Stockholm, Sweden. Here our visit was more productive, as the Swedish were more organized and assertive. Translations were being done by their members, and we met with them and learned about their problems. Later we attended several recovery meetings and a meeting of most of their leadership. It was a beautiful city and the members were open, friendly and interested in hearing everything they could about recovery and the fellowship. When we left Sweden, Bob went back to Ohio and I went on to Canada.

My first stop in Canada was to meet with Anthony to investigate the convention facilities in Toronto for the 1992 World Convention. It was productive, and we negotiated some of the key points on room rates and space we might want to use. We also met with the host committee and went over the schedule of decisions that would need to be made over the following years. Their host committee was already established and anxious to start work.

Several days later, at a hotel near the airport, the long-awaited Canadian meeting was held. Present for the meeting were Jack B., Stu T., Anthony E., myself, and for a little while on Saturday, Ed D. Canadians present were eleven members representing four Canadian regions: British Columbia, Quebec, Toronto and Alsask (Alberta/Saskatchewan), and three from the Upper Midwest region of the US, which also included Winnipeg, Manitoba. While some may have been confused about the purpose of the meeting, several of us were of one mind. The Canadians needed to evolve from this meeting with a commitment to form a working body of trusted servants that linked the Canadian regions together. It was eventually called the Canadian Assembly.

Key to this was the opening of an office to handle literature distribution for all of Canada. We explored many alternatives, and in time discovered the Canadians were more than a little shy about such a venture. The formation of an association of their regions did become an agreeable target, but they needed financial help, so a commitment was given to underwrite half of the cost for their next meeting. Jim F., from Regina, was selected by his fellow Canadians to serve as moderator at the next meeting. At the next meeting they were to return with a decision from their regions about whether or not to support a Canadian convention, and by implication, a Canadian Assembly. We left the meeting with a sense that a Canadian office might not result from these efforts, but that a continuing association among the regions would.

During the summer we began a series of discussion about world services by the Committee on NA Service. Perhaps as a courtesy, I was asked to participate in this stage of the discussions. At meetings then, and through the following months, I offered my opinions and wrote memoranda when asked. Unfortunately my views had not changed, and were in direct conflict with those of Chuck L. and Bob R. Whenever we had a meeting and I would venture an opinion, as likely as not, one or both would strongly denounce my suggestion. So, after a while I tried to stay away from the meetings. But they would again ask for more of my input.

It was about this time that Bob R. and I had a falling-out that was never repaired. He once told me what the difficulty was that prompted his decision about our relationship, but he was not willing to accept what really happened. After this, whenever I made a suggestion at committee meetings he was part of, he opposed them and sought to persuade the committee to go another way.

The office board held its next meeting on August twelfth. It was mostly routine business, except that I proposed to the board that we not renew the license agreement with the UKSO. I had come to the conclusion that most of the legal duties we had written into the agreement were not things the UKSO was incapable of doing. Under the agreement they were to protect the trademark (logo), the name and copyrights of all literature in England. Additionally there was a provision for discount sales to the UKSO and the authority to print specified items of literature. I came to believe the WSO should supervise the legal duties, since we now had an office there and could do it ourselves, so what they really needed was a sales agreement. This is basically what I proposed.

In my report to the board about personnel, I explained the re-assignment of Steve S. to work on the Traditions portion of *It Works* with the trustees. Vandy A. was moved over to take Steve's duties in PI and Freddie A. took over the Group Services department. This was a promotion for Freddie, as he had been second in command of Group Services.

Perhaps the most vital matter of the meeting was a decision by the board to authorize entering into a lawsuit against Creative Arts, the San Jose company that was infringing on our logo and trademark. Letters to them had produced only a response claiming they had a right to use the NA stylized logo on jewelry. The suit was filed in early September. The board did not want to sue anyone, but after the board had gotten authorization from the Conference in April, and still Creative Arts refused to cooperate, we felt we needed to go ahead; otherwise, we would actually lose our ownership rights altogether.

On another subject, we discussed a trip scheduled in September with Becky M. (trustee), Chuck L. (trustee), Ruben F. (conference second vice-chairperson) and George H. of the WSO, to Brazil. Also going along was a member from Portugal, to translate. Jorge, the Portuguese member, had been a Godsend. He was extremely literate in both English and Portuguese. He was a key member of the Lisbon translation team and lived his recovery in a subtle but obvious way. He was also a diplomat by nature, and would be the key to success in getting the TA and NA factions in Brazil to form one fellowship.

The board discussed attacks on the office and conference leveled by the standing minority since the beginning of June. I had written a memo expressing concern that these vituperative and false accusations about world services and the office in particular were going to present us with considerable problems unless something was done. I explained it was the responsibility of the trustees to respond to these types of accusations, but I had not achieved any success in getting the trustees interested in the battle. It seems that the trustee leadership was of the mind to just leave them alone and they would go away. And since the trustees weren't the subject of these attacks, being quiet was a way to avoid being drawn into being a target. The board discussed the memo, but took no action.

Over the Labor Day weekend, the eighteenth World Convention of NA was held in Orlando, Florida. The Stouffer Hotel was the headquarters site, and several events were held there. Most of the activity, though, was at the Orange County Convention Center about a mile away. We organized a continuous bus route operation that members could buy into for only five dollars. It worked quite well. Thursday night started off with Brother Rick G. (Washington DC) and Leah G. (Miami) speaking at the opening meeting.

On Friday evening, Bob R. of Missouri spoke about his recovery. It is among the tragic ironies of NA recovery that while Bob was at the podium sharing his recovery with the fellowship, his wife Nancy died. She had been instrumental in getting him to seek recovery, and had insisted he go to the convention although she was very ill.

On Saturday night, Fran O. Shared her experience, strength and hope. Her first brush with NA had been in the 1950's in New York when she first came into contact with Father Dan Egan. Frank G. of Northern California spoke at the Sunday morning spirituality meeting.

Over 6,800 people were registered, and an estimated 9,000 people were in attendance. Jay R. had been chairperson of the host committee, but the committee, for the most part, had worked together for several years and was more organized than most host committees.

The vice-chairperson was Charlie M. The Florida fellowship deserved high marks for putting on a great event.

Among the many brief meetings and discussions that I engaged in during this convention, I spent some time with Kevin H., manager of the UKSO. He and another member had brought over a good supply of T-shirts to sell at the Sunday open bazaar. After they had sold out their entire supply, he stopped to see me and gave me a sizable payment for the amount owned to the office by the UKSO. The office board was quite pleased when informed about this later.

In early September, we started contacting Spanish language members to attend a December workshop to begin to refine the Basic Text translation. We had already mailed out copies to numerous people, and we wanted them to study it and come to the workshop prepared to get part of it done. We had also received a paperback book in Spanish from Medellin, Colombia. It seems they had typeset the pamphlets and *White Book* and printed it as one volume. Nearly everyone was immediately concerned, and a lot of communications followed. But it seemed the Colombians were strong-willed, and intended to continue publishing literature on their own.

On September twenty-first Chuck, Becky, George, Ruben and Jorge visited Rio de Janeiro, Brazil. They attended meetings and met with members from both NA and TA. Their meetings seemed to indicate there were two issues that separated the two organizations. The first issue was simply one of personalities. There were strong leaders in both groups and neither wanted to submit to the other. Both seemed uncertain about the group conscience process and what it might bring. The other issue was the name. The NA side had accepted the dictate from the conference to use NA even though it caused confusion among the general public.

With the NA membership, they held a business meeting and discussed a long list of topics, reaching agreement on some. They worked on translation issues to find a practical way to use both their Translation Committee and the one in Portugal. The meeting with TA was less productive and more combative. A lot of the discussion at the TA meeting centered around the need for NA to remain faithful to the Traditions of the fellowship. Starting right out with Tradition One, it was clear that we could not encourage the two fellowships to evolve separately but both use NA literature. The traveling team urged both groups to meet and discuss unification, and they left with a better understanding that we might have to change our stance on the acceptability of using TA in stead of NA as the fellowship name in Brazil.

Near the end of September, Stu and I took the long flight from Los Angeles to New Zealand, with one stop along the way. It was a

good time for us to be together. For several days we were able to share openly about world service and coordinate our thinking about issues the office and Convention Corporation faced. There were a few areas where we continued to see things differently, but overall, I believe the time we spent together greatly enhanced our ability to work together.

Our arrival was greeted by a contingent of members led by Janet C., the regional chairperson. Janet had arranged a meeting of their leadership, and for most of a full day and evening we worked toward finding solutions to their concerns, mostly about literature sales, Public Information and service.

Our next stop was Sydney, Australia where we began work with Gary G., the chairperson of the host committee for the 1991 World Convention. Together we toured various facilities, including the convention center which was nearing completion. We inspected hotels, meeting space and alternative locations in the event the convention center didn't work out. Over the first weekend in October, Stu and I attended the annual Sydney convention. It was a good event, with about three hundred members attending. Although held in a municipal auditorium, it was more than adequate. It was a great time and we got to meet nearly everyone at least a few times. We also met with the directors of the Australian service office and worked out some details of the license agreement.

During October we began a study to determine the financial feasibility of having a shipping facility near or east of the Mississippi River. We took each order for almost a full year that was from east of a line that runs north and south along the western edge of Missouri and calculated the cost if each shipment had been made from St. Louis, Indianapolis or Cincinnati. The result was given to the board at the January meeting, after I made a site visit to Cincinnati to investigate direct costs we might encounter.

In mid-October the trustees arrived in Van Nuys for their fall meeting. On Friday they began with general discussions. Jack expressed concern that someone was sharing information from the trustee meetings in a manner that was harmful to the board. One of the trustees seemed to be suspect, but pointed out that there was not a standard for behavior or confidentiality for board members to follow. The discussion was inconclusive when they realized discretion would have to prevail, and each member had his or her own view of what this discretion would look like. When it came to the status of the Committee on NA Service, Jack stated he felt the committee had lost control of their project and saw them as being directed by the WSO instead of being self-directed. This was followed by discussion that

showed the trustees were unhappy with the lack of impact they were having in that committee. Actually, they were mistaken on this issue, as Chuck L. was the dominant member of that committee.

Their committees met in the afternoon. As I sat through one meeting and then listened to the reports of the others, I was amazed. The perspective voiced by the trustees clearly showed they were looking at nearly everything as though they were the body entrusted with making primary input and final decisions. This view was shown in each issue, whether it was a project in the Literature Committee, the H&I Committee or the routine duties of the office. It was an alarming realization. It also showed our coordinators were being pushed into the situation where they were doing much more for individual trustees and their committees than they were for conference committees.

There was a side affect to this shift that complicated the trustee meeting. Each of the trustees was becoming so burdened with tasks to perform, it was starting to take away from their regular lives. In years past a trustee might need to spend a hour every other day on trustee business, but each was now spending two, three and often more hours on reading reports, writing, phone calls to the staff and phone calls to others. It would not be too long before they were trustees full time!

An example of the shift was their discussion about the Traditions portion of *It Works*. Their committee was trying to craft a way to compose the material and have each chapter they wrote sent out for input from the fellowship. However, they felt that all the trustees should see and be able to have input on each chapter before it was sent out by committee. And they intended to send out each chapter separately. The committee was looking for ways to involve RSR's and regions in the project too. The logistics of keeping track of twelve chapters, first in committee draft, then factoring in full trustee input, then creating a second draft to get general input on, was a job requiring more people than were assigned to the project. Danette, who was managing this project for the trustees, even expressed the need to hire a consultant to help. I was not surprised, and not really offended that they didn't want another staff person in lieu of an outside consultant. It was clear from Danette that she felt she would have more influence over a consultant than over another staff member.

Even reading the reports of Danette's committee years later, it is clear they were either very confused, or were moving towards making their effort to compose the Traditions portion of *It Works* into a permanent literature-writing empire. However, a plaintive note near the end of her December 12, 1989 report, after having had four separate three-day meetings since the conference, probably explains their con-

fused state of mind. She wrote, "The committee members agree that we need to continue asking ourselves how much input constitutes a majority opinion or a need to reconsider committee decisions. When do we finally settle on something? The committee recognizes more than one dilemma. We are getting input on already existing review drafts, then we must develop new drafts to be put out for more review. What is our responsibility?"

But the clearest example of the trustees wanting to take over came from Danette's committee: "The committee discussed the different relationships which existed when utilizing a project consultant as opposed to a full-time staff member. A project consultant would be recommended and supervised by the committee. Responsibility for approval of hiring would be with the BOT [Board of Trustees], and finalizing contracts would be a WSO task." If this plan had succeeded, it would have led to a body of special workers managed by committees, and the office would have been emasculated. I decided to strongly resist this idea.

Later, when it came to full trustee board discussions about their desire to have impact over some other projects the office had already been managing for several years, I was quite resistant. In the area of helping new fellowships and addressing their literature needs the trustees normally received reports from us about such contacts and what was done with them. However, in this discussion it was clear they wanted involvement in each contact and oversight authority.

The recent trip to Brazil had apparently provoked this change. It seemed they recognized they were unprepared for the trip once they got there. Their solution was to require trustees to be on all future international trips. In this way, it seemed, they would become fully informed. They failed to recognize that such visits were an integral part of the week-in and week-out contact with these fellowships. In order to begin to make a trustee role effective in these circumstances, the trustees who went to these places would have to spend much more time having direct contact with these people before and after such visits so there was follow-up and consistency.

It was not realistic or practical for the trustees to spend the time working with non-US fellowships they visited after the visit was over. It was an inefficient and wasteful concept, but the trustees seem never to have learned that.

The issue Jack had raised, about influence by the staff in the *Guide to Service* committee, was not an unfamiliar concern. For some time George, who had worked with the committee since I dropped out sixteen months earlier, was getting tired of always being the whipping post for everything that didn't go the way Chuck wanted. Jack was just echoing Chuck's desire to get George out of the way.

Frankly, I too felt it was time to rescue George from continuing to be burned by the turmoil that came from that committee. Soon after the trustee meeting, George assigned Steve L., who had been our H&I coordinator, to take over the support for the Committee on NA Service. We decided, at the same time to shift Freddie A. from Group Services to H&I and look for another coordinator for Group Services.

When the office board met the following weekend, various regional service officers were present. Visiting from the Carolinas were Mary Kay B. and Andy K. From the Mid-American region were John B. and Curtis B. They had been invited by the board as part of a pilot project I recommended to bring two representatives from two regions to each board meeting. I felt this was an effective way to combat the standing minority attacks on the office and world services. When the meeting was over, they were put on the spot to respond to the question of whether having them visit the meeting was worth the expense. Their affirmative response convinced the board to continue.

The meeting was mostly routine, and no major decisions were made. But when a report was given about the trustee discussion on the Committee on NA Service, the board decided they wanted to have greater involvement in *Guide to Service* decisions too.

I had our attorney Don Corliss come to this meeting to present a summary about his research to date in getting a conclusive report on the tax status for the fellowship. This report, the first of three, centered on groups and committees that collected less than \$5,000 per year. Those, he stated, would normally fall under the "De Minimis Exemption," a section of the code that would exempt them from filing tax returns. Their basic requirements could be met by keeping records and abiding by the Traditions, as well as a few simple guidelines that could be written into a handbook from the tax code. The next phase would be to present a report on how best to handle groups and committees that collected more than \$5,000 a year.

Since the French Basic Text printing was soon to be completed, the board discussed what cover stock to use, and how best to commemorate the completion of this first Basic Text translation project. It was decided to send 2,000 copies directly to the Montreal Service Office (they would hold the WSO share of sales income until we asked for it), and send both Donna M. and Anthony E. to Montreal to a special meeting and dance they were holding as a celebration. They authorized the simultaneous shipment of five hundred copies to the fellowship in Paris and five hundred to the ESO for later sales to France.

Near the end of October, George, Chris C. (Miami) and I traveled to Puerto Rico to meet with their fellowship on office matters and to discuss translations. We had invited representatives from Medellin

to come to this meeting, thinking it would be easier for them to travel to Puerto Rico. Unfortunately the Colombians were unable to get to Puerto Rico, so George and I concentrated our efforts on literature issues in Puerto Rico. They were in contact with the Colombian members and wanted to use the translations they had produced, but the matter was not decided at that time. From Puerto Rico, I flew to Cincinnati and spent three days investigating costs for industrial space, telephones, utilities, wage costs, and other items necessary to help us determine the costs associated with operating a shipping office there. From there I went to St. Louis for the conference workshop.

By the time this conference workshop was being held, my participation in the conference committees was substantially diminished. Although I was there and available when some question arose, George and his staff had pretty much taken over the office's role in the detailed discussions within the committee. George and I would discuss the major issues in each committee, but mostly he was by then operating independently. He had my complete confidence — anything he decided the office would commit to, I would stand behind one hundred percent.

For the most part the meeting was rather mundane. Since the committees were not expecting to finalize motions for the conference floor at this meeting, they were focused more generally on projects that might be worked on during the next conference year. One of the important issues resolved that weekend was the plan Bryce had been working on for the development of the Steps portion of *It Works*. Over the previous five months, he had been refining his plans to use a "staff team" and a small editorial committee within the Literature Committee. It had been a long road up hill to get the full Literature Committee to support the idea and the specific plan. It was thoroughly reviewed and debated in St. Louis and then adopted.

December was a typically busy month. For me it really started on November twenty-first, as I boarded a plane for London. I spent several days working with Lizzie, our employee at the European Service Office to make sure we were doing everything we could to make the office productive. I also met with Kevin H., who announced he was leaving the UKSO. Later I advised the board about this and suggested the UKSO may not last long without him. Kevin had sacrificed a lot to work for the office and his departure was sure to be a serious blow.

The next stop was Lisbon, Portugal, where I was met by Jorge M. Jorge was with me most of my time there as a guide and interpreter. I was greatly impressed with the fellowship in Lisbon. Although there were only a few with more than a year in recovery, and there

were only nine groups, they had a lot of spirit and energy. We had been sending back and forth copies of pamphlets they translated and were now in the preliminary typesetting stage. We worked most of the day, and that evening we met with the area service committee to go over a long list of things they wanted to discuss. On the second day we visited an attorney they had selected to help complete papers to register with the Portuguese government. Every organization has to register with the government, and the local fellowship had requested our help in getting this done. Later that day I met with the members responsible for managing the committee to host the 1990 European Service Conference.

I left on Wednesday and spent the evening at Heathrow Airport. Jamie came out to have dinner and talk about how the ESO was doing. The next morning I flew to Miami for the translation conference on the Spanish Basic Text. Upon my arrival, George informed me he had received word from two different doctors who had each translated the Basic Text; one into Hebrew and the other into Arabic. We decided to address that when we got back to LA.

The Spanish translation conference was an unbalanced working group, and unfortunately there was a disagreement about who should chair the meeting and why. Five members had come from California, two from Miami (including the chair of their Spanish Translation Committee), and a member from Puerto Rico. There was also written input from Peru, Colombia and Panama. Several from New York who promised to be there didn't show. "Stretch," the non-addict trustee came, as did Bryce, the chair of the Literature Committee, and George. We had asked a member from California, Ledi M., who is fluent in both Spanish and English, to chair the meeting. She had enough recovery experience, time and understanding to chair a meeting of this type. She did well, once we got into the material.

The first afternoon was spent discussing procedure, and they then worked to finalize the Steps and Traditions. Saturday work began on the Text material. It went slowly, but in the process we came to some basic understandings about how we would approach translations. By the end of work on Sunday, fourteen pages had been completed. A second meeting was tentatively scheduled for early in 1990.

When we got back to LA, George and I set out to get all the facts about the Hebrew and Arabic translations. It had started about a year earlier when George had been contacted by a medical doctor in Miami who ran a treatment program. He was interested in making a translation into Hebrew. A separate contact came about the same time from yet a different doctor asking George about translation into Arabic. No other communications had been received from either. But it turned out both had moved ahead and completed the translations.

Discussions with the doctor who had done the Hebrew translation did not go well. The doctor agreed to sign over any rights he might have achieved by doing the translations if a credit page would be inserted acknowledging his treatment center as the source of the translation. We explained this would be a violation of our Traditions — a fact we would have expected him to know. He gave us an ultimatum, either we agree to the acknowledgment or he would publish it through an agency of the Israeli government. It seems his treatment center in Miami has good contacts with Israeli officials, some of whom may have come to his center for treatment. He also admitted using many of his patients to do the translations. We explained he could not do that, and after discussions with Jack and Stu, followed it up with a letter from our copyright attorney. In order to help work out a deal, I asked Jack and Stu to take over the negotiations. Jack later visited the doctor to find a resolution.

The other doctor was affiliated with a treatment program in Cairo, Egypt. He had done the translation in the hope it would facilitate the formation of NA in Cairo. George and I talked to the doctor and to a contact he had made with the Cairo office of the US Information Agency (USIA). The USIA was responsible for helping the Egyptians to do something about drug addiction, and helping NA start in Egypt seemed to them a great idea. The USIA officer expressed a willingness to publish the book at their expense if we would give consent. Both men were very reasonable and willing to assist in the publication in any way. Phone calls were subsequently made to Stu, Jack and Bob H., and they all agreed that a team should visit Cairo as soon as practical to keep this project going. Since George was already scheduled to go to London in February, we decided to extend his trip to include Cairo.

In mid-December the most recent rendition of the *Guide to Service* was printed out for circulation and comment. The committee had specifically asked that I respond to their draft. It described a single world service board, with the kind of power and isolation that the AA trustees had. I didn't begin to write my opinion right away, as I had just finished an essay for them concerning the international fellowship. Boiling its seven pages into a few sentences is unfair, but the premise was that nearly all of the non-US fellowship is so different that allowance needs to be given to recognition of that difference. The American (and probably Canadian) fellowship was likely to be the only place where members would be able to involve themselves in a service structure like the committee was describing. The cultural and financial differences put barriers in the way of them participating in the service structure like some Americans do, and as a consequence,

writing a service structure based on American capacities and experience was wrong.

We began in early December to assemble the budget proposal for the following year. With Anthony, Lois and Trish doing the work, and with most of it from computerized data, it was easier this time than before. With the record-keeping they maintained, it was possible to devise a detailed budget, plus budget supplements in fairly short order. Budget supplements were budgets for individual projects, like the ESO, where we wanted or needed to account for income and expenses separate from the general budget. This budget had several budget supplements.

Another financial report was made while Christmas shoppers were crowding the stores. Anthony, Bob S., Lois, Vida, Trish and I were digging out facts concerning the costs of getting literature into the hands of Canadian members. In a thirteen-page report, we demonstrated, to our own astonishment, that we would save money if we opened a shipping office in Canada. Our study showed that, if we could find a part-time shipper, honest and true, we could ship throughout Canada from Ontario and save money. The delivery time to members in Canada would be cut by more than seventy-five percent. The report was sent to the board for consideration at the January meeting.

Also just a few days before Christmas, the records of the Convention Corporation were audited by the IRS. We had received notice of their decision and set a date for the auditor to inspect the books and records from the time the corporation was created in 1986. The audit took seven hours, but when the auditor left, she stated she was impressed with the corporation's records and fiscal handling practices. We later received a letter supporting a favorable finding. Having gone through this audit, we knew what to expect if they decided to audit the WSO. We knew we would be able to withstand even closer scrutiny of the WSO financial, managerial and procedural investigation by the IRS.

The JAC met on Friday, January 4, 1990 to prepare the *Agenda Report*, work toward implementing simultaneous translations at the conference, and work on a budget. One by one the motions proposed for the *Agenda Report* were considered, and a few were slightly modified. Surprisingly, a budget was adopted very quickly. Sharie had presented a base line budget and an optimal budget. The optimal included the entire "wish list" of expenditures everyone submitted. The base line cut each committee down to a more realistic figure.

The primary issues before the office board when it met the following week were adoption of the budget and a series of policies the board had been moving toward in recent meetings. The budget was

adopted, including some supplemental budgets: one for the ESO and another authorizing us to open a shipping office in Canada. On the trademark infringement lawsuit, we advised the board that a pre-trial conference between our attorney and theirs had been set for the middle of March. The objective of that conference would be to examine the grounds for our complaint and their defense. I was pleased to announce to the directors that we had selected Andy M. from North Carolina to be the next editor of the *NA Way* magazine. Twelve applications had been received, but Andy was the best qualified and suited for the job.

In January we mailed a special two-page report on banking and taxes. Incorporating the knowledge learned from our attorney, we were able to provide concise and usable information on what groups and area committees should do to comply with the law if they receive less than five thousand dollars a year. For groups and committees that collect more, guidance was also provided, but it was a little more intimidating. At last, after six and a half years in my position, I had finally finished a job that I saw on my first day of work would obviously need to be done. I was only disappointed that it took so long. Unfortunately, I was to later learn that few groups were actually complying with the information we provided.

On January eighteenth, the second meeting of the Canadian Assembly took place in Calgary, Alberta. On hand were most of the group that had assembled six months earlier. When the regions each reported on their local fellowship's discussions about the formation of a Canadian Assembly, there was unanimous agreement to keep it going. The idea of a Canadian convention was also endorsed. Since the last meeting, the WSO board and staff had been moving in the direction of having the WSO open a branch office in Canada from which to ship Canadian literature orders. Since it became obvious the Canadian fellowship was unable, at the time, to organize and finance their own office, this idea seemed to be an acceptable solution. I came home from this meeting extremely pleased with how the entire venture to get the Canadians together and to resolve their literature shipping problems had succeeded.

Near the end of January, George went to London to work with Lizzie at the ESO for a few days. By prior arrangement, he and Lizzie then flew to Cairo to meet with the members there and the doctor who had translated the Basic Text into Arabic. It turned out to be a great visit. There were three members with some clean time, and they were the strength that held the young fellowship together. They had been working with Dr. Loza and were using his translation in their meeting. George felt it would be economical and practical to print the book there, once the translation was finalized, a process that

still might take a year or two. George called to give me a progress report on the Saturday morning of the trustee meeting.

The trustees met again on the first weekend of February. They continued their march toward direct control of even the most routine items. When discussing a letter that had been received from someone in Russia, something for which the office would historically have drafted a response to provide Jack for his concurrence, they decided to do it differently. The minutes show, "A request was made by Jack to have all members respond to the questions in the letter and send their input to WSO staff to assist him in drafting a response, with staff assistance."

When the trustees discussed their interaction with the WSO board — a subject Jack had put on the agenda — it became a very revealing discussion. The core of the concern was a feeling among some trustees that the WSO and staff were continuing to exercise authority and make decisions that the trustees wanted to control. Jack was concerned that the trustees should expand their authority so as to fulfill the illusion among some members of the fellowship that the trustees were truly in charge of world services. This was truly the issue. It was a test between those trustees who wanted full control, and others — myself included — who felt the service structure didn't provide for a single board to be in control.

The discussion over who was in control, the trustees alone or a combination of service boards, came back again and again over the weekend. When the weekend was over, the issue was not resolved. The trustees didn't get from Stu or myself a statement of capitulation that we would henceforth defer every decision to them and help dissolve the conference system, because it was inefficient and ineffective, aside from using up all the money that the trustees needed.

Although I was not aware of it at the time, looking back in the minutes of their meeting, it seems clear now that by the end of the February meeting the trustees knew they had to remove me so they could fulfill what they felt was their destiny: to control the office. As I write these words, I am filled again with astonishment that a board of volunteer members of any organization could think that it was practical to control, as a group, the daily work of an enterprise as complex and large as the World Service Office.

I arrived at the airport on February twenty-second a little after Stu. Our destination was Phoenix, Arizona for a workshop on service offices and conventions. As we waited to board the plane, we talked over business, as usual. Only this morning I had determined we would talk about my resignation. Finally, when we were seated in the air I explained I had pretty well decided that I would leave NA

soon after the World Convention in Sydney, Australia, about eighteen months from then.

After getting his agreement not to discuss this with others, I felt secure in going over everything. I told him I didn't want to leave until that convention was over, although I didn't intend to go to the event. It was such a financially complicated event, I felt an obligation to stay until then. Besides, someone had to stay and manage the shop while most of the leadership team was at the convention. I suggested a timetable that would have me make the announcement in June, after which we would have a six month search period and two months for my replacement to get moved. That would allow my replacement to work along-side of me for six months or more.

He thought it was a good schedule. We then began to go through the list of people we thought were serious contenders; Chuck L., Steve B., Donna M., Jack B., Bob R., Kim J., Anthony E., George H., himself, and a list of less probable applicants. After we discussed the pitfalls of each candidate and dismissed one after another from probable selection it was obvious that he had the fewest enemies, the most managerial credentials and was the most probable successor. The only drawback was having a girlfriend who worked at the office.

And other than George and Anthony, his selection would have had the least negative impact (that of resignations from people who would prefer not to work under him). He agreed. He felt that his chance would diminish if he were the chairperson at the time the search took place, so he said he would not serve for another term. We both felt he could remain chairperson of the Convention Corporation until that term expired in November.

His two concerns were about the salary and benefits package I would recommend to the board as the place the successor should be started at, and who was going to succeed him as chairperson of the WSO board. On the salary issue, I responded that it should be not much less, if at all than what my salary was at the time. I suggested he think about it himself and let me have his suggestion. About a week later he gave me a handwritten list of his salary and benefits needs. They were entirely reasonable, I thought, and put his note in my files.

About his successor as WSO chairperson, he wanted to bring Bill W. (New Orleans) onto the WSO board, as he felt it would be better for the fellowship if Bill took that position. I agreed that Bill would be a fine choice, but Bill was not likely to come to the conference simply on the chance he might get elected to the WSO board. We both felt it would require some convincing, and agreed to talk to Bill to see if he were willing. Over the following months we worked together to encourage Bill's election to the office board.

The flight was nearly over before we were finished, and just as the plane was in the landing glide, a lady in the seat behind us interrupted our discussion to ask a few questions. She was a member from Ventura, unknown to both of us, who was going to the workshop. Her questions were about the workshop, and I guess she just wanted us to know she heard everything. I was terribly embarrassed to have discussed such a delicate matter in the presence of anyone who might have had the slightest knowledge of or interest in NA. I know Stu was too.

The workshop went quite well. Stu and Anthony did their usual superb job of teaching about how to run good conventions. Steve S. and I handled the office part with a routine that we were accustomed to. We even had both working groups together while I explained the complexities of tax regulations and our need to maintain control over copyrights (speaker tapes mostly) and trademarks on merchandise.

Just a few days after the Phoenix workshop was over, most of those who had attended the Albuquerque workshop the previous summer were back at the same hotel for "Albuquerque Two." Going back to the same hotel for Albuquerque Two was probably a good idea, since by then we all knew our way around. Frankly I was a little unprepared for this meeting as I had been so engaged in other things just prior to the meeting. I had not fully digested some of the new material written since December, although what I had read, I didn't like. It seemed like I was slowly getting out of step with what the committee was putting on paper. They had stuck hard and fast to the single board concept.

When the roundtable discussion began, I slowly got a sinking feeling in my gut. It was pretty clear that only one voice was getting across. This one point of view was coming to dominate and all opposing or questioning views were hammered hard by Chuck. He had become convinced that the single board concept was critical to the future of NA, and no other alternative could be considered. For my part, I considered the concentration of power and authority into one board unthinkable.

History has shown the results of such concentrations, and calamity is always the result. A balance of power, a sharing of the overall responsibilities among several power centers, has proved to be the least likely way to find an organizational feud resulting in collapse. The history of NA had clearly shown the pitfalls of centralization of authority and control. The battle in the early 1980's between the office and the trustees on one side, and the Literature Committee on the other, was a perfect example of why centralization of authority and control was bad. Had there been only one board at the time, the dissident voices would have been pushed aside.

Chuck and I began to butt heads violently over and over on the issue of the one board concept. I used the reference point that the Select Committee had not shown that the current structure didn't work, so there wasn't the need to make a radical change to fix it. "If indeed the current structure — a balance between the conference, trustees and office — was incapable of working, then truly a new design is warranted," I argued. "But first we need to conclude that the existing structure was either in collapse or deadlock." Despite the acrimonious exchanges that went back and forth, no one ever answered that basic question or tried to show the existing structure was unworkable.

A few, like Jamie and Biff, did oppose the one board concept, and spoke to that view quite eloquently. Some of the staff members joined in to oppose it, but the opposition simply brushed off their comments as automatic reflex to "support the boss." Those with such thoughts didn't understand that the staff were free to — *expected to* — voice their own opinions.

At the end of one session of confrontation, I went directly to my room and cried. I was reluctant to return to the meeting, as it was clear that either he was wrong and was going to have it his way regardless, or I was out of step and shouldn't be in the way. My first conclusion was that I should simply call it quits and not return to the fight. I had pretty much reached the end of my tolerance for these emotional fights. My only thoughts were about packing, going to the airport, and flying home.

As we went back at it later that day and the next, I lost more and more heart for the struggle. It was clear to me I had to get away from this insanity. NA had grown in the past ten years from a small fellowship, less than three hundred meetings, to over fifteen thousand meetings. The structure, although it had some weaknesses, was basically sound and provided the fellowship with the kinds of protection it needed. To see it captured by a power hungry but determined clique was so disheartening I could not see myself standing by and watching it happen. I would have to resign. Much of that meeting is still a blur, but the most clear memory is concluding to myself that I would make announcement of my departure at the June board meeting.

A few days after our return, I visited with Don Corliss, our tax attorney. He had been researching the IRS problem for groups and committees with income in excess of \$5,000 and was close to having that phase all wrapped up. Conversations with our copyright attorney, Theresa Middlbrook, were made routinely during those days, as we had so much going on through her office. During a call that week we set a date for another conference with the judge in the San Jose lawsuit for the middle of May. We hoped, at that time, to have the

judge rule in our favor to the extent of giving recognition to our rightful ownership of the various emblems used as our trademarks. Stu and I would both go, although we also invited Jack.

Since we had filled all of the coordinator positions, and both George and Anthony were working at full tilt, I found time to begin working on my annual report early. The office was generally running well on its own, and this gave me the freedom to concentrate on selected projects. While I was having the staff gather data for the report the last installment of the "legalese" from Don arrived and I began to revise that to NA language and reading style.

At the March directors meeting we had Sarah L. and Omer G. visiting from the Oklahoma Region, as well as Rogan A. and Gailla R. from the Volunteer Region of Tennessee. After the routine discussion of financial matters, I spent some time explaining the changing financial condition of the office. Until then, I reported, the office income had been increasing. However, I explained we had reached a peak in sales and we should not expect them to increase. At best, I suggested, our income for the next few years might grow slowly. The biggest fear was of a downturn in the US or world economies, as we had not experienced one in seven years. We needed to increase prices or plan for gradual decreases in expenses, just to be prepared.

International matters took up a lot of the meeting; we discussed the sales agreement that I was proposing to replace the license agreements. Stu, Chuck and I were directed to visit the London office and the fellowship in Germany to propose new sales agreements. We also discussed a meeting being held in Medellin, Colombia to help them form a region, and discuss their printing plans for all of South America. The board decided to have me attend.

Following the Board meeting, Anthony flew to Southeast Asia, and was met in Singapore by Mario. They traveled to Calcutta and Bombay to meet with the fellowship there. They discovered the fellowship was small and mostly from a bilingual upper/middle class of people who spoke Hindi and English. They also met with treatment centers that would be influential in directing addicts to the NA meetings. They committed us to providing literature free to our meetings there for two years. After three days, Mario then returned home and Anthony flew on to London to work in our office there for a few days.

While Anthony and Mario were heading for Singapore, Stu, Chuck and I boarded a plane bound for London. After a quick visit to the ESO, we met with the UKSO Board of Directors. It was an inconclusive meeting. Stu pressed hard to have the UKSO make full payment for the amount of literature they had received on credit, while they were hinting at asking to be absolved of the debt. Stu even

offered to allow them to repay the nearly \$15,000 over a long period of years. Recognizing the license agreement wasn't really working, we proposed adoption of the sales agreement the board had considered.

The following day Stu and Chuck had other chores while Lizzie and I drove to Avon to meet the printer the UKSO had been using. After the visit and some negotiation I decided to do a small amount of printing there to get some experience with them before we made a large or long-term commitment. The next day, Stu, Chuck and I headed to Barcelona. There, Sylvia K. and Eddie McG. took us to an attorney with whom they had arranged a meeting. The meeting was directed at getting registration accomplished with the national government so as to comply with the laws for organizations like NA. The rest of the day was spent discussing needs of the Spanish fellowship.

Friday afternoon we arrived in Frankfurt, Germany. That evening we had dinner with Ralph K., Sylvia K., and Uli Z. at their favorite Chinese restaurant. It was a unique experience listening to a Chinese waiter speaking in fluent German. From there we went to a recovery meeting. The following day we had an extensive discussion with their Literature Committee. Until that meeting we had never been informed of just how much — or how little, as it turned out — literature printing they actually did. We also discovered they were printing and distributing literature at their own cost, generating no additional funds. On the translation side, we were happy to hear they were finally satisfied with both the procedures and the product.

Since the Basic Text translation was on its way toward being completed, we encouraged them to develop a process that would lead to the writing of stories in German to be submitted to the conference for approval. These could then be added to a later edition of the German Text. It would take years, we thought, so starting now seemed appropriate.

Stu returned home on Sunday while Chuck and I went to Stockholm. There we met on Monday with an attorney during the day and then a service committee after dinner. It was a productive day. We made arrangements to simplify the translation and typesetting processes. The next morning we flew west: Chuck back home, and I on to Canada.

In Toronto I met with an attorney to help pave the way for our operations in Canada. Anthony arrived an hour or so later. He had scheduled one day in Toronto on his way back to the office from his journey to India and England. We went to inspect convention facilities. Afterward I searched for a small office in an industrial building that we might lease. That evening I met up with Anthony again and we had dinner with the convention host committee.

Finding a place for the shipping office was easier than I thought it would be. In less than a day I found just the right office, not too far from the international airport, and signed the necessary papers. I called the Executive Committee and secured their consent. Over the months to follow we obtained the necessary equipment and made shipments of literature. By the middle of the year we had an office up and working. A part-time worker was found within the fellowship, and by summertime, orders for Canadian destinations were being shipped from that office. Over the following years it has remained in the same location. The project has proven to be practical and financially successful. I was really pleased that a solution to the distribution of Canadian literature orders was resolved before I left the WSO.

The next day I flew to Miami, Florida where I hooked up with a member who had business in Central America and spoke both Spanish and English fluently. His name was Jorge H. We then flew to Medellin, Colombia to meet with their service committee. This was in the midst of the kidnapping and assassinations then going on between the drug cartel and the government, so we were feeling a bit cautious.

The following morning we visited the service office that the area committee had established and met the local leadership. We then drove up the side of the mountain to a church retreat center where we held the meeting. This was their first regional meeting, with representatives present from each of the nine cities with NA meetings. From their reports it seemed there were about seventy meetings in Colombia. It was a productive time. After much discussion, they came to understand the limitations we were going to enforce on their production of literature. I tried to explain they could not simply set out to print NA literature without WSO authority, and that we would need to establish an agreement about it. I explained we were receptive to allowing them to print in their own literature for Colombia, but it would have to be part of the agreement. And although they wanted to have their office in Medellin serve as the single source of literature in South America, I clearly explained to them, through Jorge, that we could not consent to that. Although they took the refusal with grace, I could tell the issue was not entirely over. Without Jorge as interpreter and guide, the trip would have been wasted. The good relationship that came from this trip is due mostly to him.

Bob H. called the 1990 World Service Conference to order on Monday, April twenty-third, at 9:07 AM. Fifty-eight regions answered the first roll call, along with eight trustees, eight conference officers and Stu representing the office board. Even before new regions could be acknowledged, a parliamentary fight over conference

procedure and making the meeting "smoke free" consumed over an hour and a half. Eventually two new regions, Northern New Jersey and South Florida/Bahamas Regions were acknowledged and added as voting participants. Parliamentary in-fighting took over again for another three hours followed by an open forum discussion which consumed the rest of the day and most of Tuesday. The "hot" topics were conference budgeting, priorities and long-term planning.

It was after 4:00 PM Tuesday when scheduled business began. It started with debate about the desirability of resurrecting a Finance Committee to remove the current stalemate between the trustees and conference over budgeting and setting priorities for spending. The motion that arose from the debate was committed to the JAC, BOT and BOD. That evening, the cost equalization plan was presented as a policy to be included in the annual budget. The motion and its particulars were fully debated and then failed to get enough votes for adoption. Again, most of the discussion centered on funding, budgeting and setting priorities, but nothing was resolved.

On Wednesday morning, Jack gave a report from the trustees. His fifteen-page report contained nothing to suggest dissatisfaction with the WSO or the ability of the trustees to get along with the Executive Director. Although the report gives details of trustee activity in numerous fields of work normally assigned to others (the Literature Committee and the office most notably), they offered a revised edition of their guidelines, which continued to state, "The WSB does not govern. Its nature is that of a custodian, providing guidance."

Their proposal, to revise instructions they had been given a year earlier to compose the Traditions portion of *It Works*, was adopted. This gave the trustees a free hand at establishing how they would proceed to get that work done. In a matter only slightly related, a motion was made to have "the copyright of all NA literature be taken out of the WSO and put in trust to the BOT," which was committed to the trustees for consideration. Other motions followed that might have given the trustees wide powers over setting priorities and perhaps control of the selection of office directors, but these were all sent back for further study and consideration.

The WSO report then followed. It was a short report. The written part was lengthy, as usual, but my oral part was over in about a half hour. And again I was given a standing ovation for service to the fellowship. Discussion then ensued concerning the election procedures for World Service Office directors. This discussion was shaped into a motion and given to an ad hoc committee, which was asked to report back on Friday. When the report was made, it was again referred to the directors and trustees to discuss during the following year.

When the Committee on NA Service reported, they were given another schedule for completion of their work, but no direction about the big issues they were discussing. Later, when Barbara J. reported on the H&I Committee, a motion was adopted to approve the publication, *Behind The Walls*.

On Thursday morning, Bryce gave his Literature Committee report. Their proposal to adopt the revised *Group Booklet* was approved. The previous pamphlet, *NA Group Starter Kit*, was removed from the list of approved literature, and the office was instructed to develop a "starter kit" of materials to be included with the *Group Booklet* when it was requested. As usual, there were a lot of motions about literature matters. As they dragged on, the committee's proposed amendments to their guidelines were approved. Among them was a change which allowed the committee to use the staff team writer concept the committee had piloted in compiling the Steps portion of *It Works*.

In a change from previous years, the budget was proposed and adopted on Thursday. Unfortunately, the conference adopted the full or optimal budget with an expenditure level of \$409,900, or about \$150,000 more than would actually be received. This set the stage for trustees, when the time came, to demand their full optimal budget allocation, even though that would make it impossible for the conference to operate.

The election was again held by ballot and the results were announced after the budget was approved. Ed D. (Massachusetts) was the new chairperson, Ruben F. (So. California) vice-chairperson, Barbara J. (So. California) second vice-chairperson, Tom R. (Sierra Sage) Treasurer. New committee officers were: Debbie O. (Virginia) Policy, Pete C. (Carolinas) H&I, Steve R. (Florida) PI, Bryce S. (Georgia) Literature. Elected to the WSO board were Jamie S-H., Tim B. and Mary Kay B. Regarding trustees, Steve B., who had served on the trustees before, on the WSO board as chairperson and as conference chairperson was elected on the first ballot. No other trustees were elected.

When the conference returned to other business, an allocation of \$15,000 for oral translations was added to the budget for non-English speaking regions to participate in the next conference. And although the conference continued to work for another eleven hours, very little was accomplished. I thought it was a particularly unproductive conference meeting. Too much time was spent in "committee of the whole" discussions, and the use of parliamentary gymnastics distracted the conference from really moving ahead. Besides that, he standing minority had several strong members who carried along with them several poorly informed RSR's. This allowed the confer-

ence to be diverted from addressing important issues, instead spending a lot of time on procedural fights lacking in substance.

In the "off the record" discussion periods, a lot of exasperation was expressed by participants at the lack of focus, the fight over control of the conference budget. Overall, there was an overall lack of confidence in world services. This led some trustees to mistakenly conclude that they were given direction to do things that the conference had not actually asked them to do. Several trustees elected to use their interpretation of this consensus as authority to move ahead with their own agendas. This was made easier as the year unfolded and the new conference administrative committee proved to be unequal to the task of holding their ground when the trustees started taking over.

When the conference was over, I was pretty disheartened at the lack of focus and resolve of the Joint Administrative Committee that came to power. In previous years I had confidence that there were leaders among the fellowship that could keep the fellowship on an even keel. This conference meeting had shown how frail that balance was and forecast a decline in conference authority. As usual, a May meeting of the JAC was scheduled so as to more fully lay out the plan for the year.

In the days leading up to the JAC meeting, a conference call was held among some of the trustees. In the call, their written report declares, they concluded to resist any reduction in funds they felt they needed, even if to do so was at the expense of the operation of the conference. And in a post-JAC report, Becky, who represented the trustees at the meeting, gave a list of even more work they proposed the trustees take on.

At the JAC meeting, the budget problems were not resolved. The trustees held fast to their claim on all the money the conference had authorized for them, regardless of its impact on conference activities. Although they attempted to move in the direction of opening up the WSO budget to their control, the rest of the JAC was not so inclined.

About two weeks after the conference was over, Stu and I flew with Theresa Middlebrook, our copyright attorney, to San Jose to meet with the Judge in our trademark infringement suit. For several weeks we had not been receiving good news about the status of things. It seems that judges in Federal District Courts are bound by precedent, and precedent wasn't working in our favor. In a case between Ford Motor company and a small company that made floor mats with the Ford trademarked logo, a judge had ruled that Ford had lost the right to enforce their trademark rights, since Ford didn't make an identical product.

The lawyer for Creative Arts was trying to use this precedent as their defense, believing the Judge would rule in his favor. His defense was that it was not a matter of right or wrong, but of precedent. Our argument was that we were clearly in the right and he was clearly wrong and he should be ordered to stop. However, in the meetings with the Judge, the Judge indicated he was going to follow the earlier ruling and that we should work out some compromise that gave Creative Arts a license to use our logo.

We explained to the Judge that our members went by a code that requires rigorous honesty, and this was not a rigorously honest way to resolve the matter. Our Traditions prohibited us from affiliation (as our members would interpret this) and we could not consent to such an arrangement. He kept the matter under advisement, and we flew home angry and disillusioned.

The weeks leading up to the annual meeting of the Board of Directors were routine. Stu and I talked about the agenda and what decisions he wanted to be sure we made during the meeting. We agreed once more to forgo a raise and add another month's salary to the reserve for my eventual departure from the WSO. Stu didn't show in any manner that any of the trustees had discussed with him any concerns about my leadership. The only thing different was, as had been in the planning for months, the trustees were going to start their meeting on Friday morning, the directors that evening, and a joint meeting of both boards was to be held on Saturday. Everything was set for another productive and uneventful meeting.

The trustee meeting started on Friday morning with its normal routine. The staff gave reports on their activities since the last meeting and advised the trustees of new developments. When we broke for lunch, Jack announced that the trustees would have a closed meeting when they returned; all staff including myself, were to be excluded.