

MINUTES

The regularly scheduled meeting of the U.S. Board of the Women's International League for Peace and Freedom (WILPF) was held Sunday (8:30 a.m.) thru Monday noon, October 26—October 27, 2008, in the home of Betty Burkes (Past President) in Wellfleet, MA. It was preceded by a day of team-building facilitated by Paj Wadley-Bailey.

There were present:

Nancy Munger, Co-President (NM)
Laura Roskos, Co-President (LR)
Paj Wadley-Bailey, Secretary (PWB)
Barbara L. Nielsen, Treasurer (BLN)
Lois Fiedler, Development (LJF)
Stacey Ferguson, Operations Director (SAF)
Carol Urner, Program Co-Chair (CU)
Tura Campanella Cook, Program Co-Chair (TCC)
Chris Morin, Past President (CM)
Pat O'Brien, Nominations Chair (POB)
Audley Green, US Representative to International WILPF (AG)
Monika Kinkel, Y-WILPF Representative (MK)
Kate Hawley, Y-WILPF Representative (Sunday morning) (KH)
Linda Bell, Executive Director, Jane Addams Peace Association (J.A.P.A..) (LB)
Ann Chalmers Pendell, President, Jane Addams Peace Association (J.A.P.A..) (ACP)
Rachel Crosby, (contracted) Web Weaver (Sunday morning) (RC)
[hereinafter referred to by initials]

Resignation: Denise Hall

OCT. 25 (Saturday): "WALKING THE MAP" / BUILDING COMMUNITY

BOARD DEVELOPMENT (PWB, PO)

A group exercise for building trust, transparency, healing, to increase knowledge and understanding of each other, create a vulnerability that transcends competition and other behaviors affecting mature and honest relating.

5:30PM BREAK / REFLECTION

6:00PM DINNER WITH CAPE COD BRANCH MEMBERS

October 26 (Sunday): BUILDING VISIBLE AND EFFECTIVE CAMPAIGNS

CHECK-IN, ORIENTATION, REVIEW OF AGENDA AND TASKS.

Facilitators: LR, LJF, TCC, LR
Note Takers: BLN, PO, MF, PWB

Vibes Watchers: ACP, CU, KH< TCC
Chart Padders: LJF, ACP, NM, PWB

CHECK-IN: WHAT CAN BOARD MEMBERS DO TO MAKE OUR WORK LESS STRESSFUL?

1. .E-ADVOCACY (RC, NM)

WILPF uses Democracy in Action (DIA) as its member database and to generate various electronic communications to members and others. There are three basic formats – (1) the e-newsletter; (2) campaigns and on-line actions such as the JROTC campaign; and (3) petitions – electronically transmitted to the appropriate program chair to be manually sent to the recipients, either electronically or on paper.

Rachel Crosby (RC) is the web weaver. The mechanism by which DIA works is called “Salsa” and is a system technically referred to as a CRM, which is a data base of individual identities (usually members, however, it may include others on our mailing lists) for which we have contact information, principally email addresses but also any and all other forms of contact information.

Questions were raised about RC's time: Who approves the level of service RC gives us? Is this something that goes through Finance? The response was that there is a contracted amount of time, monthly. It is currently thirty hours per month. Regarding use of RC's time for DIA communications: the Issue Committees give information to the Editorial Committee (TCC, CU and NM) for review. The approved information is submitted to Theta Pavis (TP) for editing, and then to RC for uploading. If it is in written form, it can go to TCC.

LJF raised the question regarding the use of RC's time by the Development Committee. Can the DIA platform be used for fundraising appeals?

The former database (Results +) has been exported into DIA, and Rachel has worked quite a bit on designing the fields, organizing the data, etc. as part of the process.

TCC will send an e-mail communications protocol to the entire Board for information and review.

2. MINI-GRANT PROGRAM (TCC, CU)

How is it working? More funding needed? Next steps? What is the funding for next year? Disbursements or reimbursements: what is the process? Can an Issue Committee re-apply for grant funding? Possible pressure on RC for web needs? Expenses? What is the “outcome” piece? Can Issue Committees apply for interns?

TCC is Chair of the Mini-Grant Program, with Elenita Muniz, Lynn Furay, Barbara West and Virginia Pratt, committee members.

The mini-grant program functions like a ladder to scale up the best programs originating in our branches and committees. Grant proposals were submitted by the Santa Cruz branch Corporations v Democracy Committee, Minnesota Metro branch, Water Committee, Pan Africa and Diaspora Women's Issues Committee, Middle East Committee and DISARM Committee. The Santa Cruz application, which was submitted by the original deadline, has been fully funded. The others came in at the extended deadline and are being considered for funding. Problem: there is only \$14,000 in the

budget, however, the total requested is \$17,300. "Seeds of action" are looked for in displays and materials.

3. WEBSITE

How is it working? (discussion of needs/functions from Ad-Hoc Communications Committee)

Discussion of some dissatisfaction about the WILPF website led to talk about beginning to make changes to revamp it by no later than the end of the next six months. The goal is for the website to function as the principal advocacy tool. CU pointed out that it is currently "kind of easy to interact with if you're an authorized [administrator] user," but that "we need to be updating the website frequently as things happen. Every committee must have its web page updated by 1/1/09 if we want them to be viable."

An Ad-Hoc Committee on Communications has been formed, in part to address the issues raised again about the perceived inadequacies of the current web-site. Ad-Hoc Committee members are TCC, SAF, BLN and C.J. Minster.

RC talked about the current Drupal Platform and associated issues and problems. Board members indicated various dissatisfactions with the look, feel and general lack of user-friendliness of the current site; although noting that recent system upgrades have minimized some of the awkwardness. MK indicated that the website does not look good or up-to-date. TCC reinforced MK's comments. TCC has a friend who is a Plone developer, suggesting that Plone might be a good alternative to what WILPF is using. TCC offered –after disclosure of the relationship – to ask her friend about giving us information about the product. SAF mentioned the current problems with banner width, gray headlines, etc., and the discussion continued to include that, if the web interface is to be user driven, we should find other software; and that our website is very "old school", like a library; and that the front page should be more interactive.

The Board wants/needs a line-item budget for this for 2009; we could use DIA for our website: it's robust; but then our address would NOT be www.wilpf.org but, rather, it would be a sub-page on the DIA website.

DECISION (October 26):

WILPF will revamp its website to improve usability and aesthetics within the next six months at a cost not to exceed 20K for the entire project, which will be coordinated by the Ad-hoc Communications Committee.

(unanimous consensus; no stand asides)

BREAK [10:00AM]

4. RACIAL JUSTICE PROJECT (CM, PWB, PO)

The letter to branches about White Privilege Trainings by Sha'an Mouliert (SM) was sent out later than planned, with little follow-up. Thus a more assertive reply strategy was developed, resulting in seven (7) branch commitments.

DECISION (October 27):

That the six months' evaluative date for the Racial Justice White Privilege Trainings be changed to coincide with a November 1 start up date, especially because the trainings to the branches will begin in November.

SM is working hard to make the Trainings a reality, with follow-up built in, including use of Joyce Blackwell's book "No Peace without Freedom" for follow-up, study groups. LB suggested book distribution to branches be added to SM's contract. LR suggested a fee in addition to the contracted \$10,000 (for six months) be extended to SM for this additional work.

CU issued a reminder about Durban World Conference Against Racism and raised the question, "how do we support this?" LR suggested that the AHR develop materials to include CERD in SM's Trainings for branches. CM will contact SM accordingly.

After discussion of PWB's and PO's historical reminder, it was affirmed that the U.S. Board's past commitment to do Racial Justice work at all Board meetings of 2 ½ days or more. This internal anti-racism work [Board Development] will resume effective with the Spring 2009 Board Meeting and to run through 2011. The internal anti-racism work will be planned by the Board (CM, PWB, NM, LR) with input from SM and the Racial Justice Committee.

The Durban Review (65 pages) will be the responsibility of the U.S. Board with input from SM, Building the Beloved Community (BBC) and the Racial Justice Project. LR will send a rough draft of the answers to the Durban Review Questionnaire to CM, PWB and PO by November 7, and to BBC, SM and the Racial Justice Project by the following weekend. The final and completed Questionnaire will then be sent to International WILPF Secretary-General (Susi Snyder) by November 11.

5. U.N. PRACTICUM (KH, SAF)

SAF gave an overview of last year's practicum and noted that the program for 2009 has been advertised on the WILPF website and through the National Women's Studies Association. KH advised that 10 applications have been received to date. New partner: Suffolk University Center for Women's Health and Human Rights. E-announcement was sent out; accommodations to be at Leo House. KH described the schedule and program for February 28—March 7. Student meals, lodging, membership in WILPF total \$900, which is what the students pay in fees. This is a break-even program. Sam Cook, of WILPF's Peacewomen Project, is collaborating on the Practicum, as well as handling the registration for other WILPF members. A donor will be asked to transfer unused internship funds to the practicum program so that some partial scholarships can be made available to participants. Application deadline is November 15 with a goal of enrolling twenty (20) participants. A Report will be in *Peace and Freedom* and sent to the IB. Readjusted roles of staff and experts.

6. Y-WILPF (KH)

KH presented a report including accomplishments, what's been created and a recruitment update.

Challenges: it is a small group; loss of some members; time limits; bridging the gap with branches; need help with branch outreach/connection/ integration; DIA; web sub-page.

Future goals: Face-book drive, GB Seminars, blogging experiences, 1-year active commitment, uniform outreach materials, historical dig for information, and campus policy-development.

An article will be written by MK and Robin Rose about the Gertrude Baer Seminar in Geneva Switzerland, and submitted to *Peace and Freedom* for publication in the Winter/Spring 2009 issue.

LR recommended that branch conference calls be organized to discuss issues/policies surrounding ageism, and how to become more inclusive.

7. FOSTERING MEMBER ENGAGEMENT (TCC, BLN)

What is the role of members in governance?

The feedback is that members have little input and are concerned about transparency. LR proposed that input be sought from BLN, LR, PWB and solicited from the membership, about bylaws, for the Spring 2009 Board meeting. This request for input will be placed in the e-Member Letter by 1/15/09.

LB spoke from an International perspective about elections and lack of awareness about skills and working relationships. BLN stated that logic is not clear; process not understood; and recommended that issues go to membership, *Peace and Freedom*. She also suggested blogs, and solicitation of member comments. CM noted that in addition to receiving comments, we need an avenue for response – calls, emails. RC proposed the creation of a “Frequently Asked Questions” (FAQ) webpage. This proposal was referred to the Communications Committee.

8. DUES STRUCTURE / RE-STRUCTURE (BLN)

BLN re-examined what was talked about at the last meeting. Proposal to contemplate making a different set-up for membership, perhaps scale from \$10 all the way up to \$70.

BLN also proposed changing the dues structure to allow for campus membership, stating that this is a pressing issue; to think of a different name for these members on campus that is not “branch”; and that it needs to fit in with school regulations; and encourage members to spread WILPF’s message.

NM supports a low membership fee; that we could define a number, a fixed amount, and ask people to pay less if they need to and more if they can.

LR stated if we wanted to change the membership dues we would need to either wait two years, or spend money on sending out paper ballots in order to meet the membership referendum requirement stated in our by-laws. She also suggested that we look more into trend research on membership vs. engagement in cyber organizations before making a decision on this.

BLN indicated if changes are going to be made, that we not wait until the next Congress but, rather, meet the member referendum requirement by sending any proposal out to the branches for discussion and approval.

KH brought the conversation back to the topic of campus organizing and suggested that WILPF look at membership dues at specific colleges, in different regions.

LR stated that adding a category such as “campus affiliated group” would not require a by-law change via member referendum because it would not a change in the amount of annual dues. Y-WILPF should look into Amnesty International’s program and do research.

LB stated that getting women from campuses and sustaining those numbers is very difficult; in her experience the recruiters have to start over again each year with graduation. BLN supports Y-WILPF recruiting on campuses; that they should have an infrastructure to support the organization within the school and then they could support an institutional memory. CM suggested having a faculty

point person on campus, and figure out how to stay with seniors who graduate; know what's going on off campus to know what these people are doing also. BLN suggested figuring out specific dues that campuses can pay for groups. It needs to be flexible per specific schools.

DECISION (October 27):

WILPF board supports campus-affiliated groups pending the detailed proposal, including the research of other organizations regarding dues and sustainability, by January 31st to be submitted by Y-WILPF.

(unanimous consensus; no stand asides)

9. PERSONNEL (NM)

NM expressed deep regret about Denise Hall's resignation.

The Personnel Committee recommends that WILPF wait until January 15th to move ahead with the next hire, with the approval of the Finance Committee.

SAF reminded the Board that the bookkeeper is contracted to 20 hours/month; and would like to increase that by another 20 hours which totals 40 hours/month; split into 10 hours per week. SAF also recommended that WILPF continue with the present bookkeeper until the end of the year. NM felt that if this is the recommendation, it then becomes strictly a financial question rather than a question about staff structure.

LB felt that fundraising hadn't been done and could not make a conscious recommendation without the knowledge of the finances; that any decision regarding increased hours or staffing needs to go to the Finance Committee. SAF asked how we can bring new staff in when we are not clear about where we will be in a year. TCC asked for clarification, i.e., are we looking at a permanent site?

CU suggested an equal for SAF, that, "our Co-Presidents of the Board are doing all the things that an executive director does, without pay." She suggested gradually developing a position in Washington, DC, to follow legislation, even if it begins with an intern. LR reminded everyone of SAF's specific job description; and is in favor of CU's idea of a Washington, DC director. CM felt that if a hire is made that it would be one person; that picking a priority is needed. BLN, after reading the union contract, felt we are under obligation to decide if any of these positions fall under bargaining employees; that no hiring that we do is exempt from thinking about the union and we need to always consider this. NM felt very strongly that WILPF get the political side balanced with the operational side; that a field organizer would be less money than the national director and therefore a logical next hire. She felt if WILPF had better communication -- such as radically re-vamping the web-site -- with the people that we have now, WILPF can survive for awhile.

BLN expressed concern about our pattern in considering this position when we do not know if we are financially sustainable. LJF indicated WILPF is not going to have any money to spend if we don't have any development, or donors/fundraising; that, we are not going to be able to exist if we don't pull in more money; that, re-organizing of donors is necessary, with the need for someone in the central office structuring this. LR echoed LB's concerns about money coming in.

CU proposed hiring of a National Director, "a Jack/Jill of all trades." She values WILPF as an international organization, and would like to see our section contribute more to keeping the International program going "Does not want to get too heavy on staff when some of the International sections are so poor." She wants to experiment with being more member-driven and less staff-driven.

PO wants to make sure that accountability is clear; that all positions report to the Board; and always remember that communication is key. KH reminded us of the economy, "... it is going to be a struggle for a few years." She agrees with CU about pulling together our resources with members; and thinks that staff should have one "boss" – that it's unfair to have to report to three different people with three different sets of expectations.

10. ASSESSING THE SITUATION – THIRD QUARTER FINANCIAL REPORT (SAF)

SAF thanked LR, BLN and Sharon (bookkeeper) for helping put together numbers and figures that were distributed to the Board. SAF prepared a visual to illustrate what income and expenses look like for 2008. She went over the colors and specifics of the graphs and charts, including showing an increase in income in April and May. There was a steady decline in income after the month of May. There was no real concrete budget going into the Congress. There was no pre-set limit going into Congress; there was a miscalculation of the food and lodging money that was needed for Congress. SAF stated that, nonetheless, the income and expense numbers for Congress were about even; and CM thought this was better than losing money.

SAF continued to report on cost saving measures in the Philadelphia office including the termination of some very expensive equipment leases.

LR congratulated SAF on keeping spending directly in line with the 2008 budget projections. WILPF is spending \$25,000 a month less on salaries and operating expenses but is still too reliant on bequest money.

LB wondered about bank charges. SAF talked about the general charge for American Express, Visa, etc.; just basic credit card charges. BLN asked about the expense of postage. LB stressed that we need to be aware that people are not going to have as much money as they have had in the past years because of the economy.

Although we received full funding for our internship program in 2008, we were only able absorb the services of five, mostly because of limited supervisory time. SAF stated that intern contracts last anywhere from six weeks to fourteen weeks; that they are hired under a contract that also specifies their work plan and goals. LR gave history of internships of 2008 and including past interns and their responsibilities and how long they were interns. CM added to this history, informing that past interns were not paid; that the pay incentive was added to attract other-than-middle-class-white-interns.

11. PLANNING FOR 2009 – DRAFT INCOME & EXPENSE BUDGET (BLN)

BLN's draft budget figures are not for approval; she is presenting these preliminary figures so that the Board can get a feel for where WILPF is. BLN will have a final budget by December 15 "at the absolute latest; we are just making adjustments." Expenditures in 2009 will be further reduced because of move out of Race Street. But still, great concerns about income: the board must plan membership drive now. CM agreed to coordinate this. It was suggested that individual board members adopt specific branches for maintaining contact; BLN and SAF will divide up the branch roster and LJF to create a script. These calls to branch leaders can bolster the effect of the annual appeal letter by adding a serious personal appeal. Other ideas: (1) production of a DVD, for branch fundraising; (2) produce a play that will travel.

LR wanted to make sure everyone understood the income streams; that it is all about responsibility. She related specific expenses to different sources of income.

LB is concerned about the low number at renewing/new members of WILPF. CM stated that our membership dues are usually split 25-35% new members/65-75% renewals.

DECISION (October 27):

In constructing the 2009 budget, we will work with \$40,000 in membership dues income based on 2,100 members @ \$35.00, with the understanding that that we might want to revise this figure in February based on the results of the winter 2008 annual appeal.

(consensus unanimous; no stand asides)

LJF, Development Chair, made a presentation about the "Annual Appeal Letter" currently being drafted. The mailing packet includes a progress/program report of 2008. Development wants to let members know exactly where WILPF is. LJF encouraged people to be very visible as WILPF members; that we need to be reviewing donors, and also reviewing sponsors. She feels we need to work more with branches on fundraising; and proposes conference calls with branch treasurers and fundraisers to keep them updated and full of good ideas for raising money. Optimistically, the letter is going to be ready for printing at the end of this week.

AG wanted to know if branches have a certain amount that they need to donate. BLN indicated there was no standard amount expected. In addition, CM reported that there isn't uniformity in practice with regards to renewal collected at the branch level. LB stated that the policy on dues in branches is not clear and is different for individual branches and this needs to be addressed. BLN agreed that the policy needs to be uniform. SAF stated that there is no system for checking off who has paid their dues in individual branches. She wants to begin a uniform ledger that tracks who has paid their dues. LJF stated that there are a lot of members who don't want to pay online, who are not comfortable paying online.

LR expressed concern at the level of consideration the Development committee is investing in membership dues issues, especially the spring membership drive; she is afraid that at this rate they won't have the time or energy necessary to do any of the other things that they were planning to do for this year.

NM wants a point made of including information on the mini-grants in the fundraising appeal letter.

12. CONFLICT OF INTEREST STATEMENT (NM)

NM presented a Conflict of Interest Statement adopted from Board Café. She stated that although there was no pressing or immediate concern, that she felt it was simply best practices to have clarity about what constitutes a conflict of interest and a record of disclosure by individual board members. BLN added that this Statement is very common in boards of directors and corporations; but wanted the quotation marks removed from "...policy is not intended to exclude allowing officers and directors to receive "reasonable compensation for services in connection with the administration of the corporation."

ACP wanted to know how the Statement affects ex-officio members. BLN explained the language covers people who are appointed as well, and went on to explain this in further detail.

DECISION (October 27):

The board will adopt the Conflict of Interest Statement as prepared with the remove of the quotation marks as described above.

(unanimous consensus; no stand asides)

[NB: change made, Statements signed by all members on Monday, Oct. 27 and filed with SAF.]

October 27: REVIEW OF PENDING DECISIONS

12. WILPF INTERNATIONAL (AG, CU)

How can we integrate the resources and needs of WILPF International into our plans?

There is confusion about the appropriate process for situations when WILPF International plans to issue a political statement that is critical of the United States' government. Affirmation of following policy: The Secretary-General of International WILPF will send the statement to the U.S. International IB Representative and the U.S. Section Co-Presidents for approval, with copy to CU. This policy will be memorialized in a letter composed by the US International IB Rep (AG) to the International WILPF Secretary-General (Susi Snyder) with a copy to the U.S. Section Co-Presidents, and CU, by October 31st.

13. RELATIONSHIP OF THE U.S. SECTION TO INTERNATIONAL WILPF

Good communication is key. AG is liaison to WILPF's International Board and membership organization. CU is International Committee Member. LR and NM relate to International Officers and Secretary General as Section Co-presidents. Y-WILPF members relate internationally to other Y-WILPF members.

14. JANE ADDAMS PEACE ASSOCIATION (ACP, LJF)

How can we integrate the needs and resources of J.A.P.A. into our plans? More cooperation, integration, team work, roles, transparency.

J.A.P.A. fosters educational aims of WILPF. 501©3 status limits it to education. In the past, J.A.P.A. has taken a percentage of all donations to the WILPF US fund established with them. However, because of large donation to J.A.P.A. recently, it has been decided by the J.A.P.A. board that no charges will be made against donations received from individuals for the upcoming period. However, in the future J.A.P.A. may have to revert back to the percentage process when the aforementioned large donation runs out.

Recent meetings between the presidents and EDs of U.S. WILPF, International WILPF and J.A.P.A. have improved communication. These meetings are held concurrently with other WILPF meetings such as congresses and IB meetings and are referred to as "collaboration." Any decisions or recommendations reached in "collaboration" still need to go back the various boards in order to be adopted as policy.

Recent bequests have come from wills written in 1978, 1982 – many years ago. Planned wills will reap benefits years from now. Donor cultivation is key. Sandra Junier (Cape Cod branch), a member of the J.A.P.A. board has proposed sending a planned giving letter from J.A.P.A. to all WILPF members in January 2009. Sandra will send draft of letter to U.S. WILPF Board before it goes out. LJF is at liberty to talk with Sandra, LB, ACP informally in the meantime. Any proposals/decisions will be submitted to the Board first.

U.S. WILPF Bequest Savings Fund in the amount of \$144,000 is being held by J.A.P.A. Are there any limits to how much can U.S. WILPF draw down to meet its operating expenses? No, these funds are in accessible instruments; the only consideration is our own sustainability.

15. SPRING 2009 BOARD MEETING

Date: March 21-23, 2009

Site LR, PO and NM will contact the following branches (in this order) about hosting the Board meeting.

Bloomington, Indiana (PO, because she has already made initial contact)

St. Louis, Missouri (LR)

Portland, Oregon (LR, NM)

Tucson, Arizona (LR, NM)

24. CHECK-OUT

Check-out ended at 12:30 p.m., October 27, 2008, and the meeting was adjourned.