

5 Canterbury Dr.
Kettering, OH 45429
11 October 1994

Annwyl Jack,

First off, let me congratulate you on your election and welcome you to the Board of the WNGGA. Thank you for your note. I'm sure that you will be a thoughtful, productive member; so sure that I am hoping to put you to work immediately.

I am putting together a three person committee to review our Rules and Regs. for the local committees who are sponsoring National Cymanfaoedd. I would be pleased if you would chair this committee. I am going to ask Alan Upshall and Nelson Llewellyn to serve on this committee with you.

We have had the Rules and Regs reviewed somewhat, and pulled together in the past couple of years. Now, however, we would like your committee to go over them line by line, so to speak, and suggest any changes that should be made. At one of the Board meetings while we were in Bellevue, we did take a step to eliminate one of the consistent burrs under the saddle of all local committees, and that dealt with the allotment of rooms at the National. We decided that the local committee would be responsible for the accommodations of the President and the Executive Director only. (It was felt that it may well be that the other officers of the National are worthy of having their accommodations covered, but that should be an expense that the National organization should absorb. This latter matter was not resolved at the meeting, and will need to be addressed later.)

When you are perusing the material and suggesting changes, I would like for you make them as, "user friendly", as possible. It has concerned me for some time that the relationship between the National and the local venues seems to be an, "us against them" mentality. I want the relationship to be symbiotic and friendly. I can recall when some local committees have seemed to regard the National in the same vein as, "I'm from the government, and I'm here to help you." Having worked both sides of the street now, I know that that is not the intent of either side, but the feeling seems to sometimes exist. I hope that with clearly defined lines of responsibilities and duties,

and with close lines of communications, some of the problems can be prevented before they develop. I know that Nelson has always stood ready to help in this regard.

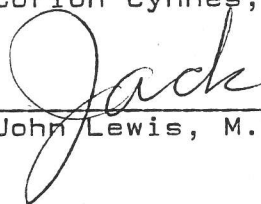
With you and Alan having recently been through the exhilarating experience of chairing a local committee, and with the long years of experiences that Nelson has had in knowing what works and what doesn't, you should be able to come up with many good suggestions.

I hope that you will feel free to contact other venue chairpersons for their ideas and suggestions. I feel that your committee will be able to do its work with written communication as well as with faxes and telephone calls, since there are but three of you. If you do not have a copy of the current Rules and Regs, Nelson can supply them to you. Your charge would be to review both parts one and two of the Rules and Regs.

We would like to have a progress report at the April meeting of the Board at the Ontario GG in Toronto on the weekend of April 22nd, 1995. When you have finished your work, we will send your proposed changes to the entire Board so that they may review and comment on them before they are finally approved.

I hope that you will accept this important position. I know that you will do a good job. Please let me know as soon as you decide.

Cofion cynnes,



Wm. John Lewis, M.D.

Jack Nesbitt, President
Wildwood Drive
Kansas City, MO 64133

(816) 356-7272



ST. DAVID'S WELSH SOCIETY OF GREATER KANSAS CITY

October 15, 1994

Dr. Jack Lewis
Canterbury Drive
Kettering OH 45429

Dear Jack:

Thank you for your letter of October 11. I would be happy to work with Nelson and Alan on a draft revision of the Rules and Regulations. We can probably come up with some sound recommendations for 1996 and following years. I acknowledge your desired reporting date of April 22, 1995.

Continuation of the accommodations for the National President and Executive Director are most appropriate. Frankly, I am pleased that the others have been eliminated from the burden to be assumed by the local venue committees. Basic expenses of the venue committee can be reduced by offering the extra "comp" rooms to the music director and other non-local persons performing key roles in the Welsh National.

(Since I no longer qualify, perhaps I can suggest that we should consider "rewarding" the immediate past venue chairperson with "comp" rooms at the following Welsh National! What do you think, Alan?)

I am not sure what became of the input gathered by Iris Rees. Perhaps Nelson could mail Alan and me a copy of the present Parts One and Two as well as anything he received from Iris.

Sincerely,

JACK NESBITT

cc: Nelson Llewellyn
Alan Upshall

31 December, 1994

Wm. John Lewis MD
[REDACTED] Canterbury Drive
Kettering OH 45429

Dear Jack

The last day of the year and one of my very few free days allows me now to catch up with some of my correspondence and duties in respect of my extra curricular Welsh activities. What a busy year this has been, not only with the National but also with the occupation that I have to follow to pay the bills. New drug development which, I am sure you will appreciate being an MD, is a hectic, concentrated activity where companies challenge each other in the race to the clinic. We are in the throes of that race. A good job that I ran both the sprint and middle distance while in school, gives me the short term stamina.

Nevertheless, perhaps I should now turn to the task in hand which is two fold. First to write a report to Jack Nesbitt about the red book and its significance to venue chairmen. That is ongoing.

Second to write a letter to the National board expressing opinions on the National organization, its strengths and weaknesses, which may be of some help to the board in their deliberations as to the future structure and style of operation. I write from the point of view of chairman in Bellevue.

First let me say that the National Gymanfa Ganu Organization is essential to the annual gathering. I have heard it said that the weekend could be mounted by any local society, but I do not believe that such a direction would achieve the attendance figures or quality of activities. The essential element is the concept of National, North American event which can only be obtained by the involvement of the WNGGA.

But, there are areas where the WNGGA needs to be more involved and operational in the activities both in the planning and during the weekend. To leave the whole affair to a local committee can be dangerous and there needs to be some involvement in the Welshness of the weekend. There has to be an element of trust across to the local committee but trust should not preclude some oversight. We really had little oversight and perhaps we are grateful for that, perhaps that was a sign of great confidence in us, but I think it quite risky.

Let me give some examples of where the WNGGA should be more involved. The WNGGA part of the weekend essentially are the Sunday activities. Yet, the whole affair was left to us. We selected the directors, accompanists, pastor etc. The only part the WNGGA played in the Sunday was the memorial part of the morning church service and the introductions to the Gymanfa.

We were innovative in selecting Mary Mergenthal as afternoon director and Beverly Ratajak as accompanist and affording them the opportunity to display their talents to the North American Welsh. We expected to be grilled on the selections, but nothing happened. Either the board was very happy or there was little concern. We actually took a great risk in putting Mary up there, fortunately it did not bomb and Mary's contribution well complemented that of Eifion Thomas. We took the risk because we felt that it was time that the second/third generation North American Welsh show their abilities in choral direction and not perpetually rely on someone from Wales, or from America but raised in Wales. This is a lead the WNGGA should follow.

Generate some interest in local affairs of the North American Welsh community by selecting well known and experienced local directors for National display. Why not invite applications or recommendations and have a selection board? Make it into a significant honor. Of course there is the argument that the local committee will be reduced in its power and opportunity to appoint all who

perform but it should not be too difficult to make an arrangement that will work, provided the local groups understand the systems and principles. Work with the local committee but make it a condition that at least one of the two sessions recognizes contributions to the North American Gymanfa scene. The same principles apply to the selection of the accompanist. Yes, this will have direct sponsorship implications, but costs should come from the profits of the weekend and they can be quite large! Hymn selection? Leave that to the directors. Allow the local committee to select the special music contributions, they can then display their local talent.

A similar argument can be made for the selection of the pastor. To be honest, it was a chore finding one. We were fortunate in having a good one recommended and then luckier when her husband contributed a strong seminar. But the WNGGA should bear some responsibility for this component, even if only to present to the local committee a short list of candidates. If the WNGGA associates mainly with the Gymanfa Ganu and religious themes then they should provide strong input into the activity.

A second area in which the WNGGA has to become more involved is in assuming some organizational responsibility for the weekend, it really is unfair to put the whole burden on the local committee. Currently the only involvement with the organization is in the mailing to the National members from information and forms provided by the local committee. Why cannot there be a central compilation of registration forms and a registration data base standardized from year to year to be given to the local society? The local committee then only has to provide information and proof read and does not have to be concerned with form generation etc. The registration per se cannot be taken away from the local committee since that body has to respond on the ground and cannot be put in the position of waiting for information, but provision of the mechanics of the process should not be left to the ingenuity of successive committees. Our data base is available for use for this purpose although I cannot claim it to be the best it certainly served all purposes very well. Using this as a first line standard could be a good start.

Finances can be a bone of contention. As with organization, it can be viewed as unfair to local committees, who do all of the work, to have donate half of any hard won profits to the WNGGA. This can be a sore point if local members believe that there has been little contribution from the cosponsor. Take the principle of free rooms (which I know has been amended in the constitution, but which I think is still not right). Ask the basic question: Why should any member of WNGGA get a free room from the allocation? This approach causes antagonism. Why not just charge any room which WNGGA believes it should subsidize against the profits of the weekend? That is where all of the money eventually comes from. Rooms are then able to be used for artists in lieu of honorarium for the use of the hard working local committee who have to be on hand for the emergencies. The National "free" rooms in Bellevue were charged against the profits. My own committee were each given three nights in the hotel and they paid for any others they used. We had to use one free room to support the pastor. (My room was separately negotiated with the hotel).

We went to the members of our society to provide us with seed money. They were generous and got us going. But we have a strong body, not all societies are as fortunate are the same. I think that a strong case can be made out for the WNGGA to loan money to the local committee, beginning at the National in the preceding year. The presentation of the check can be made a major part of the publicity and a sign of the support and commitment of the WNGGA. The sum does not have to be great \$2,500 would do it.

Finally, the continuation of tradition and the inclusion of new. The WNGGA has to become more involved in expanding the horizons of the North American Welsh. The Gymanfa will eventually die if we do not support it with other traditions. The North American Welsh have to think beyond the

concept. We organized an eisteddfod which we believe was highly successful. The WNGGA supported by sponsoring the cash prize for the choral competition. Cash prizes for non choral competitions was paid for from the proceeds. We obtained sponsorship for all four trophies and they are available for presentation in successive years. I urge the WNGGA to lead by assuming the responsibility for continuing the eisteddfod tradition in the coming years and to become the custodian of the trophies.

Jack, I started this on December 31, and finished on January 1. Happy new year! No I have not been at my computer for that long but perhaps it is time I completed and sent the letter. Work duties call tomorrow and I had better be prepared. I hope that there is food for thought here and that the board will take these suggestions in a constructive manner. It is highly unlikely that I shall be able to make the Spring meeting but if I can be of any help between now and then just ask.

Best wishes

Alan

████████████████████ Canterbury Dr.
Kettering, OH 45429
8 February 1995

Dear Ellis,

I have received your recent letter. I also understand that Dan Marmion has submitted his official bid. I believe that Nelson is prepared to finalize the deal. If you have reservations, please contact him or me. I also reviewed the Addendum for the 1995 edition. I think that it is fine, and hope that we can go with it. It might be well to let Nelson know what we are planning, if you have not done so. (We want to be sure that he feels, and is, included.)

I am enclosing a letter that I received from Alan Upshall. I suggested that he send it along to Jack Nesbit since I hoped that would be the sort of thing that I wanted their committee to consider. I also told him I was going to send it to you as chairman of the Long Range Planning Committee. He has no problem with that, and, indeed, would not object if it were sent to the whole Board. I thought that we should go through a few channels first, however. (I will send a copy to Cerwyn and to Nelson, of course. I think he has some ideas worthy of serious consideration. Many of the ideas have been discussed by you and me in the past. I think that the National Board is going to have to become much more involved in the local venues if we are to thrive in the future. I explained to Alan that I thought he had some good ideas, and that I hoped the committee on which he serves would pursue them. I also explained to him that it is sometimes like turning an ocean liner around to make significant changes in an organization that has had a fixed agenda for many years. I told him that we needed to make slow, but steady progress in order to accomplish the goals upon which we decide. He seemed to be in accord with all that I suggested. Frankly, I am happy to see the winds of change blowing somewhat in the newer members of the Board. I think it bodes well for the future, although there will be some stormy waves to weather before all is done. I will be interested in your reaction to his letter. (I apologize for the rather poor quality of the copy. I was using a different machine. Hope you can read it okay.)

In a rather last minute decision, Ann and I have decided to take a short trip to Florida. We have some friends who are down there, and they have invited us to come and visit. Our son and his family live in the Atlanta area, and we are overdue for a visit there, so we thought we would drive down and visit them going and coming. We will be gone about 10 days or so.

I will give you a tentative agenda and some phone numbers in case there is some reason to speak with me.

We will leave on the 10th of Feb and drive to Atlanta.

Our son's phone number is: (404) 565-0291.

We will leave there sometime on Sunday and eventually arrive in Siesta Key about noon on Monday the 13th. There will be two numbers there:

First try (813) 349-4498 (the name is Besterfield)

The other number is: (813) 349-6537 (the name is Schroll)

On Friday or Sat. we will going up to Tampa to visit a cousin of mine overnight: (813) 837-4378 (the name is Davis)

On Sat. or Sunday we will be going back to our son's home in Atlanta and will be there until Monday or Tuesday, Feb.20th or 21st. We will almost certainly be back in Dayton by Wed., the 22nd of Feb. I need to be back to sing in a concert by the weekend of the 24th and 25th.

I'm sure that I've told you much more about our short vacation than you ever wanted to know, but I feel better having you know, in case something arises. It would probably be better to stay a bit longer since we are going so far, but we have so much going here at home that we have to squeeze the time in. Tough to be RETIRED, isn't it?

Hope all is well with you and Janet, and I hope that things are as well as possible with your mother. I know that the watching and waiting game can be very difficult.

I certainly appreciate all the work that you are doing on the revised hymnal.

Cofion cynnes,
(Warm regards,)

A handwritten signature in cursive script that reads "Jack". The signature is written in black ink and is positioned below the typed name "Jack".

[Company Name]
[Street Address]
[City, State/Province Zip/Postal Code]

Fax Cover Sheet

DATE: January 28, 1995 TIME: 3:41 PM
TO: Jack Nesbitt FAX: [REDACTED]
FROM: Alan Upshall PHONE: [REDACTED]
Puget Sound Welsh FAX: [REDACTED]
Internet: [REDACTED]
RE: WNGGA

Number of pages including cover sheet: [Type number of pages here]

Message

Dear Jack

Remember that project we had about the rules and regulations? Well I have been looking at the red book and there are two views one can take.

The book as a set of guidelines is fine because everything is written so generally that it is hard to find detailed fault

or

The rules and guidelines do not represent current approaches and are therefore meaningless until a general reappraisal of the whole organization and structure is made.

I probably fall somewhere in between these two, but certainly lean to not wanting to spend a great deal of time adjusting guidelines and rules when I think that the system is going to be revamped. I honestly cannot suggest red book changes without rewriting the whole thing.

I wrote a letter to Jack Lewis earlier this year and I copy that to you now. This letter includes several potent suggestions which might raise some hackles, but Jack was very positive about it when he spoke to me on the phone. In essence my modifications for the red book would be after these sorts of discussions and restructuring. I know that Jack has copied this to Ellis and is going to do so to the whole board. Do I live or die I wonder?

Let me know how you want to proceed.

regards

Alan

2/23/95

WNGGA RULES AND REGULATIONS

TLND WITH JACK NESBITT
3/2/95 RE RR & GL
POSSIBLE MTH IN CINCINNATI
WITH D. RICHARDS & IAN REEVE
SOME TIME W/ 7/14-21, 1995

February 12, 1995

MEMORANDUM FOR JACK LEWIS
✓ NELSON LLEWELLYN
ALAN UPSHALL

FROM JACK NESBITT

I have read over Alan's December 31, 1994, memo to Jack Lewis several times since receiving a copy of it two weeks ago. Perhaps it is because Alan and I have both had the experience of organizing and managing recent (1992 and 1994) Welsh Nationals which were both **crowd pleasing and profitable**, I find that my views pretty much echo his. I, too, do not see the merit of spending a great deal of time adjusting the guidelines and rules **IF** the system will be undergoing a general revision in the near future. Unless Jack wants us to produce something between now and the Ontario Gymanfa Ganu, Alan and I will put this matter on hold.

I think that this whole matter ought to be discussed at length in Harrisburg. Perhaps the full Board of Trustees could assemble early -- Thursday morning??? -- to talk about the future. Recent venue chairs who are not National Trustees should be invited to play a part (David Richards and Dave Lewis come to mind). I believe that we all want to insure that this great annual event continues.

As you all know, the venue committee takes on an enormous task. No one who has missed the opportunity to chair a Welsh National can truly appreciate the task and its accompanying stress, anxiety, etc. There is something very sobering about the personal financial liability one takes on at the moment of signing those high dollar contacts with the headquarters hotel, visiting Welsh choir, etc.

Keeping a venue committee pumped up, soothing ruffled feathers and the enormous time commitment make it a near-killer of a task. Consequently, a great deal of the actual **PROGRAM** decisions (director, visiting choir, minister, etc.) are appropriately left in the venue chairman hands (it works as sort of a "reward" for

all his effort). As long as the bulk of the work falls on that person, I would not take away his decision-making powers. However, should the WNGGA get more involved in carrying the workload in the future, there would be justification to support WNGGA involvement in some of these key decisions.

Following our Welsh National, and as a member of Iris Rees' rules revision committee, I offered up some suggestions for revising the **BUSINESS** end of the annual event (WNGGA business manager as a peer to the executive director, an officially adopted accounting system which would make sense out of annual financial accounts and statistics, national office assuming the responsibility for advanced reservations, etc.). I still believe that this should be considered. There are recently retired business persons out there who would take a four year appointment as WNGGA Business Manager akin to the role played by the Executive Director.

I like Alan's suggestion about charging the "**free**" rooms required for WNGGA officials against the profits and using the complimentary rooms the hotel contract provides for the artists and other program performers.

Then there is the matter of the **calendar**. I originally was opposed to changing "our" weekend to one other than Labor Day. Experience of recent years have changed my position. Labor Day 1994 found me with a wife who had already been teaching her fourth graders for one week, two children in the second week of college classes and a high school freshman daughter who was in the midst of orientation week. There was no one who could get away to come to Seattle with me. (This and my 15 days in Wales in the first half of August were factors which caused me to pass up the trip.) I think we must review the Labor Day weekend tradition. Retirees are flexible. Young families, students, etc. are not.

What did happen to the Rees Committee's recommendations? I never received any feedback, so I don't know if any changes were made.

What were the final registration figures and profit margins for Seattle and Wilkes-Barre?

Sincerely,

JACK NESBITT

([REDACTED]) (home)

[REDACTED]
926-7223