

MEMO + + + MEMO + + + MEMO

TO: WNGGA Long Range Planning Committee
FROM: Ellis Jones
DATE: September 24, 1995
SUBJECT: Notes From September 2 Meeting

Greetings...Hope all is well with you. Enclosed are two items:

Item 1. Committee Address List. Let me know if there are any corrections to be made.

Item 2. Notes from our meeting. The "Areas of Concern" has nine parts with questions for "idea starters" and a tenth part for added topics. Because we will be looking a quite a few ideas in the next few months, let's consider this September 24 listing to be DRAFT NO. 1.

Next, here is a suggested set of procedures:

First, Would you do two things as soon as possible (within the next couple weeks)

- a. Look at each of the areas and add any questions or suggestions to any of them that you feel should be added; **and**
- b. Look particularly at your section and decide what should also be included.

Feel free to consult with others from your immediate area, other members of the Board of Trustees, former members of the Board, former officers, any other interested persons who might have additional suggestions.

NOTE: As we work into this project, let's use the following format in responding to questions and concerns:

Recommendation No. ___: It is recommended that(fill in what we want)

Rationale: (Explain succinctly why it is recommended. Here is where you might want to consult with others from your immediate area, other members of the Board of Trustees, former members of the Board, former officers, any other interested persons who might have an interest in this particular recommendation.)

Second, Send your suggested additions or statements to me to incorporate into a second draft.

Third, if we are ready, I'll send the second draft to the rest of the Board of Trustees for their input and suggestions along with a request that their responses be sent back to me for incorporation into a third draft.

TIME TABLE. Could you have your responses to this first draft back to me by October 20. This will allow me time to do the second draft and get it out by the end of the month.

If you have any questions, do be in touch with me. Onward!

P.S. These have been hole-punched for ease in putting into a 3-hole notebook...

(EJ:c:\wp51\longrang\sep24mmo)

WNGGA Long Range Planning Committee Notes

The 1994-96 WNGGA Long Range Planning Committee held a breakfast meeting on Saturday, September 2, 1995, at the Hilton Hotel, Harrisburg, Pennsylvania. Persons present: Cerwyn Davies, Ellis Jones, Lynn Owens-Whalen, Jack Pritchard, Meirwyn Walters. Members not able to be present: Jack Lewis, President, and Nelson Llewellyn, Executive Director. The meeting was called to order at about 7:45 a.m.

In a lengthy discussion the following plans emerged.

1. Final Report Format. It was suggested that the final report might encompass "The Past," "The Present," and "The Future" with short range goals included as well as long range goals.
2. Areas of Concern. A number of areas were identified as needing to be considered in the final report. Members of the Committee agreed to take primary responsibility for specific areas. In the listing below are given the area identification, primary committee member, a sample of questions or suggestions (drawn from variety of sources) which might be addressed. Additional space is provided for added questions/suggestions.
 - 2.1 The WAY Situation (Committee Member: Meirwyn Walters)
 - 2.1.1 Should WAY be merged into WNGGA and become an integral part of the national organization?
 - 2.1.2 If remaining WAY funds are brought into WNGGA, should they be identified in a separate endowment fund with proceeds to be specifically allocated for use by WAY members?
 - 2.1.3 If WAY becomes a specific part of WNGGA, should it be identified in the Constitution as a separate entity?
 - 2.1.4 Should the Executive Director of WNGGA become the Executive Director for WAY if it does become a part of WNGGA?
 - 2.1.5
 - 2.1.6

- 2.2 Marketing of WNGGA (Committee Member: Meirwyn Walters)
 - 2.2.1 Should a consultant be hired to see how the image and marketability of WNGGA be enhanced to enable the organization to attract more members.
 - 2.2.2 What is there about the WNGGA which can appeal to persons who are not now members?
 - 2.2.3 Should a survey of present members be undertaken to secure data for a consultant?
 - 2.2.4 Should WNGGA prepare a video about its activities?
 - 2.2.5
 - 2.2.6
- 2.3 International Headquarters (Committee Member: Ellis Jones)
 - 2.3.1 What should be the major responsibilities or functions of the International Headquarters?
 - 2.3.2 What should be the staffing of the International Headquarters?
 - 2.3.3 What equipment, furniture, and procedures should be in place to carry out the functions of the International Headquarters?
 - 2.3.4
 - 2.3.5
- 2.4 The Membership Situation (Committee Member: Ellis Jones)
 - 2.4.1 Should the WNGGA membership dues structure be changed to increase emphasis on current rather than life membership?
 - 2.4.2 How can membership be increased in the organization?
 - 2.4.3
 - 2.4.4

2.5 Increased National Board of Trustees and International Headquarters involvement with planning and carrying out plans for the annual National Gymanfa Ganu. (Committee Member: Cerwyn Davies)

2.5.1 Should the date of the National be changed? If so, to when?

2.5.2 Should WNGGA take more responsibility for Sunday schedule at National?

2.5.3 Should WNGGA take responsibility for an annual North American Welsh National Eisteddfod?

2.5.4 Should registration procedures for the National be coordinated by the International Headquarters staff?

2.5.5

2.5.6

2.6 Governing Documents Review (Committee Member: Cerwyn Davies)

2.6.1 Should WNGGA Constitution be amended? If so, what changes should be made?

2.6.2 Should the Board of Trustees membership be modified to include representation from subsections of North America rather than just the 3 as at present?

2.6.3 Should large organizations be guaranteed specific places on the Board of Trustees?

2.6.4 What organizations should be included as ex officio representatives on the Board of Trustees?

2.6.5

2.6.6

- 2.7 The Publications Program (Committee Member: Ellis Jones)
 - 2.7.1 What additional publications (hymnals, folks song books, and others) should be published by WNGGA?
 - 2.7.2 Should WNGGA begin preparation of a new hymnal for the 21st Century?
 - 2.7.3 Should WNGGA work other organizations in publishing appropriate materials?
 - 2.7.4
 - 2.7.5
- 2.8 WNGGAs Relationship to Local Organizations (Committee Member: Lynn Owens-Whalen)
 - 2.8.1 What can WNGGA do to work more closely with the Welsh Associated Organizations?
 - 2.8.2 What can WNGGA do to assist in strengthening the local organizations?
 - 2.8.3 What benefits might accrue to WNGGA and the local organizations as a result of closer cooperation?
 - 2.8.4
 - 2.8.5
- 2.9 WNGGA's Relationship to other National and International Welsh organizations (Committee Member: Jack Pritchard)
 - 2.9.1 Should WNGGA explore reciprocal membership on governing boards of other organizations? If so, which ones?
 - 2.9.2 What cooperative ventures might WNGGA engage in with other Welsh organizations in North America and in Wales?
 - 2.9.3 Should WNGGA explore the possibility of cooperative projects with other ethnic groups such as Irish, Scots, etc.?
 - 2.9.4
 - 2.9.5

2.10 Other Topics Yet To Be Determined.

2.10.1 Which areas of concern are not covered in the above nine topics?

2.10.2

3.0 Sources of Information. It was suggested that input might be secured from the following groups:

3.1 Current Members of Board of Trustees

3.2 Former Members of Board of Trustees

3.3 Former National Officers

3.4 Members of WNGGA

3.5 Officers of Associated Welsh Organizations.

3.6 Others?

4.0 Timeline. A goal was set to have a final draft ready by April 19-21 at the time of the BOT meeting at the Ontario Gymanfa Ganu. Hence the following list of "due dates"

4.1 October/November: Major compilation of information for report.

4.2 December/January: Final compilation of data for report.

4.3 February/March: Completion of Final Draft Copy

4.4 April 19: Draft Copy presented to Board of Trustees

4.5 May/June/July/August: Revisions of Draft if needed and distribution to WNGGA members

4.6 September: Vote on proposals by membership at Annual General Meeting???

Notes Prepared by EJJ

(c:\wp51\longrang\lr100295)

TO: Ellis Jones

FROM: Jack A. Pritchard

DATE: Oct. 15, 1995

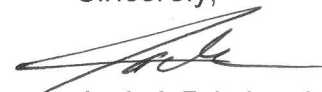
RE: WNGGA Long Range Planning Committee

Hope all is well with you and yours! Here are my initial responses to your notes of 24 Sept.

- 2.5.5 Should the five day event be publicly referred to something like "The Annual North-American Welsh Festival" with the National Gymanfa Ganu reserved for the Sunday afternoon and evening event?
- 2.9.1 Of course, this arrangement already exists for the NWAFF with reciprocal ex officio vice-presidencies for the sitting presidents. The Women's Welsh Clubs of America and WAY have ex officio vice presidential seats on the WNGGA Board of Trustees without reciprocity. Other organizations to consider are Cymru A'r Byd (Wales International), The Welsh-American Genealogical Society, the Honourable Society of the Cymmrodorion, Cymdeithas Madog, and the Welsh Harp Society of America.
- 2.9.2 HIGH PRIORITY ITEM! Add also, should the WNGGA relinquish responsibility for some activities currently in their scope of ventures?
- 2.9.3 Minimal interest at this time. Perhaps refer to 2.8 - better handled through local level organizations.
- 2.9.4 ADD - Should the "Annual National Event" be a convention for all the National /International Welsh organizations?
- 2.10.1 What is the overall impact and possible uses of the Internet?

These are my thoughts at the moment. I've been quite busy with the dinner for Al Reese and, too, with the unfortunate and untimely passing of Ted Davies, our NWAFF Treasurer, on Sept 7, 1995. Hopefully I'll have more input next month.

Sincerely,



Jack A Pritchard

████████████████████ Canterbury Dr.
Kettering, OH 45429
23 February 1996

Annwyl Ellis,

First off, before I forget, I bought a copy of the new enlarged hymnal, and I think it is great! It came out very well, didn't it!

I am writing to send you a copy of a letter I received from Alf Reese relating to long range planning. I am sending copies to Celyn Davies, and of course to Nelson. Alf is in agreement with the distribution of his letter. I hope that the long range planning committee is proceeding apace. I have been in hopes that all committees would be able to get their reports to Int. Hqts. so that they might be distributed to the members before the Board meeting in April. I have been awaiting a letter to Board members to that effect, and hope that it will go out soon. I also hope that the letter from Alan Upshall, written after the Belleville cymanfa, will soon be distributed as we promised the Board. I am not sure that all of this can be accomplished in time for the April meeting.

I have not spoken with you for some time. I hope to be calling you again before too long just to chat again. We need to speak about the future of the organization again.

We have been busy although we have not strayed far from home. I have been doing a bit of singing; in my own church choir, in the local Philharmonic Chorus, and in the epitome of ecumenicism, I was asked to sing in a concert to help out the tenor section in a local Roman Catholic Church. I agreed, the concert was last Sunday, and was performed in the local Seventh Day Adventist Church. (The acoustics are very good there.) At any rate, it occured to me that a Methodist singing with an R.C. choir in an Adventist Church would hardly have been a common occurrence only a few short years ago.

We hope to make the Dewi Sant celebrations in both Columbus and Cincinnati. That will be fun.

We look forward to seeing you again soon. I'll be in touch.

Cofion cynnes,



MEMO + + + MEMO + + + MEMO

TO: WNGGA Long Range Planning Committee:
R. Cerwyn Davies
Lynn Owens-Whalen
Jack A. Pritchard
Meirwyn Walters
Wm. John Lewis, *ex officio*
Nelson L. Llewellyn, *ex officio*

FROM: *Ellis*
Ellis Jones

DATE: March 18, 1996

SUBJECT: **Draft** Copy of Interim Report

Item 1. Enclosed is a **draft** copy of an Interim Report for our Committee. Note that it is a **draft** copy. Would you review it and let me know what changes, suggestions, you wish to have made in it before it is sent on to the entire Board of Trustees.

Because the Ontario Gymanfa Ganu in Niagara Falls is only a few weeks away, would you let me know as soon as possible what are your suggestions. I can be reached as follows:

Telephone: 507-955-7540 (College in the mornings)
507-955-7540 (College in the afternoons)
507-955-7540 (Home answering machine)
FAX: 507-955-7540
email at College: ellis@wngga.com
email at home: MCFH31@wngga.com

If I do not hear from you by April 1, I will send the report to all members of the Board of Trustees

Item 2. Will you be at the Ontario Gymanfa Ganu? if so, could we meet as a committee concerning this interim report at 9:00 a.m. at the headquarters hotel, the Sheraton Fallsview Hotel. Please let me know.

MEMO + + + MEMO + + + MEMO

TO: WNGGA Long Range Planning Committee:
R. Cerwyn Davies (FAX: 416-291-1987; call first)
Lynn Owens-Whalen (FAX: [REDACTED])
Jack A. Pritchard (FAX: 717-496-2222)
Meirwyn Walters (FAX: 508-[REDACTED])
Wm. John Lewis, *ex officio* (FAX: 511-[REDACTED])
Nelson L. Llewellyn, *ex officio* (FAX: 216-[REDACTED] first)

FROM: Ellis Jones (FAX: [REDACTED])

DATE: March 25, 1996

SUBJECT: Supporting Documents for Long Range Interim Report

You should all have received the March 18 Memo entitled "**Draft** Copy of Interim Report." Enclosed with this memo are copies of two letters submitted to President Lewis regarding long range planning. To save on paper, they have been run back to back with the first page of Alan Upshall's letter starting on the reverse side of this memo.

It is suggested that you go through these copies, marking special sections that merit further consideration by the Long Range Planning Committee and for inclusion or reinforcement in the Interim Report.

Since all of you have access to FAX machines (as noted above), would you send me a note by FAX as soon as you can in response to the following **three** questions:

Question 1. What changes do you want made in the Interim Report before it is sent on to the whole Board of Trustees?

Question 2. Is there any problem including the Upshall letter and the Reese letter as appendixes for the Interim Report?

It is my assumption that the purpose of the interim report is to secure reactions to whatever is contained in the report. We are at the committee level now; in Ontario we'll be at the Board of Trustees level. At some point we will want to present a final report to the membership for their review and decision. **Question 3: Is that assumption OK?**

Looking forward to your responses...

tbe
Enclosures

P.S. If I do not hear from you by Easter Monday (April 8), I'll try to call to see if you received the materials.



Alan Wps Hall

Puget Sound Welsh Association
National Gymanfa Ganu
Bellevue WA, September 1 to 4, 1994
Hon. Chairperson, Joel Pritchard, Lieutenant Governor

31 December, 1994

Wm. John Lewis MD
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.

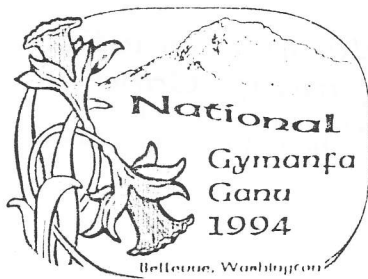
Nevertheless, perhaps I should now turn to the task in hand which is two fold. First to write a report to Jack Nesbitt about the red book and its significance to venue chairmen. That is ongoing. Second to write a letter to the National board expressing opinions on the National organization, its strengths 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 session 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).

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Puget Sound Welsh Association
 National Gymanfa Gana
 Belleoue WA, September 1 to 4, 1994
 Hon. Chairperson: Joel Pritchard, Lieutenant Governor

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
 Alan

COL. ALFRED J. REESE, JR.

USA Retired
P.O. Box 463
Lehighton, PA 18235

5 January 1996

Wm. John Lewis, M. D.,
President, WNGGA
Canterbury Drive
Kettering, OH, 45429

Dear Jack,

I've been thinking about the National Gymanfa Ganu and the interest expressed in the National Officers and Board of Trustees assuming a greater share of the workload involved in arranging and conducting the annual event. My overriding thought is that the National Officers and Board of Trustees should become more of a presence at the National. Right now, this presence is apparent only with a membership table in or near the Welsh Marketplace and, in my mind at least, with the unfortunate positioning of the President of the WNGGA at end of the head table during the banquet.

I firmly believe that there would not be a National Gymanfa Ganu if it was not for the National Officers and Board of Trustees. Without them, we would see a series of regional gymanfoedd, competition and confusion, and even situations that we see in Ontario. As with the NWAFF, there are too many things which are beyond the capabilities and interests of local organizations

With this in mind, I think consideration should be given to the national organization assuming responsibility for the following:

Continue all mailings as now accomplished.

Assume responsibility for the registration process to include the registration table at the National. Staffing of the registration desk would be a problem. However, it is here that the WNGGA should come face to face with its members and others who should be members.

Responsibility for the conduct of banquet making it an affair headed by the President of the WNGGA. This would preclude such things as the introductions of the kitchen staff and add a national and international tone rather than a local tone. It would also prevent some unwise decisions taken with a parochial view such as the one that would have presented problems in Utica. Actual logistical arrangements with the banquet facility would be handled by WNGGA Officers and Trustees located in the area of the National. This would also get more Trustees involved in working for the Association.

Conduct of all aspects of the bi-lingual church service and the conduct of the Sunday sessions as is pretty much the case now.

This would leave the venue committee responsible for: arrangements with the hotels for housing, banquet facilities, space for the Welsh Marketplace and registration area; local transportation; recognitions; the Noson Lawen; the concert; and tours and seminars.

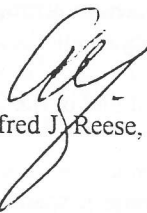
Obviously, the above would require a great deal more coordination and I am not proposing that it should all be done all at once. Greater participation of the Officers and Trustees would be essential. A system of redundancy should be tried with registration, for example, to prove or disprove the feasibility. However, if the objective is to make the National Headquarters more visible during the National Gymanfa, its one and only premier event, and eliminate the question "Why

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do we divide the net proceeds with the National Headquarters when they don't do anything?" We must start moving in this direction.

On a different subject, as you know, this is the last year of my second term and I will be leaving the Board of Trustees. If needed, I am willing to continue as the Editor of HWYL and the work, just started, to write a history of the WNGGA. I am making this offer not to preempt anyone else interested in taking on these jobs or the Board having different thoughts. I mean this sincerely.

Sincerely,



Alfred J. Reese, Jr.

MEMO +++ MEMO +++ MEMO

TO: Whom It May Concern

FROM: Long Range Planning Committee of the WNGGA

DATE: March, 1996

SUBJECT: Long Range Planning Committee Interim Report

Introduction. Well managed organizations consistently involve themselves in planning for the future. This applies to profit and non-profit organizations as well. It is important to make projections about where an organization wishes to go in the immediate, near, and more distant future.

The Welsh National Gymanfa Ganu Association, Inc., founded in 1929, is an organization dedicated "to preserve, develop and promote our Welsh religious and cultural traditions, and to do all such things necessary and proper to accomplish and enhance the same." (WNGGA Constitution, Article II Purposes) The WNGGA is a membership organization and has a governing structure as shown below.

M E M B E R S H I P

elects

Board of Trustees
including
Executive Committee

appoints

International
Headquarters Staff
including
Executive Director

During the 1992-1994 biennium the Constitution of the WNGGA was extensively reviewed and updated to start to bring it into line with generally accepted current organizational procedures. The proposed amendments to the Constitution were developed on the basis of numerous suggestions, discussed and reviewed at considerable length, and adopted first by the Board of Trustees and then the membership at the 1994 Annual General Meeting held in Bellevue, Washington.

During the 1994-96 biennium a Long Range Planning Committee was appointed to look to the future to ascertain what the organization might be like, how it might continue to meet its stated goals and objectives, and how it might serve even better not only the membership of the organization but all persons interested in its purposes.

At its 1995 organizational meeting in Harrisburg, Pennsylvania, the Long Range Planning Committee identified the following specific aspects of the WNGGA which might be included in any long range plan.

1. The WAY situation. What can/should WNGGA do for the youth to encourage them to be an active part of the organization?
2. Marketing of WNGGA. What can/should WNGGA do to encourage a greater understanding of the organization among members and particularly non-members.
3. International Headquarters. What is the role of the International Headquarters staff in the operation of the organization?
4. The Membership Situation. Because of the substantial number of persons of Welsh lineage and other persons who are or should be interested in the goals of the organization, what can be done to increase official regular membership in WNGGA?
5. Increased Involvement of the Board of Trustees in the Planning for the Annual National Gymanfa Ganu. What "division of labor" should be worked out between the Board of Trustees, the International Headquarters Staff and the local venue committee?
6. Governing Documents Review. Because of the importance of keeping the governing documents up to date, what changes should be made?
7. The Publications Program. In addition to the official WNGGA Hymnal and the other miscellaneous items which have been made available through the International Headquarters, what other items should be considered to help the organization meet its objectives?

8. WNGGA's Relationship to Local Organizations. Since the strength and long-term vitality of the national organization can be strongly affected by support from local organizations such as St. David's Societies, Gymanfa Ganu associations, etc., what can/should WNGGA do to strengthen its ties to the local organizations?

9. WNGGA's Relationship to other National and International Welsh Organizations. Since this organization focuses on the ethnic traditions of the Welsh, what can WNGGA do to work "in concert" (no pun intended!) with other similar organizations at the national or international level?

The process of making long-range plans must be on-going. By focusing on future plans and possibilities, the organization can remain dynamic and responsive to changes brought about from a variety of locations--society in general, membership needs, interaction with other organizations, etc.

Proposals. The following section of this report provides suggestions as long-range proposals for the International Headquarters. These are subject to analysis, change, modification, deletion, adoption, or whatever direction the Board of Trustees and/or the general membership of the WNGGA wishes to go.

1. THE INTERNATIONAL HEADQUARTERS

The central headquarters staff of any organization plays an extremely important role in the way in which the organization meets its purposes. Although its central responsibility is to implement policy decisions made by the governing body of the organization, the day-to-day operations of the headquarters have a profound effect upon the efficiency and effectiveness of the organization.

Since the early 1930s, the Welsh National Gymanfa Ganu Association has been able to have a central headquarters arrangement which has been extremely informal. For most of that time, the headquarters staff has consisted of only one person. Although this has made it possible to have minimal costs associated with the headquarters operation, it is appropriate to recognize that times have changed considerably.

As a result of the increased mobility of society, technologically improved procedures for office operations, and increased communications options, the operational procedures of the International Headquarters need very careful scrutiny. Listed below are Long Range proposals for the responsibilities of the International Headquarters of the WNGGA. As can be seen, the proposals incorporate a number of the aspects identified in the early section of this report.

Recommendations: It is recommended that the following proposals for the operation of the International Headquarters be adopted and implemented as a part of the Long Range Plan for the organization:

The major purposes of the International Headquarters of the WNGGA should be as follows:

- a. Implement the policy decisions set by the general membership (at the Annual General Meeting), by the Board of Trustees, and by the Executive Committee.
- b. Provide logistical support for the national officers and special national standing and ad hoc committees,
- c. Provide logistical support to the National Treasurer, the Executive Committee, and the membership regarding the annual budget and its interim status. This would include regular monthly or bi-monthly status reports to all members of the Board of Trustees including the Executive Committee.
- d. Serve as the "communications hub" for the organization through the processing of correspondence, preparation and distribution of the WNGGA Newsletter, distribution of reports and minutes from meetings of the membership, the Board of Trustees, the officers, and committees,
- e. Coordinate the ongoing membership recruitment efforts through special mailings to current and prospective members and local organizations on a regular basis. This should include regular monthly or bi-monthly membership status reports to the Executive Committee and the other members of the Board of Trustees as well as to the membership-at-large.
- f. Coordinate the publication and distribution of all "publication" items of and for the WNGGA such as the hymnals, folk song books, cassette recordings, CD recordings, Gymanfa Ganu histories, hymn histories, etc. as determined by the Board of Trustees and the membership.
- g. Establish and maintain an on-going communications network with all local organizations which support the purposes of WNGGA. This could be in the form of an intra-organization "house organ" published regularly and distributed to all officers of all local organizations.
- h. Provide logistical support for activities for the Welsh Associated Youth organization. This would be dependent upon decisions made by the Board of Trustees and the membership regarding re-establishing and maintaining an organization for the youth.
- i. Assume responsibility for processing registrations for the annual National Gymanfa Ganu. This will take a substantial load off the shoulders of the local

venue committee and will provide increased efficiency in the procedures for doing the registrations effectively.

- j. Provide logistical support for the administration of an annual North American Eisteddfod to be held in conjunction with the National Gymanfa Ganu.
- k. Coordinate the preparation of grant proposals which would enhance the work of the WNGGA and supervise the completion of the requirements included in successful grant applications.
- l. Serve as the contact center for inquiries about the WNGGA and any activities in which the organization is involved by maintaining regular working hours during which members and non-members would be able to contact the International Headquarters by phone, FAX, and email.
- m. Such other responsibilities as might be assigned by the membership-at-large, the Board of Trustees, and/or the Executive Committee.

To carry out these responsibilities, it is imperative that the International Headquarters staff be expanded to eventually have a fulltime appropriate support staff to assist the Executive Director in the management functions. It may also be necessary to have additional persons designated to be a part of the staff to assist with certain specific responsibilities such as Nos. h, i, and j on the list of proposals given above.

M E M O

TO: WNGGA Board of Trustees

FROM: Lynn Owens-Whalen, Chairperson, Long Range Planning Committee

DATE:

SUBJECT: Next Round of Long Range Planning

In 1997 the WNGGA Board of Trustees accepted a Long Range Planning Committee Report at its meeting in Milwaukee. A copy of that report is enclosed with this memo.

Because it is important that any organization maintain an on-going look at its long range plans, the Long Range Planning Committee and I are asking each member of the Board to review the Milwaukee plan and respond to the questions listed below. Based upon the input from the 2001-2002 Board of Trustees, the Committee will plan to draw up a 2002-2003 long range plan for review by the Board in Harrisburg. You may write your responses on this memo continuing over to the back side if necessary.

The Headquarters Staff has agreed to handle the logistics of distributing this memo and copies of the 1997 Report as well as the return addressed envelope either to International Headquarters or to me directly. We do ask that you identify your response so that we can check off that you have responded. We do want responses from the entire Board.

Item 1. In which of the following sections are you most interested in assisting the Long Range Planning Committee in its work. These are the headings of the sections in the Milwaukee report. Place a 1, 2, and 3 by your top 3 preferences.

- Section 1. The Organization Headquarters
- Section 2. The Membership Situation
- Section 3. Marketing of WNGGA
- Section 4. The Publications Program
- Section 5. Governing Documents Review
- Section 6. Increased Involvement of the Board of Trustees in the Planning of the Annual National Gymanfa Ganu.
- Section 7. WNGGA's Relationship to Local Organizations
- Section 8. The Welsh Associated Youth Situation
- Section 9. WNGGA's Relationship to Other National and International Welsh and/or Other Ethnic Organizations.

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MEMO + + + MEMO + + + MEMO

TO: WNGGA Board of Trustees

FROM: WNGGA Long-Range Planning Committee:

Ellis J. Jones, Chair, St. Peter, Minnesota, USA

Wm. John Lewis, Dayton, Ohio, USA

Lynn Owens-Whalen, Vancouver, British Columbia, Canada

Jack A. Pritchard, Wyoming, Pennsylvania, USA

Meirwyn I. Walters, South Hamilton, Massachusetts, USA

R. Cerwyn Davies, International President, ex officio, Scarborough,
Ontario, Canada

Nelson L. Llewellyn, Executive Director, ex officio, Warren, Ohio, USA

DATE: August 15, 1997

SUBJECT: Long-Range Planning Committee Report

The Long-Range Planning Committee submits the attached report for adoption by the WNGGA Board of Trustees. It is anticipated that in the discussions of the various parts of the report, the Board will determine that it is necessary to send some of the recommendations on them for review and approval by the WNGGA membership at the Annual General Meeting.

The Report is organized into a Foreword followed by 9 sections. Within some of the sections, certain items have been marked with asterisks (**). These are items which the Committee feels should have top priority and that the Board of Trustees should take action on as soon as possible.

BACKGROUND OF REPORT

During the 1992-1994 biennium the Constitution of the WNGGA was extensively reviewed and updated to start to bring it into line with generally accepted current organizational procedures. The proposed amendments to the Constitution were developed on the basis of numerous suggestions, discussed and reviewed at considerable length, and adopted first by the Board of Trustees and then by the membership at the 1994 Annual General Meeting held in Bellevue, Washington.

As an outgrowth of the extensive discussions of the Constitutional revisions, it was agreed that a Long-Range Planning Committee should be appointed as a next step. Thus, during the 1994-96 biennium a Long-Range Planning Committee was appointed to look to the future to ascertain what the organization might be like, how it might continue to meet its stated goals and objectives, and how it might serve even better not only the membership of the organization but all persons interested in its purposes.

The Long-Range Planning Committee held an organizational meeting in September, 1995, in Harrisburg, Pennsylvania. At that time a number of specific aspects of the WNGGA were identified which ought to be included in the long range planning. Progress reports were presented to the Board of Trustees dated April 8, 1996, and August 22, 1996. On July 9, 1997, the Committee held a meeting at the Hyatt Regency Hotel, Columbus, Ohio, to draw up the Report contained in this document.

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5 The Welsh National Gymanfa Ganu Association, Inc.
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13 **A LONG-RANGE PLAN**

14
15 Prepared by:

16
17 Ellis J. Jones, Chair, St. Peter, Minnesota, USA

18 Wm. John Lewis, Dayton, Ohio, USA

19 Lynn Owens-Whalen, Vancouver, British Columbia, Canada

20 Jack A. Pritchard, Wyoming, Pennsylvania, USA

21 Meirwyn I. Walters, South Hamilton, Massachusetts, USA

22 R. Cerwyn Davies, International President, ex officio, Scarborough, Ontario, Canada

23 Nelson L. Llewellyn, Executive Director, ex officio, Warren, Ohio, USA
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August, 1997

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4 **FOREWORD**
5

6 Well managed organizations consistently involve themselves in planning for the future. This
7 applies to profit and non-profit organizations as well. It is important to make projections
8 about where an organization wishes to go in the immediate, near, and more distant future.
9

10 The Constitution of the WNGGA very succinctly spells out the purpose of the organization to
11 be:
12

13 To preserve, develop and promote our Welsh religious and cultural heritage,
14 including but not limited to the Gymanfa Ganu, and our religious and cultural
15 traditions, and to do all things necessary and proper to accomplish and enhance
16 the same. (Constitution, Article II)
17

18 It is important that the Board of Trustees and the membership of the organization keep that
19 statement in mind when working out details for implementing the objectives. Because times
20 change, it is equally important that over a period of time, the way in which the details are
21 worked out is adjusted to take into account such things as changes in society in general, in
22 the organization's membership, and in technological advances.
23

24 The Long-Range Planning Committee was appointed to draw up suggestions on how the
25 WNGGA might continue to implement the basic purpose of the organization over a longer
26 range period of time than just the coming year or two. It should be understood that even
27 though long range plans might be adopted, they are still subject to modification because of
28 some of the changes mentioned in the previous paragraph.
29

30 **SECTION 1. The Organization Headquarters.**
31

32 The central headquarters staff of any organization plays an extremely important role in the
33 way in which the organization meets its purposes. Although its central responsibility is to
34 implement policy decisions made by the governing body of the organization, the day-to-day
35 operations of the headquarters have a profound effect upon the efficiency and effectiveness of
36 the organization.
37

38 Since the early 1930s, the Welsh National Gymanfa Ganu Association has been able to have
39 a central headquarters arrangement which has been extremely informal. For most of that
40 time, the headquarters staff has consisted of only one person. Although this has made it
41 possible to have minimal costs associated with the headquarters operation, it is appropriate to
42 recognize that times have changed considerably.
43

44 As a result of the increased mobility of society, technologically improved procedures for
45 office operations, and increased communications options, the operational procedures of the
46 WNGGA Headquarters need very careful scrutiny. Listed below are Long-Range proposals
47 for the responsibilities of the Headquarters of the WNGGA.
48

1 Recommendations

2
3 It is recommended that the following proposals for the operation of the WNGGA
4 Headquarters be adopted and implemented as a part of the Long-Range Plan for the organiza-
5 tion. It should be noted that several of these are already in place.

6
7 The major purposes of the Headquarters of the WNGGA should be as follows:

- 8
9 a. Implement the policy decisions set by the general membership (at the Annual
10 General Meeting), by the Board of Trustees, and by the Executive Committee.
- 11
12 b. Provide logistical support for the national officers and special national standing
13 and ad hoc committees.
- 14
15 c. Provide logistical support to the National Treasurer, the Executive Committee,
16 and the membership regarding the annual budget and its interim status. This
17 would include regular status reports to all members of the Board of Trustees
18 including the Executive Committee.
- 19
20 d. Serve as the "communications hub" for the organization through the processing
21 of correspondence, preparation and distribution of the WNGGA Newsletter,
22 distribution of reports and minutes from meetings of the membership, the
23 Board of Trustees, the officers, and committees.
- 24
25 e. Coordinate the ongoing membership recruitment efforts through special
26 mailings to current and prospective members and local organizations on a
27 regular basis. This should include regular membership status reports to the
28 Executive Committee and the other members of the Board of Trustees as well
29 as to the membership-at-large.
- 30
31 f. Coordinate the publication and distribution of all "publication" items of and for
32 the WNGGA such as the hymnals, folk song books, cassette recordings, CD
33 recordings, Gymanfa Ganu histories, hymn histories, etc. as determined by the
34 Board of Trustees and the membership.
- 35
36 g. Establish and maintain an on-going communications network with all local
37 organizations which support the purposes of WNGGA. This could be in the
38 form of an intra-organization "house organ" published regularly and distributed
39 to all officers of all local organizations.
- 40
41 h. Provide logistical support for activities of the Welsh Associated Youth organi-
42 zation. (See **SECTION 8. The Welsh Associated Youth Situation**)
- 43
44 i. Assume responsibility for standardizing the registration process for the annual
45 National Gymanfa Ganu. This will provide increased efficiency in the
46 procedures for doing the registrations effectively.
- 47

- 1 j. Provide logistical support for the administration of a North American
2 Eisteddfod held in conjunction with the National Gymanfa Ganu.
3
4 k. Coordinate the preparation of grant proposals to provide financial support to
5 enhance the purposes of the WNGGA and supervise the completion of the
6 requirements included in successful grant applications.
7
8 l. Serve as the contact center for inquiries about the WNGGA and any activities
9 in which the organization is involved by maintaining office hours during which
10 members and non-members would be able to contact the Headquarters by
11 phone, FAX, and e-mail and by maintaining a World Wide Web site including
12 a WNGGA Home Page.
13
14 m. Such other responsibilities as might be assigned by the membership at large,
15 the Board of Trustees, and/or the Executive Committee.
16

17 To carry out these responsibilities, it is further recommended that the Headquarters staff be
18 expanded to have appropriate support staff to assist the Executive Director in the
19 management functions. It may also be necessary to have additional persons designated to be
20 a part of the staff to assist with certain specific responsibilities.
21

22 Because WNGGA is "International" in its nature as seen through its membership and the
23 sites for the annual National Gymanfa Ganu, it is recommended that the headquarters be
24 identified as the "International Headquarters" for the organization.
25

26 Conclusion

27
28 Although these proposals are centered on the Headquarters functions, all other long-range
29 plans such as those identified in the following Sections, can be implemented most
30 successfully with an effective efficient central office operation.
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35 **SECTION 2. The Membership Situation.** Because of a substantial number of persons of
36 Welsh lineage and other persons who are or should be interested in the goals of the
37 organization, what can be done to increase official regular individual and organizational
38 memberships in WNGGA?
39

40 Recommendations. The Long-Range Planning Committee recommends the following:
41

- 42 a. that it be recognized that belonging to the WNGGA makes one an official part
43 of the "support group" of persons interested in and supporting the basic
44 purposes of the organization; and,

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- ** b. that as an individual member, each person would receive the following benefits:
 - 1) An annual subscription to HWYL, the official Newsletter of WNGGA; and
 - 2) A special discount from stated purchase prices of WNGGA publications including hymnals, recordings, videos; and,
 - 3) A special registration fee discount for the National Gymanfa Ganu and such other regional or local activities (concerts, lectures, etc.) as might be planned by and for the national organization; and,
- ** c. that as an organizational member, each organization would receive the following benefits:
 - 1) Five subscriptions to HWYL, the official Newsletter of WNGGA; and,
 - 2) A special discount from stated purchase prices of WNGGA publications including hymnals, recordings, videos, directories; and,
- d. that the current membership recruitment flyer be updated and published on a regular basis; and,
- e. that members be contacted on a regular basis to encourage others whom they know to become members; and,
- f. that each Welsh organization be contacted to become an official WNGGA Associated Welsh Organization; and,
- g. that each WNGGA Associated Welsh Organization be contacted on a regular basis (perhaps three or four times a year) to encourage them to invite their own members to join WNGGA on an individual basis; and,
- h. that music organizations be contacted about the availability of WNGGA memberships to non-Welsh persons who might be interested in the music aspects of the WNGGA; and,
- i. that contacts be made through national groups whose members may be of Welsh descent; and,
- j. that contacts be made with organizations in Wales to encourage their members to become a part of the WNGGA; and,

- ** k. that a committee be appointed to work out details for an on-going structured membership recruitment program with the International Headquarters staff to provide on-going logistical support.

Rationale. The existence of an organization is directly affected by its membership. As membership increases, so does the vitality of the organization. WNGGA has tremendous membership potential.

SECTION 3. Marketing of WNGGA. What can/should WNGGA do to encourage a greater understanding of the organization among members and particularly non-members?

Recommendation. Because the WNGGA does have a basic purpose as stated earlier, the Long-Range Planning Committee recommends that the Board of Trustees appoint a person or Committee to monitor WNGGA marketing efforts.

Rationale: If WNGGA doesn't "tell its story," it is highly unlikely that anyone else will.

SECTION 4. The Publications Program. In addition to the official WNGGA Hymnal and the other miscellaneous items which have been made available through the International Headquarters, what other items should be considered to help the organization meet its purposes?

Recommendations. The Long-Range Planning Committee recommends the following:

- ** a. that a study be made of possible additional publications which would assist WNGGA meet its purposes such as hymn histories, phonetic books for hymns, and other items; and,
- b. that a committee be appointed to ascertain feasibility of the international organization providing more assistance to local organizations through such things as video loans, a speakers bureau, expanded list of directors, accompanists, bilingual preachers.

Rationale. The on-going budget of WNGGA is affected by this item. This is a source of revenue to help the organization meet its on-going financial needs. There is a tremendous market for WNGGA items since this is where people find out things about Welsh hymns, Welsh hymn-singing, and related topics.

SECTION 5. Governing Documents Review. Because of the importance of keeping the governing documents up to date, what changes should be made?

Recommendations. The Long-Range Planning Committee recommends the following:

- ** a. that a committee be appointed entitled "Constitution Review Committee." It is suggested that the persons on the Committee be the International Vice President who could serve as Committee Chair with one representative from each basic geographic area identified in the Constitution; and,
- ** b. that the Constitution Review Committee bring a report to the Board of Trustees and the members at the Annual General Meeting on changes that need to be made to reflect current practices.

Rationale. An organization's constitution is not "set in stone" and should be adjusted periodically to reflect changes desired by the members.

SECTION 6. Increased Involvement of the Board of Trustees in the Planning of the Annual National Gymanfa Ganu. What "division of labor" should be worked out between the Board of Trustees, the Headquarters Staff and the local venue committee?

Recommendation. The Long-Range Planning Committee recommends the following:

- ** a. that the Executive Committee or a National Gymanfa Ganu Logistics Committee draw up procedures to streamline the planning for the National Gymanfa Ganu; and,
- ** b. that the Board of Trustees appoint a National Gymanfa Ganu Coordinator to work with the local venue for each National Gymanfa Ganu. This person would meet with them, assist them in the negotiations which they need to do to work out logistics for the National. This person would regularly report to the Executive Director, President, Executive Committee, and the Board of Trustees.

Rationale. Planning for the National Gymanfa Ganu has changed considerably in recent years with the increasing emphasis on tours, seminars, and special events outside of the Sunday Service and the two Gymanfa Ganu sessions. The amount of money involved in the event can easily exceed \$100,000. Having a National Gymanfa Ganu Coordinator will ensure easier transition from one National to the other and would relieve some of the heavy responsibilities of the local venue committees.

1 **SECTION 7. WNGGA's Relationship to Local Organizations.** The WNGGA and its
 2 Associated Organizations have a shared purpose of preserving, developing and promoting our
 3 Welsh religious and cultural heritage. Since the strength and long-term vitality of the
 4 national organization can be strongly affected by support from local organizations such as St.
 5 David's Societies, Gymanfa Ganu associations, etc., what can/should WNGGA do to
 6 strengthen its ties to the local organizations?
 7

8 Recommendations. The Long-Range Planning Committee recommends the following:
 9

- 10 a. that a special WNGGA Headquarters Bulletin be distributed on a regular basis
 11 to all officers of all local WNGGA Associated Organizations. This will create
 12 a communications bond between WNGGA and the local organizations; and,
 13
- 14 b. that the WNGGA Bulletin provide information not only from WNGGA but
 15 also from local associations to other associations. This will provide ideas for
 16 local organizations to broaden their program to incorporate activities which are
 17 more than a single event within a year; and,
 18
- 19 ** c. that WNGGA provide specific information to local organizations regarding
 20 speakers, directors, accompanists, videos, etc.; and,
 21
- 22 d. that attempts be made with those WNGGA Associated Organizations which
 23 have a regular dues structure to include membership in National as a part of
 24 the regular dues; and,
 25
- 26 ** e. that the annual WNGGA Round Table meeting at the National Gymanfa Ganu
 27 be continued; and,
 28
- 29 f. that at least one seminar be held annually at the National where officers of the
 30 WNGGA Associated Organizations can get together and share ideas on
 31 programs and activities.
 32

33 Rationale. Intra-organizational communication is second only to membership in importance
 34 to the strength of the group. Working with local organizations will provide assistance to
 35 those which want to be considered as venues for Nationals, will help the local officers
 36 understand the "greater picture" of the Welsh American situation in North America. Strong
 37 local organizations will provide potential national leaders through their nominations of
 38 persons to serve on the Board of Trustees and various committees.
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SECTION 8. The Welsh Associated Youth Situation. What can/should WNGGA do for the youth to encourage them to be an active part of the WNGGA? WAY was started as a separate organization for the youth a number of years ago. Over the years its program has varied greatly from numerous activities to no activity at all.

Recommendation. The Long-Range Planning Committee recommends the following:

- a. that the WNGGA invite WAY to become an official subsidiary of the WNGGA; and,
- ** b. that a committee be established to work out details concerning this proposal.

Rationale. Acceptance of this proposal by both organizations would take some time but it would ensure that WAY would no longer be an "orphan." It would ensure that the organization would be on-going in its work. It could be allowed to establish its own dues, its own Newsletter, and such other activities as might be desired. It would provide constant communication links with the youth and members of WAY through WNGGA. Separate accounts could be kept for the WAY activities although they would be included in the comprehensive budgeting procedures and processing of WNGGA Headquarters.

SECTION 9. WNGGA's Relationship to Other National and International Welsh and/or Other Ethnic Organizations. Since WNGGA focuses on the ethnic traditions of the Welsh, what can WNGGA do to work "in concert" with other similar organizations at the national or international level?

Recommendation. The Long-Range Planning Committee recommends the following:

- ** a. that a "summit" meeting of representatives of Welsh interest groups be planned for the purpose of determining where mutual interests can be strengthened; and,
- b. that a list of non-Welsh organizations be compiled and contacts be made to ascertain where there are interests which are the same for both groups; and,
- c. that WNGGA identify and work with other ethnic groups on matters of mutual concern.

Rationale. Many other organizations face challenges similar to WNGGA, e.g. membership, publications, etc. Many of them appreciate WNGGA's emphasis on music. Establishing contacts with other Welsh interest groups or other ethnic groups might identify projects or activities for which there would be mutual benefit.