

To: lowens-whal [REDACTED]
From: Ellis Jones <elli [REDACTED]>
Subject: "Food for Thought"
Cc:
BCC:
Attached:

Lynn: Hope your break from work went well--Welcome back.

This note is sent only to you because we didn't have a chance to talk when I was scheduled to be in Vancouver.

Assuming you are elected president, one of the items on the agenda will be an "Inaugural Statement" by the new president. This has not always been done with a degree of formality. When I was elected, I had in my briefcase a statement that would have remained there if I had not been elected. But I was, so I laid out to the new Board my thoughts on where the organization might go in the next two years. It was sort of a blueprint of where we might focus our energies. Succeeding presidents didn't follow through and the golden opportunity for the new president to share some well thought out suggestions was lost.

Anyway, one of the situations that will arise during the 2002-2004 biennium will be the appointment of a new Executive Director. Over several weeks I have been formulating some suggestions for the new president and the board to consider.

In Article 8 of the Constitution, there is a provision for Assistants elected by the Board of Trustees. During the past four years the span of responsibility for the Executive Director has expanded considerably so now I'm raising the question of should we have assistants to cover some of the specific work now being done by the Executive Director. Here are my suggestions:

1. Management of Central Headquarters Staff (This needs to remain within the realm of the Executive Director. This is the primary responsibility.)
2. Assistant for Venue Planning. The Constitution specifically states in Article 13 c) that "the venue of the Annual National Gymanfa Ganu shall be decided by the Board four years in advance...." Although I have tried to meet this, we are not at that point--only 2003 and 2004 are set. How about an assistant who would take that responsibility for working out details for scheduling and following up on details for the annual Festival of Wales including contacting potential venues, meeting with them, and following up on working out the arrangements?
3. Assistant for Associated Welsh Organizations. Over these past four years I have tried very hard to establish and strengthen bonds with all of the Associated Welsh Organizations and it is starting to pay off. The mind set used to be "them and us" with no sense on the part of AWOs that they had any commitment to assist WNGGA. If these bonds were strengthened, we could turn to them for help with membership recruitment, fund raising, identifying venue sites, etc. Berwyn and Martha wrote a letter to the non-AWO organizations and as a result, we enrolled ten more. We have a lady here in the office who is working with our special AWO file and she represents headquarters support for that activity. I am hoping that the AWO Summit meeting in Harrisburg will really help the AWOs to understand that we are all a part of the Welsh community.
4. Editor of Hwyl. I will be doing the August issue and possibly other issues. We are supposed to issue it quarterly but we did miss the Winter issue and the spring issue was late. I do not find preparing a newsletter to be an onerous task since most of the news items are based on what we have here. A cardinal rule which I learned in working with church secretaries is that newsletters should be short--to be read from the mailbox to the kitchen table. The spring issue was short and I am amazed at the number of persons who have been in touch with us in response to some of the items. They were able to read it quickly and then respond quickly.
5. Youth Activities. A proposal is in the works to establish a Youth Initiative Committee. This is an outgrowth of the discussion that was held at Kingston. The Committee and I met in Syracuse about four weeks ago and decided that instead of an "organization for youth" within WNGGA that it would be better to have a "Youth Initiative Committee." The proposal is now being "tweaked" and should be in the hands of Ed Field within the next week and then on to the Board of Trustees in time for consideration at the Annual General Meeting. If the

proposal passes, then we will need someone to take care of the Youth Activities. John Ellis has written a superb philosophical statement about the role of the Committee and its importance to the future of WNGGA. In fact, he would be an excellent person to have as the chair of that group. Because of the other work in the Headquarters, more will get done if there is an Assistant for that. It would be understood that Headquarters would supply the logistical support--mailings, inclusion in Hwyl etc for the committee.

6. Membership Recruitment. This is a cornerstone of the future of the organization. I have intentionally not encouraged life membership because that is self-defeating. One payment and no more income. The very extreme imbalance between life members (no yearly income) and annual members (regular renewal income each year) is a cause for some of our financial challenges. The Annual Fund of course does bring in more money particularly from Life members but it is wiser to have annual memberships to maintain a steady income.

7. Annual Fund Director. Right now the work involved with that is being done primarily by Executive Director. Much of that needs to be done by Headquarters however, there has not been any extensive push for Annual Fund contributions since the brochure was distributed last fall. Much more needs to be done. It would certainly be within the province of the Treasurer or if there is a fund raising committee, it might include a separate director or assistant for the annual fund.

Finally, within the past two years the Committee system has been in place but it has not worked very well. As you may know, I personally wrote three of the committee reports for Kingston because the folks were not showing any signs of doing it. If we were to have an assistants structure, and then ask the members of the new Board with which assistant they would like to work, perhaps we'd get more people to help.

For example, if you were to have ready an Inaugural Statement outlining some of these proposals and then distributing a checklist to the new Board and asking them to identify their 1st, 2nd, and 3d choices and sign it, psychologically they would be making a stronger commitment rather than simply being told that they are on "such and such committee."

These are only some thoughts for you to consider. All committees which have been in place for the past two years will go out of existence (except Nominations) on September 1 and we'll be starting with a blank sheet. Whatever you decide to do is fine with me.

Finally, I have sent this only to you since YOU will be the president and I feel you need to set your own course.

If you would like to discuss this on the phone or exchange e-mails on this, let me know. I look forward to working with you and helping in whatever way I can.

Ellis J.