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WAN BOARD RETREAT
SATURDAY, FEBRUARY 1, 1997
11:00AM - 6:30PM

WELCOME TO THE WAN BOARD RETREAT!
It is extremely important that you read the enclosed packet of information prior to our retreat.

As a continuing board member, I am delighted to convene this Board Retreat for the 1997 WAN Board of Directors. This will be an exciting, informative, and critically important new beginning for WAN and I welcome you to the board, whether you are a new member or continuing in the second year of your term.

We will be meeting from 11:00am until 6:30pm on Saturday, February 1st at the Albion House Inn located at 135 Gough. The nearest cross street is Oak. Located near Valencia and Market (Lyon-Martin & Quan Yen), it is a short walk up from Market Street. All-day parking is available one block away for $3.50 -- park in the "white zone" across from the Inn itself and get a ticket and directions from registration desk or concierge. We'll be meeting in the banquet room of the restaurant. Coffee, tea, sodas, muffins (in the morning) and a buffet lunch will be provided.

The retreat will be facilitated by Kelley Gulley, a professional organizational consultant. Kelley facilitated last year's retreat as well.

You will find in this packet the following information:

1) This cover letter
2) A preliminary agenda
3) The 1996 WAN Board of Directors contact list. Please note any revisions and bring them to the retreat, making sure to advise Virg of your preferred mailing address. Also, how you wish to be described in funding proposals and other appropriate references (i.e.: job title, HIV-status, etc.)
4) Chart for you to fill in regarding your Board Meeting availability. Please fill in prior to the retreat and give to Virg upon arrival.
5) Ms. Gulley's resume.
6) WAN Vision Statement and Strategic Plan written in 1995.
7) WAN Articles of Incorporation and By-Laws
8) Various reference materials regarding board responsibilities, specific to WAN and general.
Please come to the retreat prepared to engage in thought-provoking discussions to create the future of WAN. Bring your ideas as to where you'd like to see WAN go. Other questions to consider prior to the retreat:

- What is your role with WAN?
- What skills and experiences do you bring?
- Are you willing to become an offer or committee co-chair?
- What time availability/constraints do you have?
- How much of a priority is WAN in your life and where do your board responsibilities fit in?

We plan to have fun, get to know each other better, determine how we can best work together as an organization and serve women affected and infected with HIV in the Bay Area. I'm looking forward to a pleasant and productive day.

Sincerely,

Ruthy Talansky
Treasurer, 1996 WAN Board
WAN BOARD RETREAT
February 1, 1997
Preliminary Agenda

11:00-11:20am  Check-in, coffee/tea, and introductions
11:20-11:30am  Retreat guidelines
11:30am-Noon  Historical Overview/Mission/Vision of WAN
Noon-12:30pm  Overview and history of Special Women's Fund
12:30-1:00pm  FY'96 Financial Report
               FY'97 Budget
               Existing fundraising plans
1:00-2:00pm   Lunch
2:00-2:30pm   Building the WAN Board culture with new and
              continuing members.
2:30-4:00pm   Future WAN Vision and Organizational Structure
              -- Board Roles & Responsibilities
              -- Staff Roles & Responsibilities
              -- Committees Defined and Set-up
4:00-4:15pm   break
4:15-5:15pm   Set up Board Structure
              -- Election of Officers and Committee Chairs
              -- 1997 Board Meetings Scheduled
              -- 1997 Committee Meetings Scheduled
5:15-6:15pm   Fundraising Brainstorm
6:15-6:30pm   Retreat Evaluation
Okay Lisa, based on last year's, I plan to include the following in the board retreat packet:

* Agenda (last year's attached...Eileen has some items to add.)
* Welcome/cover letter including directions to Albion House. Last year the letter was sent from Eileen? Who officially is calling this retreat?
* Board contact list
* Board meeting availability query
* Kelly's resume
* Revised vision statement (from Eileen?)
* Revised 1996 Financial Report (Eileen)
* Strategic plan adopted in 1994
* WAN Articles of Inc. and By-Laws
* WAN Purpose, Mission, Strategies and Roles & Responsibilities (Adopted in 1993)

ALSO FOR CONSIDERATION. PLEASE ADVISE:
* Various Development Handouts Used at Previous Retreats:
  Seven Keys to Effective Meetings
  Key steps to successful fund raising
  The Development Cycle
* Board Roles & Responsibilities Handouts Used Previously:
  "The Board Member"
  Policy Versus Administration
  Board Operations
  Board Roles & Responsibilities
  Am I an Effective Board Officer?
  Who Does What?
  Primary Responsibility Clarification questionnaire
  Board Member Code of Ethics
  The Changing Role of Boards (prepared by Kelly)
* NMAC Action Handbook for Boards
  I've enclosed the table of contents, noting the pages I think maybe good to include. You may notice some duplication of the above, but NMAC explains it differently.

PS: I called all the new board members and reminded them. Want to mail board packet by Friday. OK?

Are you attending the retreat? 

XXFO
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This handbook is organized to make it easy for small boards to make it a time-saving tool for boards. Council on Nonprofits,
WAN BOARD RETREAT
February 1, 1997
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5:15-5:15pm Fundraising Brainstorm
6:15-6:30pm Retreat Evaluation
URGENT - PLEASE RELAY TO LISA ASAP.

Thanks

FAX TRANSMISSION

TO: Lisa O'Connor  FAX # 554-1475  PHONE # 554-1450
FROM: Virg Parks

IF ANY PROBLEMS WITH THE FAX, PLEASE CALL 621-4160

Okay Lisa, based on last year's plan I plan to include the following in the board retreat packet:

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  Am I an Effective Board Officer?
  Who Does What?
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  Board Member Code of Ethics
  The Changing Role of Boards (prepared by Kelly)  --- several pages

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  I've enclosed the table of contents noting the pages I think may be good to include. You may notice some duplication of the above, but NMAC explains it differently.

PS: I called all the new board members and reminded them. Want to mail back packet by Friday, OK?

Are you attending the retreat?

xoxo

3543 15TH STREET  NUMBER OF PAGES INCLUDING COVER: 3
SUITE 11
SAN FRANCISCO, CA 94110
415.621.4165 TEL
415.578.1181 FAX
WAN BOARD MEMBER RESPONSIBILITIES

WAN Board Member terms are for two years. Board Members are expected to attend monthly Board meetings and sit on one standing or ad hoc committee. Board Members are also encouraged to attend as many monthly community meetings throughout the year as possible. Board Members are responsible for participating fully in fundraising for WAN. Each Board Member is expected to contribute a minimum of $500 per year to WAN. This can be accomplished in a variety of ways, including individual solicitation of funds or personal giving. WAN is committed to assisting Board Members in reaching their personal goal. In addition, Board Members are expected to participate in the overall fundraising efforts of the organization. These efforts may include grantwriting, event planning, organizational solicitations and membership drives. Board Members are also expected to participate fully in any organizational planning efforts such as retreats and strategic planning sessions. In order to build a variety of skills for Board Members, WAN is committed to training Board Members in meeting facilitation. Toward that end, facilitation of Board meetings and community meetings rotates among Board Members. All meetings are held at the WAN office at the Women’s Building, 3543 Eighteenth Street (between Valencia and Guerrero), on the third floor, in San Francisco.
WAN BOARD OF DIRECTORS
OFFICER ROLES AND RESPONSIBILITIES

(Approved by WAN Board 10/93; draft changes 1/97)

President
Responsible for general oversight of WAN, including oversight of activities and involvement of Board of Directors. Responsible for developing, in coordination with the Board, the vision, mission and direction of WAN. Responsible for ensuring that monthly general meetings occur and have a solid agenda that forwards the community work of WAN; and for ensuring that Board meetings occur on a monthly basis and are utilized to not only accomplish the necessary business of WAN, but also to meet the overarching vision, mission and direction of WAN. Oversight of all WAN fundraising efforts and liaison to the Fundraising Committee, with responsibility to ensure that WAN’s funding needs are addressed. Generally responsible for networking with other women’s and HIV/AIDS organizations nationally. Responsible for speaking engagements on behalf of WAN. Responsible for respectfully delegating tasks, when necessary, to various Board Members (with their permission) in any of the above categories, and then ensuring that the tasks are addressed by Board Members. If tasks are unable to be delegated, President is responsible for ensuring that the work is accomplished.

Vice President
Responsible for administrative oversight of WAN, including hiring and oversight of any staffpeople. Responsible for ensuring that the internal administration of WAN is in place and functioning well, including all issues related to the office and meeting spaces of WAN. Generally responsible for networking with other women’s and HIV/AIDS organizations locally. Oversight of and liaison to all committees. Works closely with President; acts in her stead when necessary.

Treasurer
Responsible for any and all issues related to the finances of WAN, keeping President and Board fully informed. Responsible for oversight of the Special Women’s Fund; liaison to the Administrator of the Fund and the Women’s Fund Committee. Responsible for hiring and oversight of the Bookkeeper/Accountant. Responsible for ensuring that all taxes and financial obligations/liabilities are taken care of and for alerting the organization to any short- or long-term financial concerns. Responsible for monthly financial updates, based on information provided by the Bookkeeper/Accountant.

Secretary
As a recording secretary, responsible for taking minutes, or ensuring that minutes are taken, at all Board Meetings and Executive Board Meetings, and for sending minutes in a timely manner to all Board Members. As a corresponding secretary, responsible for sending out letters, or ensuring that they are sent out - by request of Board Members - on behalf of WAN. Responsible for keeping track of Board Member attendance and for advising the President when action needs
to be taken regarding the removal of Board Members or the need to bring on new Board Members.

Public Policy Representative
Responsible for providing direction to WAN regarding public policy issues and for coordinating activities of Policy Committee. As Board liaison to Policy Committee, responsible for keeping WAN Board up-to-date on public policy issues and activities of Policy Committee. Liaison to all local and national women’s and AIDS policy organizations. Responsible for speaking about policy issues on behalf of WAN. As any full Executive Committee Member, accountable for additional Board responsibilities, as needed.

All Executive Committee Members, along with all Board Members, are responsible for leading the assisting in fundraising efforts of the organization. (The extent of Board fundraising needs to be more fully addressed, with a plan implemented to ensure Board responsibility for increasing WAN funds.) All Executive Committee members are expected to attend one Executive Committee meeting per month, along with one Board meeting and one general membership meeting. All Executive Committee Members are expected to lead participate fully in any organizational planning efforts, such as retreats and strategic planning sessions. The Executive Committee is responsible for decision making whenever the full Board is unable to do so. If any Executive Committee Member is unable to perform a particular duty as noted herein, she is responsible for respectfully delegating, with permission and only when necessary, and then ensuring that the task is accomplished by another Board Member.

Facilitation and minute-taking of Executive Committee Meetings will rotate among Executive Committee Members. If someone cannot take her turn, the next person in line will take that turn. The minute-taker is responsible for communicating with the facilitator of the upcoming Board Meeting, in order to note items for inclusion in the Board Meeting agenda.

If, in the future, a large part of WAN’s work falls in an area other than policy, the Board of Directors may decide to substitute another representative for the Public Policy Representative. Currently, it is appropriate to include a Public Policy Representative as a separate Executive Committee Member, with other committees having representation or a liaison on the Board. In the future, we may want, for example, an Education/Outreach Representative on the Executive Committee, if that work is significant enough that it becomes too much for an officer to take on as liaison, in addition to her other responsibilities as an Executive Committee Member.

All WAN Committees will be chaired by Board Members. Committee Chairs will sit on the WAN Executive Committee, as appropriate and as needed.

(drafted by E. Hansen)
WAN GRANTS PAYMENT SCHEDULE

NORTHERN CALIFORNIA GRANTMAKERS AIDS TASK FORCE ($40,000)
Public Policy Initiative
January 1 — December 31, 1996

$20,000 January 31
$20,000 upon review, approval of June 15 report
Mid-year report due June 15, 1996 (form sent May 15)
Final report due January 15, 1997 (form sent Dec. 16)
In-person interview with NCG AIDS Task Force mid-year

THE UNITED WAY OF THE BAY AREA ($25,000 for each of 2 years)
Public Policy Training for Young Women
July 1, 1996 — June 30, 1997

12 equal monthly installments by the 15th of each month starting in July
(approx. $2,083 monthly)
Semi-annual program reports

1996 AIDS WALK ($20,000)
San Francisco AIDS Foundation
Special Women’s Fund Administration and Grants
Start date at our discretion

1/3 of grant approximately September 6, 1996 (approx. $6,667)
1/3 of grant approximately October 25, 1996 (approx. $6,667)
1/3 of grant approximately February 21, 1997 (approx. $6,666)
Final Report due in February, 1997

AIDS DANCE-A-THON ($2,500)
Mobilization Against AIDS (MAA)
Special Women’s Fund Cash Grants
April 1, 1996 — March 31, 1997 (?)

2/3 of grant within 2 weeks of Dance-a-thon (approx. $1,667)
1/3 of grant before close of 1996, based on compliance (approx. $833)
MAA Board of Directors presentation between October — December, 1996
A VISION FOR WAN’S FUTURE
developed by Eileen Hansen in 1995: on hold
(internal document for discussion only - confidential)

As you know, I have been meeting individually with WAN Board Members over the last couple of months and by today’s meeting, I will have met with each one of you. My purpose in doing so has been to discuss how WAN is - or isn’t - working for each Board Member individually and as an organization. I have been engaged in an analysis of WAN over the last year, discussing WAN with members of the HIV service community and women with HIV, and I have incorporated their feedback, along with the input of Board Members, into a proposal for you as Board Members to consider. The decision is yours as Board Members, as your responsibility is to provide leadership for the organization and develop policies and programs that will further the organization’s ability to serve our target population and be appropriate to our mission.

I believe that WAN has been treading water as an organization for far too long. As the world’s oldest women and HIV organization, we should have grown with the changes in the epidemic and by now should be a thriving, funded, effective, visible organization that has strong impact on the lives of women with HIV. We have existed for twelve years and I find it very sad that we are still struggling to find our place in the HIV world. I don’t believe that we should continue to exist as we are now. I do believe that it’s time to grow and change in some pretty major ways. Otherwise, I think we should pull back and not try to function as an organization, but rather reorganize as a coalition of women involved in HIV work that meets informally to network, educate and offer support. As one of the very few organizations in the country specifically focused on women and HIV issues, I believe we could play a leadership role in bringing women’s HIV issues to the table and have a major impact on the lives of women with HIV. I want to see us assume that role. In order to do that, WAN must change.

LOCATION
WAN is a San Francisco-based organization. It always has been. I believe it should continue to be - in some ways. However, with the greater numbers of HIV-positive women in the East Bay, I believe we need to expand our efforts to the East Bay. Thus, I would propose that we move our office to the WORLD office in Oakland where there is a separate office space available and where we would be in touch on a daily basis with women with HIV, thereby directly linking our work more fully with women with HIV. WORLD is endeavoring to create a women’s HIV center and it would be exciting for WAN to be a part of that. The space is beautiful and spacious and the combined spaces would share an outdoor area that could be utilized for events and activities.

The WAN meetings would continue to be held in San Francisco on a monthly basis, with the focus of the meetings being a monthly educational forum for women engaged in HIV work, along with networking and support for those women.
EDUCATION
WORLD has a far more extensive resource library than WAN. I propose that we combine our educational efforts with WORLD and that WAN take responsibility for "community education," utilizing a combined WORLD/WAN resource library and offering education to those who call our combined offices with questions that take time and energy away from the support WORLD needs to give to women with HIV. WORLD could then focus more on education and support for women with HIV.

A joint speakers bureau could be set up between the two organizations, enabling us to respond to requests for speakers as appropriate, with women with HIV trained as speakers to work in coordination with trained WAN speakers. WORLD speakers would provide information as women with HIV; WAN speakers would provide other information as necessary, from public policy/advocacy to broad perspectives on the epidemic.

As needed, the two organizations would jointly organize educational forums. WAN would continue to provide educational forums at our monthly meetings.

SPECIAL WOMEN'S FUND
This is an important project of WAN and it must continue. We need to expand the Fund to the East Bay to reach the numbers of women infected there, particularly in Alameda and Contra Costa Counties. We would need to increase our funding in order to expand our ability to serve women in the East Bay.

COMMITTEES
Our committees seem not to be working very well. We have been largely unsuccessful in bringing additional members to our committees so the work is done by Board Members. Board Members are thus called upon to do tremendous amounts of work that I believe is difficult for many of us who have full-time jobs and other commitments. I would propose changing our committee structure.

The Education Committee could be dropped and the monthly educational forums decided on by the Board, with one member taking responsibility for getting speakers each month. As joint forums are planned with WORLD, ad hoc committees would come together to plan each forum, with the composition depending on the topic and those with expertise/interest in the topic.

Membership/Development would be assumed by the full organization. We are desperately in need of fundraising and I have come to believe that fundraising cannot be solely carried out by a committee. I also do not believe that we are working well as a membership organization. I would propose to drop the pretense of members. Again, ad hoc committees would be formed to help plan fundraising events, develop fund appeal letters, solicit major donors, etc. However, we would need to hire a staffperson to do the bulk of fundraising, including grantwriting and individual solicitation. Again, I would propose looking at the possibility of a joint effort with WORLD, where one development person could solicit funding on behalf of both organizations,
sometimes in joint proposals and sometimes individually. (Note: this point was the most problematic in WAN Board discussions.) That person would logically be based at the joint WORLD/WAN offices in Oakland.

The Special Women’s Fund doesn’t really need a committee and hasn’t really had a functioning committee for a while. Instead, the Fund and the Fund’s Administrator need oversight, which would be provided by the WAN Director.

Public Policy would expand into an Advocacy/Policy Program of WAN and would be primarily responsible for coordinating the proposed National Women’s AIDS Network Public Policy Organization that I am now in the process of proposing to funding sources (confidential proposal will be verbally detailed at Board Meeting - please keep even the idea of this national program within the WAN Board).

NEWSLETTER
Even with the tremendous work put into the newsletter by Ami and even with the much-improved format, I do not believe that the newsletter meets a wide-ranging need. The newsletter seems to me to be mostly a listing of announcements, with little educational value. It keeps our members somewhat aware of our work, but is not the kind of vehicle that shouts to the world that WAN is involved and active and meeting the needs of women. I propose that we fold the newsletter and set up a collaboration with WORLD. Their newsletter goes to three times the number WAN does and it is a substantive, informative document. I propose that we ask WORLD to include one double-sided page from WAN each month that we would use for information on WAN and as an advocacy/"how you can get involved in activities that will make a difference in women's lives" piece. We would go to the SFAF with WORLD and ask for full funding of the newsletter in place of the postage and copying they now provide to WAN for our newsletter. In this way, we get our message/our work/our name out to far more women, we join hands with WORLD to create a useful, funded tool and we drop something that is incredibly time-consuming for our staffperson and that does not provide information that is worth the time it takes to develop.

STAFFING
WAN needs a full-time Director. I would propose, upon receiving funding, hiring an Executive Director. We would also need a half-time Administrative Assistant and a half-time Development Director. I would propose looking at sharing those positions with WORLD. WAN and WORLD could write a collaborative proposal for the hiring of one full-time Administrative Assistant and one full-time Development Director to be shared equally among the organizations.

FUNDING
Yes, the big question - in addition to how to make this dramatic transition - is where would the funding come from? We would have to embark on a major effort to obtain funding for these efforts, making it an immediate priority of the Board.
WAN STRATEGIC PLAN
(adopted 1994)

PURPOSE
To prevent the spread of HIV disease and improve the quality of life of all women infected and affected by HIV.

MISSION
As a network, we advocate and provide for the development and improvement of public policies, education and services for the diverse population of women affected by HIV disease.

STRATEGIES
WAN's methods for achieving its Mission and Purpose are: Public Policy Advocacy, Education, Service Advocacy and Provision, and Community Networking.

These are the items on the Strategic Plan not yet accomplished as of July 1995 or still in progress. They have been divided by Committee to better enable us to determine who should be taking the lead on doing the work and how the work will be accomplished:

FULL BOARD
1. increase the expertise of Board members via training (in progress)
2. increase the number and diversity of Board Members (in progress)
3. decide how much of a service agency we wish to become/assess gaps in services and explore the possibility of filling gaps/collaborate with WORLD, other AIDS service organizations, community-based organizations and health organizations on service issues of women affected and infected by HIV and their families/pursue Stop AIDS Project for women
4. develop outreach plan (including media outreach) for members, other AIDS service organizations and the diverse community of women affected and infected by HIV
5. arrange special meetings with other women's AIDS service organizations
6. hold Open House
7. explore the possibility of additional social gatherings

MEMBERSHIP/DEVELOPMENT
1. develop fundraising plan/timeline for 1995
   - assess what we now have and what we want to do
   - explore increasing our income to $50,000 (in progress)
   - explore ways to work without our $20,000 annual donation
   - explore communicating with major donor re: renewability of $20,000
   - consult professional fundraiser/hire grant writer
   - provide fundraising training to Board Members (in progress)
   - increase involvement of Board in raising money (in progress)
2. prospect to other AIDS service organizations for lists for membership
EDUCATION
1. assess need for and update/create and distribute prevention materials
2. provide evening forums (plan three in twelve months)
3. explore development of Survival Guide with WORLD

SPECIAL WOMEN’S FUND
1. conduct annual reports on the Special Women’s Fund for purposes of development,
   influencing public policy and increasing the community network
2. provide informative material to women with HIV (in progress)

PUBLIC POLICY
1. increase membership on Public Policy Committee
I have compiled the accompanying balance sheet of Women's AIDS Network of the United States as of December 31, 1995 and the related statement of support, revenues and expenses and the supplemental statement of expenses for twelve months then ended, in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of financial statements information that is the representation of management. I have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or any other form of assurance on them.

Management has elected to omit substantially all of the disclosures required by generally accepted accounting principles. If the omitted disclosures were included, they might influence the user's conclusions about the Company's financial position, results of operations, and cash flows. Accordingly, these financial statements are not designed for those who are not informed about such matters.

January 17, 1996
WAN BOARD OF DIRECTORS ROLES AND RESPONSIBILITIES

(Approved by WAN Board 10/93)

President
Responsible for general oversight of WAN, including oversight of activities and involvement of Board of Directors. Responsible for developing, in coordination with the Board, the vision, mission and direction of WAN. Responsible for ensuring that monthly general meetings occur and have a solid agenda that forwards the community work of WAN; and for ensuring that Board meetings occur on a monthly basis and are utilized to not only accomplish the necessary business of WAN, but also to meet the overarching vision, mission and direction of WAN. Oversight of all WAN fundraising efforts and liaison to the Fundraising Committee, with responsibility to ensure that WAN’s funding needs are addressed. Generally responsible for networking with other women’s and HIV/AIDS organizations nationally. Responsible for speaking engagements on behalf of WAN. Responsible for respectfully delegating tasks, when necessary, to various Board Members (with their permission) in any of the above categories, and then ensuring that the tasks are addressed by Board Members. If tasks are unable to be delegated, President is responsible for ensuring that the work is accomplished.

Vice President
Responsible for administrative oversight of WAN, including hiring and oversight of any staffpeople. Responsible for ensuring that the internal administration of WAN is in place and functioning well, including all issues related to the office and meeting spaces of WAN. Generally responsible for networking with other women’s and HIV/AIDS organizations locally. Oversight of and liaison to the Education/Outreach Committee. Works closely with President; acts in her stead when necessary.

Treasurer
Responsible for any and all issues related to the finances of WAN, keeping President and Board fully informed. Responsible for oversight of the Women’s Fund; liaison to the administrator of the Fund and the Women’s Fund Committee. Responsible for hiring and oversight of the Bookkeeper/Accountant. Responsible for ensuring that all taxes and financial obligations/liabilities are taken care of and for alerting the organization to any short- or long-term financial concerns. Responsible for monthly financial updates, based on information provided by the Bookkeeper/Accountant.
Secretary
As a recording secretary, responsible for taking minutes, or ensuring that minutes are taken, at all Board Meetings, and for sending minutes in a timely manner to all Board Members. As a corresponding secretary, responsible for sending out letters, or ensuring that they are sent out - by request of Board Members - on behalf of WAN. Responsible for keeping track of Board Member attendance and for advising the President when action needs to be taken regarding the removal of Board Members or the need to bring on new Board Members.

Public Policy Representative
Responsible for providing direction to WAN regarding public policy issues and for coordinating activities of Policy Committee. As Board liaison to Policy Committee, responsible for keeping WAN Board up to date on public policy issues and activities of Policy Committee. Liaison to all local and national women’s and AIDS policy organizations. Responsible for speaking about policy issues on behalf of WAN. As any full Executive Committee Member, accountable for additional Board responsibilities, as needed.

All Executive Committee Members, along with all Board Members, are responsible for assisting in fundraising efforts for the organization. (The extent of Board fundraising needs to be more fully addressed, with a plan implemented to ensure Board responsibility for increasing WAN funds.) All Executive Committee members are expected to attend one Executive Committee meeting per month, along with one Board meeting and one general membership meeting. All Executive Committee Members are expected to participate fully in any organizational planning efforts, such as retreats and strategic planning sessions. The Executive Committee is responsible for decision making whenever the full Board is unable to do so. If any Executive Committee Member is unable to perform a particular duty as noted herein, she is responsible for respectfully delegating, with permission and only when necessary, and then ensuring that the task is accomplished by another Board Member.

Facilitation and minute taking of Executive Committee Meetings will rotate among Executive Committee Members. If someone cannot take her turn, the next person in line will take that turn. The minute taker is responsible for communicating with the facilitator of the upcoming Board Meeting, in order to note items for inclusion in the Board Meeting agenda.

[If, in the future, a large part of WAN’s work falls in an area other than policy, the Board of Directors may decide to substitute another representative for the Public Policy Representative. Currently, it is appropriate to include a Public Policy Representative as a separate Executive Committee Member, with other committees having representation or a liaison on the Board. In the future, we may want, for example, an Education/Outreach Representative on the Executive Committee, if that work is significant enough that it becomes too much for an officer to take on as liaison, in addition to her other responsibilities as an Executive Committee Member.]

(drafted by E. Hansen)
September 1996

Potential WAN Board Member:

We’re pleased that you’re considering applying to become a Women’s AIDS Network (WAN) Board Member!

Our Board of Directors is composed of up to fifteen women — HIV-positive women, dedicated service providers, and community and political activists. Currently in this year, fifty percent of our Board members are women of color, twenty-five percent are women with HIV, many are lesbians. All are active in the struggle against HIV. Currently, we are looking for women to complete our 1996 Board. We have three slots open and we are planning to fill all three with women who have interest and skills in fundraising or financial management. Ideally, we would like all three positions to also be filled by women who are HIV-positive and of color.

The Women’s AIDS Network, founded in 1983, is the oldest women’s AIDS organization in the world. Our mission is to provide education, support and advocacy for women infected and affected by HIV. We hold community meetings monthly that afford WAN members and interested parties an opportunity to network, learn from one another and collaborate on relevant issues. With just one half-time Administrator in our office and one half-time Public Policy Director, our work is sustained mainly through the committed and ongoing work of volunteers — in particular, our working Board. The Board meets monthly to set policy for the organization and much of our work is carried out through committees. Our committees include:

Special Women’s Fund: The Special Women’s Fund celebrates its fourth year of providing annual cash grants of $50 to low-income San Francisco women living with HIV. Upon completion of a simple interview with our administrator, a woman can walk out with a check in hand. Counseling and referrals are also available to interested clients. We are the only grant-giving organization of this kind in the Bay Area; we see more HIV-positive women than any other local community organization.

Public Policy and Advocacy: WAN has become known as a national, state and local policy leader for women with HIV through the efforts of our Public Policy Initiative. We have organized public hearings on women and HIV, have trained women in public policy and lobbying, travel regularly to Washington, DC and Sacramento to advocate on behalf of women with HIV and are currently meeting with women with HIV, policy makers and HIV policy advocates to develop a national women and HIV public policy agenda.
Education/Outreach: The mission of our new Education/Outreach Committee is currently being developed. In the past, the work of our Education Committee has been to bring pertinent topics regarding women and HIV to our community. We hold periodic evening forums and conduct hour-long educational forums once a month at our community meetings.

Fundraising/Finance: WAN exists solely through membership fees, private donations, small grants and fundraising activities. We receive no public money. We are committed to long-range planning and financial stability for the organization. In 1994, we engaged in a strategic planning process and in 1996 we have significantly increased our budget, setting our highest-ever fundraising goal.

WAN Board Member terms are for two years. Board Members are expected to attend one Board meeting and one community meeting each month and to sit on one committee. All Board Members are responsible for participating in fundraising efforts for WAN. Each Board Member is expected to contribute in at least one area of her choice, including grantwriting, event planning, solicitation of funds or personal giving. Board Members are expected to participate fully in any organizational planning efforts, such as retreats and strategic planning sessions. In order to build a variety of skills for Board Members, WAN is committed to training Board Members in meeting facilitation. Toward that end, facilitation of Board meetings and community meetings rotates among Board Members. The Board meetings are currently held every third Wednesday, from 6:00 - 8:30pm at the new WAN office at the Women’s Building, 3543 Eighteenth Street (between Valencia and Guerrero), on the third floor, in San Francisco.

We extend to you an invitation to apply for membership on the Women’s AIDS Network Board of Directors. This overview should give you a general sense of our organization. Should you desire further information or just want to talk about what it’s like to be on the WAN Board, you are more than welcome to talk with any Board Member. I’d be delighted to talk with you. Please call me at 415 821-2106.

Thanks for your interest! We look forward to hearing from you.

Very truly yours,

Lisa O’Connor
President
February 26, 1996

Kelley D. Gulley  
Vice President  
Community Development Institute  
321 Bell Street  
P.O. 50099  
East Palo Alto, CA 94303

Dear Kelley:

Thank you so very much for the great job you did facilitating the Women’s AIDS Network retreat on January 20. It was a terrific way for our new Board to start off the year together. Thanks, too, to the Lomax Group, KIPS Division. The report was quite complete and the Board received it with much enthusiasm.

I am enclosing your check, made out to the Lomax Group per your request. I must thank you tremendously for being willing to work within WAN’s budget which was much too small for the task you managed. We appreciate the discount and we appreciate your taking the organization seriously and giving us your all — even without full payment.

Kelley, WAN is the better for your work. I hope the organization can utilize your skills in the future. I also personally look forward to our working together again in other capacities. I wish you well and hope our paths cross again.

Very truly yours,

[Signature]

[Check Image]
Client: Women's AIDS Network (WAN)  
c/o Eileen Hansen  
AIDS Legal Referral Panel  
114 Sansome Street, Suite 1129  
San Francisco, CA 94104

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<th>Date</th>
<th>Description of Services</th>
<th>Hours</th>
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<td>$1200</td>
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Subtotal: $2,200  
Less Client Discount: $(1,350)

TOTAL: 22.0 $100 $850  

We sincerely appreciate your business ~ Peace ~  
Amount Due

Please make your check payable to: The Lomax Group, Inc.  
Tax Identification Number: 22-3310938
Ms. Eileen Hansen
AIDS Legal Referral Panel
114 Sansome Street, Suite 1129
San Francisco, CA 94104

Dear Eileen:

You will find enclosed the following:

- The Women's AIDS Network (WAN) Board Retreat Report
- An invoice for services rendered by The Lomax Group, Inc.
- Board resources, including,
  ⇒ Am I an Effective Board Officer? (Personal Assessment)
  ⇒ Who Does What?
  ⇒ Primary Responsibility Clarification Questionnaire
  ⇒ Board Member Code of Ethics
  ⇒ Policy vs. Administration...Definition of Board Policy
  ⇒ Board Operations
  ⇒ Board Roles and Responsibilities
  ⇒ The Changing Role of Boards (Information that was presented in my presentation at the retreat.)

I hope that these resources are helpful. You may want to save some of them and use them as board development exercises at future board meetings.

If you have questions or would like additional information, please feel free to contact me. It was a pleasure working with you and the WAN Board of Directors. Please call me if you need technical assistance in the future.

Very Truly Yours,

Kelley D. Gulley, MBA
President - KIPS Division
WOMEN'S AIDS NETWORK
1996 BOARD RETREAT

January 20, 1996
WINDSOR, CALIFORNIA

SUBMITTED BY:

KELLEY D. GULLEY
VICE PRESIDENT FOR MANAGEMENT AND PROGRAM SERVICES
COMMUNITY DEVELOPMENT INSTITUTE
P.O. BOX 50099
EAST PALO ALTO, CALIFORNIA 94303
(415) 327-5846
WOMEN'S AIDS NETWORK
BOARD RETREAT
Saturday, January 20, 1996
10:00 a.m.-5:30 p.m.

AGENDA

10:00-10:30
Coffee and Pastries

10:30-10:40
Retreat Guidelines

10:40-12:00
Building the WAN Board Culture With New and Continuing Members—Getting to Know Each Other

12:00-12:15
Historical Overview/Mission of WAN
Review of Retreat Packet

12:15-12:25
BREAK

12:25-1:45
FY 1995 Financial Report
FY 1996 Budget
Fundraising Plan

1:45-2:30
LUNCH

2:30-4:00
Check-in
WAN Vision and Future Organizational Structure
  — Board Roles and Responsibilities Defined
  — Staff Roles and Responsibilities Defined
  — Committees Defined and Set-up

4:00-4:15
BREAK

4:15-5:15
Set Up Board Structure
  — Election of Officers
  — Election of Committee Cochairs
  — 1996 Board Meetings Scheduled
  — 1996 Committee Meetings Scheduled

5:15-5:30
Evaluation of Retreat
Women's AIDS Network
1996 BOARD RETREAT

Introduction

The Board of Directors of the Women's AIDS Network (WAN) hosted its Annual Board Retreat on Saturday, January 20, 1996, from 10:00 a.m. to 5:30 p.m. at the home of Board member Lorene Romero in Windsor, California. The purpose of the retreat was to (1) introduce new Board members to WAN; (2) review the historical mission of WAN; (3) review/approve WAN 1995-96 financial documents; (4) determine WAN's future organizational structure; and (5) set up WAN's Board structure for 1996. The retreat facilitator was Mrs. Kelley D. Gulley, Vice President for Management and Program Services, of the Community Development Institute (CDI). This report presents a complete account of the meeting proceedings.

Opening Session

Participants were asked to introduce themselves by stating their name, their length of involvement with WAN, their professional affiliation, and their expectations of the retreat. The expectations are listed below.

Expectations

- To get to know people better and to get to know WAN better and to help determine what is important. I also want to figure out my role.

- To have an energetic year and to do good work!

- To get to know WAN better.

- To get to know new people and to get recharged!

- To figure out what I can contribute and learn. I need to know what it means to be on a Board.

- To gel as a group and figure out what it means to be on a Board and to clear up what expectations we have of each other.

- To find out how WAN is going to operate in 1996. To find out networks of communication and find out an efficient and sound system of working together.

- To get recharged and share expertise, experience, questions, resources, etc.
• To move forward with WAN. To look at committees and figure out where to go, what to do, and to schedule times that work for people.

• To learn about grant writing and to meet everyone. I am glad to be on the Board.

• To get to know people. To learn what being on a Board is about.

• To get to know each other and determine what we can all share.

Icebreaker Activity
Getting to Know You

The facilitator engaged participants in an icebreaker activity entitled “Getting to Know You.” The purpose of this exercise was to offer attendees the opportunity to get better acquainted through a fun and challenging drawing activity. Thus, participants were charged with the following task:

Task: Without using words, numbers, acronyms, or letters, please draw your answers to the following questions:

Questions:

• Describe your life path, i.e., what life experiences have brought you to this point in your life?

• What is the one thing about you that you like to leave with everyone with whom you come in contact?

• How do you like to work with/in groups? What is your group-work ethic?

• What are three skills you bring to WAN? What are three skills you would like to develop while being involved with WAN?

Participants were given 20 minutes to complete their drawings. Upon completion, each Board member/staff shared their drawings with the whole group. (The completed drawings are on file with WAN.) The table on the following page presents the responses to the skills questions.
<table>
<thead>
<tr>
<th>Skills I Bring</th>
<th>Skills I Want to Develop</th>
</tr>
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<tbody>
<tr>
<td>A lot I can give</td>
<td>Be able to share skills</td>
</tr>
<tr>
<td>Active in HIV Work</td>
<td>Board skills</td>
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<tr>
<td>Analyses of finances</td>
<td>Build community</td>
</tr>
<tr>
<td>Beauty</td>
<td>Commitment to do grant writing</td>
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<tr>
<td>Communication Skills</td>
<td>Do better at communicating WAN's message to those outside the group</td>
</tr>
<tr>
<td>Compassion</td>
<td>Empowerment</td>
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<td>Computer (WAN Web Page)</td>
<td>Encouragement</td>
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<tr>
<td>Energy</td>
<td>Facilitate communications</td>
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<tr>
<td>Experience with AIDS Service Organizations</td>
<td>Fundraising</td>
</tr>
<tr>
<td>I allow people to challenge me</td>
<td>Grant writing</td>
</tr>
<tr>
<td>I beg well</td>
<td>Growth</td>
</tr>
<tr>
<td>Ideas</td>
<td>How to keep the passion going</td>
</tr>
<tr>
<td>I get along with difficult people</td>
<td>How to lighten up</td>
</tr>
<tr>
<td>Intellect</td>
<td>How to support women who are HIV positive</td>
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<tr>
<td>Knowledge that the White House sucks</td>
<td>How to work with people/WAN better</td>
</tr>
<tr>
<td>Life experience</td>
<td>Listening collectively and with all truths</td>
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<tr>
<td>Light</td>
<td>Lobbying/networking</td>
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<tr>
<td>Linkage to the world (Internet)</td>
<td>Making connections with people</td>
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<tr>
<td>Listening skills</td>
<td>More listening skills</td>
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<tr>
<td>Love</td>
<td>More love/acceptance</td>
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<tr>
<td>Passion</td>
<td>Patience</td>
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<td>Poetry</td>
<td>Policy</td>
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<td>Proposal</td>
<td>Proposals</td>
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<td>Public speaking</td>
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<td>Strength</td>
<td>Speaking about public policy</td>
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<tr>
<td>Struggle</td>
<td>Stabilizing the struggle</td>
</tr>
<tr>
<td>Support</td>
<td>Supporting network</td>
</tr>
<tr>
<td>Voice/Music</td>
<td>Writing skills</td>
</tr>
<tr>
<td>Working with women in jail</td>
<td>Writing skills</td>
</tr>
<tr>
<td>Writing skills</td>
<td>Writing skills</td>
</tr>
</tbody>
</table>
Historical Overview
Mission of WAN

Board President, Eileen Hansen, shared a brief historical overview of WAN. In her talk, she described WAN's original purpose and goals, she shared WAN's accomplishments to date, and she reviewed WAN's organizational mission. Following her talk, there was a brief question/answer period.

Presentation & Review of
1996 Proposed Budget

Board President, Eileen Hansen, presented WAN's 1995 Financial Report and 1996 Proposed Budget. Participants reviewed and discussed each document. Key suggestions, comments, and concerns were as follows:

Suggestions, Comments, and Concerns

• Budget jumped because of Northern California Grant Makers (NCG) MDS Task Force grant. This is contingent upon Eileen doing the policy work. Eileen's role must change.

• If we decide to move, we will have a lot of equipment costs.

• The rent line item was budgeted for a potential move.

• We need an audit/review and need to pay someone to do accounting.

• We can get a lot of the budgeted items donated!

• Maybe we should look at a fiscal sponsor.

• This may not be a good option for us because we already have our own 501 (c)(3).

• We may need to look at a targeted appeal to wealthy people, for example, those at Grace Cathedral.

• We should look at collaborating with Women Organized to Respond to Life-Threatening Diseases (WORLD) to raise some funds.

• We need to compile information and determine how to present ourselves to get things donated.

• Jeannette is working with foundations and doing donor education. It is another way of directing money towards groups/organizations.
• We should check out accounting firms that may do pro bono work to help with budgeting/accounting/finances.

• Carolyn knows someone who specializes in nonprofit budgeting and also knows someone who can help with the database (software) issue.

• Should we cut people off who do not pay membership dues? What is WAN about? We should not cut people off because they cannot pay.

• People should pay the minimum dues. If you cannot give money then give energy!

**Retreat Guidelines**

Following the icebreaker, participants were asked to develop retreat guidelines to follow throughout the day. They are indicated below.

• Show respect for each other’s opinions and to each other.
• Speak one at a time.
• Self monitor what needs to be said. Let people finish.
• Be mindful of the time. Let us not repeat ourselves and each other.
• Do not be afraid to speak up!
• Be called on prior to speaking.
• No cross conversations.
• Be able to walk away and get air when needed.
• End on time.

**Budget Vote**

It was moved by Helen and seconded by Lisa that the Budget be approved as a working document. The consensus was that the Budget be unanimously approved as a working document.
WAN Vision and Future Organizational Structure

The discussion about WAN's organizational structure began with a review of several questions in 7 key issue areas. These are indicated below.

Issue Areas and Key Questions

1. WAN'S Role Clarity
   What is our role in the community?
   How will we commit ourselves?

2. Membership
   Should we be a membership organization?

3. Location
   Do we move?

4. Special Women's Fund
   Do we expand into the East Bay?
   Do we hire an administrator specifically for the SWF?

5. Joint Work With WORLD
   Should we do joint fundraising and/or have a newsletter with WORLD?

6. Committee Structure
   Should we change our committee structure?

7. Staff/Board Roles
   What are the roles of Eileen, Alyssa, and the Board officers?

Brainstorming

Following the acceptance of the above areas as key issue areas, participants were asked to brainstorm WAN's key tasks for 1996. These are as follows:

Key Tasks

- Dealing with finances
- Reevaluating Special Women's Fund
- Responding to a request for a poster campaign
- Working on forums
- Answering requests for information
- Publishing monthly newsletter
- Doing public relations/outreach
- Dealing with policy issues
- Increasing WAN visibility in the community
• Conducting monthly community meetings
• Conducting trainings (advocacy)
• Transitioning from a mostly volunteer to a more fully staffed organization
• Developing educational materials
• Coordinating Board of Directors
• Increasing community outreach to new/potentially new members or organizations
• Catching up minutes from 1995-96
• Implementing membership appeals campaign
• Writing grants
• Working with the media
• Soliciting donors
• Changing database/software (modernization)
• Being involved with the Dance-a-thon
• Establishing a volunteer workforce
• Processing mass mailings

Discussion of Key Issues, Questions, and Tasks

After the group listed the key tasks to be completed, participants had a candid discussion about the key issues, questions, and tasks. The following sections present points that were raised during the discussion:

Location Discussion

• The Executive Director left Mobilization Against AIDS. We need to look at if we can get more proper space.

• If we stay in San Francisco, we need to move out of the Castro District. We need to still think about where in San Francisco to relocate.

• We need to determine where the most women with HIV are and how we can access them.

• The office at WORLD is rented already. Thus, there is no need to move to the East Bay.

• We should try to move to a space with a conference room and a better setup for staff.

• Do we move? The answer is yes.

Special Women's Fund/Joint Working With World & Other Issues Discussion

• Many women do not associate the Special Women's Fund with WAN. We need to change this perception.
• We should have a closer relationship with WORLD although we collaborate on many things now.

• WORLD's newsletter is far superior to WAN's newsletter. I suggest we do the following: (1) give up the WAN newsletter and (2) have a policy insert (double sided) into WORLD's newsletter.

• We need to look at the cost of this change, i.e., we need to contact San Francisco AIDS Foundation and ask them to give our newsletter grant to WORLD.

• We should not expand the Special Women's Fund to the East Bay unless funding is received.

• In the past, we have supported WORLD's fundraising efforts rather than competing with them.

• We need to determine if a new administrator for the Special Women's Fund would be a half-time position. We need to design the administrator's job.

• We should look into developing a Women's Resource Guide. We could compile organizations' services and distribute monthly updates through our mailings.

• Developing monthly mailings with updates is labor intensive, we need to realize this before making plans and cost out our options.

• We should dissolve the Education Committee because other organizations are doing education and we are duplicating their services.

• We should not dissolve the Education Committee. We need to especially reach local women. We need to see how we are affectively reaching women. Education needs to be more than a newsletter. We should look at other strategies.

• We should look at maybe helping update the San Francisco AIDS Foundation Resource Guide as part of our education component.

• We need to find a place where we can meet, have membership meetings, and educate, etc.

• We need to strategically look at what we are already doing rather than developing new tasks.
Follow-Up Discussion and Agreements

Following the above discussion, participants agreed to the following map of action:

Map of Action

1. Location

We should move to a new site. We should develop a plan of action to proceed.

2. Special Women's Fund

A decision is on hold regarding hiring an administrator. This decision is contingent on income. We want to bring the Fund into WAN.

3. WORLD

We should fold our newsletter with WORLD's. Eileen will continue the discussion with WORLD about this issue.

4. Staff/Board Roles

We should adopt the following suggestions as a 3-month transition plan.

3-Month Transition Plan
February 1, 1996-May 1, 1996

1. Eileen will:
   a. remain a voting Board member without an office;
   b. be Public Policy Director as stated in the NCG proposal as of January 1, 1996;
   c. build into the staff role some administration duties, i.e., some work that was done as President;
   d. supervise Alyssa and be supervised by the Board President;
   e. continue policy and press work.

2. Eileen will discontinue:
   a. signing checks, being a member of the executive committee, and fundraising unless it applies to policy work;
   b. and coordinating of the Board.
3. **Comments/Suggestions for the Transition Period:**

- Alyssa should not be the Public Policy Director's assistant.
- Seems like a lot more work for Eileen.
- Need to consider all offices as open.
- Keep in mind that the Public Policy Director is a part-time position.
- Need to be clear about our expectation of the next Board President; we cannot expect them to take on everything that Eileen did.
- If Alyssa's role changes, she would like to help Eileen with policy. Alyssa wants to put her time and energy into what needs to be done.
- Being a Board member and staff is not or does not seem appropriate. However, it is okay for Eileen to be on the Board during the transition period.

### WAN Board Structure

The facilitator led participants through the process of (1) identifying WAN's committee structure; (2) electing Board officers for 1996; (3) setting the tentative Board meeting schedule for 1996; and (4) assigning Board committee Chairs/Cochairs and members for 1996. The results were as follows:

**Committee Structure**

Committees' Chairs are responsible for scheduling committee meetings prior to the February 21, 1996, Board meeting.

WAN will have 4 standing committees and 1 ad hoc committee. They are presented in the table on the following page.
## WAN Board Committees 1996

<table>
<thead>
<tr>
<th>Committee</th>
<th>Type</th>
<th>Purpose</th>
<th>Chair/ Cochairs</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>standing</td>
<td>Meets as needed regarding personnel concerns</td>
<td>Lorene</td>
<td>• Margot</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1st Tasks</td>
<td></td>
<td>• Lisa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Define the role of the committee</td>
<td></td>
<td>• Hazel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop job descriptions for staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising/Finance</td>
<td>standing</td>
<td>1st Tasks</td>
<td>Carolyn</td>
<td>• Margot</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Define the role of the committee</td>
<td></td>
<td>• Naomi</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop a proposal on how to deal with membership</td>
<td></td>
<td>• Lorene</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Jeanette</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Lateefah</td>
</tr>
<tr>
<td>Education Outreach</td>
<td>standing</td>
<td>1st Tasks</td>
<td>Anna</td>
<td>• Naomi</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Define the role of the committee</td>
<td></td>
<td>• Lateefah</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Discuss all education issues that surfaced at the retreat</td>
<td>Laura</td>
<td>• Carolyn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Answer the questions, “Can this be centered in Alyssa's job and do we need an Education Committee?”</td>
<td></td>
<td>• Lisa</td>
</tr>
<tr>
<td>Special Events/Forums</td>
<td>ad hoc</td>
<td>Coordinate special events as needed</td>
<td>Assigned as needed</td>
<td>Assigned as needed</td>
</tr>
<tr>
<td>Executive</td>
<td>standing</td>
<td>Conduct interim business of WAN and bring to full Board</td>
<td>Board President</td>
<td>• Board Vice Pres.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Board Secretary</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Board Treasurer</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Committee Chairs</td>
</tr>
</tbody>
</table>
Election of Officers

The election results were as follows:

1. President: Margo nominated Helen and it was seconded by Anna. It was unanimously decided that Helen be President for no more than 6 months and she will reevaluate her position in 3 months. She will not be able to serve after July 1996.

2. Vice President: Lisa nominated Lorene and it was seconded by Naomi. Lorene accepted the nomination for Vice President and was unanimously elected.

3. Secretary: Lorene nominated Lisa and it was seconded by Carolyn. Hazel nominated Anna and it was seconded by Helen. Both Lisa and Anna accepted the nominations. It was voted by secret ballot. Lisa won 7 to 5.

4. Treasurer: Lisa nominated Jeannette and it was seconded by Naomi. Jeannette accepted the nomination for Treasurer until June 1, 1996. She will be relocating and can no longer serve after this date. She was unanimously elected.

5. Assistant Treasurer: Hazel nominated Margo and it was seconded by Lisa. Margo accepted the nomination for Assistant Treasurer and will evaluate whether she will become the Treasurer upon Jeannette’s departure. She was unanimously elected.

Board Meeting Schedule

The group agreed to the following tentative schedule:

• Helen will facilitate the meeting on Wednesday, February 21, 1996, from 5:30-8:00 p.m. Please plan on arriving at 4:30 p.m., if possible, in order to meet with Alyssa, who cannot stay for the Board meeting. The location is to be announced.

• Board meetings will be tentatively scheduled for every third Wednesday of the month.

Buddy System

It was suggested by Eileen that continuing and new Board members pair up so that new Board members have someone to rely on for assistance in getting established within WAN. Each buddy pair can develop their own relationship as appropriate. Some members paired up at the meeting and by the first Board meeting, it was agreed that all Board members will be paired up.
Participants evaluated the retreat. Their comments were as follows:

- The facilitator did a good job.
- There was good energy/commitment.
- I feel rejuvenated.
- I got a lot out of it. I got focused, direction, goals, and we got united.
- The new members need to pat themselves on the back.
- It was very informative. I received lots of information.
- We are going to make changes. We received new energy.
- The space was nurturing, but a little small.
- I am looking forward to doing work and looking for guidance from continuing Board members.
- I felt comfortable, respected, and excited about the next two years.
- I am impressed, inspired, and we covered a lot of ground.
- I give thanks to the outgoing and incoming Board members.
- I feel comfortable.
- It feels good to be with intelligent, beautiful women who are focused.
- Thanks to Lorene and Gayle for their home.
- Thanks to Lisa for getting the food donated.
- Thanks to Kelley for keeping us focused and moving forward.

Closing Theme:

"We're Amped"