

FIC Board/Org Meeting Minutes

Sunrise Ranch, Loveland, CO

Spring 1995

FRIDAY MORNING • JUNE 16 • 10:20 AM F: SYD

R: Elph

Retreat Evaluation:

Complaints heard about the space and the discomfort. Worried about people in the back.

Perhaps we could look at this issue at the break. People could move forward.

The board had its first ever retreat at Oakwood Cmty at end of March 1995.

We also hired an outside facilitator, Marilyn Oiler from Inst for Cultural Affairs.

After the meeting the AC met for debriefing but the entire board did not have that option so we are going to do some eval of the process at this time.

It was a five part process -- (see ICA Report)

I would like to hear from the non-AC...

The process was alienating. We spent three days talking to a wall with paper on it, this is not a process that excites us, it is a process and is good for organizing. When we met on Sunday for our normal process it felt like a feeding frenzy. There was a non-openness to other people's processes

Recognize there are two elements. Process and effective process. I think no matter what the process it would have had the same effect -- we are trying to do too much. That came out with the thousand things on the wall. I enjoyed the process though.

The process was great, the facilitation was brilliant, but it did not fit our organization. It seemed to be for orgs that were stuck, frozen, and this org is not. I got some clarification out of it. I missed the spiritual centering exercises.

I think the process was less evolved than this group is. Like a kindergarten process for a graduate group.

Found the process engaging, fascinating. Was amazed with how much power we gave her. There were things happening in the room that we did not bring forward. Like half the room has checked out -- why isn't anyone bringing this out. I think we could have done more with it. It was interesting to have us hire an outside facilitator and not collaborate with her. I think the process could have been enhanced.

Same experience of talking to people around me by reflecting off a wall. I think it is important that we continue to survey what is out there with a sense of enriching what we see as "our" process. We should always be aware that there is always something out there that is always better.

Enjoyed the process. Interesting. The process of breaking into teams was unusual and new. Was disappointed that there was not an opportunity to take a result away from the meeting more immediately. We might have gotten more out of the meeting if that would have been done.

Process caused us to focus on things that we do not normally. All the charts were interesting in that way. Getting back the results was fun. Was able to share it with folks at home. Having the work groups was great. Was strange.

Appreciated scientific proven process that was used. Wish we had used it for a smaller task instead of the whole strategic plan. Would be good to blend the ICA with our own model.

Noticed several times that people tended to rebel against a part of a process. Marilyn would say that this is the result of a process and I think we were missing the subtleties. It was just a way of promoting discussion and I think we were not understanding some of the subtleties of the process. We may have reacted negatively to the choreographed nature of the process.

Never known people to sit on dissension in this group. Why didn't people articulate that energy at that time?

Were y'all aware of the details of your discomfort? Were you able to articulate that at the time? Integration of the techniques would be good.

As one who sat on her discomfort... There were blips of discomfort. She knows her technique and knows how to push the group. We asked too much of the process -- carried it too long. There were other things folks wanted to dialogue. IF we do this again we need to be aware of our own psyche. We are used to pretty tight inter-communication and we need to not lose that essence that brings us together twice a year over thousands of miles. We need to be more open to new techniques and not press them until we are too uncomfortable. But I didn't feel a need to start a revolution. I wanted to see it worked.

Everyone was blown away by the sticky wall. That was the most exciting thing for me. I enjoyed the process where we brainstormed a history of the movement and the world. That was useful exercise. Some parts of the process were alienating, like the naming part. The group wanted to articulate but not in two words. Needed more flexibility. Marilyn's energy was great. Hi energy, engaging, attentive and clear. Wasn't really drawn into the process. Expanding the base as a goal seemed to cause some members of the AC to limit themselves.

There was an attempt behind the scenes to open up the process and that opening wasn't there. But when you bring someone in you shouldn't abort the process. Looking at the documents, now, it seems like there is some juice there. They've developed this process over time and maybe we are missing the subtleties.

Marilyn shared the history of the process. EST was an attempt to dive into the emotional undercurrents and explore the murky parts. The ICA technique is more action orientated -- what are you going to do? -- and stay out of that well. It has been useful for us to experience that technique and it was good for us not to wrestle with the process. We needed to run the whole course. We did get useful product out of it. We also now are clearer on valuing the undercurrent and if we did another retreat we would want that to be there. There was also significant involvement of different elements of the board. (non-AC). Highlights what we mean by consensus. The undercurrents are a part of the process -- without them we have incomplete consensus. Until we get that in there...

Felt like we did a lot at the retreat but then coming to relating to what we put down as tasks. I think departing we lost a lot of energy. Our decentralization as a board doesn't work for me in retaining the experience.

The point about the process being applied to certain aspects of the meeting is similar to the other point about the undercurrent. The process left me feeling like I had been brought to a wide plateau focussed on our need for organizational redesign. The bit about us wanting to dive into our stuff and her focus of staying on the path, without being able to get to her I think we pointed blame at the AC. When we got together to discuss power on the last night we did not turn on the AC but came out of it with an awareness that it is very important to change. After the process there was an evening session that focussed on internal power dynamics. Sorry for leaving that out of the report.

I think it is interesting that we are focussing on the five steps rather than the evening session. It was a very dynamic time. One of the best that this board has done. We should reflect on that.

COOLER: for cmty day -- reflect on power evening session.

I have looked at this product many times. I do not look at the meeting minutes that much. But the way these are produced it is easy to 'recapture the guilt'.

We have a sense of experimentation with new designs that is left over from the retreat.

Finances:

1993 was the first time that we reported to the IRS because we had made enough money. The office (Langley) and the Publications office are the two main money centers.

(See FIC Income/Expenses Summary 94)

Bd Mtgs IN is what people pay us for the meeting sites.

Membership should be noted that \$1000 is one membersip -- the FEC

Celebration account was not closed until 1994. There was some outgo for expenses. There were too few people and we've got \$2000 unaccounted for. It's on the positive side.

Office includes RENT at \$250 per month, quite low.

Labor is for order fulfillment, TO and ALpha, and 7 people. And there is also Dir 91. Betty, Diana, Lance, Order Fulfillment, Tatiana, Publications.

Printing is for Cmag and Newsletter.

Yeh! We made money! (\$12,000)

I ran an org for 5 years and a third of our expense was advertising. You have to let people know you are out there!

It is on the agenda.

Longer sheet is on the table (See longer handout)

One job for the afternoon is that Laird does his accounting on paper and we need to have him do it on a computer.

(see Balance Sheet)

The loan funds are not part of our assets.

Liabilities are labor and outstanding bills.

(see Budget for 95)

Those people that work with budgets know that it is a creative process.

Cannot report on publications because those figures do not pass thru our office.

Numbers are overwhelming. I would like to see percentages of expenses versus budget. That way I can make a decision as a board member.

I am looking at our actuals and seeing them far under our budget.

Our budget sheet is really not very useful because we have not integrated the two reports. Publications is still on paper with Laird.

Current cash on hand at the center is a little over \$5000. At a cash crunch I transferred \$10000 to Publications
LAIRD:

I made a choice to complete work in other areas rather than completing finances. We do have finances for 1994 for Publications.

Office contains office expenses and labor, except hers.

Publications is labor, and Cmag and Dir.

Lost \$7000 last year. That is great! We are moving to black.

Cmag is a wash.

Office is a wash.

Dir makes money. Pays for Betty's salary. We are looking at \$50000 extra dollars of extra money each year for the next three years. This is fuzzy. Demand for Dir is up. We can think in those terms.

\$30-50000 net a year?

Yes. New money.

This is not counting old Dir income...

We will have a better picture of income next meeting.

Have paid all labor except Dan and Geoph.

That NET is coming from DIR alone. IF Cmag income comes thru we could...

I think it is irresponsible to project income from Cmag for 1995.

Generally \$30-50000 a year. From my area. Publications.

This is an incredible place to be. We have been held together with nickles and dimes... we need recognition.

(applause)

AC REPORT:

Since November...

Negotiated terms for facilitator.

Got clearer on AC sense of community.

Chewed on product of retreat for creation of this agenda. We've spent more time on this agenda than ever before.

Dealt with difficulties of minutes. Have a team of Caroline and Paul. Have an announcement clerk: Chad.

A new way of board selection.

Authorized a shift in database management. From Elph to Velma.

Negotiated a loan of \$5000 to a group called Cmty Quest. Figured out a process for that. We will talk about that later.

Certain times things come up and there are no guidelines and we ACT. There is a feeling of discomfort at times in doing that.

We are providing more assistance to Cmty Quest than just money.

I see the AC serving as a staff role to the board. Would hope this comes up tomorrow in bd / staff meeting.

COOLER: AC Limits of authority.

BOARD SELECTION:

(see handout)

It is a diligent process but nothing has been on paper.

This is a proposed document. It has been thru 6 edits and it is a place for you to reflect.

Nominating cmtee is Harvey, Dan and Caroline.

We seek feedback.

Idea that the nominating cmtee is that we are in transition in so many ways is that it may be any part of the AC.

But, You did not mention that people must previously attend.

It's in there.

Do you have to be a member?

Yes, or your cmty must be a member. Not necessarily previously.

Associates do not have to attend previous meetings.

Difference between full and associate is legal. Associate is in training. Full is responsible for decisions. Full gets more percentage of travel paid for it. Associates are trying out there involvement. Full is expected to be involved.

ADD TO CRITERIA: Associates are trying out there involvement. Full is expected to be involved.

Travel expense difference might be a temporary thing.

Nominating cmtee may approach folks and folks may approach them.

BYLAWS ADOPTION:

(see handout)

Changes consensed on at last board meeting. Need 30 days or more though.

Alternate to Associates: Original idea was that the Alt fill in for Full to fulfill Quorum. This was bizarre so we have taken it out and changed the word.

Everytime something uses Full we add OR ASSOCIATES

Change limitation on Associates to be as many as Full bd members.

Instead of membership meeting once a year we just notify all members for each bd meeting.

Duties of sec and treas are also dictated by board.

Major move is the move from membership driven board to board directed organization.

AGREE: Points except 3 and 4.

Add FIC to members. Agreed.

Thinking behind 3?

We wanted to encourage more participation. Mechanism is to offer Assoc bd member position. Sometimes feel this is an appropriate position for level of involvement. We wanted to have more openings for involvement. Downside is that there will be less money for travel.

IC gets larger.

Max would be 30.

That's true to the number of bd members but I look to the staff as included in the circles of our cmty.

AGREED: Bylaws changes as stated in handout with addition of minor wording change of FIC before 'members' in #4.

FRIDAY AFTERNOON • JUNE 16 • 3 PM F: Shri

R: Deborah

Administrator's Report: (Betty) Betty noted that the Langley office sends out information packets to requests about the FIC. The materials, thanks to Paul and Geoph, are starting to get more professional. Packets can be individualized based on requests. Betty has help with envelope stuffing, depositing checks, etc. The Products and Services catalogue has slowed down the flow of requests for magazine subscriptions. Administrative functions have been separated which has created some logistical problems, although the new database should help with streamlining tasks. They are trying to streamline some of this with the new database being developed.

Elph has managed the database for some time with information coming from many sources in various forms -- a challenging job. Velma has experience with large databases and will help the FIC develop a system that can handle the large amount of information we have. Velma hopes that the new database will allow other board members to be able to use their time in more useful ways.

Betty ended with a sales pitch regarding the Affinity Fund for long-distance telephone. This has been promoted in the Directory and we now have four people signed up. Affinity buys line time in bulk from AT&T and other carriers but Affinity doesn't advertise. The money they save on advertising can be passed on to the consumer in the form of cheaper rates. They guarantee the consumer a phone bill that is 10 percent less than

your current phone bill. Affinity sends five percent to the FIC. Thus, this is a painless way for the FIC to make some money. "In Context" has examined this company and finds it to be ethical and socially responsible. They are responsive to their customers, and at the urging of In Context, they have put their billing on recycled paper. They are similar to Working Assets but are even cheaper. You can get a calling card without having a home phone number. **TASK:** Betty will check to see how they handle late payments.

Secretary's Report: (Laird) Laird discussed his role as secretary. This is a staff role and a board appointed job. Laird said that he would like feedback about his performance in this role. Laird handles correspondence that Betty passes on. The Directory has a feedback request in it, and Laird expects to get more of these as the Directory gets out. Laird writes a Publisher's Note in the Magazine and also has written the last four FIC columns for C-Mag. Laird hopes that others will take more responsibility in writing these columns as he is uncomfortable in always doing it.

The question arose if we should be responding to "cranks" in this column. One person said we would like to see minimal amount of attention paid to cranks and more attention to visionary things. This issue will be discussed more in detail when we get to the agenda item on the Magazine.

Laird discussed the "My Turn" piece by Benjamin Zablocki regarding abuses of community members' rights. Some people found his proposal offensive because he wants to publish the names of communities that don't sign the "bill of rights". This has been discussed in detail in a previous meeting. Laird said that the Zablocki piece raised the question of what our responsibility is to publish pieces that may be in conflict with our bridge-building function. Regarding the specific Zablocki piece, Laird has dialogued with Zablocki to try to settle this issue amicably.

One person expressed irritation by how much attention this issue got compared to other things that may be viewed as more important. Laird wondered, then, if the FIC column should be being used for other things, and asked what those things might be. It was suggested that the My Turn column is a good place for cranks to get their views out, but caution was expressed that we don't always need to respond to them. One person suggested that we might handle some of this feedback outside of this meeting. Another person mentioned that we shouldn't give too much airtime to negativity unless there is constructive aspects to it. Laird reflected that perhaps his use of time on responding to cranks hasn't been the best use of his time. It was suggested that the FIC column should focus on visionary things rather than a column that is reacting or responding to others. It was restated that we could be spending our meeting time more effectively.

Laird said he thought that it is a worthy thing to use the FIC column to articulate what the FIC is about. One person expressed appreciation of the fact that Laird has picked up and responded to some hot potatoes in an effective way. It was noted that we shouldn't ignore these hot potatoes just because they are jacketed in ways we don't like, and, thus, Laird should be appreciated for picking them up and responding to them and bringing them back to the board for more discussion.

Task Follow-Up Report: (Geoph) Geoph agreed at the last board meeting to work up a job description for a "follow-up" Meta (a Meta is a steward or manager). Jenny agreed to be this person until Geoph got done with the Directory. Geoph noted that he hasn't done as much on this as he hoped because of other responsibilities. Geoph passed out a draft of a job description for the Task Follow-up Meta and covered several points on this description. The essence of the description is the last section. Geoph asked for input on the draft. Geoph also presented a chart showing the tasks that are in the task data-base. This chart listed tasks that are done, ongoing, partially done, in progress, dropped, and more.

Feedback for Geoph: Several people thought that this position has been helpful. It was asked about how we should deal with people whose roles have become unclear within the organization.

Geoph said that he is very attached to seeing this continue, but he is looking to see someone else take this role over. **TASK:** Jenny said she is willing to help. Geoph noted that this position allowed us to see how much we got done, which is quite a bit!

Info Clearinghouse: (Chad/Harvey) Harvey said they have sent out survey forms to 550 groups in the directory, and they got about 25 back so far. This is a fishing expedition to see what the needs of communities are. Chad was going to analyze the forms but feels that his skills are inadequate. Thus, Harvey suggested that

we turn the completed surveys over to our computer people. Elph and Velma have currently been too busy on database development to do any work on this.

Elph asked if we are going to do a follow-up to increase the return rate. Harvey questioned if this was the best use of our time and resources. Geoph thought we should do a follow-up because it ties in with our regional networking goals. This will be discussed more in the regional networking agenda item. Betty suggested that we send follow-up thank you postcards to everyone who has responded. **TASK:** Betty said that she would do this mailing. Elph again mentioned that we should do another mailing to try to get more responses.

A question was raised regarding the purpose of this survey? Geoph suggested that we use the responses from the first 25 to modify the survey before we do a second mailing. The survey asked for 73 different pieces of information from the communities plus a bunch of questions on what the communities' needs were.

We have been getting lots of responses from communities on the Web Page, and it was asked if there was a way to tie that information in to the survey data collection process. Elph said he felt strongly that we should do the follow-up survey sooner rather than later to increase the response rate. But, it was questioned if the group was interested in spending its resources on a second mailing. It was suggested that this issue needs a committee with a budget. Harvey said he needed about \$200 for postage if the surveys were sent first class. Bulk mail would be less. It was said that this information gathering does represent a goal of the board and suggested that the committee should figure out what they need and then come back to the board and ask for it. Chad said he needed direction on how important this survey is to the board. **COOLER:** The board requested Chad and Harvey to come back within the time-frame of this meeting with a proposal. It was discussed if they need to come back to the full board or to the AC. It was agreed that Harvey and Chad would meet with Velma and Elph and they will bring this issue back to the full board before the end of this meeting.

Evaluation: (Scribe: Elke). One person would have liked more information in advance of the presentations so co could talk to people outside of the formal sessions and not waste meeting time. For example, co was uncomfortable about discussing money issues when exact figures weren't presented. Also, co would prefer spending more time on really important issues, such as financial issues, rather than things like the discussion on Zablocki. Co would like the information at least the session before the issue was going to be discussed. Another person said that the AC has discussed this issue although there hasn't been agreement on when the information should be given out. The ideal is to mail it out in advance of the meeting. And, sometimes, sending out reports would allow us to strike things from the agenda and save valuable meeting time.

Another person felt the new process would help us keep from getting bogged down in detail. Some of the reports could have been shorter (e.g., the retreat, AC and Directory reports). Further, many of these could have been written rather than presented orally (e.g., the loan fund and travel subsidy reports). Also there was information in the Secretary's report that shouldn't have been there (e.g., the part when the secretary asked for what should be part of his job). One person thought that many people were not engaged and that energy was very low. Co also thought there was far too much detail than needed.

Another person felt that it is going to be a process for us to get to the point where we don't fall into unnecessary discussions filled with minor details. Co cautioned that it is going to be a lot of work for all to get written reports out in advance of the meeting.

It was noted that this was evaluation time, not solution time, and that it was important to keep those functions separate. Some felt that a smaller circle would help with intimacy. Another noted that all the dry stuff was in one day. It was suggested that we need to hear from new people about their perceptions on how they can be engaged and involved in FIC business (**COOLER**).

One person noted that we tried to get people involved in committees and activities that currently don't have energy and thought that this was a mistake. Another said delegation should be much clearer. Co enjoyed hearing reports and was excited about them. Co didn't just want to receive written reports and wouldn't just want to discuss values at the meeting. Another person was impressed by how the facilitator kept us on schedule. Someone else said that the board meetings that are the most successful are the ones where the people

are feeling comfortable and intimate, as at Stonehaven. Co recommended that we need to do something about the physical layout of the room, such as moving the chairs into a circle and raising the lights. One person saw an inherent contradiction in the process because enough time was not being allowed to achieve a true consensus. Having time slots on the agenda makes consensus unlikely. Co was particularly surprised that there was no formal approval of the Treasurer's report and thought that a lot of things had been left hanging.

It was mentioned that we are often sloppy about not tying up our discussions. It was suggested again that we consider redesigning the room. TASK: Loren said he would lead the effort to change the layout of the room for tonight's meeting.

One person said that the Secretary's report was particularly discouraging to him because people didn't engage in the discussion and energy was very low. Co said that some people may have felt condemned when they spoke enthusiastically about something that was later labeled as out of bounds. Another person noted that co felt pressure to move on to new agenda items so that it was difficult to get involved in the discussion. Some fudge time or discretionary time in the agenda is needed.

It was noted that people need to speak from the heart and to be careful about not saying too much so the meeting gets bogged down. One person felt that Laird was asking for some feedback in the secretary's report but, instead, we got off on a tangential discussion. This person felt frustrated that co was unable to respond to Laird's request before time was up. Co felt there was no closure to this report because we were forced to move on to the next issue. It was suggested that when exciting questions occur during a report, then the Board should demand that we continue the discussion.

Meeting adjourned until 8pm.

FRIDAY EVENING•JUNE 16•8 PM R: SYD

Intro Organizational Redesign: (Paul/Betty/Laird/Shri)

We had a structure planned for tonight and decided to let go of it, and do a time together with a "talking stick" or in this case, a talking stone. We started with a moment of silence. (Betty and Laird were selected to speak first, others would follow randomly.)

(B): Change cannot be imposed. It needs to be joined with, created by everyone. We are creating pressure. We started things, like the Dir and CMag. Pressure is there to continue them, and to do another Celebration. The people at the center of these projects don't want to do them anymore. It's time for new people to come in and take these projects to another level. We were starters for these things, now we want to do something else. Some people need time to get clarity to see where to put their energy. Sometimes its uncomfortable to make space for these changes. But we're here to make the space for those changes and talk about what is scary about that.

(L): I'm trying to do and hold onto a lot of things, doesn't always work the way I want it to. I had a dream about carrying out these things from my home, but there's struggle in that. FIC is an important family for me too, and I want it to bloom, and to be healthy. I'm afraid because we're focusing so much on the transition, but it may not be better. I'm afraid of not being there when people need me. But then I remember we need to find a solution together, not me alone.

I want to make it all fit, and be a whole person.

(others): Some things need to be done before you can feel released to do the things you really want to do. Amazing to be a part of work that is really important and you feel it needs to be done by someone, but you don't really want to do it. Had a sense that we got a lot of business done today, but then wondered: did that really need to happen? was it business worth doing? I don't know how to reconcile it.

Two images I wanted to relate: I first saw this organization like a wave of the ocean. Every 6 mos. this energy, a wave rushes up, and I was one drop in that wave. Then, walking yesterday, I saw a flower, and thought about its roots. woody stalk, all of it's energy goes through it to produce the fruit or flower. Genetic engineering, the fruit being our products and services. we are perhaps the nutrients. no struggle to attract birds to eat that fruit. Maybe the ans is less struggle, more love, more joy.

Laird, I love your passion. Your passion for this org. gives it so much lifeblood. Want to support you in whatever way I can.

A wise person said many centuries ago, that for most people, the work that they think they're doing is not the work they're actually doing. But it's the work that really matters.

Reflecting on the incredible work this org has done. Even if we got up right now and walked away from it all, the worst poss. imagining, it wouldn't make it without value. For those who have spoken about your fears, that's not what's going to happen, but we don't have to expect it to be perfect. You all have done very special work. Image of myself hiking up a steep hill, knowing at the top was a cliff. I knew that when I got to the top, I'd have to jump off. When I got to top, there was an incredible valley, and people in it doing good things. Then looked around the top of the ridge and saw other people had done what I had just done. Heading off into the unknown, not knowing how the hell I could keep doing it, the numbers growing help me continue doing my little piece. It's a real honor to be here with all of you.

Image: the god that I know is not a somber god. If the work we do gives us joy, that's ok, if that's all we get out of it, that's ok. As much as the pain is present, so is the joy. We may not have anyone else join, that's ok, though I doubt that will be so. That's enough that we have each other. We're here because we love each other, let's not forget how much fun that is.

Easy to forget how much fun it can be at times. Good we have meetings twice a year, not once. When I came into this family, I knew right away I wanted to be involved, that it was going the direction I wanted to go and what a coincidence that was. Sometimes the work got out of hand, and I thought it was only me, but it has been so for many other people. Recognizing that we are a community and a family, makes it worth it. But in the work it can be easy to forget.

When I think I can't live my ideals, I remember all the people who've gone before me, and I feel empowered. This is the most fascinating talk about o.d. that I've ever had. First came to FIC at Alpha, thought this was really great. Met people who didn't feel like they were in a cmtty until in FIC, even living in a home cmtty. All the collective experience. Two common elements held everyone together, the vision and the passion that these things could work. One of the things now on our agenda is regional devel.

the second thing is that we really love each other. We're working with some of our best friends and our lovers. Scary to expand it, scared we may lose some or dilute that love and intimacy. My daughter had her 21st bday last week. I never taught her how to swim, or to sing. But in my heart I know what I gave her was good enough. Children have said they felt neglected by parents in cmtty overextended by their work and visions. I like how it was said that new people need to come in a take things to new levels. Want to stay attached to the new people, they have to do it with my support. All I have to do is tell them the way I did it, but can't do it for them. Excited about regional organizing. We're taking huge steps to heal ourselves and the planet. been through incred. growth these last eight years.

This is my first exposure to meet some of you who I'd onnly talked to on phone or seen names of in mag. I'm extremely impressed with the quality of love in the ac. It was impactful. What was created at the beginning was a sense of purpose and possibility. After years of doing that work it's filled the sphere, or the container. Expansion of the sphere isnt always comfortable. have a feeling that soon, the shape will not be the same. inevitable. and possible to not shatter. This moment is full of power, and I feel a part of that. Look forward to that change w/ considerable interest.

I feel fortunate that I live close to some of Geoph's relatives. Part of why I'm here, because he stops through occasionally. One time, when I was talking to him, he said why don't you edit an issue of Cmag? Where else would I have that opportunity? appreciate the risks, that you all opened your hearts so much. Elph, puts me up at Ann Arbor. Laird, pep talks, notes, didn't try to micro manage.

I didn't even know it was the FIC I was in contact with but I was at the life-changing event of the Cele in Olympia. Remember scary times, hearing people say they're busy all the time. Am I worthy of this group if I'm not willing to throw my whole self in there? cuz I dont want to be busy all the time like that. but now I also see that I don't want anyone else to be like that. I want to be involved at the amt I want to be. If another Dir doesn't come out for 10 years, wiht me that would be ok. Hard to say, as it may sound disrespectful for those in the group.

Started the nominating cmtee a few days ago, everyone thinking about channeling, increasing thresholds, raising antes. We realized it was time to go to these folks, and see what they wanted. See that this organization is really designed around the people in it. Dawned on me, whoever we've got in front is a transitory thing. No need to think about control and who's got the spaces. We don't want to see anyone leave the cmtty. We want to

see folks grow, and if being a membr in the FIC cmtty gives us more identity, anyone who sees themselves part of the cmtty is a part. It must be intimidating to hear AC has been together 7 years.

Image: brought about by examples of parenting. The feeling of letting go of how you'd like to see things done, giving something the chance to develop, and sit back and enjoy seeing what you helped start.

I've been one of those parents who neglected her kid, and want to believe it was worth it. Not sure I have a cmtty I can count on.

Reassuring that what this group has become is not a result of our org. design, but partly the lack of it.

Commitment, consensus, and community. No two were adequate by themselves. If we keep those 3, we'll find another design that won't be perfect, and an org. design that won't define what we become, but might be easier. Can't break my commitment. Can't imagine what that would feel like. Now I could drop pieces, but I can't drop IT.

My work is play, usually in creating a sense of family. Inspired that I can do my piece of the dream. I feel a support network here, allowing me to just do my piece.

I watch all of you struggle. I don't always stop and rest, don't usually get the energy I need to go forward. I encourage you to go to sleep tonight, get some rest. You have my permission. Maybe tomorrow will be clearer. Nice to see gender diverse tears. Nice we've come this far. Heart of the matter: too few people have been working too hard. I'm not one of them. Think I heard Betty say that some of those people would rather be doing other things. We've heard from many people who don't want to be workaholics, and afraid to move into the arena. So simple, though, that if a few more people do a little more work, then others will have less. I could take on a little more, especially with this new accountability program. But I want others to take that step with me. Want to not step in and take over, but spread out what has become for people on the AC, a burden. I was thinking about not coming here. Lot of stuff I'm working on. Isolated and depressed. When I made my reservation to come here, my energy immed. lifted. So I'm glad I came. I encourage some of us to take on just a little bit more. Diversify.

Had the strangest feeling when we first started talking about this. Before I got here, I was wondering where all of you were, and now I'm wondering where are all of you going? The movement is growing, people are joining, things are working. You people don't strike me as leaving, though, so i started to feel better. There's a shift, not an exit/enter. Glad I finally located this oasis for me.

An image that has been developing, a few of us got together on a pretty small and dusty path, but we started walking it together. As we did, other paths joined in., usu. in the country, so we could see the turns coming and what needed to be done. As we kept going, the path got wider and numbers grew. Whether toward a cliff, or just up a hill, we started depending on each other. Not a small band anymore. More being asked of us as we travel. Here, we pulled off, looked at where we were, we saw we are at urban boundaries. Some of us have become close and intimate. The road we may be on is not familiar, may need to step out, but first we need to touch each other, remind ourselves we are still that band, and we can do anything.

Been w/FIC 1 year. I believe in what we're doing , may be not big enough to do what I feel called to serve. Stuggle with feeling I don't belong. Yet you've trusted me so much. Cmag a golden egg fallen into hands of loving hapless mauraunders. but dont know any organization that can reach where this one can. Got on one cmtee, it was OD, and the other member quit. I didn't think the org. really wanted to look at this. I'm surprised we're here, doing this. but it's all I've wanted to do, is create healthy, happy working spaces. Grateful we're putting in the time and energy, but I'm terrified. What are we going to do next? Groups are such great teachers. I sought to stay as close to the center (of this org.) as I could, and not become overburdened. Being close to people that travel at light speed, be pulled along by the vacuum. Want to be a beacon for people who are attracted to this work, come to me if you want helf to figure out how to do it, cuz I think I've found a way, freeing those who want to haul a big, long trailer behind them. maybe not want to, but do.

letting go , admitting we dont know. give up these forms. WEB: little lights, all these cmtties, if you connected these dots, you'd have a web, but also a safety net. Youve created a safety net. This feels like a relationship change. not a breakup, but a transition. incredible highs, the work inherently satisfying. the investment, the identity and intimacy. People are looking back on it, thinking of shedding it now, and feeling grief. That needs to happen. Better to get through the grief, so we can get to the next place. This is what we're here for on this planet. Living fully.

Had a meltdown experience. For 3 or 4 days spontaneously burst into tears. One was seeing strikers on a picket

line. Signs said honk for support. I know what it's like to be there, some real issues there. I was touched by it so easily because of all the other things going on in my life. A feeling that I took care of a lot. I've often been able to analyze what's coming and ask people how we're going to deal, and they say "what thing? what crisis?" I wondered if I ever had the feeling of being supported. I know it's been there, why can't I touch it. I think it's because I think I do things so well, that I don't trust anyone else to do them. so I don't let in or recognize the support that is available. Had no difficulty experiencing that the meetings here were open. Felt that openness. comparing to my job: lots to learn from people who have gone ahead. Overlooked in orgs that are egalitarian. Often forgotten that there must be mentors, not just spaces to take over, and say I'm driving here now. What energy and what techniques created this thing? If you don't take the time to study that, your chances of replicating that are slim. I feel a tremendous amt of respect, though not completely one with people who've been putting vital energy in here, together, paying dues. You don't automatically ascend to a position like that. How to let those people be teachers. there are jobs that are not going to happen the way you would do it, but you have to say, "the ship's getting there."

There are lots of kinds of nets, some you put on hills to keep them from being washed away. Some catch fish. we need to do some of that. And after being a net to a hillside, plant a forest. Pretty important work, and we're not the only org. doing it.

Urge to express thanks for all humankind, for this work. You'll meet others in the urban landscape with visions like yours. Important to teach our children about this work also.

We are all in transition and this is no bigger than any other. Like it explicit to help to spread out the work and it will not happen over night. Hands reaching down and reaching up. Each getting closer together.

I appreciate all the mentoring I received here. I never met a group that provided so much trust, forgiveness and teachings.

SATURDAY MORNING•JUNE 17•10:20 AM F: Caroline R: SYD

Communities Magazine (cont'd): (Laird)

What is Vision of Cmag? (Betty) When the group is small, the assumptions are small, as the group gets bigger, we need to clarify those assumptions better. Questions that come up, after a year of staff-run production, we need to clarify what is our role as publisher. What is CMag? As Cmag grows the assumptions of the mission may grow, What is the vision for where it is going? Is it the same as FIC mission? Do we want it to act as a bridge? One sense is that it already is a bridge. Who's the audience, primarily, that we want to direct it toward? ICs? Membership? Those who don't know much about ICs yet? The audience influences decisions in design and editing.

When we planned the Celebration, we defined three audiences: 1) individuals. seeking cmtty in some form, 2) people in cmtty who want inter-cmtty contact and news, and 3) the wider culture, who can benefit from what we're doing and learning.

Desire to have the mag reach that widest circle, who didn't know ics had anything to offer. Nice to include dimension of urban cmtties. What if most of the world someday lived in cmtty? what are some scenarios that would evolve?

Movements or segments to reach out to: Community development mvmt, "communitarian" mvmt, academic cmtty, religious cmtties, environmental and human rights, and peace mvmts., coop mvmt, neighborhoods mvmt. (Neighborhoods, USA), neighborhood policing mvmt.

We want to get cmag in more univ. libraries.

There's much more than these alternative culture things, however. We are interested in creating an opening to the wider culture. We also add the elderly population. Also the union mvmt.

We don't want to change our content to meet "mainstream" expectations.

We can reach them in a way that is in absolute alignment with the values of FIC; the models that have been used may not be appropriate for us. We have to learn to speak language they can hear, but foremost is expressing the values we hold dear.

Important to distinguish between the look and the content. People in ICs will be hooked on reading Cmag no matter what it looks like, the look is important to those outside cmtty.

Just looking at the name: communities has more narrow boundary than "community". Cmag image, or the word

"Communities" can seem like insiders talking to insiders. But really, the issues have a lot to offer everyone. As long as it stays palatable to us, ok to make is as salable as possible to new people. We don't have to lose integrity by being palatable to mainstream.

The mission of the mag is the same as the mission of FIC. Need to show a whole range of options. It's not about one definition of communities.

Burning issue: we may start encountering people who are angry. In fact, we already have. We can be very vulnerable. Even though angry people are a tiny fraction. They deserve to have air time and be heard, but we can use a lot of energy responding to them.

Open the circle to let others talk to us and each other, beyond the FIC's defined values.

Need to show how to live out the visions and values of FIC, not have Cmag as an organizational mouthpiece of how we do our business, but use it to communicate, contact, engage on significant issues. And there has been no conflict up to this point in how that's been developed.

This mag. should be everywhere! Energy should be going into getting it more visible. Embrace it for all its worth, really use it.

Communities (as we use it in the plural form, for Cmag title) is not just a concept, but actual places, its the living of it. "Bringing the spirit of community into our daily lives," could be the subtitle.

Visual ideas: engaging contact. Usually the cover is photography. I want strong, dynamic, engaging expression. You can look at these photos for a long time and it will continue to speak to you. We hit the money on the current issue: with harv and barbara on it. The previous one was not a photo that kept drawing me in. Was embarrassed. Also, the theme does not have to be seen at plus 5 feet away. Big theme typography on the current cover would have compromised the great photo. (Note: Paul and Diana have a big disagreement about the theme print and overall cover design.) We're trying to get Board direction and clarify values that influence design, but the decisions about execution cannot be decided by Board.

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Endorsement and Support (Laird): We made a distinction in the levels of involvement. We're in the role of interpreting what relationship to have with other groups, and I'm letting you know that's happening. First level, Sponsor, 2nd level endorsement. We may also just support by advertising or listing in the calendar section but not have other affiliation. This is not an official cmtee. Some sub-group of the board is currently deciding these issues. Is that appropriate, and are we comfortable with this? We want to know the dollar amounts dealt with. Is there a threshold on how large an amount we'd deal with before it was brought before the board as a whole? Is this subgroup feeling comfortable with its own process? Laird answers yes.

Does the group feel comfortable with the decisions made? -yes. Those handling it are cautious. Co-sponsors of the TO cmtly conf. is ok because its open to anyone. But we were unwilling to say we were in perfect alignment with some (for Sponsorship) unless it covers the big picture of who we are.

May be worthwhile to put in Cmag or somewhere what our criteria are; who we've co-sponsored with or endorsed and why.

One concern is that loans, sponsorship and endorsement are not clear, i.e. where they're defined, what parameters there are, do those get agreed upon by Board?

For Betty and Laird, for each item that comes up, try to keep track of the criteria used to make decision, so that

eventually there will be a record of how to evaluate so that others can know that and learn from that.

There is general agreement to continue to give this kind of support where we can to those that seem to be in alignment with us.

The LIFE conference (people Diana knows are organizing) are folks who want to start communities, mostly mainstream now, and can really draw upon information from FIC.

Laird affirms he wants to continue doing this.

Agreed: We endorse and applaud the way that Betty and Laird decide when the questions about endorsement and support need to be brought to the Board. Continue as is.

Organizational redesign (Shri): There is a green handout describing our values. Let's focus on internal. The way we relate to each other on Board and staff is what's addressed here, not requirements for FIC membership. If bridge-building, that's a mission, not a req. of members. If it's internal values, why didn't we list consensus? Suggested: add consensus. add sustainability. ecological wisdom. drop bridge-building? Does "community" mean that we don't float on the surface, and become teachers and learners with each other? Personal growth maybe describes that better. Add: joy and laughter, celebration. There is not a decision reached on these suggestions. How would we use this list? Betty wants this list of values to check against our actions as we make changes in the org. We can ask, does this decision meet our fundamental values. The mission and purposes are not up for discussion now.

Perhaps we need more form, or a different form other than a list of words. **TASK:** Rachel, Lois, Linda, Mark and Harmony will re-work the values into another stated form and present later.

SATURDAY MORNING•JUNE 17•8:30AM F: Betty R: Ben

Intro (Betty)

Discussion of circles for meeting arrangement. Suggestion of metaphor for where we are going: more people means bigger circle, or need for concentric circles. We can experiment some and see how different arrangements feel.

Communities Magazine: (Laird)

Running a Deficit (Laird)

Lost \$7,000 in 1994. Part of start up. Projected: in black ink by end of 1995 at current staff compensation. Laird expects subscriber base to double in each of the next three years. Not paying staff handsomely, but they can live on what they get now. Subscription base was 800 when we got the Magazine. Already up to 1100. Losing \$7000 in the first year is considered to be a low number. There was general recognition of a job well done.

AGREED: Board is comfortable with a \$7000 deficit of last year, is extremely comfortable with where the Magazine is going now both editorially and financially.

Zablocki Piece (Laird)

Need approval for response to Ben Zablocki's suggestion of bill of rights for communities. Discussion about official FIC response (refer to handout).

AGREED: Laird's response is in line with Board's values and principles.

Specifics of how to handle difficult pieces in the magazine are to be handled by the Editorial Review Board.

Harvey has reservation about advocating people signing a list and publishing a list of those who sign and who do not sign. Possibility of something resembling a "black list." A question was raised on the subject of Freedom of Speech and what the boundaries are for the magazine.

Board's approach was to talk with Ben Z. about perception that his approach was politically inappropriate, while issue and topic may be appropriate. Ben was told the Board would recommend against presenting the 50's style approach. This is another opportunity for the organization to present its position and orientation.

Evaluation/Discussion of Editorial Review Board (ERB)

Laird is point person. Board is Laird, Geoph & Betty.

Board responds when called in to review material, respond on policy related matters. Example: Link responsibility of managing magazine to bridge building function of organization when writing letters that require more official function.

Is board satisfied with and enthusiastic about its work? Yes.

Suggestion: set terms of office; consider bringing on other people. The board could be self selecting. It was pointed out that the ERB is made up with the most encumbered members of FIC Board. It was expressed that there is no reason to make changes to something that is working. FIC Board's role is to encourage those who are "overly encumbered" to evaluate their packages and make changes. Betty and Geoph enjoy the ERB role and want to do it more than just about anything else they do. Laird: Ditto Betty and Geoph; this is the most important place for our most experienced people. ERB conducts evaluations of Managing Editor and will bring information to the Board. Our changing world means the ERB will be making judgement calls. The ERB function is likely to take more time in the future.

Precise relationship of ERB to the organization (FIC) is unclear --There is no organizational chart-- The ERB is a committee of, and reports to, the FIC Board.

Suggestion: Establish a larger pool of decisionmakers for ERB to access if need to make a decision about controversial matters.

Our principles are cooperation and building community.

Two topics for discussion are:

- 1) Evaluation of ERB in its past and how it has worked and how we feel about it.
- 2) The future of the ERB, what are its responsibilities, and does it need a mandate?

The ERB's function is to represent the FIC and work from its mission and values.

The ERB should have a training role. We need to give other people the opportunity to develop ERB level skills. Because this work is a culmination of many years of service, and is desirable, some present expressed a need to proceed with caution about term limits.

This work is a reward for the hardest workers.

Everyone on the Board is in training for this operation. Major matters for discussion go up on e-mail before the entire board. The ERB's function is to distinguish between minor pieces and those requiring full FIC Board review.

Editorial policy has been drafted. No time frame is in place for completion and formalization of this.

AGREED: The FIC Board is very comfortable with the performance of the ERB over the past year, and especially appreciates the delicacy with which the ERB has handled difficult issues. Applause.

FIC Board makes decisions about ERB makeup.

Suggest leave things as they are- If it ain't broke. . .

As ERB finds people who may be appropriate for training, ERB could present suggestions for addition to the FIC Board.

Question about how to continue sense of trust about who will make contributions and how they will contribute. Sense that we are now holding access to the ERB more closely than before. The change is due to learning about the nature of the work. Another sense is that no real change in openness has occurred: A specific ERB makeup was proposed to the Board. The sense of constriction is not related to positions of those on the ERB, but from rest of the Board.

AGREED: No change at this time. Depth of subtlety and sophistication required for this job may be greater than we thought before. Those interested in getting more involved with ERB work could approach ERB about the nature of the work re: rights and responsibilities. Continue with the three we have and will appreciate that they operate with discretion.

Several people, especially Paul and Earl have expressed concern about the closeness and openness issue relating to the ERB selection process.

Loren, Allen, Ben (Ben not for a while)

Evaluation of Managing Editor

Important to evaluate the Managing Editor. Who should do the evaluation. Concern about the possibility of FIC board not knowing what ERB is doing.

Proposal: ERB conduct evaluation of Diana, while maintaining a receptivity to input from other members of the board and movement as a whole. The ERB will make an annual report to the Board.

COOLER: Evaluation of other aspects of this and other things, such as an evaluation of Betty. Proposal above is laid over until next section on Organizational Design.

Diana's Cmag Report(Diana)

Amount of display ads sold is proportional to time invested. Ratio: 1 page to classifieds 4 pages of reach ads. Newstand distribution underway as planned. Ad trades are about 1/4. Promotional cross fertilization between Dir and Cmag. Created info packet for guest editors. Need guest editor for Spring '96. Noticed frequent spelling and grammar mistakes and are working on addressing this. Getting professional photographers. Developing training program for graphic design. In the meeting there was recognition made for current and past contributors.

Recent redesign enables Cmag to maintain limits on excess verbiage, so not necessary to purchase additional signatures. (One signature is four pages.)

Reach ads work.

What is Vision of Cmag?()

Cmag Vision to be taken up first in next session. Break early, reconvene in 20 minutes.

SATURDAY MORNING•JUNE 17•10:20 AM F: Caroline R: SYD

Communities Magazine (cont'd): (Laird)

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SATURDAY AFTERNOON•JUNE 17•1:30 PM• F: Geoph R: Cecil

PR Initiative (Laird)

There was group agreement that the communities movement is experiencing a surge of interest and that a stepped-up public relations campaign (possibly including TV/radio talk show interviews, NPR, designated spokespeople, media packet, "myths" pamphlet, book tour, PR support to ics, newspaper articles, the mainstream press, or a speakers bureau) will at some point be a good idea. On the other hand, there were concerns that the FIC be ready to handle the responses generated (both positive and negative) by such publicity. Who will be the spokespeople for the FIC? How will we interact with the press, so we're not just a passing interest? In addition, the organizational structure of the FIC has to change to accommodate this extra task; it can't be simply added to Laird's or Betty's plate.

Essentially, the group wanted to promote the Dir aggressively, especially in the print media (book reviews). While this was not expected to generate a huge amount of response because it's a book, not an event, the enthusiasm for greater exposure was tempered with a desire to deal with the PR issue in the context of FIC reorganization.

COOLER: The discussion of a media blitz to promote the Dir and the topic of designating spokespeople to speak for the FIC will be postponed or integrated with organizational issues.

Board/staffing (Laird/Betty) (attachment: Paul's list of questions)

There was general agreement that stress needs to be reduced on overworked, martyred staff. A list of questions was begun to help address with problem, including:

Are we willing to spend money to relieve overworked staff?

Will adding associates to the board help? Training new blood?

Why are we where we are?

Can we identify and change inefficient processes that hurt us?

Who is current structure hurting and whom is it not working for, and how?

Who is looking for more work/who is willing to work?

How about a new/improved cmtee structure?

Can we run more like a business?

How do we inspire new participation (or how do we now hamper it by our process)?

The suggestion came to list the different tasks currently being performed by members of the AC and volunteers and then prioritize them as a first step towards delegation or spreading out responsibilities; this was put off to the later Saturday afternoon session. Other suggestions to improve board/staff involvement included having people submit resumes with qualifications/interests to board, and improving committee structures to be more efficient.

WorldWideWeb (Elph) (addendum: WorldWideWebWorkingReport)

The general structure of the Web and hypertext was explained. There was a lot of excitement over the prospects of Web involvement that mirrors the excitement in various cmtees about the Web. Since the Web is still in its early stages of evolution, the current cmtee was considered competent to proceed towards their desired goals despite questions about their lack of experience (only one bd member and no AC members on this cmtee). The Web costs no money to support at present and any tricky issues are forwarded directly to Betty. The bd still has oversight about the content and updating of the Web pages, and the cmtee makes day-to-day changes.

AGREEMENT: make the current provisional cmtee a standing cmtee. This cmtee can refer controversial issues to the ERB instead of the full bd. The Web pages are considered FIC publications. And, the bd needs to look at the configuration of the cmtee (especially in terms of the involvement of more experienced bd members).

CMTEE: Velma, Dan Greenberg, Michael McIntire, Jillian, Elph.

Open the circle to let others talk to us and each other, beyond the FIC's defined values.

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Agreed: We endorse and applaud the way that Betty and Laird decide when the questions about endorsement and support need to be brought to the Board. Continue as is.

Organizational redesign (Shri): There is a green handout describing our values. Let's focus on internal. The way we relate to each other on Board and staff is what's addressed here, not requirements for FIC membership. If bridge-building, that's a mission, not a req. of members. If it's internal values, why didn't we list consensus? Suggested: add consensus. add sustainability. ecological wisdom. drop bridge-building? Does "community" mean that we don't float on the surface, and become teachers and learners with each other? Personal growth maybe describes that better. Add: joy and laughter, celebration. There is not a decision reached on these suggestions. How would we use this list? Betty wants this list of values to check against our actions as we make changes in the org. We can ask, does this decision meet our fundamental values. The mission and purposes are not up for discussion now.

Perhaps we need more form, or a different form other than a list of words. **TASK:** Rachel, Lois, Linda, Mark and Harmony will re-work the values into another stated form and present later.

SATURDAY EVENING • JUNE 17, 8PM • F: Ben R: Alex

Interest Groups We arranged ourselves in a circle based on the compass direction of our origin. Then we sang a song. We split up into interest groups which Ben had created based on blue self-description sheets. After 30 minutes, the groups reported back.

- Facilitation and Group Process: Consensus model is useful when used well, frustrating if not used properly. Attention to emotion is useful, but takes longer than voting, (initially). Trust and shared values are necessary to consensus.
- Networking: Resources: FIC publications, conferences, Web, etc. Opportunities: conferences, Web. Challenges: making time, travel funding.

- Technology for Sustainability: Agriculture can not be separated out from this title, because growing your own food is essential to sustainability. Simplicity is essential. Many find that sustainability and community are sometimes hard to mix: one takes priority over the other, which becomes frustrating.

- Community Building and Management: Resources: CMag, conferences, other communities, each unique person, Spirit, land, institutes and organizations.

Challenges: Personal fears, time, money, interpersonal troubles. Opportunities: Colorado as gathering place, consultants, conferences, books, institutes.

- Life School: (see handout). Life Center is a vision of 50 communities/ education centers, focused in a bioregion. GeoCommons, Farm, Gaia Institute, are all current samples. Challenges: start-up costs. Opportunities: grants.

Full Circle Introductions

Each person took a turn to say his/her passions in five words or less.

SUNDAY MORNING • JUNE 18, 1995 • 8:30AM F: Harvey R:Valerie

Opening (Betty/Laird)

Hawaiian tarot deck reading

Regional Networking

Promoting Regional Networking

handout

We generated ideas about promoting regional networking. We could have more events like the Saturday evening exercise using the cmtly building group and networking group. Regional networks might visit each other helping create events--this would be fun and would help people gain experience. We handed out a list to sign for a phone tree to be a contact for events and new cmties in your area. People signed who were willing to do dir updates in their area, to keep in touch with FIC membership in their area or participate in general networking activities. Ira is working on putting together a document about How to Host a Regional Conference. Several people volunteer: Zev, Rachel, Melissa, Chad, Sandy and Peggy.

During FIC meetings, we could focus on activity that is happening in the region. We could also have an FIC person act as a liaison, and commit to following up with the people involved in the regional activity. We could use the Earth Stewards as a model. We could use the blue participation forms more thoroughly.

TASK: Ben volunteers to copy and make available those forms to anyone who is interested.

It could be a stated goal of the FIC to be a regional network resource, and the FIC could communicate this to the membership. We could encourage FIC cmties and members to create core groups in their region and to host events. They could look at what has worked in other areas and in other networks.

Activity in Denver: Denver area has an active coho network. Allen Butcher is working on creating a directory of regional cmties. So far he has contacted about 20, and the response has been favourable. He'd also like to create a regional network based on an InterCommunities of Virginia model, and a regional newsletter. How can the FIC help this effort? A list of ideas is in current Cmag. If people are interested in helping regionally in the Denver area, they can meet as a group here or with Allen individually to start to create a group--they'll meet at lunch. It's early to tell what this network will look like. (Betty: they did meet, and they'll keep in contact, they have a council of 6 who will meet--do we include this here, since it happened after this session, but is a result of this session?)

TASK: Ira and Valerie will send a list of FIC members to everyone who said they're willing to be a local contact person for their area. The mailing list is available for people to use if it's for an appropriate reason.

RMCA covers 8 states. They are a network of people who help coho groups form, does slide shows, and publishes a national newsletter including regional updates. Anyone interested, especially on an organizational level, talk to Kathryn or Zev.

NICA will have a summer event Aug 17-19 in WA state at the Love Israel cmty. FIC publications will be present there. Seeing how FIC board deals with things has been useful for NICA. If anyone is interested in getting newsletter for Pacific Northwest, see SYD.

Conference Reports

Cmty Quest: Oct. 19-22. Their intention is to bring people in cmty development together and work with people in business cooperatives. FIC participation includes booth space at the event and promotion in CMag. Two staffers for booth can attend for free. RMCA could collaborate at the conference in terms of booth/literature. Lee Gaal offers her house for lodging.

Twin Oaks cmties conf: Sept 1-4. Regional focus but we'll put out literature from everywhere if you send it. People are welcome to come and help prepare and get involved.

PepCon: Aug. 11-14. These are people doing alternative "lovestyles", and there is an interest in cmties within that movement. Geoph may present there.

Network for a New Culture: formerly the Zegg group. They hold a summer camp. there is a suggestion that bd members attend next event.

RMCA: Sept 28-Oct 1. RMCA is hosting a national coho conference in Boulder. Day 1: coho Play Day, Day 2: coho organizers meet. The rest of the time is a general conference. There are lots of RMCA people and organizers are at this FIC mtg and they would appreciate more FIC participation in their conference.

Eco-Village: Oct 7-13 conference at Findhorn. The newsletter is available and there will be lots of big-name speakers You can contact Lois for info/brochure.

NASCO: Nov 3-5 annual conference Ann Arbor. It's for people who live in student coops and associated people. Contact Deborah Altus for more info.

Co-Housing discussion group: Sat 6-8pm every three weeks in Boulder at TimeWeave. Contact Ben for info.

Rainbow Gathering: July 4 weekend. There's a presentation on cmties by Shakti from East Wind and Allen

Butcher. Contact Allen for info.

CSA: Oct 13-16. It will be held in Florida. See Deborah or Harvey or Cmag for more info.

ICSA in Israel: Caroline attended. Mostly academic presentations. A lot of focus on kibbutz movement current difficulties, and also education. There is opportunity for linking and mutual support with ISCA/kibbutzim.

Labour Zionist group in CA that wants to start a kibbutzim movement in US. Lois will attend their conference in July.

Educative cmties conference: March 1996 in Denmark . Contact Melissa for info.

Coop Camp Sierra: July/August: Geoph is on staff. A meeting of all kinds of coop groups. FIC publications, slideshow will be there. See Geoph for info.

Future Meeting Sites (Geoph)

Fall of 1995: These meetings had been scheduled for Nov 10-12, plus 4 days before and 4 days after. Dates may need to be changed. They will be at the Church of the Golden Rule in CA, near Ukiah. Costs are \$10 a day board, plus \$5 food a day. Geoph will visit in August and work out details and we may barter with them.

Suggestions: 1.add another day to bd mtgs 2.re-organization add more time. 3.tell the story of the cmtly the mtgs are at.

1996 Meetings (Laird)

Spring 1996: Leads: 1.Circle Pines Camp in SW MI, which is a coop camp. If we meet there we would need to meet in May 2.Banyon Tree in Ontario. There's a recommendation for Ontario since we've never met in Canada. Elph strongly prefers to meet at an IC. There is a concern about weather and dates of the mtgs.

TASK: Elph will talk to AC about more options in MI.

Fall of 1996: give ideas to AC about midwest locations.

National Networking (Laird)

What kind of relationship does the FIC want with parallel entities in the movement?

The discussion focussed mainly on cohousing.

Media Effort:

RMCA publishes regional newsletters and they include national coho news. They have 8 regional editors who make up a 4 page insert that gets inserted into the newsletter. They send the appropriate regional insert to the people in those regions who receive the newsletters. They see this need in the FIC. Most of the work is done regionally, but the national conference will help cultivate a national network. There is a strong dialogue on the Internet about co-housing. The movement is in its formative stages. WWW group might want to talk with these groups to create a calendar of events and link pages. The Web weavers will coordinate with Diana at CMag. Interactive e-mail is a way for cmties to dialogue with each other without travelling.

RMCA-FIC relationship

Is there a sense of desire within RMCA to connect with the FIC? Zev and Kathryn's presence marked a desire to connect. While coho was developing a stronger identity, it was somewhat isolated. It's natural for a new group to initially focus on the self. Now there is more reaching out, including towards ICs. Ideas to break down barriers and encouraging FIC-coho alliances include swapping articles in newsletter and magazines, attending

each others' events, following activity via e-mail, initiating personal contacts at events, hosting process work events with coho and IC participation, using coho sites as FIC mtg locations and vice-versa, and finding points of common interest such as environmentally-sound architecture, for example. A lot of inquiries to RMCA are asking for help. RMCA doesn't always have lots of experience, and this is an area that ICs could provide some knowledge. Sirius has been networking with coho groups in their area. The attendees spent one day with the cmty, and one day in a coho group.

A well-developed coho/IC relationship could be a model of cultivating the type of relationship that we'd like others to have. FIC should be paying attention so we can learn, and also we can help other bridge-building efforts using this process as an example. Let's pay attention to what works.

Cambridge (Laird)

What is the appropriate relationship of this group to the FIC? There is no proposal at this time, and we'll be working more on this in the coming year. Their work has included: introductions to consensus/facilitation/conflict utilization, outside help for chronic internal problems, working with full range of human input to a situation, and emphasis on teaching the work so that others can do it for themselves.

Gathering II (Betty)

Almost 1000 people came to 1993 Gathering from 13 countries. FIC has talked about having another, and this is related to FIC re-organization. Do we want to do a similar scale gathering? More regional? More specialized thematic conferences? We are not close to organizing another gathering. There is a suggestion that the bd prioritize this--we can take this into account with the re-organization. It is pointed out that we can choose to not do this, or to do it in a way that we do less of the work. We need to look at what the vehicle is that we are trying to serve. We don't just want to have another one for the sake of having another one.

SUNDAY AFTERNOON •JUNE 18th •2:00pm F: Paul R: Melissa

Opening (Betty)

An inspirational quote on respect and communication was read.

Community Building Manual (Diana)

Nothing has been done since Miccosukee, but the idea of a spiral notebook as a sort of portable information/media interest carrier is still in the works. Diana is the contact person for ideas and comments. A piece on cooperative housing was created by Ben for this notebook. The question was raised if this doesn't perhaps overlap with Bill Elle's 3C package. This was taken into consideration and eventually seen more of a complementary piece.

Board Selection (Caroline)

A list of the current board and associates with their entering dates and "time left" was posted. Earl, Diana, Shri, Velma, Zev, and Valerie were proposed as new members and Jillian also volunteered to be considered. A clarifying procedural discussion occurred, concluding that any person interested in being nominated even at present who was not on the list could still come forth. A deliberation occurred about the number of women on the board and it was noted that since 1988, the movement has actually been moving towards a female dominated board. It was (semi-in jest) noted how board policy is not to specifically promote more board women than men, of course.

A discussion occurred concerning the expectations of a full board members. Coming to meetings was cited as a priority. A reminder was articulated that this is still a "working board", though it may change, so taking on work as well as commitment is still an important issue and expected. Some anxiety was expressed concerning the question of what are we trying to do here (fundamentally) with this board movement and nomination process. A moment of silence occurred to try and feel each other out. The anxiety generally

revolved around the tension of choosing associates for full board status, the amount of work that's "expected" from each, and the general commitment and communication/process level. The selection process was described as very "ego-challenging" work - people seek these positions for a wide variety of reasons. Discomfort was also expressed over how it is not really an option for one to go off the board but still participate fully without the title.

FREEZER: Discuss the topic of "democracy" and how we might gain to remember and learn from some past failures and experiments. How might the issue/phenomena of empowerment be related to this whole nomination process now. And how might this fare in the organization's future?

FREEZER: Discuss the topic of designating a maximum percentage of associate to full board status movement.

Nominee pieces

Jillian has been working on FIC process for at least a year and has been dedicated for some time. She plans on coming to meetings in the future and wants to get more involved. Earl verified his commitment to this work but reminded the group he is away for 4 months at a time some years and can be called away only a day in advance. Valerie reminded the group her work ethic/personality does need recognition sometimes to be juiced.

COOLER: On Monday's Board day talk about this non-residential community and how it's grown, and the vulnerability which may have increased for some members.

AGREED: The new approved full board and associates is as follows (time left and entry dates also noted):

<u>Full Board</u>		<u>and</u>	<u>Associates</u>	
(3) Caroline	'88		(2) Ben	'93
(3) Elph	'92		(2) Chad	'93
(3) Harvey	'88		(1) Loren	'94
(1) Betty	'88		(1) Paul	'94
(1) Dan	'87		(2) Earl	'95
(1) Elke	'93		(2) Diana	'95
(1) Ira	'90		(2) Shri	'95
(2) Geoph	'88		(2) Velma	'95
(2) Laird	'87		(2) Zev	'95
(2) Lois	'91		(2) Valerie	'95
(3) Syd	'95		(2) Jillian	'95

David Rice resigned as board member.

Membership Community Report (Elph)- see Appendix N

A major concern was raised about keeping the membership fee to stay a reasonable amount. A gut reaction was that the proposed changes would not significantly raise membership fees. The fee was raised, however, so that each member would get the magazine as an incentive/benefit since currently there is none. Reservations surfaced about raising the membership fee since many people interested in community are on low budgets. A sense of urgency to do atleast something was expressed though.

AGREED: AC will take it on as high priority, carried by Caroline.

Committee: Rachael, Dan, Harvey, Elph, Ira, Diana, Jillian

Loose Ends (Laird)

The issue of how the organization does its work is a MAJOR issue for several people involved. Some of this motivation stems from the increase in work and potential fear about not being able to handle all opportunities. Expanding others peoples' involvement in the organization was expressed as a desire. The big loose end in mind was to come back to this discussion.

A question was raised about whether Laird unloaded enough work while Betty successfully lightened her load. An acknowledgement was articulated that the Carver model is usually a one year deal and since this group meets so infrequently perhaps 2 years is morasible. The certainty about "grasping a key log" was not shared by the group and it was suggested this leads into the question of hiring someone for pay to fill in these gaps (using paid labor to get things done so it is sustainable).

An alternative is suggested (to paid staff).

COOLER: Let's brainstorm about some alternatives to paying staff.

School/Life Center (Shri)

Caroline, Betty, David, and Shri came up with the new name Life Center. A new info sheet is available for distribution and with Shri's move to Oregon the group is now less than three hours apart which was seen as a facilitation to the development of this project. The need to define this project's relationship to the FIC was expressed. The use of FIC's 501 3c is the only relationship right now really. It is not an FIC project, though it is noted that mailing lists, network interest group lists, and such have been made available through the FIC. The school's relationship to the FIC was expressed as unique because of the parallel community building foci.

More Loose Ends (Caroline)

It is suggested to take some time approving "official" officers for IRS purposes and for making sure people who are officers are available for signature purposes. Knowing where the secretary and treasurer are for now was decided to be adequate enough.

AGREED: Deciding the formalities of who actually holds which officer titles will go to the AC (who typically draws these relationships from a hat, soif secretary and treasurer).

Leftover cooler items

Organizational redesign questions were left: How will the board evaluate staff and at what level? What are the limits on the authority of AC? How in the future can committees be more useful (in light of the dismal past)? A statement on values and a new sentence for context is still needed. And the whole board vs. staff relationship was left relatively unexplored. It was suggested to look at how to carry these further.

Suggestions

Most of these questions are based on redesign. A committee was suggested to review this. It was suggested this committee provide a framework (while at sunrise) to then offer to the larger board and then possibly have those who get juiced by this meet later (but before the next board meeting) and discuss more tete a tete. A regional thing is suggested and Shri offered her house in Portland. Others, it is suggested who cannot attend physically could be in touch by e-mail or the web for contact. The Sunrise committee is Shri, Caroling, Betty, and Lois (with Loren dropping in). Earl, Zev, Velma, and Syd expressed interest in joining the next committee level work. This committee will come back with some design report in the fall.

AGREED: A Sunrise group will come up with some initial suggestions to then turn over to the AC. This work will then be considered if/when a regional meeting takes place.

Minutes (Betty)

Minutes are traditionally 25-35 pages. There will be a \$10 fee for non board members who wish to have a copy and a list was sent around. For people interested in the full clipboard, blue sheets, and addendums, a separate list went around.

FREEZER: The idea of distributing minutes via e-mail or floppy discs should be explored. annoude: see alex for list of alternative bookstores

AGREED: For the Sunrise meetings, the only way one may receive minutes is by paying \$10 for a xeroxed copy.

SUNDAY AFTERNOON • June 18th • 4:00 pm F: Betty R: Laird

Travel Subsidies (Harvey) We agreed to spend \$1000 for the Board retreat, and recognized that only \$1000 remained of the \$2000 travel subsidy budget for 1995. With some struggle and wrestling with the relative weight to give travel subsidy relative to other program needs and expected budget deficits for 1995, the AC agreed to recommend that the budget be increased to \$3000 for 1995, making approximately \$1000 available for this and the next Board meeting.

AC also struggled with the best way to divide subsidy money between full Board members and associates, and came to no conclusion. This remained a loose end, for Board decision.

Policy is clarified that people coming onto the Board are not eligible to receive subsidy funds for traveling to the meeting at which they come on the Board.

Lois suggested that people coming onto the Board (whether full or associate) not receive any subsidy money for the first couple of years of participation.

We only began budgeting travel subsidy funds in spring 1994, and this meeting represents the fourth time we've allocated money to this fund.

AGREED: The travel subsidy budget for 1995 is increased from \$2000 to \$3000, earmarking \$1000 for the spring Bd mtg and \$1000 for the fall Bd mtg.

Dan proposed that three associates sit with AC and assist in these deliberations. SYD offered that associates feel free to approach AC with their concerns.

TASK AC will make the decision about how to divide the subsidy funds between full Bd members and associates. Associates should feel free to approach the AC with any input they have affecting those deliberations.

Staff Relief Cmtee Report (Velma) [see attachment] F: Ben

Offloading tasks Betty is working on will provide more free time or enable her to do things she can't do now. Current Admin work is about 1.5 days per wk not including phones and opening mail. . . We have a significant overhead just because we are operating from multiple locations. Streamlining of workflow is expected with consolidation at Sandhill.

COOLER: What if Sandhill does not accept this proposal?

Betty stated a desire to focus less on co-CEO role and more on educational outreach and program.

We need to look at how we make some of our project areas more competitive- if we had competition in some of our project areas, they might not succeed.

Paying Laird and creating income for Sandhill is a central aspect of the committee's proposal.

Laird: I ask people to take risks on the strength that I can make things happen. This is rewarding work. Reference to pulling arrows out of legs being a part of the work. Expectation of getting more arrows with the money. What is not visible.

This is a creative proposal.

#2 puts a dollar value on time. This allows us to better understand the cost of doing business.

Is Laird a martyr? Is this healthy for an organization?

This proposal means a new level of leadership for Laird. Apprenticing new people means that some of these people will be taking "arrows" too. Other people need to learn to take arrows- Laird can mentor them on this.

We are really paying Sandhill. Money will help. Laird is worth a lot. What Sandhill really wants is Laird. Sense that you (Laird) is more comfortable with Arrows from your community. Will this affect his ability to work. If Sandhill takes the money that they want and need, then they might feel resentful and unable to speak out about it. The proposal will mean that Laird and the staff under him will be half of Sandhill's Income.

The money can go anywhere. We can try this for six months. The offer of a Salary is at least a gesture of goodwill. When an outstanding leader refuses to take money, it places a burden on others who feel a need to be paid for their work. Sandhillians may be interested in working with Laird, getting a broader perspective on the nature of his FIC work, and this being a part of their business.

FREEZER: % of Directory Sales as a way to support Sandhill?

Paying as a way to see the value of the time we invest. We might want to pay more attention to the time we put into projects.

Proposal with respect to Diana's Salary: It is Laird's job as Publications Mgr to give Diana a raise. We must consider the overhead of having humans as staff. Staff will have to be treated appropriately so that the manager is not spending a large amount of time managing the office. It was suggested that we find a way to ensure committed people are on board. A specific suggestion was a 3 year internship. Consider: the manager will be filling in when staff is not performing or available.

This will really centralize the operation. Creating more dialogue with Sandhill is good. Trailer is to house staff

and create a new and separate office.

Concern: could this tend to make Laird more of a hub than he already is. Is this wise?

The proposal is to essentially create a training camp. As we have other management teams on line, the project areas can be relocated. Essentially we are asking Laird to Modularize many of those aspects of the organization he has been involved with. Plenty is decentralized. This is an interim step to spin more of the work off.

It was suggested that we create an official efficiency expert or team.

Concerns were expressed that this will represent a shift toward the FEC side of the movement.

AGREEMENT: We will rest with the A/C to continue working with this for the next six months. If some piece can be done between now and November, we will allow the A/C to move forward. Ira is encouraged to call on Sandhill and be an ambassador and represent the FIC to them.

This will continue in the later committee.

Final Evaluation By TIME of the Meeting

What Works

Orientation

Was valuable.

Friday AM

Evaluation of Retreat

If served Board, then served its purpose. Redesign meetings?

An unusually potent session

Alcove

Better handouts

After Lunch

What Needs Improvement

Orientation

Some found the orientation boring

Friday AM

Paul not in with energy of group

Evaluation of Retreat

no clue for someone who was not there- irrelevant to guests.

Content all on process.

Desireable to be in a closer circle

Alcove

After Lunch

2nd page of financial report was disastrous

Saturday

Frustration with board's inability to hunt for the issues in the items

Burning issues and some things left hanging. Facilitation was weak, mostly did not ask Board to respond to what presenters were asking

Org Redesign

Felt cut short a bit. Wanted facilitators to ask those who had not

Good furniture arrangement.

Networking

Liked changing energies.

Didn't like when Ben said: "I'm going to give Ira some time" also, in directing the group

Possible to draw more threads together. We did not use reconnection to do that.

We always imagine more can come from a networking

Cohousing talks was time really well spent.

On whole thing

Facilitators too lenient with those who talk too long and say irrelevant things. Be tough.

Open and loving space- compares favorably with quaker meetings

A Note on Self Facilitation: Erring by saying too much or by saying too little.

Good and Clear direction for the minute taking aspect

Handful of people asked each time to speak more loudly

Very cogent comments made by newcomers.

Good Handouts

Card: Maui, the Trickster

half human, half God. Could be defeated.

About play. Bursts the constraints of institutions in moments of passion. Has power to restore balance in life. Addresses drudgery, and brings celebration.

Maui the trickster teaches us to consider taking actions completely opposite of what we might choose for ourselves.