

# **Dances of Universal Peace International**

**Minutes – Board of Directors Telecon – February 11, 2014, 3 pm MDT**

**Board Members Present:** Arjun Jorge Calero, Darvesha Victoria MacDonald, DiAnahita Diana Kanoy, Kabir Stuart McKinnon, Maris Warrior

**Staff present:** Munir Peter Reynolds (Executive Director), Martha Bracken (Office Assistant)

*Toward the One,  
the Perfection of Love, Harmony and Beauty, the Only Being;  
United with all the Illuminated Souls who form the Embodiment of the Master,  
the Spirit of Guidance.*

The agenda and background information had been circulated. Munir welcomed everyone and began by inviting us to imagine ourselves together holding hands in a Dance circle.

## **1. Minutes from November 19, 2013**

DiAnahita moved, seconded by Darvesha, approval of the Minutes of the Board meeting of November 19, 2013. Carried unanimously.

## **2. Financial Reports for 2013**

The Executive Director had provided information in advance of the meeting detailing the 2013 Sources and Uses of Funds Statement, Balance Sheet, and 2014 Draft Budget (See [Appendix 1](#)).

### Sources and Uses of Funds 2013

Munir commented that it appears that the year's overall results were fairly close to budget. In particular, Leaders Guild fees were in line with our forecasts. The final tally on fee support was higher than anticipated at \$3,381, but program expenses were somewhat lower.

### Balance Sheet December 31, 2013

Munir reported that the entire proceeds from "Campaign 2012" that was carried out toward the end of 2011 have now been spent.

## **3. 2014 Budget and Goals**

A draft budget for 2014 was included in the above financial information. As well, a revised mission statement, key accomplishments for 2013, and project goals for 2014 – all as proposed by the Administrative Committee – had been provided with the agenda (see [Appendix 2](#)).

Kabir moved, seconded by DiAnahita, approval of the budget for 2014 as drafted. Carried unanimously.

### Mission Statement

Munir commented that the core operations associated with each point of the mission statement have now been included to illustrate and clarify what is involved. Kabir added that this is the first year since the reorganization of DUP International in 2009 that it has been possible to describe the "core operations"; in previous years, they have been put forward as annual goals and

activities, but are now part of the fabric of our organization. A smaller number of annual project goals will help us communicate the focus of our special efforts.

Munir added that the first project goal, concerning the creation of a five-year plan, will certainly be the key area of focus in 2014. There remains the task of elaborating what each project goal will require for successful completion, and Munir invited Board members to reflect on where they would personally like to contribute their efforts.

Darvesha moved, seconded by Maris, approval of the 2014 Project Goals as drafted. Carried unanimously.

#### **4. Guidance Council Report** (meeting of January 14, 2014)

The Guidance Council recently announced a suggested “Empowerment Initiation” which mentors have the option to offer at several points in a leader’s path. An initial announcement about empowerment initiation was made to mentors and the Council is now drafting language for our website and the Leaders Guild Guidelines and Mentoring Path publications. The Council also discussed the utility of various DUP Yahoo groups and ways in which to make the DancingPeace Yahoo group, in particular, more international in content and language.

Darvesha commented that recent messages sent to the Mentors Guild Yahoo group generated 17 new subscriptions. This was promising, and yet she continues to look for ways to encourage greater discussion on the group by mentors and mentors-in-training.

#### **5. Review of Meeting Dates 2014**

Munir reminded the Board of the following meeting dates that were set at the last meeting (all at 3 pm Mountain time):

April 8 (including the Annual Meeting)  
June 17  
September 16  
November 18

#### **6. Executive Director’s Report**

Work is proceeding smoothly on the DUP IN invoicing of North American leaders. Martha and Munir are dividing this work, with email invoices, postcards and phone calls going out from Munir’s office. A new notice was sent in January to NA leaders about the change under Darvesha’s and Munir’s signatures.

Some 55 leaders have elected the “recurring billing option” for annual renewal, which is encouraging.

In response to a question from Darvesha, Munir reported that some confusion has been expressed by leaders about the new renewal process. He agreed with Darvesha’s suggestion that further communication, including with mentors, would be useful in resolving confusion during the ongoing implementation of the new process this year. The importance was also noted of targeting these communications only to those affected, i.e. just within North America. Martha added that a few people have expressed relief that recurring fee payment is now available.

Kabir mentioned the need to begin preparing for gatherings of leaders and mentors at regional camps and retreats in 2014 (see project goal 2). With the changes in fee collection in North

America, these face-to-face gatherings could be useful in clearing up any confusion as well as adding background information that is not easily conveyed in written communications. Munir will start preparing a list of the potential gatherings so that the task of identifying presenters can get under way. Darvesha added that we need to encourage those presenting not to be put off by event organizers who may not welcome additional offerings; rather, organizers should simply announce the special sessions and set them at a time when people are likely to be available (e.g. over lunch) without conflicting with other programs, and carry on without asking permission.

An online fee support form is being designed which will include a box for fee support applicants to elect to pay a portion of their fees. Arjun asked about plans to include an option for making extra contributions as one pays one's fees. Munir responded that this proved beyond the technical capability of our service provider, PayPal. In any event, he added, it is important to maintain a separation between Leaders Guild fees, which are a fee for service, and tax-deductible donations because of the restrictive laws (in the US) around fund raising. Other ways will be found to encourage generosity among Leaders Guild members and make it easy for them to contribute, in accordance with Arjun's suggestion.

Munir has been working on compiling Leaders Guild statistics for 2013, and preparing the budget and goals for 2014. He expressed appreciation for Kabir's assistance in these matters. He also has a new computer, which has taken some time to set up, but is a great improvement.

A Leaders Guild e-newsletter is planned in the near future, and for the first time an effort is being made to complete all translations before publication so that all languages will be served at the same time. This was a request of the German network, who incidentally is expressing a lot of support and encouragement for DUP IN and its programs.

## **7. Administrative Committee Report**

The Administrative Committee's meeting notes from January 28, 2014, were provided for information (see [Appendix 3](#)).

## **8. Nominating Committee**

Kabir reported that the terms of Darvesha and himself as Board members will be expiring in April, and while both are willing to serve for a further three-year term, should that be the wish of the Board, the Bylaws nevertheless require the appointment of a nominating committee. The nominating committee is to include two Board members along with Pir Shabda Kahn, Spiritual Guide for the Dances of Universal Peace. Munir participates as well as Executive Director.

Kabir reminded the Board that there are currently also two vacant positions. The Board set the number of Directors at seven in 2010, with the understanding that vacancies would remain unfilled until suitable opportunities arise. One of these positions needs to be reserved for a member of the Guidance Council, should one of their number become available for Board service – this being necessary because of the way the Bylaws have defined the Board. It would be possible at this time to call for nominations for the appointment of an additional Board member. Kabir expressed the view that, until the planning process has been completed, it is not entirely clear what number and range of skills would be the ideal Board composition. His advice, therefore, was not to call for new nominations, and simply to prepare for reappointing the two directors whose terms are expiring. DiAnahita expressed agreement with these suggestions.

Darvesha moved, seconded by Arjun, the appointment of a nominating committee comprising DiAnahita (as chair) and Maris. Carried unanimously.

## 8. Closing Comments

Darvesha provided input for the Planning Committee by expressing the hope that Leaders Guild fees will not be raised in the current year. She added, based on a communication from Genesis Farms, that it seems important in these times to consider a sustainability model that does not depend upon continued growth. Another comment was to anticipate likely changes, such as the decline in air travel.

Arjun asked how he can become more useful in his role on the Board, beyond the participation in meetings such as this one where activity is necessarily quite formal (e.g. motions). He mentioned Sociocracy, where organization is carried out through circles that are both horizontal as well as hierarchical. As an example, each Board member might take responsibility for a circle in a particular area, heading up a working group made up of others not on the Board to achieve a project goal the Board has defined, as well as to provide input. These ideas were welcomed and will be discussed by the planning committee.

Maris expressed agreement with Arjun's comment about wanting to be more useful as a Board member, adding that she is looking forward to her role in the planning committee.

DiAnahita expressed gratitude for the gift of the Dances of Universal Peace, including all they have to offer in settings involving people who are new to the practice.

There being no further business the meeting was adjourned.

## Appendix 1

| DUP International                     |                 |           | Draft<br>2014 |
|---------------------------------------|-----------------|-----------|---------------|
| December 31, 2013                     | Jan - Dec<br>13 | Budget    | Budget        |
| Ordinary Income/Expense               |                 |           |               |
| Income                                |                 |           |               |
| Investments                           |                 |           |               |
| Interest-Savings, Short-term CD       | 145.73          | 500.00    | 100.00        |
| Total Investments                     | 145.73          | 500.00    | 100.00        |
| Revenue - Current Year                |                 |           |               |
| Donations                             | 4,272.41        | 5,580.00  | 4,400.00      |
| LG Fees - Regions                     | 24,593.65       | 23,500.00 | 24,000.00     |
| LG Fees - World Wide Region           | 3,527.11        | 4,000.00  | 5,000.00      |
| Royalty Income                        | 26.23           | 200.00    | 30.00         |
| Sales                                 | 1,648.79        | 1,000.00  | 500.00        |
| Total Revenue - Current Year          | 34,068.19       | 34,280.00 | 33,930.00     |
| Revenue Prior Yr Restricted Inc       |                 |           |               |
| Fee Support Fund                      | 3,381.00        | 2,500.00  | 2,500.00      |
| Programs                              | 9,709.72        | 11,000.00 | 12,000.00     |
| Total Revenue Prior Yr Restricted Inc | 13,090.72       | 13,500.00 | 14,500.00     |

|                                      |                  |                  |                  |
|--------------------------------------|------------------|------------------|------------------|
| <b>Total Income</b>                  | 47,304.64        | 48,280.00        | 48,530.00        |
| <b>Cost of Goods Sold</b>            |                  |                  |                  |
| <b>Cost of Goods Sold</b>            | 345.48           | 204.00           | 203.00           |
| <b>Total COGS</b>                    | <u>345.48</u>    | <u>204.00</u>    | <u>203.00</u>    |
| <b>Gross Profit</b>                  | 46,959.16        | 48,076.00        | 48,327.00        |
| <b>Expense</b>                       |                  |                  |                  |
| <b>Accounting</b>                    |                  |                  |                  |
| <b>Financial Advisor</b>             | 0.00             | 150.00           | 0.00             |
| <b>QuickBooks payroll service</b>    | 360.26           | 325.00           | 350.00           |
| <b>Tax preparer</b>                  | 100.00           | 450.00           | 100.00           |
| <b>Total Accounting</b>              | <u>460.26</u>    | <u>925.00</u>    | <u>450.00</u>    |
| <b>Contract Labor</b>                |                  |                  |                  |
| <b>Community Coordinator</b>         | 2,118.39         | 2,000.00         | 600.00           |
| <b>MTG Guidance Council Chair</b>    | 6,825.50         | 7,875.00         | 5,776.00         |
| <b>Total Contract Labor</b>          | <u>8,943.89</u>  | <u>9,875.00</u>  | <u>6,376.00</u>  |
| <b>Employee wages</b>                |                  |                  |                  |
| <b>Executive Director</b>            | 21,000.00        | 21,000.00        | 21,000.00        |
| <b>Office Assistant</b>              | 5,000.04         | 5,000.00         | 6,500.00         |
| <b>Total Employee wages</b>          | <u>26,000.04</u> | <u>26,000.00</u> | <u>27,500.00</u> |
| <b>IN Website Construction</b>       |                  |                  |                  |
| <b>Technical Designer</b>            | 1,935.00         | 1,500.00         | 1,500.00         |
| <b>z-Misc &amp; Contingency</b>      | 105.19           | 100.00           | 100.00           |
| <b>Total IN Website Construction</b> | <u>2,040.19</u>  | <u>1,600.00</u>  | <u>1,600.00</u>  |
| <b>Office Expenses</b>               |                  |                  |                  |
| <b>Equipment</b>                     | 377.81           | 300.00           | 300.00           |
| <b>Internet Services</b>             | 1,144.66         | 600.00           | 1,800.00         |
| <b>Office Supplies and fees</b>      | 626.08           | 500.00           | 740.00           |
| <b>Payroll Expenses</b>              | 2,895.21         | 3,000.00         | 3,000.00         |
| <b>Photocopying</b>                  | 413.53           | 0.00             | 0.00             |
| <b>Postage</b>                       | 59.06            | 175.00           | 200.00           |
| <b>Rent</b>                          | 456.00           | 700.00           | 700.00           |
| <b>Telephone</b>                     | 1,356.00         | 800.00           | 2,060.00         |
| <b>Total Office Expenses</b>         | <u>7,328.35</u>  | <u>6,075.00</u>  | <u>8,800.00</u>  |
| <b>Project Budgets</b>               |                  |                  |                  |
| <b>Fundraising Development</b>       | 0.00             | 500.00           | 500.00           |
| <b>Guidance Council Initiatives</b>  | 1,000.00         | 1,000.00         | 1,000.00         |
| <b>Translation Projects</b>          | 1,085.43         | 1,000.00         | 1,000.00         |
| <b>Total Project Budgets</b>         | <u>2,085.43</u>  | <u>2,500.00</u>  | <u>2,500.00</u>  |
| <b>Royalty Expense</b>               | 101.00           | 101.00           | 101.00           |

|                     |                  |                  |                  |
|---------------------|------------------|------------------|------------------|
| z-Contingency Fund  | 0.00             | 1,000.00         | 1,000.00         |
| Total Expense       | <u>46,959.16</u> | <u>48,076.00</u> | <u>48,327.00</u> |
| Net Ordinary Income | <u>0.00</u>      | <u>0.00</u>      | <u>0.00</u>      |

Dances of Universal Peace International  
Balance Sheet, December 31, 2013

|  | <u>Dec 31,<br/>13</u>   |
|--|-------------------------|
| <b>ASSETS</b>                          |                         |
| <b>Current Assets</b>                  |                         |
| <b>Checking/Savings</b>                |                         |
| Key Bank checking                      | 8,807.78                |
| Key Bank Money Market                  | 549.59                  |
| UrbanPartnershipBank MoneyMarkt        | <u>32,120.65</u>        |
| <b>Total Checking/Savings</b>          | 41,478.02               |
| <b>Accounts Receivable</b>             |                         |
| Accounts Receivable                    | <u>230.00</u>           |
| <b>Total Accounts Receivable</b>       | 230.00                  |
| <b>Other Current Assets</b>            |                         |
| Inventory                              | <u>3,896.05</u>         |
| <b>Total Other Current Assets</b>      | <u>3,896.05</u>         |
| <b>Total Current Assets</b>            | <u>45,604.07</u>        |
| <b>TOTAL ASSETS</b>                    | <u><u>45,604.07</u></u> |
| <b>LIABILITIES &amp; EQUITY</b>        |                         |
| <b>Liabilities</b>                     |                         |
| <b>Current Liabilities</b>             |                         |
| <b>Other Current Liabilities</b>       |                         |
| Payroll Liabilities                    | 1,817.68                |
| Sales Tax Payable                      | <u>(6.20)</u>           |
| <b>Total Other Current Liabilities</b> | <u>1,811.48</u>         |
| <b>Total Current Liabilities</b>       | <u>1,811.48</u>         |
| <b>Total Liabilities</b>               | 1,811.48                |
| <b>Equity</b>                          |                         |
| <b>Fund Balances</b>                   |                         |
| Prior Years Unrestricted Funds         | 27,455.23               |
| Temporarily Restricted Funds           | <u>17,038.12</u>        |
| <b>Total Fund Balances</b>             | 44,493.35               |

|                            |                         |
|----------------------------|-------------------------|
| Unrestricted Net Assets    | (1,325.04)              |
| Net Income                 | <u>624.28</u>           |
| Total Equity               | <u>43,792.59</u>        |
| <br>                       |                         |
| TOTAL LIABILITIES & EQUITY | <u><u>45,604.07</u></u> |

## Appendix 2

# Dances of Universal Peace International

## Mission Statement, Goals and Budget

**Dances of Universal Peace International** is a public-benefit non-profit organization created to support and sustain the Dances of Universal Peace and Walking Concentrations throughout the world. Funded largely from Leaders Guild fees, DUP International is governed by a volunteer Board of Directors made up of Dance leaders and administered by an Executive Director and other part-time staff.

**Our Mission Statement** follows, along with brief descriptions of the core operations in each of the three mission areas:

### 1) Support the work of the [Guidance Council](#)

- Providing administrative and financial resources to support work of the Guidance Council in carrying out its responsibilities for:
  - guiding leaders and mentors by encouraging their spiritual expansion and personal development
  - supporting learning opportunities
  - setting guidelines for certification and for mentor acknowledgements
  - determining requirements for certification of Dance leaders, recognizing mentors at various levels
  - upholding standards of conduct and human relationship that are in keeping with the mission of the Dances of Universal Peace.

### 2) Provide resources and support for members of the [Leaders Guild](#)

- Maintaining and continuing to enhance a highly functional website in multiple languages containing key resources to support Dance leaders and mentors who are Leaders Guild members.
- Administering the Leaders Guild and extending services to the community of mentors and leaders in support of the Dance leader's journey.
- Linking and informing Leaders Guild members through [periodic e-newsletter communications](#), and sponsoring an e-group as a forum for discussion about matters related to Dance leading.

### 3) Link the worldwide community of participants in the Dances

- Maintaining a multi-lingual website providing general information about the Dances of Universal Peace and links to all regional Dance-related websites and resources world wide.
- Maintaining communication with the leadership of Dance Regions through telephone conferences, email, and regular e-newsletters.

### **Key accomplishments in 2013 included:**

- Translation and programming of our website log-in portal and enhanced content areas into Spanish, Russian and German, enabling Dance Leaders to access key resources in their own languages. The DUP International website is now fully available in English, Spanish, German and Russian.
- Translation of key communications and resources for Leaders Guild members into English, Spanish, German, and Russian.
- Addition to the Dance Resource Library of 35 write-ups in English, 94 in Russian and 94 in Spanish (most with audio clips) and completion of the Articles/Papers web page of resources in Russian
- Completion of programming changes to the IN website to
  - provide a language menu allowing users to switch to English, Spanish, German or Russian from any page on the site
  - refer Leaders whose Guild fees have expired to a page notifying them that their fees are past due and where/how to pay their fees
  - provide Leaders with recurring payment options in multiple languages and currencies via PayPal
  - display on the web only the names of Leaders who are current with Leaders Guild fees
  - add a language menu to the Dance write-ups library page that displays only those dances written up in a specific language
  - provide for on-line back up by Codeguard of the content of the DUP International website and DUPNA site
- Provided fee support to 97 leaders who had financial hardship in paying their Leaders Guild fees, and 34 Russian Leaders
- Production, translation and distribution of 4 e-newsletters and 4 new Elements of Mastery articles in English, Spanish, German, and Russian
- Held four telecom meetings of the DUP International Board of Directors
- Partially funded and held one in-body meeting of the Guidance Council with Pir Shabda Khan and Murshid Saadi Neil Douglas-Klotz also in attendance

## **Project Goals for 2014**

1. Building on the input received in the visioning process (see [Visioning Document September 2012](#)) create a five-year plan that includes a review of core operations, identifies funding needs and appropriate revenue sources, both for ongoing and project-related needs, and projects a budget approach to ensure financial stability for



the long term. This plan will include an evaluation of the amount of the Leaders Guild fee and whether it needs to be increased in the coming years.

2. Continue to encourage gatherings of leaders and mentors at regional camps and retreats to communicate information about DUP International and to gather feedback. Give particular attention to gatherings in North America, where there has been a significant change in the process for payment of annual Leaders Guild fees, and special efforts may be needed to help leaders adjust from the process they have been familiar with to the new now in effect.
3. Continue to build leader resources on the website in all supported languages.
4. Review the frequency and content of Leaders Guild communications.
5. Initiate conversations with each Dance Region about the resources, capabilities and programs of DUP International and those of the Region toward realizing effective coordination of effort and efficient use of available resources in meeting our mutual objectives.
6. In consultation with the leadership of the Sufi Ruhaniat International, identify opportunities for each organization to build on the efforts and capabilities of the other, toward enhanced outcomes for both.
7. Based on the outcomes of Goal 1, create a plan for developing ongoing funding support from Leaders Guild members, friends, philanthropists, foundations, and other private sources through fund-raising campaigns, grant applications and a bequest program.

Appendix 3

## **NOTES - Administrative Committee Meeting of January 28, 2014**

**Participating:** Darvesha, DiAnahita, Kabir, Munir.

### **1. Report of 2013 Financials**

Munir shared with the Committee the preliminary financial reports for 2013, commenting that revenues and expenditures were very close to our budget forecasts. Of particular note:

- Expenses totalled approximately \$47,000
- Current year revenues were about \$34,000, requiring an additional \$13,000 to be transferred from reserves
- Leaders Guild fee revenues increased to just over \$28,000 (budget was \$27,500)
- accounting costs have declined
- the allocations to support the Guidance Council have been reconfigured to correct some inappropriate personal tax consequences for the Chair
- support for the website exceeded expectations on account of some unforeseen technical problems
- There is approximately \$45,000 remaining in reserves, most of it in cash

In response to a question, Munir reported that cash reserves were approximately \$94,000 four years earlier, when the former PeaceWorks INDUP organization was terminated. This change in accumulated resources reflects their planned use toward starting up DUP International with its broader range of services. The change also reflects discharge of a total of \$24,000 in payments to Saadi Neil Douglas-Klotz and Kamae Miller over the past four years, a liability encumbered by the board prior to 2009.

Kabir observed that the existing reserves would be sufficient to sustain current operations for a further three years, adding that his view is that we now need to find ways to increase current revenues to match the annual expenses of the services we provide. This is expected to be a major concentration for 2014.

## **2. Draft Budget for 2014**

Munir had circulated copies of a draft budget for 2014, based to a considerable extent on continuation at 2013 levels with total expenses of \$48,000. He proposed an increase in the salary for Office Assistance in recognition of the additional responsibilities that have arisen from implementing direct fee collection from Leaders Guild members in North America. The budget figure of \$6,500 was agreed (up from \$5,000). The same circumstances have also caused a substantial decrease in the workload of the Community Coordinator contract position, and in discussion the Committee arrived at a budget figure of \$600 for that position (total cost was \$2,118.39 in 2013).

Based on the Committee's input, Munir will prepare a budget for presentation to the Board in February.

## **3. 2014 Mission, Goals, Activities**

Munir and Kabir outlined the revisions being proposed for the format and content of this statement, which is published on the DUP IN website. Each of the "core operations", formerly listed together in a section with that title, has now been included in the appropriate place within the mission statement, fleshing out that section. As suggested by Darvesha, the statement "determining requirements for level acknowledgment" was changed to "overseeing level acknowledgment".

In response to a question, Munir clarified the nature of his ongoing efforts to be in communication with the leadership of Dance Regions. This activity was very important during the transition from the former organization to DUP IN, but it remains useful even though the start-up issues are now behind us.

There was much appreciation for all of the things listed as having been accomplished in 2013.

Kabir proposed that the statement of Goals and Activities take on a different appearance in 2014. Many of the items in the 2013 statement have become core operations as DUP IN has completed its start-up phase. At this point, the list of Goals could be much shorter and more focussed. The Committee agreed with this approach, and Kabir acknowledged that the draft document needs work to achieve it. Darvesha pointed out that some of what was previously included falls within the ambit of the Guidance Council, not DUP IN, and the Committee agreed to re-focus around the work of our Board.

Darvesha suggested including a goal around gatherings of mentors and leaders at regional camps and events (continuing the initiative begun in 2013). She noted that this will especially be needed in North America, where some of the information provided previously is now incorrect because

of the change in the fee collection process. She also suggested the measures be pursued to focus the fee support program on countries where economic conditions make that kind of support necessary. At the same time, we could encourage Dance leaders in developed economies like North America to investigate other ways (e.g. local circle support) in which any necessary support can be found. Munir added that the new application process will encourage partial payment where possible, which will support the direction Darvesha is suggesting.

Kabir will circulate a revised draft and invite comments toward a version that can be taken to the February Board meeting.

#### **4. Planning Committee**

The initial meeting of the Planning Committee was held on January 24<sup>th</sup>, but unfortunately Maris wasn't able to participate as planned. Munir and Kabir used the time to identify the scope of the committee's intended work and the background information that will be needed to support that. Draft documents are being prepared. One of these, the annual snap-shot of the composition of the Leaders Guild, was shared in draft with the Committee for information. (\*\*Please note that this needs further work and don't circulate until a revised version has been prepared.\*\*)

#### **5. Life Memberships**

The Committee decided not to pursue this matter at present.

#### **6. Next Meeting – TBA**