

Unity Council Recommendations

For the revised structure and program of PeaceWorks Center for the Dances of Universal Peace

September, 2009

A. PEACEWORKS' MISSION AND PROGRAMS

1. We recommend that PeaceWorks mission be to a) link the Dances around the world (primarily through a revised, multi-lingual website) and b) support the MTG to ensure that the spiritual depth of the Dances remains paramount as they continue to expand worldwide. We can see no greater purpose for PeaceWorks International than these two vital roles. The appendix contains a suggested mission and goals and budget for PeaceWorks.
2. We recommend that PeaceWorks retain its responsibility in distributing the PW published dance educational material (currently 6 published booklets and cds and the FDM/cd) through downloadable files and books on demand through the new website. We also recommend contracting out the distribution “wing” of PeaceWorks Pubs to a private contractor to be operated as a fulfillment service business.¹
3. The new IN website should be completed and put on line as soon as feasible, with full translations into German, Spanish and Russian. Maintaining the website and forums should be a main PeaceWorks activity intended to activate the existing dance network.
4. We recommend that the URL of the new website be changed to www.dancesofuniversalpeace.net. The existing URL can be directed to this one.²
5. We urge that understanding of the lineage transmission of The Dances and Walks be part of every Dance leader's training.³

¹ PeaceWorks Pubs ran a \$13,800 deficit in 2008. In actuality, PeaceWorks has not published materials (with the exception of the book *Murshid*) in some years and has effectively been subsidizing a fulfillment service for the dance materials that remain. If the purpose of Pubs is to earn money for PeaceWorks, it should be abandoned. If the purpose is to disseminate materials and resources for dance leaders, we recommend that PeaceWorks shift its methods to utilize technology and the internet to the fullest. Eventually we feel that all Dance write-ups and many resources be made available on line as downloads to mentored dance leaders. Where books (such as *Spiritual Dance and Walk*) remain needed and wanted, these could be made available as “books on demand” and printed when ordered, with PeaceWorks again receiving a royalty from this. PeaceWorks Pubs has suffered from not having an entrepreneur who is proactive in using web technology to market and promote materials to the worldwide dance community. Further, the major cost of PeaceWorks Pubs is currently from fulfillment (filling orders, shipping and handling costs) and storage costs. We do not see this as a necessary or important function to be capturing the financial resources available to PeaceWorks at this time. These funds could be more effectively spent for staffing and expenses directed at the revised goals for the organization. We therefore recommend that PeaceWorks look at the feasibility of contracting Pubs out to a private entrepreneur. The contract can provide that PeaceWorks receive a percentage of sales of existing inventory. The contract should call for PeaceWorks and the contractor to evaluate the business relationship after an initial period of no more than two years to ensure that the arrangement is working and mutually beneficial.

² The .net URL refers to the longstanding dance network of individuals presenting and participating in the Dances and Walking meditations. The current .org URL implies an organization that is the same as the network. We feel this change will help clear up the confusion between the Dance network and the organization that serves it.

³ The Dances and Walks are held in trust by The Sufi Ruhaniat International which extends this trust to the Mentor Teachers Guild (MTG), the body of mentor teachers responsible for preserving the transmission of the dance lineage through the training of dance leaders. The MTG Guidance Council, which oversees the work of the Mentor Teachers

B. REGIONS AND REGIONAL NETWORKERS

6. We recommend that dancers/dance leaders in geographic areas find ways to work together co-operatively.

- a. Where DUP regions have already formed, they should be encouraged and supported to continue, if it is their desire to do so.
- b. Other ways of working together co-operatively in geographic areas should be encouraged and supported. Future organization of the Dances into formal regional networks will continue to be entirely voluntary.

7. For geographic areas of the world not contained in an existing region PeaceWorks created a “world-wide region”. Mentored Dance leaders in the world-wide region may join PeaceWorks directly by paying a \$30 membership fee. These members may pay the fee directly on the IN website now being created. Information regarding paying the fee is currently on the IN website.⁴

8. Current PeaceWorks policies regarding regions should be reviewed with an eye toward simplifying and clarifying the PeaceWorks/region relationships, and increasing local empowerment. We feel that PeaceWorks should conduct individual telephone reviews with the existing DUP Regions to update PeaceWorks’ relationship with the region, review the changes and plan outlined here, to obtain input and recommitment.

C. STRUCTURE

9. Adopt a traditional nonprofit bylaws structure with a self-electing board. The board’s role will be fiduciary, policy-making, and fundraising, working in cooperation with part-time professional staff. We recommend a board of 5-7 members with specific, staggered terms and the board overlapping at least two personnel from the MTG Guidance Council.

10. We recommend that the MTG-Guidance Council become a key resource for guidance in setting the program for PeaceWorks. We recommend that the MTG-GC Chair or an appointee and at least one other member of the MTG-GC serve on the PW board.

11. Retire the Advisory Council as presented in the current by-laws and replace it with several appropriate advisors with clear terms of service to assist the PeaceWorks board in a traditional advisory capacity only.⁵

12. Retire regional networkers as formal representatives in PeaceWorks’ organizational structure.⁶

Guild, is appointed by the Pir of The Ruhaniat and its mission is supported by the International Organization.)

⁴ Collecting dues on the IN website will greatly reduce clerical and bookkeeping costs to both PeaceWorks and the regions. We encourage PeaceWorks to explore this as a possible means of dues collection.

⁵ We feel that this change will help to empower the sitting board of PeaceWorks by providing clear authority and will also eliminate a cumbersome board-election process. The Advisory Council in recent practice has consisted of the regional networkers. We feel that advisors should be invited to serve for specific terms and should be asked for advice and assistance as individuals, rather than convening a “council” of advisers. Further, we feel that the important function of information exchange provided by the regional networkers can be more effectively encouraged through the forums committee process, proposed elsewhere.

⁶ The impact of the regional networkers has been almost entirely local as resources and coordination points for their areas. In some areas the networkers have made significant contributions to the development of the Dances. However, PeaceWorks’ regional networker structure is a hold-over from its early pre-internet years in which telephone trees were the means of moving information into and out from the organization. Some regional networkers have expressed confusion about the ambiguity of their role *vis a vis* PeaceWorks. INDUP has had limited staff resources to devote to

13. Move to a program of telecons, and/or webinars of people worldwide engaged in the Dances as needed to move key information into and out from the organization. One method of organizing and developing this strategy would be to create a “forums committee” of key individuals from the regions and from the PeaceWorks board. This group would meet by telecon periodically to decide topics and methods for worldwide telephone or Skype forums for information or issue resolution.⁷

D. STAFFING AND OFFICE

14. PeaceWorks staffing currently consists of the office manager, a secretary to the board, and the MTG Secretariat, a contract position, a bookkeeper, and some contract help for mailings. We recommend that PeaceWorks combine these positions, shifting from a clerical to a managerial stance in order to meet the new goals and objectives outlined in the appendix. We feel that a “Director”, even if only part time, will provide a needed “rudder” for PeaceWorks in going forward, help to ensure continuity and follow through of changes, and begin to build renewed support for the organization. PeaceWorks managerial staff will require expertise in organization development, fundraising, website maintenance and mass emailing, financial accounting, community development/networking, and an understanding of the needs of dance leaders. A job description for a Director is provided in the appendix.⁸

15. The chair of the MTG-Guidance Council is a pivotal position for the Dance network in providing continuity, vision and guidance for the strength of the spiritual integrity of the Dances. We recommend that the chair receive a monthly stipend as appropriate for ongoing work in coordinating this world-wide effort.

16. We recommend that the Seattle office be closed and that PeaceWorks move to a home office arrangement.⁹

17. A great deal of time and expense has been spent upgrading and maintaining the MTG/PeaceWorks data base. The new IN website will have the capability for registered users to update their own records on the data base and pay dues on line. We strongly encourage the

maintaining and communicating with these parliamentary bodies. We feel that the internet and other technology can be successfully used to move information back and forth from the regions to PeaceWorks. We recommend the Forums Committee as a mechanism to structure this communication flow.

⁷ Telecons and Skype meetings, and chat rooms on the new IN website can all be among the means used to gather input and carry issues forward. Technology should be used to the fullest extent and be focused on issues that matter to those involved. This exchange is named as a specific goal in our Mission/Goals Statement for the reorganized PeaceWorks (Appendix 1). We envision a self-organizing network in which the DUP regions enjoy more autonomy from international oversight and policies and take responsibility for the health and development of the Dances in their geographic areas.

⁸ PeaceWorks office staff hours in 2008 were allocated as follows:

Membership 83 (21%); Foundation Dance Manual 75 (19%); Finances 66 (17%); We Circle Around 47 (12%); General 31 (8%); PW Inc 27 (7%); Data base 25 (6%); Outreach grants 11 (2%); MTG 9 (~2%); Council 9 (~2%); Other 1%

We see that if programs such as *We Circle Around* are discontinued and publications are contracted out that resources will be freed up to support the management and direction of PeaceWorks, the effectiveness of the MTG and linking the worldwide network in new ways.

We see the role of the Administrator to include: Administration: Coordinating the work of the Board, recording keeping, financial accounting; Networking: updating and maintaining the IN website, communicating with language representatives on needed site changes; maintaining contact with activity in DUP regions; Coordinating program with the MTG Guidance Council; Fundraising: Working with the PW board to raise funds and collect regional dues. A full job description appears in the Appendix.

⁹ PeaceWorks’ occupancy expenses in 2008 amounted to a total of \$3,800, of which \$1,950 was allocated to Pubs inventory storage cost. We feel that these resources could be better used elsewhere in the organization. With the preponderance of web technology for disseminating and gathering information, the PeaceWorks office can be mostly “virtual” and need not be located in a major city.

PeaceWorks board to activate this capability as soon as possible for the worldwide region and work with the existing DUP regions to see how this capability can reduce overall administrative costs to everyone in the long run. We stop short now of recommending a global shift in collecting regional dues on the IN website. This issue needs further exploration with the DUP regions before a change in dues collection methods can be recommended.

E. DUES

18. Regions currently pay a portion of membership dues they collect to PeaceWorks. The MTG currently requires mentored dance leaders to be members of PeaceWorks by joining their region, or if not living in an existing region to join the worldwide region. We recommend that beginning in 2010 regions send \$30 to PeaceWorks per mentored dance leader member. *Regions would not pay dues to PeaceWorks for memberships from Dancers and other contributors.* PeaceWorks may negotiate a lower membership fee for those in regions with emerging economies.¹⁰

Appendix – PeaceWorks International Draft Organization Plan

The Unity Council recommends a mission statement that includes the following elements. The mission statement to be adopted will need to be shaped by the incoming board.

Draft Mission Statement

Peaceworks International supports and links the worldwide movement of the Dances of Universal Peace and works through the Mentor Teachers Guild to set a high standard for the spiritual transmission of the Dances. **or**

Alternate from Current INDUP Website Home Page:

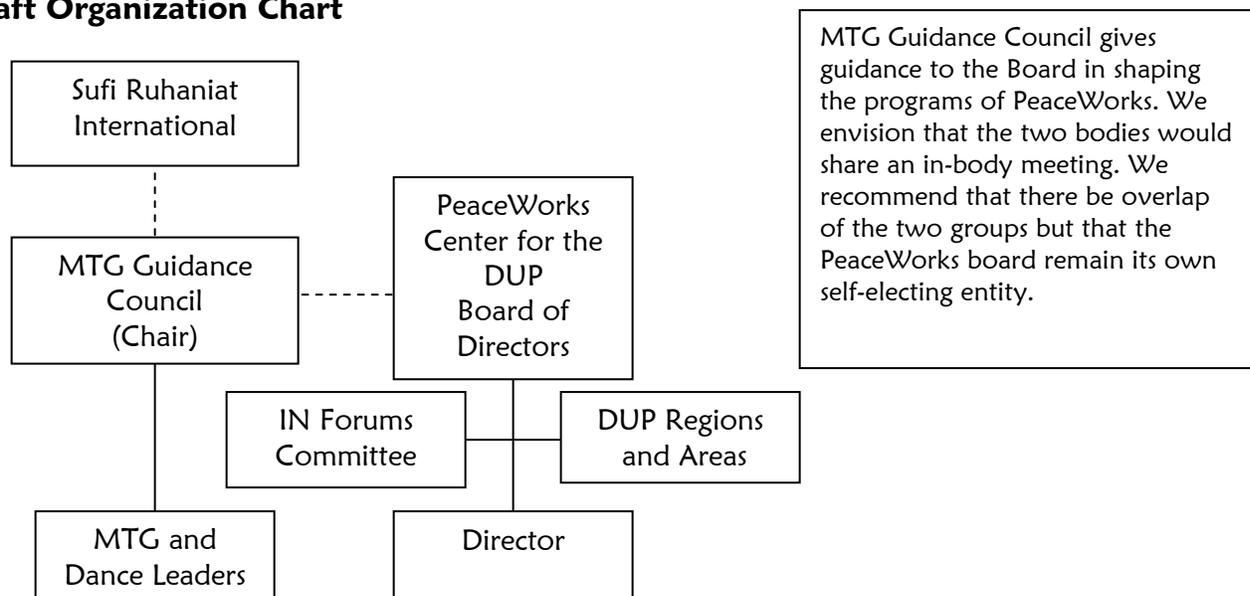
The International Network for the Dances of Universal Peace links the many Dance circles around the world. Peaceworks Inc, the supporting not-for-profit organization, maintains a registry of dance leaders and networkers, publishes journals, supports the work of the Mentor Teachers Guild and offers tax deductible membership.

- **Goals**
 - *Strategies*
 - Objectives
- **Ensure that teachers of the Dances of Universal Peace embody and teach from their spiritual depth**
 - Support the MTG Guidance Council to provide guidance on transmission, resources and standards of excellence for Dance leader and mentor training
 - *By December 31, 2010 support one in-body meeting and administrative assistance as needed to maintain guidelines, leadership for depth and effective dance mentoring.*

¹⁰ This policy change signals PeaceWorks' shift in emphasis to strengthening the spiritual capacity and skills of dance leaders. Dance leader members will have access to a special area of the new IN website containing the standard dance repertoire and other resources as .pdf downloads. We see the need to increase dues from the present \$15 to \$30 in order to raise additional resources for PeaceWorks to provide the leadership and service which the Dance network requires in the 21st century. Increased funding is needed to 1) Provide professional staff and direction; 2) meet the ever increasing costs of operations; 3) Replace Oneness Project support for PeaceWorks which has been discontinued. We see that the Dances have flourished in many countries formerly viewed as "developing economies" and that many dance leaders in such places are now able to support the international network.

- *Maintain certification and mentoring records and make public as appropriate*
 - *By June 30, 2010 conduct annual audit of mentor/mentees*
 - *By December 2010 insure that records are accurately maintained and displayed on-line*
- *Provide Dance Leader resources, information and links to training information on line*
- *Support regions and assist financially as possible to support local/regional translation projects*
 - *Translate IN website into German, Spanish and Russian in 2009-2010.*
- **Disseminate information about the Dances and locating Dance events**
 - *Create and maintain an international web site for the Dances in English, Spanish, German and Russian languages for Find the Dances and MTG certification.*
 - *By December, 2009 bring new IN website on line.*
 - *Provide key DUP resources and information in native languages to dance leaders and dancers worldwide*
 - *By June, 2010 complete translation of entire IN website site into noted languages*
- **Link the DUP regions and individuals in the worldwide region into a coherent whole**
 - *Facilitate healthy exchange of communication between and among the various local and regional dance communities as appropriate as well as between the local/regional communities and the international organization/s.*
 - *By December 2010 conduct two semi annual forums by telecom or webinar to allow information exchange among the board and the world wide network*
 - *Direct management staff to maintain ongoing contacts with regions*
 -
- **Build an effective and trained Board of Directors**
 - *Coordinate in-body meetings of MTG-Guidance Council and the Board of Directors*
 - *Conduct training of Board regarding effective roles and function*

Draft Organization Chart



The Dances of Universal Peace and Walking Meditations are held in trust by The Sufi Ruhaniat International. The Ruhaniat extends this trust* to the Mentor Teachers Guild, the body of mentor teachers responsible for preserving the transmission of the dance lineage through the training of

dance leaders. The MTG Guidance Council, which oversees the work of the Mentor Teachers Guild is appointed by The Pir of The Ruhaniat. The work of the MTG is supported by The PeaceWorks Center for the Dances of Universal Peace, a non-profit, public benefit corporation, which also serves as the central hub connecting the worldwide network of dance leaders and dancers.

We recommend that the new board share some overlap with the MTG-Guidance Council so that the two groups work closely together.

Staffing

PeaceWorks Director – Draft Position Description

General Administration

1. Assist Board of Directors creating annual budget and annual work plan.
2. Administer programs and budgets as approved by the board of directors.
3. Coordinate and assisting the work of the Board
4. Financial accounting and report preparation
5. Maintain board policy/training manual.
6. Facilitate Board training process
7. Assist Directors in orienting to board service.
8. Assist and coordinate Board committees and other working groups as needed.

Fundraising

1. Work with the PeaceWorks board to develop and implement membership campaign
2. Coordinate fundraising efforts of the board to implement plan and make special solicitations
3. Thank donors as needed

Program Administration

1. Assist MTG Guidance Council in policy development and program initiatives
2. Oversee maintenance of MTG data base

Budget/Goals and Objectives

9. Work with Board of Directors to prepare annual budget and statement of goals and objectives.
10. Administer budget and prepare reports
11. Maintain records meetings.

Network Community Development

1. Maintain and update IN website
2. Coordinate with language assistants in Germany, Russia and South America as needed to keep site current.
3. Maintain contact with mentors and leadership in DUP geographical areas
4. Initiate problem solving and forums on issues of common interest and concern in the DUP worldwide
5. Assist the MTG-Guidance Council as needed

DRAFT BUDGET

Income

Regional Dues (\$30 X 1234 Active leaders)	<u>\$36,930</u>
	\$36,930

Expense

Director's wages	\$20,000
MTG-GC chair office expense & stipend	7,500
Office expense	1,450
Website hosting fees	300
MTG-GC/Board in-body meetings	\$5,000
Telephone	1,000
Internet	180
Webinars/Conference Call Technology	1,000
Outstanding Contracts - Pubs Royalties	??
Office Records Shipping and Storage	<u>500</u>
	\$36,930

Dance Network Membership Statistics – March 2009

PW members = 1407

SRI members = 376

but 117 are both PW & SRI, so:

PW only members = 1290 (1407-117)

SRI only members = 259 (376-117)

PW & SRI members = 117

Total members = 1666 (1290+259+117)

Active leaders = 1234

Active leaders who are PW members = 796

Active leaders who are SRI members = 149

but 93 are both PW & SRI, so:

Active leaders who are PW only members = 703 (796-93)

Active leaders who are SRI only members = 56 (149-93)

Active leaders who are both PW & SRI members = 93

Total active leaders who are members = 852 (703+56+93)

Total active leaders who are NOT members = 382 (1234-852)