

**Dances of Universal Peace International  
Board of Directors Telecon Meeting Minutes**

**13 December 2011**

*(Action Items in Italics)*

**BOD Members Present:** Kabir Stuart McKinnon, Allaudin Sandy Hill, Darvesha Victoria MacDonald, Maitreya Jon Stevens

**Also present:** Munir Peter Reynolds (Executive Director); Sky Majida Roshay (Administrative Assistant); Martha Bracken (Office Manager)

**Absent:** Halima Sussman (BOD)

*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.*

**AGENDA FOR BOARD MEETING**

Welcome

- I. Approval of Minutes from September 13, 2011, and review of notes from Administrative Committee meetings, October 3rd and November 23<sup>rd</sup>/30<sup>th</sup>.
- II. Financial Reports
  - a. Year to date
  - b. Balance Sheet
- III. Fund Drive Report
- IV. Nominating Committee
- V. Guidance Council Report
- VI. Executive Director's Report
- VII. 2012 Board Meeting Schedule

**Next Telecon Date:**

**BOARD MEETING MINUTES**

Welcome

Munir welcomes everyone and asks if there are any adjustments to the agenda. There are not.

### **I. Approve Minutes**

Kabir moves, Allaudin seconds, that the minutes from the 13 September telecon be approved for distribution. Passes unanimously.

### **II. Financial Reports**

The year-to-date income and expense statement and the balance sheet are included as Appendix 1, below.

Kabir points out that our actual financial situation is far better than expected in the budget. The Leaders Guild fees from the regions are in excess of the projected amount, which was already a great increase from before. There is also significant sales income; thank you Martha!

Expenses are under the budgeted amount, except for postage which is \$75 over.

So instead of taking \$20K out of reserves, we are putting \$13K into reserves. Much of this is due to the fund drive effort, see below. The fund drive donations will be transferred into a restricted fund for 2012, which means that the final report for 2011 will still show a loss, but the budget for 2012 will be completely balanced.

Kabir and Munir will be working on a budget for 2012, which will have no major changes from this year's budget.

### **III. Fund Drive Plan**

Right now \$26,413 has been pledged, though some of it won't come in until next year.

Allaudin comments that the timing for this kind of effort is good, as the baby boomers are retiring and looking for places to make donations. This may not be the case in the future as Generation X ages.

Kabir submits this as the report for the minutes:

At its meeting of September 13, 2011, the Board approved a fundraising campaign for DUP International with a goal of \$20,000 to be solicited in a tiered approach. The Board appointed a fund raising committee comprising Yasmin Haut, Farrunnissa Lila Rosa and SierraLynne White, along with Kabir

(Chair) and Munir (Executive Director). The campaign was to be conducted within the general framework of a vision document that had been provided to the Board (and which was subsequently updated to take account of the input at the Board meeting).

Planning

The fund raising committee developed campaign materials that adapted and expanded on the vision statement, creating a presentation called Key Elements which, it was hoped, would provide a compelling and engaging picture for prospective donors. Collectively, and with considerable advice from Darvesha and Munir, the committee compiled a prospect list drawn from members of the Leaders Guild who were thought to have the means and potential interest to assist us in meeting the goal through gifts ranging from hundreds to a few thousands of dollars. Each committee member took responsibility for contacting several people from the prospect list. From early October to mid-November, these approaches were made by telephone, email and in person.

Communications with Regions and Partners

Supporting the committee’s efforts, Munir made contact with each Dance Region to communicate about the plans and encourage the local leadership to participate in whatever ways they felt were possible. Special efforts were made to communicate with DUP North America and with Oneness Project, both of which are also seeking gifts, in order to share information and minimize the potential for adverse reaction from donors. In addition, individual letters were sent to all Life Members of DUP International (who no longer are required to pay annual Leaders Guild fees) acknowledging their past support and inviting them to consider making a gift to the 2012 campaign.

Results of Phase One

The following table summarizes the response to the above activities (all figures are preliminary, approximate and subject to change).

Vision		Actual	
# of donors	\$	# of donors	\$
4 to 5	9,000	6	16,000
8 to 15	7,000	28	8,500
100+	4,000	10 *	500
	<b>16,000</b>		<b>25,000</b>

\* before tallying the results of the Leaders Guild appeal (see below)

As shown above, the response to the appeal has considerably exceeded our expectations. In particular, several individuals provided leadership gifts early on in the process, setting a wonderful example and providing momentum and encouragement. More than \$1,000 of the above total was from outside of North America.

### Phase Two

Leaders Guild members are being encouraged to contribute something beyond their annual fee in order to help address cases where dance leaders are experiencing financial hardship and are unable to pay the full amount. An e-newsletter inviting these contributions was sent to all Leaders Guild members (English language only) on December 5<sup>th</sup>. The results of this effort will be reported at a later date, once there has been time for people to respond.

### Donor Recognition

All donations to the 2012 fund campaign are being acknowledged by personal communication from the Executive Director. In addition, unless permission has been withheld, the names of all donors (and if possible the name of the place where they live) will be published as "Friends of the Dances of Universal Peace" on a special page of the DUP IN website (not yet published). No reporting will be made of gift amounts, nor will any distinction be made in relation to the level of donation.

### Application of Donated Funds

All proceeds of the 2012 fund campaign will be placed in a new reserve account created for that purpose. No expenditures from the reserve are planned during the remainder of 2011. The reserve is intended to become one of the sources of funding for the DUP International budget in 2012 and beyond. Specific recommendations will be brought forward for Board approval along with the 2012 budget. Commitments set forth in the Key Elements document will be addressed in this way.

### Further Actions

Phase Two (Leaders Guild appeal for the Fee Remission Fund) will be active until December 31, 2011. Thereafter, a final report of the campaign proceeds will be prepared for the Board, for donors, and for general publication. Discussions will be initiated with Dance Regions to develop an efficient process for administering applications to the Fee Remissions Fund within the overall regime where Dance Regions are collecting and remitting Leaders Guild fees.

The Leaders Guild appeal is intended to become an annual fund approach to be conducted in the late summer, with the next approach to be made in 2013. With that exception, this fund campaign is now concluded. Of course, donations to DUP International will always be welcome, and the Areas of Financial Need page on our website will be kept active.

### Acknowledgements

As Chair, I would like to express my deep appreciation to Yasmin, Farrunnissa and SierraLynne for their guidance, commitment, and perseverance. Their contributions to the campaign were truly inspiring, as reflected in the result. Not everyone who was asked to make a financial contribution felt able to do so just now, but I think it is fair to say that our requests were in all cases positively received, thanks to the skilful ways of our committee members, and that this campaign has further increased esteem for the work of DUP IN. We have raised friends as well as funds. And finally, I want to acknowledge with gratitude and strong admiration the superb work of Munir, who as it turns out is an amazing fund raiser! Not only that, but he was there always to support us with practical suggestions, attractive and easily accessed communications, and to handle the myriad inquiries and details that arise from any effort such as this.

Darvesha thanks Munir and Kabir for having focused the fund drive, and everything that led up to it, that caused people to be so responsive to the funding requests. Munir says it's been a joint effort of everyone involved, and staff, and is a result of a clearly focused goal of where the organization is headed.

### III. Nominating Committee

We're moving into a new year, and the Administrative Committee (Munir, Darvesha and Kabir) is looking at the situation with Board members, which currently has five of the possible seven members. Halima and Allaudin are retiring at the 2012 annual meeting. Allaudin expresses admiration for the work the Board has done, and says he thinks his skills can now be used better in other venues. The Board expresses appreciation for Allaudin and regret at his leaving.

Allaudin moves, Maitreya seconds, approval of the motions made in the report below. Passes unanimously.

The Committee reports:

Two potential memberships on the Board of Directors have remained vacant since we authorized an expansion to seven members in 2010. Also, the term of one existing member (Halima) comes up in 2012. Accordingly, the nomination process in the Bylaws will need to be put into place over the next

few months so that the Board can make the necessary Director appointments at the next Annual Meeting in April. The administrative committee has suggested that there be an open call for nominations sent to the Leaders Guild to build awareness among Dance leaders of the potential (and need) for service on the Board, as well as possibly generating some potential candidates who might otherwise be unknown to us. The text of this call follows.

*Moved: That the board establish a nominating committee comprised of Kabir, Darvesha, Munir and Shabda Kahn to receive nominations to the board. The committee will carry out the functions described in the bylaws; and further, Moved: That a call for nominations be sent in the January 2012 Leaders Guild newsletter and that the following text be posted on the IN website:*

### CALL FOR NOMINATIONS - DUP INTERNATIONAL BOARD OF DIRECTORS

Nominations are invited for appointment to the Board of Directors of Dances of Universal Peace International (IN).

IN is the public-benefit, non-profit organization which provides the legal and financial structure and administrative support necessary to make the living legacy of the Dances of Universal Peace available to the world. Specifically, IN is responsible for:

- supporting the work of the Guidance Council
- providing resources and support for members of the Leaders Guild; and
- linking the worldwide community of participants in the Dances.

IN is governed by a Board made up of five to seven Leaders Guild members, two of whom must also be members of the Guidance Council. The Board is supported in its work by a part-time Executive Director and a small staff. The Pir of the Sufi Ruhaniat International serves as Spiritual Guide of IN and is available to the Board as required.

The work of the Board involves a considerable amount of contact via telephone and internet. There are typically five Board meetings (conducted by telephone conference call) annually. In addition, each Board member is asked to assume responsibility for one or more specific areas within the mission and goals of IN, which entails chairing or serving on one or more small committees and task groups. Accordingly, the skills and abilities needed for success include:

- familiarity with the governance of small voluntary organizations

- experience with one or more of the following: developing policies and strategies; budgeting and finance; managing and reporting on projects; fund-raising
- ability to envision, plan, organize and manage
- effectiveness in working together with small groups of volunteers and staff and making decisions by consensus
- ease with writing, analysis and synthesis
- familiarity and adeptness with email and telephone communication.

At present, the Board conducts its work in the English language.

Appointment to the Board is for a three-year term (renewable) commencing in April of 2012.

For those who have the ability and feel called to serve the Dances of Universal Peace in this way, membership on the Board of Directors offers worthy challenges and the satisfaction of accomplishments that quietly contribute to sustaining and extending the reach of these beloved practices across the continents and throughout the coming years.

Please reflect on Leaders Guild members of your acquaintance who are a good match for what is described above and

1. discuss with the person your intention to nominate them and, upon obtaining their permission,
2. send your nomination to Munir Reynolds, Executive Director ([director@dancesofuniversalpeace.org](mailto:director@dancesofuniversalpeace.org)).

The deadline for submitting nominations is February 15, 2011. Nominations will be considered by the Nominating Committee (Darvesha Victoria MacDonald, Kabir Stuart McKinnon and Pir Shabda Kahn).

#### **IV. Guidance Council Report**

The Guidance Council held meetings on October 19<sup>th</sup> and November 30<sup>th</sup>. Kabir moves, Allaudin seconds, that the motion contained in the summary below be approved. Passes unanimously.

The following is a summary:

##### *Due Date for Payment of Leader Guild Fees*

Having for many years put off the issue of non-payment of Leader Guild fees, the GC has recommended that DUP International implement a June 30, 2012 deadline for either payment of fees or filing of a fee remission fund request.

This means that the Leaders Guild must either pay their fees or file a request for fee assistance to remain a member of the Guild in good standing. We will provide ample notices to the LG of this upcoming change in our newsletters beginning in January 2012. Regular mail may be used to contact leaders whom we cannot reach in another way.

Munir plans to establish a web page where a leader can submit their fee remission request, including the reason for requesting assistance, which would stand for one year before needing to be renewed. We expect we will need to make some allowances for the lag time required between payment of region dues and transfer of the relevant leader guild fees to DUP International. The DUP International board is therefore asked to approve the following motion:

*Motion: That DUP International establishes the due date of June 30, 2012 by which all Leader Guild members must be current with their annual fees or have filed a fee remission request. Only leaders who have done so will continue to enjoy the benefits of Leader Guild membership.*

#### Mentor Forum

The GC discussed the feasibility of a log-in forum for Mentors to discuss issues of importance to them. Darvesha is asking the mentors via the MTG Yahoo Group to propose topics. Implementation of the forum will depend upon response from the mentors.

#### Region Forum

The same software for the Mentor Forum can be adapted for a forum to serve the boards and volunteers working for the DUP regions. This could be an answer to the needs expressed by North America and others to be able to dialog with other region leaders about key issues affecting them. The GC heartily endorsed moving forward with this idea in 2012.

## **VI. Executive Director's Report**

Munir submits the following report for the Board:

Work in the last several months has focused on the Fund Drive, the LG Rejuvenation project, continuing to develop the website and our fundraising drive.

Approximate 15 dance write-ups have been added to the website in the last period, including those from "I Open My Eyes to You." The UK and Europe booklets have been uploaded and need to be added to the library. The UK



region has made these available to us and will link to them from their new website.

I had a useful Skype conference with members of the New Zealand (DUPANZ) region on November 27 that included discussion of fundraising among other issues. The DUPANZ board expressed strong support of our work. The Australia network contributed \$500 toward our fund drive from funds saved from having sent an e-newsletter rather than a paper one. This contribution was supplemented with another \$300 from Australian individuals.

The Foundation Dance Manual and the revised Leader and Mentor Guidelines are now all translated into Spanish. We plan an expansion of the Spanish language area of the IN website in 2012, including creating a Spanish language log in and resource area. Spanish seems to be the right language to emphasize because of the growing number of Spanish-speaking leaders coming forward now in South America and elsewhere.

I am working on refining our ability to extract statistics from the data base to support our understanding of the changing composition of the Leaders Guild. We soon hope to have a report comparing the LG composition at the start of 2011 with that of 2012.

Even though the fund drive committee has had its last meeting much still needs to be done to wrap up the acknowledgement letters, a newsletter to all donors stating the outcome of the campaign and a web page of donors for the first of the year.

In the remainder of 2011 I will be working with Kabir on the 2012 budget and work plan. We also will develop a follow up grant request to Oneness Project.

### **VII. Next Meeting Date**

Kabir and Munir propose the following schedule of meetings for 2012, all at 2 pm Pacific, 3 pm Mountain, 5 pm Eastern time. The specific dates have been selected in order to accommodate Darvesha's travel schedule since, as President, her attendance is important, especially if the Board is meeting less often.

Board is fine with this schedule.

Tuesday, Feb 7 (including 2012 budget approval)

Thursday, April 26 (including Annual Meeting)

Tuesday, July 10

Tuesday, Sept 18

Tuesday, Nov 20

Kabir explains that when the new Board took up its responsibilities two years ago, there was a lot of uncertainty in the organization and about what would be required in terms of governance. With experience and the creation of work plans, we now have a better sense of how often it will be necessary for the full Board to come together for discussion, as well as the potential for staff and in committees to work on matters rather than requiring everyone to be involved at once. The number of Board meetings has declined from 12 in our first year (between September 2009 and June 2010) to five in the second (between September 2010 and June 2011). While we made provision for monthly meetings in calendar 2011, we have ended up cancelling many of them. Looking ahead, the Administrative Committee anticipates that five meetings a year would be an appropriate frequency for the full Board to meet. This schedule for 2012 is proposed with that objective in mind.

### **VIII. Closing Remarks**

Munir thanks everyone for their good work this year.

Darvesha expresses gratitude to Munir and Kabir for all their work; it is such an honor to be around them and see how they work. She's never been around people in the Dance network who understand organizations this well and it's been a real eye-opener to her. Munir says it can't be done without the inspiration, and Darvesha provides that.

Kabir says this work continues to call him, and he continues to be inspired by the Dances and this service. He and Wolf Willow are working with a group of young leaders in their 20s and 30s, and it is so inspiring to see what these young people are bringing. It is a combination of heart to heart and hand to hand transmission, and also a bit of hard drive to hard drive. He appreciates the work and where it is taking him; it is very fulfilling.

Allaudin offers congratulations to the fund drive group for the fundraising strategy and results. He feels the personal contact made a huge difference.

Munir comments that people love the Dances and have a strong connection to them. We're just sweeping up and doing some work, but it's really about the Dances and the transmission spreading around the world. He is convinced that if you love something, you can easily raise money for it.

Martha says thank you for all the fundraising; it is amazing and it's great to have more security in the bank account. She is so happy to hear that the Dances are

doing well in the world because, after 20 years of great success, Seattle is now struggling. Munir reminds us that all communities go through cycles.

## Appendix 1: Financial Reports

### A. Year-to-date (30 November) Statement of Income and Expenses

	<u>Jan - Nov 11</u>	<u>Budget</u>	<u>% of Budget</u>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>Revenue</b>			
Donations	21,487.13	5,000.00	429.74%
Grants	5,000.00	5,000.00	100.0%
LG Fees - Regions	20,595.19	20,000.00	102.98%
LG Fees - World Wide Region	1,789.32	4,000.00	44.73%
On-line auction	0.00	0.00	0.0%
Royalty Income	273.60	200.00	136.8%
Sales	3,314.60	500.00	662.92%
Special gifts solicitation	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
<b>Total Revenue</b>	<u>52,459.84</u>	<u>34,700.00</u>	<u>151.18%</u>
<b>Total Income</b>	52,459.84	34,700.00	151.18%
<b>Cost of Goods Sold</b>			
Cost of Goods Sold	<u>869.32</u>	<u>180.00</u>	<u>482.96%</u>
<b>Total COGS</b>	<u>869.32</u>	<u>180.00</u>	<u>482.96%</u>
<b>Gross Profit</b>	51,590.52	34,520.00	149.45%
<b>Expense</b>			
<b>Accounting</b>			
Financial advisor	67.50	0.00	100.0%
QuickBooks payroll service	300.03	273.00	109.9%
Tax preparer	<u>420.00</u>	<u>750.00</u>	<u>56.0%</u>
<b>Total Accounting</b>	787.53	1,023.00	76.98%
<b>Contract Labor</b>			
Admin Assist	303.75	1,440.00	21.09%
Community Coordinator	2,812.59	3,125.00	90.0%
MTG Guidance Council Chair	5,625.00	7,500.00	75.0%
Outside Contract Services	<u>200.00</u>	<u></u>	<u></u>
<b>Total Contract Labor</b>	8,941.34	12,065.00	74.11%
<b>Employee wages</b>			
Executive Director	18,333.37	20,000.00	91.67%

Office Assistant	4,140.18	5,850.00	70.77%
<b>Total Employee wages</b>	<b>22,473.55</b>	<b>25,850.00</b>	<b>86.94%</b>
<b>IN Website Construction</b>			
Technical Designer	1,035.00	2,500.00	41.4%
z-Misc & Contingency	75.00		
<b>Total IN Website Construction</b>	<b>1,110.00</b>	<b>2,500.00</b>	<b>44.4%</b>
<b>Office Expenses</b>			
Equipment	0.00	300.00	0.0%
Internet Services	510.24	750.00	68.03%
Office Supplies and fees	343.53	600.00	57.26%
Payroll Expenses	2,405.68	2,647.00	90.88%
Photocopying	4.80	50.00	9.6%
Postage	174.45	100.00	174.45%
Rent	512.55	648.00	79.1%
Telephone	574.74	720.00	79.83%
Transport	0.00	0.00	0.0%
<b>Total Office Expenses</b>	<b>4,525.99</b>	<b>5,815.00</b>	<b>77.83%</b>
<b>Project Budgets</b>			
Data Base Project	0.00	0.00	0.0%
Fundraising Development	426.00	1,000.00	42.6%
Guidance Council Initiatives	0.00	1,500.00	0.0%
<b>Total Project Budgets</b>	<b>426.00</b>	<b>2,500.00</b>	<b>17.04%</b>
Royalty Expense	101.00	400.00	25.25%
z-Contingency Fund	0.00	4,375.00	0.0%
<b>Total Expense</b>	<b>38,365.41</b>	<b>54,528.00</b>	<b>70.36%</b>
<b>Net Ordinary Income</b>	<b>13,225.11</b>	<b>20,008.00</b>	<b>-66.1%</b>
<b>Net Income</b>	<b>13,225.11</b>	<b>20,008.00</b>	<b>-66.1%</b>

## B. Balance Sheet, 1 December 2011

	<u>Dec 1, 11</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Key Bank checking	9,339.03
Key Bank Money Market	16,133.94
Shore Bank Money Market	<u>51,685.97</u>
<b>Total Checking/Savings</b>	77,158.94
<b>Other Current Assets</b>	
Inventory	<u>7,385.18</u>

Total Other Current Assets	<u>7,385.18</u>
Total Current Assets	<u>84,544.12</u>
<b>TOTAL ASSETS</b>	<b><u><u>84,544.12</u></u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Payroll Liabilities	614.32
z- Shalem Center Fund	<u>12,000.00</u>
Total Other Current Liabilities	<u>12,614.32</u>
Total Current Liabilities	<u>12,614.32</u>
Total Liabilities	12,614.32
Equity	
Fund Balances	
Prior Years Unrestricted Funds	88,635.03
Temporarily Restrcted Funds	<u>18,961.12</u>
Total Fund Balances	107,596.15
Opening Balance Equity	-24,000.00
Unrestricted Net Assets	-25,235.43
Net Income	<u>13,569.08</u>
Total Equity	<u>71,929.80</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u><u>84,544.12</u></u></b>