

September 1-4, 2011
Grail Council Report
Grailville, Loveland, Ohio

Present: Mary Farrell, Noreen Willhelm, Marian Schwab, Judith Blackburn, Elizabeth Robinson, Carol Siemering (Mary Gindhart arrived about 5 p.m., 9/1 and Kate Devlin arrived about 11 a.m. 9/2). Votes recorded reflect agreement by all Council members present when the vote was taken.

Thursday, 9/1/2011

- I. Previewed the proposed General Assembly Observer Policy and agreed to the spirit of opening the opportunity to interested individuals. The Council tentatively approved the policy, pending final wording. [See Sunday, 9/4/2011, p. 5]
- II. Reviewed two administrative proposals:

Approved Grailville credit card resolution to remove Bonnie Hendricks as signer and naming Elizabeth Barr, Rebecca Hill and Nina Naberhaus as signers. Unanimous.

Approved employee benefits 125 plan, effective 1/1/2011. Recognizes previous practice – unanimous

- III. **Strategic Plan:** Reviewed progress on the strategic plan this year. (see Attachment A)

Friday, 9/2/11

IV. Heartland Ecovillage

- A. Mary Lu Lageman and Lenie Schaareman joined the Council to present a revised Ecovillage proposal and to answer questions.
- B. The new proposal, from a small sub-group of the Heartland Ecovillage, deemed Phase I, seeks to purchase or lease a small section (2.5 to 4 acres) of the designated parcel #5, which had been approved for sale to Heartland in 2008, on the portion closest to the Grailville barns. They would construct a dirt road between the Ecovillage and the Grailville barns, only building a road out to Ohio 48 when the Ecovillage later expanded.
- C. They proposed to build one structure with four units, to be occupied by the HEV members who comprise Phase 1: Lenie Schaareman, Mary Lu Lageman, Shirley Beaupre and Michele and Bruno Bertaux. They are investigating a zero energy modular building, which would reduce truck traffic during construction.
- D. If the Council approves this proposal, the Phase I group will proceed with their business plan and exploring a range of financing options.

September 2011 Council Report

- E. The Phase 1 group underscored that this proposal does not mean that Heartland has reduced its interest in being part of the Grailville hub. They would like to be part of the continuing conversation about Grailville.

V. **Grailville:** Meeting with Beth Barr and Pauletta Hansel

- A. **Communication:** The first part of the meeting with the co-directors was aimed at improving communication, reviewing concerns and clarifying decision-making processes. Beth and Pauletta said the clear sense that change at Grailville is already underway and the prospect of more is unsettling and challenging for the staff, but in some sense inevitable. Council members, noting that the world is different than it was even five years ago, said they are reviewing all aspects of Grail operations and finances and the centers are an obvious major consideration. We agreed that we want to move forward together with respect, openness and careful consideration of both the current realities and the necessary modifications that will be required.
- B. **Discussion of Grailville reports:** Council reviewed retreat center occupancy reports and the program reports prepared by Beth and Pauletta. These carefully prepared and informative reports revealed a variety of opportunities and challenges that were discussed in detail, including program costs and benefits, building utilization, productivity and challenges, the whole concept of the Retreat Center and its contribution to the expansion of Grail membership. Clearly, the financial implications of all these aspects of Grailville's operations are a major consideration as we move forward with decisions.

VI. **Grailville 2020: A Regional Hub**

- A. After Council's extended discussion with Beth and Pauletta concerning Grailville, Bonnie Hendricks joined the group to discuss a vision for Grailville in 2020 and her ideas of how that vision might be realized. She expressed gratitude to the Grailville co-directors and staff for their work to keep the center operating all these years. She is suggesting that we could use Grailville land for demonstration workshops on sustainability, local food, and "re-skilling" for the coming future rather than having other groups provide programs using Grailville facilities. Grailville could become a center for such developments, training young people, working the Transition Town movement and re-establishing agriculture on Grailville's organic farmland. The details need to be fleshed out, not only in terms of which such developments make sense but also how they might be advanced and who could work on them.
- B. She proposed spending six to nine months exploring the feasibility of such work, researching related activity in the region, how Grailville could not only fit into a local food and sustainability movement but play a key and growing role. Much of what is happening in the world – slow food, local food, slow money, transition and sustainability initiatives – correspond with the history and capacity at Grailville. She wants Grailville to be in the middle of it all – not leading it all, but being on the boat. She would like to attract a mix of ages, especially thirty-somethings, people who want to live and work on the land and would pay to come and work.

September 2011 Council Report

Pauletta noted that some of this work will correspond with work planned for a new “Public Ally,” an environmentally attuned AmeriCorps worker who will be working with Grailville for the next year. Bonnie is encouraging us to think creatively about the future of Grailville as a whole, basing our planning decisions on the likely assumption that the US economy of the future will continue to be weaker than it has been in the past. If this assumption is correct, more and more people will be attracted toward sustainable living, and Grailville could position itself firmly within this new societal trend.

- C. Council members expressed interest, but had a lot of questions and suggestions. The project could define a focus for Grailville that is of importance and in line with the Grail’s mission and the earth-based spirituality of the Grail internationally. There are concerns about the personnel and financial issues implicit in launching new initiatives for the future while maintaining the operations that function right now. Some suggestions had to do with possible interconnections between Grailville programming and Bonnie’s new vision, for instance, involving the new Public Ally in networking and possibly setting up a related film series (Gasland, The Economic of Happiness) as well as involving the Ecovillage folks as they investigate how they are going to do water, utilities, food, energy.
- D. We have a careful balancing act in front of us: we want to do something visionary that is grounded in the Grail’s identity; we have the potential to collaborate with people who come here for programs and care about the place. Sometimes it’s easier to get excited about something new than about what exists. There may be wisdom in waiting for major rebuilding and renovation until we see how the two approaches might work out. On the other hand, certain decisions need to be made every day. Moving forward, we have to acknowledge that the Grail is not currently financially self-sustaining. Staff morale in times of change is often a challenge, although it may be possible for staff to imagine new developments as invigorating rather than discouraging. Beth and Pauletta expressed their determination to stay flexible and open to new opportunities.

VII. The Council reviewed the day’s presentations and discussions.

Carol Siemering moved that we accept the Phase 1 proposal from Heartland Ecovillage with the condition that the group provide written evidence that they are duly authorized by Heartland Ecovillage to negotiate...seconded by Elizabeth Robinson. Unanimous approval.

Further action on the remaining discussions was postponed until later in the meeting.

Saturday September 3, 2011

- VIII. **Membership Team**--Mary Kay Delgado joined the Council for a discussion of the work of the Membership Team. She reviewed the work of the Membership Team for the past year. Plans for the team took root at Formation meeting in Pirapora in September 2010. Mary Kay shared the Mentor Guide with the Council. The Membership Team has been reviewing Explorers and mentors, making sure such relationships still exist and that Explorers are still interested. It has cleaned up the Explorer list, encouraging people to work as team-mentors. Council thanked Mary Kay and the team for this work. Discussion continued on the

September 2011 Council Report

respective roles of the current Membership Team and the proposed Membership Development and Enrichment Team, which had been suggested by the Cornwall Think Tank. Mary Kay saw advantages in having the current Membership Team focus on exploring membership and having the broader group take responsibility for the wider areas of membership development and enrichment. She looks forward to having a joint meeting of the two groups in February.

Council members also discussed the question of Wider membership for women new to the Grail, a category which has been primarily used by women previously active in the Grail. Participation as Wider has been generally adopted in recognition of an individual member's 'ebb-and-flow' in participation, often precipitated by major life changes. The Cornwall Think Tank proposed 'casting a wider net' for new members, perhaps identifying new levels of participation or membership, as women grow into life commitment in the Grail. Mary Kay said the current Membership Team would like to help as council is defining the wider net: what do we call them, how do we interact with them, what are our expectations? What are the benefits of membership...those who have joined recently wanted to be part of the bigger family, but what else? We also need to recognize the whole continuity of membership -- nucleus, participating members, hangers-on, friends – but recognize the financial limitations, i.e., where are the dollars?

- IX. Council met once again with Grailville's Co-Directors, on the ideas put forward, both in Beth and Pauletta's vision of the programming going forward and in light of the ideas proposed by Bonnie and Pauletta's decision to step down as co-director by the end of the year. We agreed that more detail is needed on future options and that we are committed to maintaining Grailville as a functioning Center of the Grail in the US. Clearly, a more detailed proposal is required from Bonnie, and will be requested by Council. Further planning of the integration of both processes is essential if both are to succeed.

X. **Membership Development and Enrichment**

Proposal: The Membership Development and Enrichment Team is a team charged with addressing the overarching issues of member recruitment, participation, programming and enrichment. Members are appointed by Council and will serve three-year terms. The groups working with the team will include the Exploring Membership Team (formerly the Membership Team) and may include others, for example the Nucleus, and the Call to Leadership Team.

Carol Siemering moved, Elizabeth Robinson seconded. Unanimously approved.

XII. **Decision-making**

- A. Present things in writing as much as possible.

September 2011 Council Report

- B. Council discussed how we make decisions on the issues facing us. We agreed that on Center Director positions, the National Director has the responsibility to hire, but that she will work with the Council before implementing any decisions.
- C. Buildings: need to understand what's next for Grailville. We can't make a decision until after we have what we have asked Bonnie to do.

Sunday, September 04, 2011

XIV. **Mop-up Issues**

- A. Judith reported on the General Assembly; the planning team is working on filling out panels to complement plenaries.

B. Observer policy unanimously approved. [See Attachment B]

- C. We reviewed the Membership Development and Enrichment body proposal.

1. Creation of a new committee Membership Development and Enrichment Team. Mary G moved, Marian seconded. Unanimously approved. [See job description, Attachment C]

2. Judith will send out this job description to the Exploring Membership Team and to Maureen Tate. Mary Farrell will send to Cornwall Think Tank.

- D. Dining Room: We are leaning in the direction of wanting to create a sustainable structure but recognizing how many things are in flux, we recommend that work on exploring options begin after the first of the year.
- E. A four-part evaluation of the meeting was conducted by Marian. It included appreciation of individual members, naming the issues within the Grail and the larger society (context) affecting the meeting, what we accomplished, and how we evaluated our process. Overall the council was very pleased with this meeting.

Goals and Objectives	Progress in 2010	Progress in 2011
MISSION DRIVEN GOALS		
1. Support women engaged in spiritual search in the context of a community that seeks to build bridges among diverse faith traditions and spiritual paths.		
Objectives:		
a) Facilitate member education and dialogue in order to enhance spiritual deepening, and celebrate each others' spiritual paths.	Soul moments and Spiritual Practices at National Gathering	Soul moments and worship service planned for GA; Metanoia programs at Cornwall, Boston. Two sessions of Training for Transformation at Grailville
b) Provide opportunities for women to gather nationally, regionally and locally for spiritual deepening experiences, shared spiritual practice and ritual.	Metanoia programs at Cornwall and Grailville; Grailville programs: Integral Theory, Theresa Sapunar's Coming together in Spirit and Song; Liturgical events including Holy Week, Feast of Assumption, All Saints; Ama Samy, SJ, annual retreat at Grailville; daily meditation and prayer at Cornwall	See above (2011 General Assembly, Metanoia) plus Holy Week, All Saints, Feast of the Assumption and Days of Quiet at Grailville.
c) Develop education and training opportunities on issues of religious diversity	Cornwall's Phoenix Rising program	Various Metanoias. listserv discussions of International Vision Statement and Txintxa papers
d) Involve members in study, reflection and action on matters related to spirituality, theology and religious practice undertaken by the International Grail community	Participation in Txintxa process	Metanoias. Holy week at Grailville. National discussion on International Vision Statement
2. Facilitate networking, education and action that advances peace and justice, nationally and internationally.		
Objectives		
a) Develop capacity of Grail members and groups to network and engage in actions to promote peace and justice.		Training for Transformation; Michigan Grail activities; Fracking discussion and actions; Pilgrim Place peace vigils. Active use of listservs (NY especially) for sharing information about actions and opportunities. Highlighted individual members' work in Living Grail segment of Gumbo. Plans for GA will showcase what people are doing.

Goals and Objectives	Progress in 2010	Progress in 2011
b) Promote U.S. member and group participation in the International Grail Overcoming Poverty/Global Justice Network.	Began circulating the Global Justice/Overcoming Poverty Network Bulletin as an attachment to the National Grail News	Continued to promote awareness of Global Justice/Overcoming Poverty Network by attaching monthly Newsletter to the National Grail News.
c) Advance NGO action at the UN through Grail UN linkage/UFER activities to advance the Millennium Goals and Beijing + 10 Action Plan.	10+ U.S. Grail women participated in CSW 2010, along with girls from the Bronx and throughout the world	Increased number of US Grail members, Explorers and girls participated in CSW 2011. 2 US Grail members on board of UFER. UN work featured in Social World plenary at GA
d) Engage members and local groups in economic justice education, peace and anti-racism work.	Michigan Grail members served on committees to prepare for the 2010 U.S. Social Forum in Detroit	GA is organized to highlight, support and encourage more activism by Grail members and groups.
e) Build collaborations with like-minded organizations for effective action on justice issues.	See above.	Outreach at Cornwall to community; partnerships by centers and individual members, ranging from environmental and local food work to Occupy Wall Street
3. Promote environmental sustainability through study and action, land use, advocacy and the creation of communities for a sustainable future.		
Objectives		
a) Develop a plan for the sustainable use of all Grail properties (includes buildings).	Grailville and Cornwall are each developing multi-year plans for renovating their buildings	Cornwall forest- and deer management programs in place; multi-year building renovation plan in place. Grailville buildings being renovated and additional work under review. Initiative led by Bonnie Hendricks underway to explore additional options.
b) Build a land use plan that demonstrates both agricultural productivity and sustainability.		Land use currently under study at Grailville.
c) Support efforts to develop an Ecovillage at Grailville.	No changes in status in 2010, although individual Grail members continue to be integrally involved in planning	New plan initiated by Heartland Ecovillage Phase 1 Committee. Hoping to build single, 4-unit zero energy building on 2.5-4 acres. Negotiations in progress.

Goals and Objectives	Progress in 2010	Progress in 2011
d) Design Sustaining Earth programming at Grailville.	Programs at GV this year included Good Earth, Good Eats: Beekeeping, Canning, Bread-Making, Harvest Feast, Holiday Baking; Garden Volunteer Days	Continued Good Earth/Good Eats programs at Grailville, along with partnerships with CSA, farmer Steve Edwards.
e) Maintain and enhance programs/projects to study and take action on issues of environmental sustainability beyond Grail owned properties.		Listserv discussions of fracking, opposition to Keystone XL Pipeline
f) Support Grail networking and actions among members and Grail Groups (nationally and internationally) to live in a manner that promotes environmental sustainability.		2011 General Assembly focused on supporting Grail members' work in these areas.
4. Conduct programs and experiences that harness the creative energies of women for personal and societal transformation.		
Objectives		
a) Develop programs, experiences and projects that build the capacities of women for transformational leadership.	5 US Grail members attend international Grail Formation Meeting, first international meeting for 2 of them	Two Training for Transformation program conducted by Cincinnati region at Grailville; 4 US members (+1 staff) attended IGA, the first for 3 members.
b) Develop and conduct programs/projects and experiences exploring the transformative power of artistic expression and support individual Grail members in their desire to express the artistic dimension in their lives and work.	Grailville: Practice of Poetry; regular art exhibits including The Art of Women. Cornwall: Meet the Makers, Holiday Art Exhibit & Sale	Continued series of art exhibitions at Cornwall and Grailville; Cornwall built on its successful "Meet the Makers" series; Grailville continued to offer Practice of Poetry series and spinoff programs.
c) Expand opportunities for women to live and work at Grail Centers.		Current evaluation of programs, buildings, land use at Grailville, along with continued discussions with Heartland Ecovillage, as prelude to renewed exploration of community living at Grailville. Cornwall Think Tank exploring ideas of residential programming for member development and enrichment

Goals and Objectives	Progress in 2010	Progress in 2011
5. Foster international exchange and solidarity.		
Objectives		
a) Maintain active and responsible involvement in the International Grail and its governance, finances, communications, Grail Global Networks and other activities.	US Grail members serve on Formation planning team, UFER, ILT and handle US-based international investment and bank accounts	(2010 activities continue). The entire movement was invited to participate in major pre-IGA discussions of the Vision Statement and Txintxa and specific constituencies were asked to respond to Networks and Formation materials. 3 US members participated in IGA planning in Uganda. Marian Schwab visited St. Teresa to learn more about its operations
b) Involve members in cultural exchange, collaborations and international dialogue, education and organizing efforts.	Two US Grail members participated in the Swedish Grail's annual retreat in Spain.	All Grail members were invited in the News, <i>Gumbo</i> and on the national listserv to participate in the Swedish Grail's annual retreat in Spain and two members (Judith Blackburn and Karen O'Brien) attended. US proposed numerous international exchange ideas to the IGA. US members continue efforts to organize Grail in Ireland
c) Advance Grail NGO presence and participation in international gatherings such as the UN, World Social Forum, and other forums.	Efforts to connect non-NY Grail members with CSW preparation	More members [& others] attended UN Commission on the Status of Women
ORGANIZATIONAL GOALS		
1. Increase the overall number of women who make a commitment and Actively Participate in the Grail Movement in the U.S.		
Objectives		
a) Hire a National Outreach Coordinator to:	Hired, October 2010	This position was focused on the development and production of the Mentor kit in the first 7 months of 2011. Since then, she has been focused on contacts with current members and the complete renovation of the national website, to include interactive content for greater outreach and participation.

Goals and Objectives	Progress in 2010	Progress in 2011
- develop outreach strategies;		Mentor Kit and 4"x6" promotional cards were created and distributed. The Mentor Kit, along with the materials availability at www.grail-us.org , will help to ensure consistency of message.
- train and support members in attracting women to the Grail;	Membership team created new materials	The current review of Membership issues by the Council and the establishment of a Membership Development and Enrichment body are intended to provide needed support to outreach efforts. (Council expressed some concern that we still don't have an Outreach Coordinator who can represent the Grail externally, as we had hoped). In addition, the creation of a residential program at Cornwall, to help broaden outreach and deepen the experience of current members, is under discussion.
- provide administrative services;	Tracking all explorer and new member info through national office	Tracking system has been established and improved.
- oversee the formation of new members.	Establishment of Membership Team, regular communication with the movement	Team revised to become Exploring Membership Team, working with the Membership Development and Enrichment Team
b) Initiate a "Member Building Campaign" with the Centers and Grail Groups to increase membership by 5% a year for the next five years.	Seven new members in 2010.	Membership Team focused on the development of a Mentor Kit, which functions as information 'gate-keeper.' Six women have become new members in 2011, but the number of Explorers is declining.
c) Develop a streamlined and simple approach to welcoming new members whether they are initiated at the Centers or through Grail Groups.	New materials clarifying expectations and process	Part of the discussion of new member categories is an outgrowth of this concern.
d) Devise an intentional process whereby current and new members, after joining, continue to grow in depth of commitment, involvement and relationship to the community.		Emily Snyder's goal for 2011 is contact with every member who is able. She has had direct contact with 102 members. The 2011 census has been distributed and 82% of members have returned it. We are following up with (repeated) phone calls, newsletter requests and emails.

Goals and Objectives	Progress in 2010	Progress in 2011
<p>2. Uphold the work of the Centers as an essential work of the Grail.</p>		
<p>Objectives</p>		
<p>a) Support the Centers in developing, implementing and periodically updating their strategic plans to continue to be visible, vibrant, spiritually-based, practical and focused expressions of the Grail’s Mission, Values and Vision.</p>	<p>Both centers currently working on longer-term capital improvement plans.</p>	<p>The Council has been very engaged in gathering information on programs, land and building use at Grailville and initiated the Cornwall Think Tank to ensure the sustainability and future strength and vitality of both centers.</p>
<p>b) Ensure that the good work of the Grail Centers is made known throughout the Grail so members can grow in awareness of the contributions the Centers are making to the Grail movement, learn and be inspired by the work and the activities of the Centers.</p>	<p>Regular articles in <i>Gumbo</i> from each center</p>	<p>Major capital improvements, like the building of the new egress at the Phoenix, have been profiled in <i>Gumbo</i>, as have been programs at each center.</p>
<p>c) Explore means for effective networking, resource sharing and interconnection between Grail Centers and Grail Groups.</p>		<p>The 2011 GA will provide tremendous opportunities for networking and new developments on the website will eventually allow for interactive communication with and among members. Wiki in New York</p>
<p>3. Enhance and support the work of Grail Groups.</p>		
<p>Objectives</p>		
<p>a) Build a system whereby Grail Groups are well served by National staff.</p>		<p>National Director has visited 10 Grail groups and regions over the past two years, as a means to understand their needs and determine how we can better support their efforts to grow the Grail. The National office also acts as a clearinghouse for information, helping to link groups involved in similar or related work.</p>
<p>b) Develop easy-to-use formats to assist Grail Groups in planning their activities, budgeting for them, evaluating them and sharing them with the Council.</p>	<p>Eliminated need for groups to provide expenditures. Should be requesting narrative reports on activities.</p>	<p>Many groups have been featured in <i>Gumbo</i>, to share their work with the membership.</p>

Goals and Objectives	Progress in 2010	Progress in 2011
c) Design a variety of ways for Grail Groups to communicate their work and “best practices” with other Grail Groups and the Centers, as appropriate.		See points above and below. We also established a Cincinnati regional listserv to improve communications among members in the Grailville area.
d) Explore the possibility of on-line groups, especially for those who are geographically isolated or are doing or wish to do “Grail” work in addition to or beyond the scope of local Grail activities.	Plans for upgrading website to accommodate blogs, chats, other means of communicating	The website has been upgraded and we are slowly adding functionality and introducing it to the movement. No progress on linking every member to a group, but the Think Tank's 'circles' concept may be a step in the right direction. The GA marks the launch of an interactive blog on our website and podcasting of the plenaries to engage those who are absent.
4. Strengthen and streamline the governance and administration of the Grail.		
Objectives		
a) Update and implement the Grail’s bylaws to reflect the current realities and submit for member approval.	Bylaws are reviewed annually or as needed by Council and recommendations for updates have been presented to the movement and approved.	
b) Hire a National Director.	In place since Sept. 2009	
c) Establish or continue subcommittees of the Council with council and non-council members to contribute their leadership skills to the work of the Grail (finance, membership, development, etc.).	Committees in operation include Finance, Membership, International, Elder Care	Personnel Committee, Cornwall Think Tank and Call to Leadership Team were created in 2011
d) Orient the new administration to the Grail and clarify expectations between the Council and the administration.	A work in progress!	
e) Provide for effective and on-going Council Development.	Council conducted self-evaluation in 2010. The agenda for every meeting or Council call includes a meeting evaluation	Need effective overall evaluation mechanism
f) Assess the need and feasibility of the Centers developing advisory boards.	Cornwall has created an advisory group.	

Goals and Objectives	Progress in 2010	Progress in 2011
g) Ensure that comprehensive and up-dated personnel policies are in place.	In review by the Council	Personnel Committee established, reviewing and updating policies.
h) Guarantee that the strategic plan is evaluated and up-dated each year.	Reviewed by the Council and included in Oct 2010 Council Report on web site	Here we are!
i) Maintain all documentation/processes required to meet responsibilities as a 501(c)3.	Policies and systems in place since 2009. Conducted our first financial review in 2010, preparing for audit in 2012	Conducted first two Financial Reviews as prelude to official audit in 2012
j) Provide mechanisms and processes for member dialogue with Council.	Successfully used email to conduct member consultation on bylaws revision.	Open receptions held (or offered) at every Council meeting; regular articles offered in Gumbo. 2011 census included question to elicit potential means for dialogue (online chats, town hall phone calls, etc.) Little progress in the area of Grail Group communication. New website and further enhancements may help in this
5. Do responsible Financial Planning and Management including good stewardship of land and property assets.		
Objectives		
a) Work toward compensation packages for all staff that are competitive with similar positions in the non-profit market place.	Treasurer is reviewing compensation policy and practice	Currently under review by Personnel committee
b) Continue to implement consistent and accountable budgeting processes for the Centers and the National Office.	The auditors who did the financial review made numerous recommendations for improving consistency and accountability. Finance team is working to implement.	New accounting system and single chart of accounts for all entities in place and active for 2011. Continued efforts to reduce number of bank accounts.
c) Develop a financial plan for the next five years and continue to monitor based on membership and economic realities of the time.		Two-year budget in place for 2011-2012. Regular review of investment strategy with investment advisors.
d) Maximize the use of land and financial resources in light of the mission, values and vision of the Grail.	No change in 2010	Investigating more productive use of Grailville land

Goals and Objectives	Progress in 2010	Progress in 2011
e) Adhere to all governmental regulations in filing tax returns and other official documents completely and by appropriate deadlines.	So far, so good!	And, again!
f) Manage equity assets in a socially responsible investment program to ensure that adequate capital is available to further the mission of the Grail.	Investment subcommittee of the Finance Team will be reviewing investments for SRI and earnings	Met with investment advisors to review SRI priorities; jettisoned some companies who are significantly involved in 'fracking.'
g) Maximize availability and use of technology with respect to equipment, software, and communications to enhance organizational capacity.	Hope to install single, Grail-wide donor database by year-end. Other systems need review and upgrade	Donor database unified and all major entities are working on unified chart of accounts, same accounting software. See above references to improvements in web site capabilities
6. Develop and implement a comprehensive Advancement and Financial Development program.		
Objectives		
a) Seek outside assistance to develop a comprehensive financial development plan to sustain the work of the Grail, including Grail Centers over the next 5-10 years.	Laying groundwork for future fundraising efforts, including possible capital campaigns with new database, staff focus and training in fundraising	New donor database and unified accounting systems in place; looking to GA for clearer vision for programs, activities and work that will attract outside funding.
The comprehensive development plan would include:		Little progress.
· grant writing		
· planned giving		
· major donors		
· feasibility study related to a capital campaign		
· Annual member giving strategy: educate to need, reinforce positive contributions, and establish categories of giving	2010 was dedicated to helping Grail members understand that the contribution requirement would be enforced. Tactics included Gumbo articles, newsletter blurbs (for months), personal letters and repeated phone calls to members.	
· "Friends of the Grail"		

Goals and Objectives	Progress in 2010	Progress in 2011
<p>b) Continue and enhance various forms of internal and external communications and public relation efforts to develop and grow the Grail in terms of members, finances and general public knowledge (publications, website, case statements, etc.)</p>		<p>National web site has been significantly overhauled and all major entities have Facebook presence. Cornwall continues its highly visible engagement with the local community; Grailville maintains strong relationships with groups like "Loveland's Amazing Race" and Community Shares and has hired a marketing professional.</p>
<p>c) Allocate staff time or hire someone or some company to the implement the advancement and financial development plan.</p>		

Grail General Assembly/National Gathering Observer Policy

The General Assembly (GA) and National Gatherings provide a unique opportunity for women, including Explorers, who are not Grail members but who are seriously interested in Grail work, to broaden their experience of the Grail and deepen their understanding of its full reality.

Criteria for an Observer

An observer should have:

1. Previous experience with the Grail. (The GA shall never be an initial experience of the Grail).
2. Familiarity with the Grail Vision and awareness of the breadth of Grail activities.
3. An interest in the GA or National Gathering as a component of her introduction to the Grail.
4. Observers must understand and agree to the guidelines for observing at the GA or National Meeting.

Process for Becoming an Observer

A request for permission for a specific woman to attend as an observer must be made by the Grail group or person sponsoring her. A potential observer shall write a brief introduction of herself, her Grail involvement, and her interest in the GA or National Gathering. The written request should be sent to the National Office, office@grail-us.org. A response will be given to the individual in writing.

Guidelines for Participation of Observers at GA and National Gatherings

In principle, observers are admitted to all sessions of the GA. But in cases where those responsible for a session request it, sufficiently in advance and after consultation with the planners, particular sessions may be open only to Grail participants. If such is the case, observers will be informed in advance by the sponsoring group.

1. The sponsoring group takes responsibility for preparing and interpreting the GA and or National Gathering process to the observer.
2. Observers are encouraged to participate freely in small group discussions and in presentations made by the group of which they are a part.
3. Observers are allowed to speak in plenary sessions as time allows as long as Grail participants have had opportunity to discuss the issue.
4. Grail participants have had opportunity to discuss the issue.

Observer Policy, GA 1987

Updated 10/2009

Updated 9/2011

Member Development and Enrichment Team

Reports to: Council

Focus: Membership Development and Growth Strategy

SUMMARY

The Membership Development and Enrichment Team is a team charged with addressing the overarching issues of member recruitment, participation, programming and enrichment. Members are appointed by Council and will serve three-year terms. The groups working with the team will include the Exploring Membership Team (formerly the Membership Team) and may include others, for example the Nucleus, and the Call to Leadership Team.

This creative and focused work is intended to re-imagine the Grail's approach to membership to stimulate growth in numbers and to develop opportunities and experiences for new and existing members to grow in their understanding of the Grail's mission in the context of community. This team would articulate a comprehensive membership development and enrichment strategy with long and short term implementation goals. The team would serve as an incubator of new and innovative approaches toward gathering women who are looking for the Grail that would take into account: the ebb and flow of women's availability for Grail involvement; the importance of Grail circles in building community; the call to transformation rather than formation as an approach to inviting women in to Grail membership.

REQUIREMENTS: Optimally, the MDE Team would include:

- Active Grail members
- intergenerational members,
- at least one member with experience on issues of national and international Grail membership and formation as well as familiarity with Grail history, culture and decision making structures.
- Good communication and programming skills
- Ability to speak fluently about the Grail, its vision and mission

PRIMARY RESPONSIBILITIES

- Evaluate and propose new definitions of membership categories to remove unnecessary barriers to joining and to welcoming women into the Grail.
- Support the development of programs and practices that enrich the participation of new and current members in the Grail
- Work with the Exploring Membership Team on issues related to Grail Explorers

- Support the development of Grail circles where women can gather, learn and grow personally and as a community in relation to some aspect of the Grail's mission.
- Develop and support immersion/training experiences for those who would like to actively support the goal of membership development and enrichment
- Identify or develop program models that are easily replicable, so that new and existing members can experience community in the context of the Grail's vision and mission. Such programs could take place in Grail Centers, regions or in new locations with the support of the MDE Team.
- Identify like-minded women and organizations to explore possibilities of partnerships and collaboration.
- Explore with Nucleus members and Council how the Grail might call forth leadership for the future.
- Consider ways to respond to and integrate women who wish to be meaningful "Friends of the Grail".
- Report to and communicate with the National Director and the Council