

Appendix A: Original Scenario Sections + GA Recommendations

Please note: The original Scenario contained background information, benchmarks, rationales, etc. These are not reproduced here, as all members received a complete copy in the final GA Prep Packet. The sections quoted are those on which recommendations were made by the GA.

A SCENARIO FOR THE FUTURE OF THE GRAIL IN THE UNITED STATES

SCENARIO DESCRIPTION

All Grail members individually commit to live the Grail's Vision and Mission in their own lives. The Grail, as a spirituality-based community, in turn, supports and enhances each woman's activity/work/expressed passion and affirms her living expression of Grail values as the work of the Grail. Women join the Grail to support, inspire and deepen their own transformational work as well as to participate in a shared experience of community, nationally and internationally. Members gather regionally, at national meetings, at Grail Centers and in virtual spaces for spiritual deepening, community-building, networking, education, issue based activism and celebration.

In order to have greater impact as a movement there are two primary ways that Grail members participate in the life of the Grail to communally express the Grail's Vision and Mission: through the activities of Grail Centers and in active participation in Grail Groups.

1. **Centers:** Centers are a primary work of the Grail. They are places that are vibrant, spiritually-based, visible, practical, and focused expressions of the Grail's Vision, Mission and Values at a National level. They are a critical resource for Grail groups and individuals.

Grail Centers provide some or all of the following:

- beautiful, peaceful and simple environments for retreat and reflection,
- inspiration for diverse groups to work together for social transformation,
- programs that further the Grail's mission goals,
- liturgical celebrations and other forms of ritual and meditation,
- models of sustainable living and agriculture,
- preservation of land for green space,
- opportunities to live/work in an intentional spiritually-based community,
- opportunities for Grail members and potential members to experience the Grail in action.

Administratively, Grail Centers:

- are governed and supported by the Grail National Council, which takes responsibility for mission and vision, budget approval, investment policies,
- personnel policies, sale of property, and loans.
- are managed by paid Directors who may or may not be Grail members and who are hired by and accountable to National Council.
- are funded through regular fund development activities, such as programs, retreat center services and other earned income, donations, grants, capital campaigns, and endowment incomes.

2. **Grail Groups:** A basic organizational unit of the Grail is the "group." Members and nonmembers are active in groups that are member-initiated and sustained through its members' financial and leadership contributions e.g. Regions, Center volunteer groups, issue-based task forces, UN Linkage Group, book clubs, global solidarity groups, circles of interest. A National Staff liaison acts as a communication link and resource to Grail Groups.

- Membership in these groups is a reciprocal process. It is through these groups that our Grail presence is made known, and that each individual in them is respected, challenged, and given a space for spiritual deepening and meaningful participation which is a part of a constant formation process within a caring community. In return, each individual is expected to give time and/or money to support the group in achieving its goals.
- Groups are expected to carry forward integration of Grail values in plans and activities. Groups are stimulated and connected to other groups with support from
 - the National Staff liaison.
 - Groups can be face-to-face groups or “virtual” groups or a combination of both.
 - Groups may embrace a focus which emphasizes one part of the Grail mission, such as collaborations or joint projects with the international Grail or with ecologically sustainable groups or with other spiritually-oriented groups.
 - Groups are self-sustaining from a personnel and financial standpoint. They have a communication liaison (communicator) with the designated national staff person.
 - They may request formational and informational resources from the national staff.
 - Groups submit annual plans and budgets that are approved by the Council (as appropriate).
 - Each year a list is circulated of groups, their membership and designated communicator.
 - Every three years at the General Assembly, groups conduct presentations, workshops, ritual and activities for enrichment of members.
 - Groups are encouraged to connect their work with a Grail Center when practical and beneficial.

The U.S. Grail participates in the International Grail community and members elect an International Council Representative as is currently done. Individuals or groups may undertake international initiatives, e.g., The Africa Project. National staff supports the IC Representative in regard to international communications and processes.

SMALL GROUP REPORT OF THE GA’S FEEDBACK ON THE SCENARIO DESCRIPTION

1. WHAT ARE YOUR OVERALL INSIGHTS?

- In general people like the scenario
- A national staff liaison person is a good thing
- Positive emphasis on the collective, while still respecting individuality

2. THERE SEEMS TO BE BROAD GENERAL AGREEMENT IN THE FOLLOWING AREAS...

- Groups have a definite mission
- We like our Centers
- Groups: Self-leadership, grass roots initiatives; local connections; reciprocal process; with National Staff Person to enhance groups and center connections

3. SIGNIFICANT SUGGESTIONS TO ADDRESS UNDER “WHAT IS MISSING?”(not implementation) INCLUDE...

- All issues related to National Staff Person need to be addressed
- International Solidarity needs to be addressed to a greater degree

The GA affirmed the Scenario Description taking into consideration the small group report and the wordsmithing suggestions collected on newsprint.

MEMBERSHIP

RECOMMENDED FRAMEWORK

- Maintain categories of Active, Emeriti and Wider Grail membership.
- Grail women join groups to support, inspire and deepen their own committed work in the world as well as to work with others to have greater impact.
- Non-Grail women are invited to participate in these groups.
- Newer members become familiar with Grail culture over time through exposure to various women, experiences and ways of doing and being.
- National Staff supports potential new members (called Explorers) in collaboration with Grail Centers and groups (and a National Membership Liaison Person if national staff are non-Grail).
 - Connects women with existing groups if they are not already in one;
 - Develops membership exploration materials;
 - Tracks process of interested women (Explorers) and decides with the group when an Explorer is ready to commit to be a full Active Grail member;
 - Introduces new members to the movement and develops a plan for integration into activities.
- The Explorer, the national staff and the group decide together whether Active Grail membership is the next best step.
- Grail groups monitor levels of participation - if a group member is inactive, she and the group Communicator discuss whether she might want to change her membership status or join another group.
- All members make a contribution to the National Grail on a sliding scale to support the work of the larger Grail movement. In addition, all Grail members contribute annually to the small expenses which may be incurred by their group endeavors and to Grail Centers / other projects as they choose.
- Those who have not made an annual contribution will be contacted in December and if a donation is not received by the time the National member list is published in January they will be removed from the member list (not applicable to Emerita members). At any time members can re-establish their membership by sending a donation to the National Office.
- Needs of elders are addressed by a group formed for that purpose with support from Council and paid staff.
- For the purpose of bonding, connecting and networking, various gatherings/national meetings/retreats take place in venues around the country.

CHOICES

OPTION ONE: MEMBERSHIP GROWS AS THE RESULT OF MEMBER-INITIATED EFFORTS THROUGH GROUPS/CENTERS

- The Grail grows to the extent that Grail members take responsibility to personally seek out and welcome new and younger women.
- After being active in a Grail group, individuals are invited by the group to explore Grail membership. The group is responsible to help the individual understand the larger Grail, using materials developed by national staff that address history, vision, mission, values, structures and finances. This becomes a mutual discernment process to expand her experiences with the Grail in other places and at the National level.
- National gatherings / meetings are proposed, hosted and organized by Grail groups/Centers as they choose.

OPTION TWO: MOVEMENT-BUILDING CAMPAIGN

- A Membership Outreach Campaign is initiated and integrated into all Grail activities in order to expand Grail membership and seek out women, particularly those under 50 years of age, who are looking for the Grail.
- All Grail groups and Centers are challenged and supported to develop goals and strategies for growth and outreach i.e. ways to include non-members and younger women in their activities. Plans for outreach are a condition of eligibility to receive national funds.
- A full-time National Outreach Coordinator, with membership development, volunteer coordination and PR expertise, works with Grail members around the country on movement building, reaching out to women who share the Grail's vision who form Grail-affiliated clusters of women who come together for spiritual deepening in community. **This specially hired staff person** will focus significant time and energy on the new member exploration work outlined above.
Note: If the National Outreach Coordinator is not a Grail member she works closely with a Grail member who serves as Membership Liaison.
- The National Outreach Coordinator aids groups in organizing gatherings/national meetings/retreats that take place in venues around the country. National Grail funds are made available to support these movement-building activities.

SMALL GROUP REPORT OF THE GA'S FEEDBACK ON MEMBERSHIP

1. **THERE SEEMS TO BE BROAD GENERAL AGREEMENT IN THE FOLLOWING AREAS:**
 - National/Regional Staff help organize us better to do outreach and coordination with young and new women.
 - Training for recruitment and mentoring of Explorers for members; Outreach high priority
 - National process, content and timeline for new members, including member accountability
 - 5 notable categories were 1) expectations, accountability, requirements of members; 2) programming; 3) staffing; 4) formation; 5) recruitment/outreach
 - Annual Financial Contribution from all as a requirement of membership; financial accountability
 - Importance of how vision, programs and groups, Centers relate to membership
2. **FURTHER AREAS WHICH NEED CONCEPTUAL DEVELOPMENT (not implementation) INCLUDE:**
 - Outreach for diversity
 - Specify qualities, job description and responsibilities of staff person; good hiring procedure
 - Train us how to incorporate new members into Centers, groups, projects
 - How to have Grail experiences for interested women
 - Request a statement of Centers, Groups, Programs, Regions of their initial outreach plans
 - What is expected from the different categories of membership
3. **THE GA IS LEANING TOWARD OPTION 2.**

The GA affirmed the small group summary and a preference for Option Two. 7 people registered reservations, as follows.

[Please note that these have been condensed]

- Someone or committee should encourage, review, edit pieces for outside publications and news releases

- outreach for diversity – language, race, ethnicity – Spanish language
- Re: formation. What is the “Grail Culture” into which we will bring members?
- Be sensitive to everyone regarding “requirements” for membership. Do not alienate anyone (I’m thinking financially)
- Many people are already “trained” and “formed” – what they want is chance to be more effective through group synergy. Greater energy and new possibilities occur through group participation
- Consider a different level of new membership in which a woman may be a dues-paying member, a values-based contributor who does not take a voting or direction-setting role in the organization but is active and supportive of mission and community work.

GOVERNANCE: COUNCIL

RECOMMENDED FRAMEWORK

A National Council, elected by members, governs the Grail and serves as the legal Board of Trustees. Council is comprised of 7-9 members who work an estimated 10-15 hours / month. Council expenses are paid, but no stipends are given. Council has rotating terms and serves for three years with the possibility of being renewed. National Leadership Team members are discerned within the Council membership. Effort is made to encourage diversity, e.g., age, ethnicity, years in the Grail, cultural background, etc. The U.S. Representative on the International Council serves on the National Council.

National Director(s) are hired by the Council, receive just compensation, and perform executive functions for the Grail with support staff. Executive functions include but are not limited to overall administration of the organization, overseeing implementation of the Council’s policies, strategic planning, communications, etc. Director(s) can be Grail members, but don’t need to be. Director(s) are ex-officio (non-voting) member(s) of the Council.

As described in the Accountability Agreements with Cornwall and Grailville, the Council is the group which currently performs some of the supportive functions of a non-profit board in relation to each Center. Each Center needs the support of a group of volunteers committed to its mission that provides leadership in planning, fund development, public relations, etc. Consultation will continue on the best way to meet this need for each Center.

CHOICES

COUNCIL MEMBERSHIP

1. All Council members are Grail members,
OR
2. By-laws are changed to allow for no more than 2 women who are not Grail members to be on the Council if additional expertise is needed, e.g., Financial, Legal, Development, etc. The National Leadership Team must be Grail members.

ELECTIONS

1. Regional. The U.S. is divided into broad geographical regions. Members within each of these defined regions select a member from that region to serve on the Council. The region is responsible for designing the process used to select the Council member from the region. If a region is unable to identify a Council member from within its boundaries, the empty seat will be filled through an at-large nomination and election process coordinated by the serving Council. Additional Council seats are filled by designated role (e.g., the Treasurer, International Council Rep) or elected at-large.

OR

2. At-large: Council members are elected at-large from all members. Names of candidates are surfaced through a national discernment process/nomination process initiated by Council. A subgroup of the serving Council coordinates this process.

SMALL GROUP REPORT OF THE GA'S FEEDBACK ON GOVERNANCE: COUNCIL

1. **THERE SEEMS TO BE BROAD GENERAL AGREEMENT IN THE FOLLOWING AREAS:**
 - Affirmation of separation of roles of Council "policy making" and "staff" (Director) implementation
 - Many questions and confusion about how the separation of policy making and staff would actually work
2. **FURTHER AREAS WHICH NEED CONCEPTUAL DEVELOPMENT (not implementation) INCLUDE:**
 - How to define a region
 - What are appropriate qualifications to be on Council?
 - What will be the communication system between Council and executive staff?
3. **THE GA IS LEANING TOWARD "MEMBERSHIP ON THE COUNCIL" OPTION 1 FOR THE FOLLOWING REASONS:**
The trend is toward option #1 (All Grail) with the possibility of allowing non-Grail, non-voting members, if necessary or non-Grail advisors and consultants
4. **THE GA IS LEANING TOWARD "COUNCIL ELECTIONS" OPTION 1 FOR THE FOLLOWING REASONS:**
Because it was a combination of regional, at large and qualification-based.

GA affirmed the small group report. 8 registered reservations as follows.

[Please note that these have been condensed]

- Several people objected to saying that the choice of options was the "best thinking of the GA". They noted a good deal of disagreement or ambivalence about these choices.
- How is the NLT chosen? Separately elected or out of the body of Council?
- The implications of any way or ways of comprising the Council. What comprises a region? Should the Council be representative – partly representative? This needs much more thinking.
- Let's not forget that all of this is meant to serve our mission. Let's trust the solutions the Council comes to, share and support them locally, vote and move forward with our mission.

GOVERNANCE: ROLE OF THE GA

RECOMMENDED FRAMEWORK

- All members and Explorers are invited to participate in a GA which is held every three years.
- The GA includes opportunities for experiences of community, celebration, bonding and spiritual growth, along with discussion of issues facing women nationally and internationally.
- The GA provides opportunities for sharing and learning about the mission and vision of the Grail, lived out in various groups, at the Centers, and internationally.
- Members have voting responsibility for The Grail's mission, vision, values, membership responsibilities and expectations, and sale of land.

- **Role of the Council**

New by-laws are created whereby the Council is empowered to develop policy and to make decisions on all matters except those noted above as members' responsibility. Council consults with members on issues that may have broad implications for the movement (via, for example, focus groups, conference calls, questionnaires, etc.). Council is responsible for decision-making and implementation after member consultation.

CHOICES

1. The GA provides opportunities for discussion of present and future Grail issues, dialogue on matters of vision, mission, values and goals, and recommendation of policies to Council for further decision-making. **Matters requiring a decision by members will be discussed and developed at the GA and a vote will be held by mail following the GA.**
OR
2. Part of the GA is a 2.5 day decision-making event beginning on a Friday afternoon and ending Sunday at noon. **Those present with voting responsibilities will vote** on matters of mission, vision, values and goals and recommendation of policies to Council for further decision-making.

SMALL GROUP REPORT OF THE GA'S FEEDBACK ON GOVERNANCE: GA

1. **THERE SEEMS TO BE BROAD GENERAL AGREEMENT IN THE FOLLOWING AREAS:**
 - GA is too long
 - Communal aspect is key
 - Preparation period is key. 2008 was very effective
2. **FURTHER AREAS WHICH NEED CONCEPTUAL DEVELOPMENT (not implementation) INCLUDE:**
 - Greater clarification of roles of Council and membership regarding decision making. Members decide on mission, vision and general direction
 - Need clarity on Role of Regions in the GA and GA prep
3. **THE GA IS LEANING TOWARD OPTION 1 REGARDING FUTURE GAS FOR THE FOLLOWING REASONS:**
 - We were not unanimous
 - Need clarity on whether or not to vote at GA and "After" or just after. Our sense was one vote after.

There was broad agreement on preference for option 1 (voting by all members after a GA). Although the small group report was affirmed by a majority, there was a question as to agreement from within the group. 10 registered reservations as follows. {Please note that these have been condensed}

Although the recorder for this work group stated categorically that "The GA is too long", a significant number disagreed with this point, some quite strongly. The primary reason cited was the need for sufficient time for bonding and community-building, though some also mentioned time needed for reflection and discussion in order to make good decisions.

One person suggested using National Meetings for bonding and community-building, as no decisions are made there, and then having short, well-prepared and "business-like" GAs for decision-making. This idea, however, was countered by the cost of travel: would members want to invest in expensive travel for short meetings? Would we not end up with mostly local participation?

Some other time-frame variations were also put forward.

These reservations would suggest that there was NOT a strong “sense of the GA” on the time issue.

FINANCES

RECOMMENDED FRAMEWORK

- Goals for financial sustainability of the Grail Movement in the United States must include an increase in financial contributions and a diversified fundraising strategy, coordinated by designated fund development personnel.
- All members of the Grail contribute to the National Grail annually.
- Centers’ buildings must undergo significant updating and require a capital campaign to secure funds to address safety, accessibility and comfort issues, as well as energy efficiency.
- Compensation packages for all staff are to be competitive with similar positions in the market place for non-profits. Should the Grail wish to continue to affirm subsistence pay options for Grail service, the savings in salary budgeted at market value will be redirected toward those benefits that may be needed to support staff i.e. rent, health and welfare, etc. Note: It is always an option for any staff member to negotiate a less than market rate compensation with the unused portion remaining with the Grail.
- Group costs (internal materials, mailings, etc.) are absorbed by groups through donations of its members.
- Grail groups will receive support from national staff.

The GA was not asked to affirm Finances, but to understand that there will be financial implications to the above affirmations. Feedback was solicited through small groups to the question: *Are you leaning toward the current “bare-bones” operations (~\$890,000) or moving towards an “emphasis on growth” (~\$1,650,000) for the future of the Grail? Why?*

Small group responses:

- Growth (8 groups)
- Non-profit comparison on salaries is helpful; increase personnel costs
- Middle road – incremental growth (3 groups)
- Bare bones is unethical
- Work smarter not harder
- Be realistic about Centers’ capacity for growth
- Look for young people to work at lower wages
- Want to know what projections are based on – what would it cost to fix...
- See a need to increase commitment to International