

# Dances of Universal Peace International

**Minutes - Board of Directors Telecon - February 12, 2013, 3 p.m. Mountain Time**

**Board Members Present:** Kabir Stuart McKinnon, Darvesha Victoria MacDonald, Maitreya Jon Stevens, DiAnahita Kanoy, Arjun Jorge Calero

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

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

Munir welcomed all and offered an opening focus. Board reviewed and accepted the agenda.

## 1. Approval of Minutes – Meeting of November 20, 2012

Kabir moved, DiAnahita seconded, the approval of the minutes for the Board meeting of November 20, 2012. Carried unanimously.

## 2. Financial Statements for Year End 2012

The following information had been provided in advance of the meeting:

### 2012 Sources and Uses of Funds Statement and 2013 Draft Budget

	<u>2012</u>	<u>Jan - Dec 2012</u>	<u>2013 Draft</u>
Ordinary Income/Expense	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
<b>Income</b>			
<b>Revenue - Current Year</b>			
Donations	3,000.00	7,800.50	5580
Grants	5,000.00	0.00	0
LG Fees - Regions	23,000.00	22,251.71	23500
LG Fees - World Wide Region	3,000.00	3,658.75	4000
Royalty Income	20.00	201.85	200
Sales	1,000.00	3,234.31	1000
<b>Total Revenue - Current Year</b>	<b>35,020.00</b>	<b>37,147.12</b>	<b>34280</b>
<b>Revenue Prior Yr Restricted Inc</b>			
Fee Support Fund	6,000.00	2,400.00	2500
Programs	14,000.00	8,753.30	11000
<b>Total Revenue Prior Yr Restricted Inc</b>	<b>20,000.00</b>	<b>11,153.30</b>	<b>13500</b>
<b>CD Income</b>			<b>500</b>
<b>Total Income</b>	<b>55,020.00</b>	<b>48,300.42</b>	<b>48280</b>
<b>Cost of Goods Sold</b>			
Cost of Goods Sold	335.00	508.80	204

<b>Total COGS</b>	<u>335.00</u>	<u>508.80</u>	<u>204</u>
<b>Total Sources of Funds/Gross Profit</b>	54,685.00	47,791.62	48076
<b>Expense</b>			
<b>Accounting</b>			
Financial advisor	100.00	125.00	150
QuickBooks payroll service	295.00	323.03	325
Tax preparer	450.00	400.00	450
<b>Total Accounting</b>	<u>845.00</u>	<u>848.03</u>	<u>925</u>
<b>Contract Labor</b>			
Admin Assist	500.00	228.39	0
Community Coordinator	3,281.00	3,050.20	2000
MTG Guidance Council Chair	7,875.00	7,875.00	7875
Outside Contract Services	200.00	0.00	0
<b>Total Contract Labor</b>	<u>11,856.00</u>	<u>11,153.59</u>	<u>9875</u>
<b>Employee wages</b>			
Executive Director	21,000.00	21,000.00	21000
Office Assistant	3,780.00	3,780.00	5000
<b>Total Employee wages</b>	<u>24,780.00</u>	<u>24,780.00</u>	<u>26000</u>
<b>IN Website Construction</b>			
Technical Designer	2,500.00	2,076.25	1500
z-Misc & Contingency	100.00	75.00	100
<b>Total IN Website Construction</b>	<u>2,600.00</u>	<u>2,151.25</u>	<u>1600</u>
<b>Office Expenses</b>			
Equipment	300.00	171.92	300
Internet Services	600.00	613.13	600
Office Supplies and fees	500.00	758.94	500
Payroll Expenses	3,000.00	2,841.93	3000
Photocopying	50.00	0.00	0
Postage	175.00	88.36	175
Rent	700.00	683.40	700
Telephone	800.00	808.05	800
<b>Total Office Expenses</b>	<u>6,125.00</u>	<u>5,965.73</u>	<u>6075</u>
<b>Project Budgets</b>			
Fundraising Development	250.00	5.28	500
Guidance Council Initiatives	266.00	0.00	1000
LG Rejuvenation Expenses	1,000.00	584.24	0
Translation Projects	4,000.00	1,707.50	1000
<b>Total Project Budgets</b>	<u>5,516.00</u>	<u>2,297.02</u>	<u>2500</u>
<b>Royalty Expense</b>			
z-Contingency Fund	101.00	101.00	101
	2,852.00	495.00	1000
<b>Total Expense</b>	<u>54,675.00</u>	<u>47,791.62</u>	<u>48076</u>

<b>Net Ordinary Income</b>	10.00	0.00	<u>0</u>
	<u>10.00</u>	<u>0.00</u>	<u>0</u>

Note to above statement: In 2012 the board budgeted up to \$14,000 from our 2011 fundraising effort for “Programs”. 2012 contributions and sales income were higher than expected and so our draw was held to \$8,753.30. Munir adjusted the financial report to reflect this, and so we show a \$0 net income balance for the year.

**Balance Sheet December 31, 2012**

	<u>Dec 31, 12</u>
<b>Dances of Universal Peace International</b>	
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Key Bank checking	697.66
Key Bank Money Market	7,548.80
UrbanPartnershipBank MoneyMarkt	<u>51,975.71</u>
<b>Total Checking/Savings</b>	60,222.17
<b>Accounts Receivable</b>	
Accounts Receivable	<u>410.00</u>
<b>Total Accounts Receivable</b>	410.00
<b>Other Current Assets</b>	
Inventory	<u>5,021.09</u>
<b>Total Other Current Assets</b>	<u>5,021.09</u>
<b>Total Current Assets</b>	<u>65,653.26</u>
<b>TOTAL ASSETS</b>	<u><u>65,653.26</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
Payroll Liabilities	1,666.11
Sales Tax Payable	-6.20
z- Shalem Center Fund	<u>6,000.00</u>
<b>Total Other Current Liabilities</b>	<u>7,659.91</u>
<b>Total Current Liabilities</b>	<u>7,659.91</u>
<b>Total Liabilities</b>	7,659.91
<b>Equity</b>	
<b>Fund Balances</b>	
Prior Years Unrestricted Funds	27,455.23
Temporarily Restricted Funds	<u>3,461.12</u>
<b>Total Fund Balances</b>	30,916.35

Net Income	<u>27,077.00</u>
Total Equity	<u>57,993.35</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>65,653.26</u></b>

Munir commented that we ended 2012 well within budget and still accomplished a great deal. The balance sheet is also healthy. Kabir added that the experience gathered over the past three years has been helpful in improving the accuracy of our forecasts. He was pleased that the growth in Leaders Guild fee revenue is reducing the need for transfers from restricted funds.

The Board received for information the Financial Statements for Year End 2012.

### 3. 2013 Budget and Goals

Munir referred members to the [2013 Draft Budget](#) column of the foregoing report and to the following statement of Key Accomplishments for 2012, along with Draft Goals and Activities for 2013, which had been provided in advance of the meeting:

**Key accomplishments in 2012** included:

- Translation of our website, log-in portal and enhanced content area into Spanish, Russian and German, enabling Dance Leaders to access key resources in their own languages. The DUP International website is now fully available in English, Spanish, German and Russian.
- Translation of key communications and resources for Leaders Guild members into Spanish, German, Russian and Portuguese.
- Creation of a Dance Leader Training calendar page where events worldwide may be posted.
- Addition of over 100 write-ups (most with audio clips) to the Dance Resource Library.
- Completion of a special project to track down all Dance leaders with whom we have lost communication and re-enroll them as fee-paying members of the Leaders Guild.
- Creation of a Fee Support Fund to help in cases where Dance Leaders are unable to pay the annual Leaders Guild fee because of local economic conditions in certain countries or cases of personal financial hardship. In 2012 more than 80 leaders received support from this fund.

### Goals and Activities for 2013

*Supporting the work of the Guidance Council*

**1. Reflect on what has been accomplished in the three-year reorganization process following the Unity Council report in 2009 and, with input from Leaders Guild members, Region leadership, key advisers and friends, ask ourselves where the Guidance Council and Board of Directors could best direct their energies in the next three to five years (see [Visioning Document September 2012](#)).**

**2. Engaging the Mentors Guild in ongoing communication about ways and means of cultivating excellence and spiritual depth in leading the Dances of Universal Peace and Walking Concentrations.**

a) Continue to encourage gatherings of mentors at regional camps and retreats to communicate information about DUP International and to gather feedback.

- b) In 2013 utilize the In-the-Garden and MTG Mail Yahoo groups to engage mentors and leaders on topics and issues of importance.
- c) Continue to make available for sale ongoing the recordings on CDs that remain in inventory.

*Providing resources and support for members of the Leaders Guild*

**3. Build cohesion and awareness of common purpose among Leaders Guild members worldwide.**

- a) Create quarterly newsletters for Leaders Guild members in English, Spanish, German, and Russian languages.
  - 1) Encourage the use of the In-The-Garden Yahoo group as a Leaders Guild forum for discussions in English.
  - 2) Continue to maintain DUP International's Facebook page and explore the potential of social networking sites in supporting the Leaders Guild.
- b) Begin a process to evaluate Leaders Guild communications in terms of content, rhythm and effectiveness.

**4. Encourage all active leaders of the Dances of Universal Peace to be members of the Leaders Guild.**

- a) Continue to send reminder notices for fees renewal as needed to World Wide Region members.
- b) Compile and report Leaders Guild membership summary information at year beginning and year end.

*Linking the worldwide community of participants in the Dances of Universal Peace*

**5. Maintain and continue to develop a nexus, referral website that provides general information about the Dances of Universal Peace and Walking Concentrations and links to all regional websites and other resources world wide.**

- a) Work with German, Russian and Spanish speaking networks to translate key leader resource materials into those languages in a systematic and timely manner.
- b) Complete a major German language component to the website, including searchable resource library.
- c) Add German language dance-write ups and audio files to Resource Library
- d) Refine Library search capability to allow display of only those dances written up in a specific language.
- d) Explore feasibility of expanded website version and log-in in Portuguese language.

**6. Facilitate close communication and cooperation with the leadership of the DUP Regions and the Sufi Ruhaniat International.**

- a) Create annual newsletter communication to region leadership and seek feedback through telecons and similar means.
- b) Continue to utilize our German network advisers.
- c) Solicit new photos for the region photo gallery pages.
- d) Solicit authors for the "International Voices" column in the DUP International newsletter.
- e) As feasible, gather the "International Voices" articles into a combined webpage in tabloid format.
- f) Continue exploration with the leadership of DUP North America areas of cooperation and communication.
- g) Revise and update the Dances of Universal Peace article in the Sufi Ruhaniat International "Companion" manual.

h) Continue to build the on-line library/resource center of published Dances and Walks in various media, as well as articles, esoteric papers, and other materials with emphasis on Spanish, German and Russian language resource areas.

*Administering and developing the organization*

**7. Organize the work of the Board of Directors and engage the leadership of Board members and other Leaders Guild volunteers.**

- a) Determine the need for additional Board members and the particular skills and abilities required and plan for member changes at the April, 2013 annual meeting.
- b) Expand the network of advisors as appropriate.
- c) Identify and involve volunteers in specific projects.
- d) Work with the Executive Director in continuing to develop and refine protocols to ensure effective operation and coordination of efforts.

**8. Develop a comprehensive funding strategy.**

- a) Continue to implement a program of contributing support to underwrite the LG fees of leaders with financial hardship.
- b) Develop a 3-year financial plan for DUP International that identifies funding needs and appropriate revenue sources, both for ongoing and project-related needs, and projects a budget approach to ensure financial stability for the long term. This plan will include an evaluation of the amount of the Leaders Guild fee and whether it needs to be increased in the coming years.
- c) Research and develop a strategy to solicit financial support in the form of donations or grants for specific project initiatives.

**9. Continue to improve the quality of information systems and work toward improved website functionality.**

- a) Evaluate information management and functionality needs and determine whether an overhaul of the data base is warranted and feasible.
- b) Gather and evaluate responses to our 2012 Vision Document and continue to plan the scope and specific plans for DUP International in the next 3 to 5 years.
- c) As future plans become evident, share them with the Guidance Council our key advisors with invitations for input.

Munir commented that, taken together, these are the working plan for 2013, along with the means to carry it out. He noted that the 2013 budget is based largely on the results for 2012, and expressed confidence that through continuing this level of resources we can once again accomplish significant outcomes.

Kabir noted the continued, though modest, increase in projected Leaders Guild Fee revenues, this being the main source of continuing income. He ventured that we may well exceed our projections as Leaders Guild memberships increase (and fees arrears decrease) in the wake of the Rejuvenation Project. Kabir also noted the changes arising from the elimination of the Administrative Assistant position (Sky continues at Community Co-ordinator) and the adjustment to the wages of the Office Assistant to more accurately reflect those duties. He pointed out as well that the proceeds from the Campaign 2012 fund drive, given the 2012 results and the 2013 budget, will preserve DUP IN's reserve funds at more or less the level existing prior to the Campaign.

Turning next to the DRAFT Goals and Activities for 2013, Munir drew attention to Goal #1, which acknowledges the intentions the Board developed in recent months. Kabir suggested that

the Mentors Guild be added to the list of those who will be invited to provide input, and with no objection being expressed, this was done. As a result, Goal #1 was restated as follows:

**1. Reflect on what has been accomplished in the three-year reorganization process following the Unity Council report in 2009 and, with input from the Mentors Guild, Leaders Guild members, Region leadership, key advisers and friends, ask ourselves where the Guidance Council and Board of Directors could best direct their energies in the next three to five years (see [Visioning Document September 2012](#)).**

Darvesha moved, seconded by Arjun, that the Board approve the Budget and Goals for 2013 as outlined above. Carried unanimously.

**4. Formation of Nominating Committee**

Maitreya Jon Stevens and Arjun Jorge Calero’s terms on the Board of Directors are complete in April. In accordance with the provisions of the DUP IN Bylaws Kabir moved, Maitreya seconded, the following resolution: *Resolved that a nominating committee comprised of DiAnahita (chair), Darvesha, Munir and Shabda Khan be appointed to prepare a slate of Board of Director nominees for the April 23 Annual Meeting.* Carried unanimously.

DiAnahita asked whether Maitreya and Arjun could advise whether they were willing to be reappointed for a further term. Maitreya declined because of the demands of a growing family (congratulations from all!). Arjun indicated his willingness to continue if requested, and also his willingness not to be reappointed should the nominating committee determine that some other course of action would be more beneficial for DUP IN.

**5. Leaders Guild Statistics for Year End 2012**

Munir noted the following presentation which he had provided in advance of the meeting:

**Annual Report of Leaders Guild Membership and Fees  
Dances of Universal Peace  
International**

Leaders Guild Members	Totals 12/31/2010	Totals 12/31/2011	Totals 12/31/2012	NA	WW R	Australi a	Euras ia	Nd L	NdLSwi ss	VD N	N Z	U K
	- mentored leaders (CT-004)	697	705	536	265	106	11	24	77	10	11	1
- certified leaders (CT-005)	398	397	346	197	27	16	7	37	6	18	1	25
- mentors-in-training (CT-006)	46	64	76	51	12	2	0	2	0	1	3	5
- mentors I (CT-007)	96	96	101	56	17	3	3	9	1	2	5	5
- senior mentor I (CT-008)	26	26	25	17	1	1	0	3	1	1	0	1
- senior mentor II (CT-009)	11	11	12	7	0	0	0	2	0	0	0	3
Total Leaders Year End	1274	1299	1096	593	163	33	34	130	18	33	2	60

Details for above Yr-End totals:	12/31/2010	12/31/2011	12/31/2012
- Current with Leaders Guild Fees	517	711	844
- financially assisted (LG-2)	0	0	86
- lifetime / complimentary (LG-3)	22	22	20

- in arrears	1	146	97	* Includes 25 Russian leaders
- no record of every paying LG fees	756	442	49*	
<b>Total Leaders Year End</b>	<b>1296</b>	<b>1321</b>	<b>1096</b>	

Munir noted that following the completion of the Leaders Guild Rejuvenation Project, there are now 1,096 active members of the Leaders Guild, most of whom are up to date with their fees. The Project saw the end-dating of more than 300 member records where it was determined that the person is inactive or contact could not be established. While this resulted in an overall decrease in Leaders Guild membership compared to 2011, Munir noted that there were more than 100 new members recorded in 2012. He and Martha are still working on the statistics for the number of leaders added and end-dated in 2012, having found in preparing this report that some additional work needs to be done on the data base to produce the reports we need.

Kabir expressed appreciation for the information, and looks forward to the additional information on new members. He commented that, from his recent experience attending a Dances of Universal Peace retreat in New Zealand, there remains a great need for communicating about the Leaders Guild, DUP International, and the Guidance Council, and that the personal touch in this process seems most beneficial. Darvesha added that she is noting a trickle of memberships starting to come in from old-time Sufis who have not previously associated themselves with the Dance organization and whose mentees have, similarly, not had the benefit of this contact, even though they are Sufi mureeds. These are encouraging developments.

## 6. Guidance Council Report

The Guidance Council met on January 29, 2013. Business included reviewing a decision made previously to allow musicians to take a mentor for the purpose of mentoring in the music area. The following text has been added to the Leader Guidelines:

*This is a "walking with" path. Dance musicians who are called to cultivate and participate in this concentration more deeply are invited to take a mentor for that purpose. In this case the mentoring process focuses on deepening in dance musicianship and attunement rather than dance leadership, and does not necessarily lead to certification.*

The text has also been added to a new musicians' resource page on the IN website, here:

<http://dancesofuniversalpeace.org/lgformusicians.shtml>.

The Council also discussed a situation that arose with a posting on the DUPNA e-Newsletter that offended some leaders. The Council has communicated with the NA board about this, and about ensuring that NA newsletters point back to the NA website. Finally, the Council discussed Russia and steps Munir has taken to determine the needs of Dance leaders there. A report from Munir will be forthcoming on this.

DiAnahita expressed appreciation for the new provisions for Dance musicians, and asked about plans for communicating about this, as well as registration and reporting. Munir responded that he plans to feature this in the next Leaders Guild e-Newsletter. Darvesha added that, so far, word has gone out to Mentors through the MTGMail Yahoo Group, the assumption being that Mentors would pass along the information to those they knew would be interested, and that this low-key approach would be best to begin. Munir said that registration would be the same as for any other mentee.



## **7. Dates for 2013 Board Meetings**

Munir reminded the Board of the following meeting dates for the remainder of 2013:

April 23 (including Annual Meeting)

July 9

September 17

November 19

All meetings are at 3 p.m. Mountain Time.

## **8. Other Business**

Arjun asked about the process when a Leaders Guild member applies for fee support, and in particular whether the member's mentor is asked to verify the need for support. Munir responded that the fee support application is just between the member and DUP IN. Approval is for one year only, and if the need for financial assistance continues, a new application needs to be made the following year. Darvesha added that in many cases mentors do not want to be involved in the personal financial circumstances of their mentees. Munir added that people vary in their determination of what constitutes financial need. Arjun suggested that cases of more than three consecutive years be examined to see whether there may be alternatives for the member involved.

## **9. Personal Check-ins**

Before adjourning the meeting, members offered personal check-ins.