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TO: WNGGA Board of Trustees

FROM: Membership Recruitment Committee: Sheila Pepper, Chairperson; Geraint Jones; Gloria Kondrat; Catherine Lloyd; Gerri Baker Parry; Executive Director Ellis Jones (ex officio)

DATE:

SUBJECT: Progress Report

Background. A "foundation stone" for any organization is membership. Besides the obvious importance of dues to the financial plans of the organization, membership demonstrates a commitment on the part of the person to the goals and plans of the organization. It is customary that persons who are considering membership in an organization have options usually identified as annual or life depending upon the person's short or long term commitment.

Since its founding, the Welsh National Gymanfa Ganu Association has offered not only individual annual and individual life memberships but also organization life memberships. This long term provision has been an important part of the WNGGA Constitution (Quote from Constitution)

Headquarters Data Base. When membership dues are received at the WNGGA headquarters, a record is created for each person including their classification of Annual or Life. These records are constantly updated with changes in address, notification of death, requests for removal, and, in the case of annual membership, the designation of Non Renewal if it occurs.

In response to the payments, the Headquarters staff sends a personal letter to the individual enclosing their appropriate membership card and other brochures and notices from the office. A major point made in the letter is that "as a result of the dues payment, the person's name and address are entered into the main membership computer data base."

Organization Membership. Based on headquarters records as of March 5, 98 organizations had paid the one-time organization membership dues and been entered into the main organization membership computer data base. The data base information includes the Welsh and/or English name of the organization and the name and address of the official contact person for the organization. Within recent years those organization members have been identified as a group called WNGGA Associated Welsh Organizations (AWOs).

When mailings are sent from WNGGA Headquarters, in addition to copies for individual annual and individual life members, copies are also sent to the official contact person for organizations even if they are personally not an individual annual or individual life member of WNGGA.

Several years ago, the AMOs were invited to send representatives to the Round Table Breakfast on Friday morning of the National Gymanfa Ganu. At the breakfast those in attendance shared with the others information about what special events and activities they had been doing as an organization. Starting with the 2002 Harrisburg National, the meeting will be identified as an "AWO Summit Meeting" where representatives can meet and share information and to hear presentations on a variety of topics from the WNGGA president, other members of the Board of Trustees, and/or other speakers.

Current Recruitment Procedures. Because of the importance of membership, recruitment is an on-going process which needs to involve not only the Headquarters staff but also members and officers of the Board of Trustees and other members of the organization at large. Here are some of the ways in which recruitment is being done at the present time:

1. FACTS ABOUT THE WNGGA. This brochure succinctly summarizes the importance of membership and the procedures to become a members. Copies are sent with letters to non-members and are available for distribution at meetings of groups throughout the year.
2. Other brochures from Headquarters. Those printed and distributed by the Headquarters staff include PUBLICATIONS/RECORDINGS PRICE LIST and WHAT IS THE GYMANFA GANU? On the back page of each of those brochures is information on how to become a WNGGA member.
3. Phonetic Hymnal. On page 4 an explanation is given about WNGGA and how one can become a member.
4. Ads in Y DRYCH and NINNAU. Each month an ad is published in each issue listing costs of become a member.
5. HWYL. Information is included each quarter which stresses the availability of membership.
6. Nominations of persons to membership. In the fall of 2001, each member of WNGGA was sent a blank form inviting names and addresses of non-members. When those lists were received, a personal letter was sent to each nominee along with a copy of the FACTS brochure. As a result of this effort, a number of persons have joined WNGGA.
7. Contacts of Non-Members in the National Gymanfa Ganu Registration data base. The registration form for each National Gymanfa Ganu includes an item "Are you a member of the WNGGA? Yes No" Following the conclusion of the National, those persons who have responded with "no" to the question are sent a personalized letter hoping they enjoyed the National and inviting them to join WNGGA to become a part of the membership data base and to receive information regularly from WNGGA Headquarters.
8. Marketplace at National Gymanfa Ganu. At each of the recent Nationals, a special table has been set up for WNGGA with a headquarters staff person and members of the Board of Trustees on hand to not only show copies of hymnals, folk song books, and recordings but also copies of the FACTS brochure with an invitation to non-members to join "on the spot."
9. Personal contacts by trustees and other members. From time to time the headquarters staff receives a request to send information to a specific non-member who has inquired about membership. This is always done.
10. Identification of Life members on the official name tag at the National Gymanfa Ganu. Currently a small red dragon on the name tag indicates that the person is a life member. Those without a red dragon are either non-members or only individual annual members.

Recruitment Recommendations. Because of the importance of membership to the overall strength of WNGGA, it is extremely important that recruitment be an on-going activity. Here are recommendations of the Membership Recruitment Committee:

1. Request Headquarters staff to review the current FACTS brochure to increase its appeal.
2. Consider publishing a brochure devoted just to membership with a clear description of benefits and "perks"
3. Continue to have a WNGGA table in the National Gymanfa Ganu marketplace with strong emphasis on the value of membership in the organization.

- 1 4. Continue to have membership recruitment ads in Ninnau and Y Drych but modify them to be
2 more appealing.
- 3
- 4 5. Modify the present dues structure (\$10 for individual annual; \$150 or \$100 for Life) to
5 include a "family membership of perhaps \$15 to take effect immediately following the 2002
6 Harrisburg National Gymanfa Ganu.
- 7
- 8 6. Ask Headquarters to include as a part of the address used for any membership mailing a
9 notation as to the type of membership with expiration date on individual annual memberships.
- 10
- 11 7. Establish "WNGGA Geographic Districts" with one or two trustees or other members asked
12 to help prepare a special mailing to members and or non-members inviting them to join
13 WNGGA.
- 14
- 15 8. Establish membership goals for regions and districts--for example "double or more by 2004."
- 16
- 17 9. Continue the appointment of a Board of Trustees membership Recruitment committee to
18 oversee the entire process, assist the headquarters staff whenever possible, offer other
19 suggestions on how to reach out to the entire North American Welsh Community.
- 20
- 21 10. Provide incentives on special occasions such as "free annual membership" at meetings of
22 AWOs.
- 23
- 24 11. Request each AWO to help implement the membership recruitment plans of WNGGA.
- 25
- 26 12. Explore ways of contacting Celtic Fairs or celebrations to distribute membership information
27 for WNGGA through participation in talent programs and/or having a special booth or table
28 in their marketplace.
- 29

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The Welsh National Gymanfa Ganu Association, Inc.

(Founded 1929)



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Ph: [redacted]
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e-mail: WNGGA-[redacted]

29 October 1998

Lynn Owens-Whalen
Secretary, WNGGA

[redacted] Dunbar St.
Vancouver, BC V6N 1W8
Canada

Dear Lynn,

Finally, at last, I have what I needed to write to you on the subject of WNGGA membership. I had to wait until I received a ZIP code listing of our membership. Wrong list, I will mail the ZIP code listing as soon as I get it.

Before going any further, I want to emphasize that what I have to say on membership is in the form of suggestive participation. I know that there is no simple, easy way to gain new members and that whatever we do must be viewed as a long term effort not left to those easily discouraged. I also emphasize that this is not a one person job. Somehow, we must get every one involved; officers and trustees (past and present) and our friends scattered throughout Canada and the United States. I need some ideas on how to seek the help of friends.

As you know, we have never had a structured membership program if that is meant to mean an organized membership program. It even seemed to take an inordinate time to authorize a Membership Committee. I may be wrong, I seem to remember that the Membership Committee was included with its functions in the Constitution. Whatever, that didn't make it work and I believe there were years when we didn't even have a chairman of the committee.

I know that in recent years the list of members seemed to be Top Secret as though we were afraid of the risk of someone proselytizing our life members. I may have been the first to shake it loose. You will find two membership lists, one alphabetical and one in by ZIP, inclosed.

Membership tables at the nationals have not worked because of poor staffing or failure to engage in hard, soft, or any kind of sell efforts. As I remember, our tables were sort of unobtrusive with nothing clearly and brightly identifying it as being part of the WNGGA. Tables are passive as well as our staffers if all they do is sit behind the table and expect people to rush up just dying to buy a \$30 life membership. We at least should have some attractive signs announcing the greatest membership bargain—a life membership for \$30. Again, without detracting from the venue committee, we should proclaim that it is the Welsh National Gymanfa Ganu Association, through locating and

encouraging venue committees that is responsible for bringing 68 or 69 or 70 gymanfaoedd since 1929.

Alan Upshall has identified one of our problems, the lack of visibility of the officers and trustees out trying to sell the WNGGA during the national. No one wants to take any credit from the venue committee, however, we must sell ourselves as also being an important part of the overall national gymanfaoedd scene. We are all tied up in meetings. We should change our operations and do most of our business during the mid-year meeting leaving the national with only short meetings for pressing new business. The rest of the time should be spent promoting the Welsh National Gymanfa Ganu Association. Every officer and trustee should know that time made available from the current meeting system is to be devoted to this task. For example, the simple question, "Are You a Member of the Welsh National Gymanfa Ganu Association?" could lead to surprising results. I have already decided to eliminate the executive committee meeting during the national and reserve its use for actions between meetings of the board rather than in conjunction with meetings of the board. I have asked Ellis to think of changing the board's meeting to 9:00AM, Friday rather than 2:00PM with an adjournment no later than noon. This will make the officers and trustees available during high people density periods rather than hidden in meetings. I will require that all officers and trustees wear their WNGGA badges and ribbons at all times and circulate and sell the WNGGA. This should be their main activity during a national.

I feel sure that we are missing a good source of members in those registrants who are not members. Alan suggests that the WNGGA table, clearly identified with an attractive, eye catching sign, be co-located off to the side of the registration operation to identify and recruit those late registrants who are not members. Our personnel at the WNGGA table should have membership lists available to verify membership status. For pre-registrants, the recording process should include cross checking against a current membership list to identify non-members. We really should blow our horn on the attraction of a life membership. A reasonable premium should be available at the table for instant members. When confirmation of registrations are sent out, a membership form should be included with encouragement to become a member of the WNGGA.

Our biggest problem, as with most organizations of our type, is the lack of names and addresses of potential members. There is no simple solution to this problem. Obviously, we start with officers and trustees, past and present, being required to provide us with names and addresses of non-members. We should enlist the people who, by their attendance at our Roundtable Breakfasts, have indicated more than a passing interest in the WNGGA in the job of getting names and addresses. I know from past experience that even with names and addresses, the return in the form of new members is slight. This may not be the case with life memberships. Just the fact that they will not be bugged year after year should be an enticement. JOIN NOW BEFORE THE RATES GO UP!!!

While I have identified 22 States where the WNGGA membership seems small for the population of Welsh-Americans when compared with actual membership in States with roughly the same Welsh-American population, this does not mean that we should ignore the other 28 States and DC. However, we can develop techniques that can also be used in the other 28 States and Canada. The most difficult problem is identifying or getting someone to help in those States or regions not represented by an officer or trustee, past or present.

Some steps that I think we should explore and use in this long term effort.

- Membership lists should be provided all officers and trustees, past and present. I keep repeating past and present and mean it throughout. Breaking and distributing the list by ZIP code sequence permits tailoring to States and regions.
- I have information from the 1980 U.S. Census that identifies the number of individuals who reported that both of their parents were Welsh. This information is by each county in the United States. For example, there are four counties in Washington with over 500 reporting both parents Welsh, two in Oregon, and 11 in California. Los Angeles County leads the country with 8,393 individuals reporting both parents Welsh. I have no way of knowing how many there are with only one parent Welsh. I would venture the guess—many.
- We should run a test of small ads in newspapers serving these relatively large density counties to try and attract interest. I'm sure an easier and less expensive test could be attempted through the Internet.
- We should routinely be comparing registration lists with membership lists to identify non-members and their addresses for follow on contacts.
- We should be asking all known organizations for their membership lists and conducting similar comparisons. We should offer them a ZIP code listing of WNGGA members in their areas as an inducement.
- There should be some way to recognize individuals or organizations who are successful in getting new members. Recognition during the Grand Banquet or Concert or even the Gymanfa?
- While not a part of the membership effort, we should be looking at ways to get life members to express their appreciation for all we do by making additional contributions to the WNGGA.

This is just a rough outline of suggestions. It is not intended to be all inclusive or exclusive

I don't know if all or any part of what I have suggested is even feasible. I do know that if we don't make a start somewhere we will never have an organized way to approach the membership problem. There are some things that can be implemented immediately for Minneapolis. There are others that will require a plan for implementation and perhaps it would be best to develop a plan for presentation and implementation during the 1999 mid-year meeting.

Lynn. I know that this is one big job and I repeat that you cannot do this by yourself. However when I go over the trustees, I don't see many who I think can approach in leading the job. That's why I asked you to head up and plan the structured membership program. Since I've asked you, I am also committed to giving and getting all the support you need. To me this is the best indication of the dedication of a trustee. I think it is the least we should be able to expect from anyone who agreed to serve as a Trustee

I look forward to your thoughts.

Sincerely,

Alfred J. Reese, Jr.
President, WNGGA

cc. Alan Upshall
Rev. Dr. R. Cerwyn Davies
David A. Williams
Ellis J. Jones
Wm. John Lewis, M.D.

X-From: Lynn Owens-Whalen [redacted] Thu Nov 19 19:51:25 1998
Return-Path: <Lynn_Owens-Whalen@[redacted].a>
Date: Thu, 19 Nov 1998 16:51:49 -0800
Subject: Re: Thanks!
To: ellis@[redacted]
From: Lynn_Owens-Whalen@[redacted] (Lynn Owens-Whalen)

ellis@gu[redacted] writes:

>Lynn: Many thanks for your hospitality when we were in Vancouver--hardly
>seems possible that it was almost two weeks ago. Hope all continues to go
>well at your house. It is always a difficult situation when a group moves
>in like has happened.

I just wish I had been able to spend more time with you. One of these
days, you and Janet will just have to come to Vancouver for a holiday and
we will paint the town (and countryside too) !

I think that retirement agrees with you are you really retired ?

>

>Did you receive the note from Alf about the Membership Committee.

Yup; I received it this week.

>I think

>what he is going to be looking for is some suggestions from the Committee
>on how we can increase contacts to enlist more members. Be assured that
>I'll help in any way I can here.

And I appreciate that. If I can find a minute or two to sit down and
email / phone Alf and committee members that would be a start re:
brainstorming.

>For starters, with the issue of Hwyl

>which will be going out in about two weeks, the issue is being sent in

>envelopes so that we can include other things with it.

That's good.

>Sooooo, we're

>including a copy of the new Membership Envelope which includes
>opportunities for the persons to submit contributions and/or purchase
>hymnals.

My money order is on the way ! I really didn't forget !

>I'll send a couple copies of the membership envelope to you so

>that you can see. I am planning to also send a copy of it to each of the

>Welsh Associated Organizations inviting them to distribute copies at

>luncheons, banquets, dinners, business meetings, etc. of their group.

I think that this is a good start. There obviously has to be a closer
connection between local associations and the National but then there has
to be something in it for both parties too.

>

>I'm making great progress in learning how to use FileMaker Pro and I plan
>to start contact non-Welsh Associated Organizations. Will keep you
>posted.

Wilf says 'hi' too and is sorry to have missed you.

Out little guy is generally fine yesterday I would have said fine.

He went into hospital today for 3 to 10 days because his temperature is
up. Unscheduled visit. Since you were here he has had chimo #2 this
is the fall out. One day at a time.

Glad you had a good trip to the North West.

Believe it or not, I am going to try and get down to Seattle to visit with
Alan and Gretta. I miss them being 130 miles away !

We will talk to you soon.

Lynn

>

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(Founded 1929)



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e-mail: WNGG [redacted]

8 December 1998

Mrs. Lynn Owens-Whalen
Secretary, WNGGA
[redacted] Dunbar St.
Vancouver, British Columbia
Canada, V6N 1W8

Dear Lynn,

At long last, I have completed reproducing the list of non-members in ZIP code sequence. With that said, I'm not quite sure of what it is. The first list that I got from Nelson contained over 5,000 names that apparently was our mailing list. I asked Dave to break it out into members and non-members in ZIP code sequence. I'm not sure how the non-member list was compiled unless it represents those who registered for past national gymnafoedd without becoming members. However compiled, it represents a source of potential members.

Now, what do we do with it? That's the big question. I still don't know the full meaning of a "structured membership" program. All I can see is a lot of gritty, tedious work with success, in the form of new members, never reaching our hopes. This means contacting each of those on this list and asking them to become members. One approach would be to break out the list into ZIP code packages and assigning the work of addressing and stuffing a standard letter to our trustees. Another equally tedious way would be to gather telephone numbers, using computer software lists, and then having our trustees, and possibly strong friends of the WNGGA, make personal calls. All of this is work, I know of no other way.

I do know that a "structured membership" program will never work without work. As I've said before, this is a long range effort. I'm sure you will have ideas on the above and hope you will have some better ideas on how to get started.

Sincerely,

Alfred J. Reese, Jr.
President, WNGGA

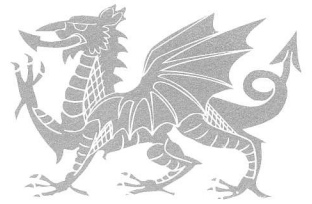
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North America's final, foremost gymanfa of the century featuring a premiere for the new millennium...

Côr Cymry Gogledd America—The North American Welsh Choir

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13 December 1998

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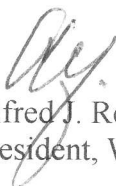
Dear Ellis,

As I indicated to you in my last message, inclosed is my latest letter, of 8 December 1998, to Lynn on the subject of membership. I am also inclosing my letter of 29 October 1998 on the same subject. This was provided to you previously.

As is obvious, the question is how to start on the undefined :”Structured Membership Program”. I recognize this is a long time project and certainly requires the work of all those with an interest in the advancement of the WNGGA. This is one of the reasons why I wanted a list of all living past officers and trustees so that we could ask for their help. I realize that there are many deficiencies in the various list,^s but, do not believe we should delay a start until we reach perfection. Actually, membership work with the current lists would be a great help in the purification process.

Your assistance in getting this effort off the ground will be appreciated.

Sincerely,


Alfred J. Reese, Jr.
President, WNGGA

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Côr Cymry Gogledd America—The North American Welsh Choir

MEMO

TO: Col. Reese (FAX: [REDACTED])
FROM: Ellis Jones (FAX: [REDACTED])
DATE: December 18, 1998
SUBJECT: Background and Suggestions Regarding Membership Recruitment

In reading your letter to Lynn Owens-Whalen about the Membership Committee, I realized that you may not have some background information which might have helped in putting together your proposal. Thus, I have tried to briefly summarize this below and on the following pages

Background

During my first year on the Board of Trustees when Paul Stevens was President, I did not say much because it was important to see how the group operated. However, starting with my second year I began asking questions about procedures and offering some suggestions. This led to Paul appointing several committees to look at ways in which the WNGGA might be more effective. He asked me to chair a group from the upper midwest. Our group met in Minneapolis and came up with a suggested plan of increased publicity among other things.

Eventually, I suggested that a Membership Committee be appointed and drew up a proposal to make it a standing committee. The constitutional amendment was proposed, approved by the Board and at the Annual General Meeting. However, there never was any followup on implementing it.

When I became president, I asked Jack Lewis (as Vice President) to serve as chair of a Constitutional Review Committee. I had numerous conversations with him and made a number of suggestions on what might be included in the proposed revisions. There were so many aspects of the WNGGA operation that needed attention that the Membership Committee article in the Constitution was still not implemented. During my term I felt very strongly that the Board needed to have vastly improved communication with each other so I started issuing a bulletin just to the Board of Trustees. I believe I was only able to put out three because I had to generate all of the information myself.

A couple major changes that came about as a result of my conversations with Jack Lewis were to change the nominations procedure away from the same persons (including the "Secretary") to the three past presidents. This opened up the nominations process and we immediately began to get people nominated and on the board who had not been previously cleared with the Secretary.

The second change was to change from "Secretary" to "Executive Director" with an accompanying list of responsibilities. This also included the provision of "no vote" on the Board. This was resisted fiercely by the Secretary from the standpoint of losing his vote. I explained to him that he was an employee and should not participate in the voting; Jack

Lewis explained it to him; but he never understood or accepted the notion. This led to a tension between us which has never completely gone away.

Another change which was strongly resisted until I "put my foot down" was the preparation of a budget. The purpose of a budget as I view it is to draw up a schedule of anticipated income and expense for the fiscal period. It is where the Board of Trustees and later the persons at the Annual General Meeting make major decisions on priorities based on the available finances. I tried during my term as president to secure a budget status report but was unable to find out our finances until the last meeting of the year and the Treasurer's report was presented.

During my last year I called a meeting to draw up a budget. At the meeting were Jack Lewis (Vice President), Nelson, and Catherine Dodd. As Jack will share with you, he (Jack) was in a state of shock over what transpired. We started going down the treasurer's report to put together estimated budget figures. Each time I asked Catherine what was the basis for the figure, she deferred to Nelson and then he would explain. It became quite obvious that she only signed checks and he did all of the background work. Nevertheless, a budget was prepared and presented to the Board of Trustees who briefly reviewed it and made some changes and then was taken up by the new Board of Trustees on the Sunday morning meeting.

In the meantime, the nominations committee was very reluctant to ask Catherine Dodd not to run again as treasurer so I intervened, met with her, explained that we were going to be switching to a lot of work on the computer. She indicated that she felt she should turn it over to another person because she didn't want to get involved with computers. Thus Nancy Miller was elected.

One of the first things I did was to draw up a proposed accounting system with a paper trail to keep track of the income and expense accounts so that a regular budget status report could be prepared. Nancy's husband agreed to help her and all seemed OK until we learned that Nelson just didn't understand the system and was making changes which became confusing. According to Nancy he made arbitrary transfers without clearance or approval of the anyone. He tried to continue the old way of doing things. I talked several times with Nancy and she and her husband understood the system but were frustrated because things were not done consistently.

Because of the tension between Nelson and me, I refrained from being very obvious in my attempt to help the system.

When Jack Lewis became President he asked me to chair the Long Range Planning Committee and identified several persons to be on the committee. We as a committee held our first meeting at the National and drew up areas of concern. During the following weeks and months I drew up a draft copy under each of the categories, and asked committee members to react which some of them did. A meeting was held in mid-summer of 1996 at Cleveland, I believe, at which time a group of us went over the revised draft. I took it back with me, polished up the prose, and submitted it to the Board of Trustees. The Board only

had time to briefly look at it at the National meeting so no final decisions were made until the mid-year meeting. Then it was finally approved but no effort was made to implement its provisions until last April when the Board again took it up.

Membership

One of the Long Range Planning Committee report sections dealt with Membership. I take responsibility for the term "Structured Membership Recruitment." What I had in mind was a systematically developed on-going list of procedures to reach out to potential members seeking their support for the organization. Listed below is a listing of some of the procedures which might be used.

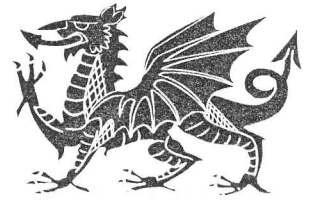
1. Each member of the Board of Trustees by virtue of her/his election has a responsibility to do what he/she can do to promote membership in the organization. This needs to be explained to them early on so they know that it is no longer an "honorary sit and nod" club.
2. Each Board member attends various Welsh functions during the year. They should use the opportunity to bring greetings from the Board of Trustees and to make a membership pitch distributing copies of the Membership Envelope, Price Lists, etc. When I was president I asked Board members to do this and even wrote a short greeting that they might use. This had not been done before and there was reluctance on the part of them to do this.
3. Each Board member should contact Welsh organizations within their area to encourage them to become organizational members so that the next level of membership recruitment can be implemented as explained later.
4. Whenever mailings of publications or responses to inquiries are sent from International Headquarters, if the person is not a member, they should receive an invitation with a copy of the Membership Envelope with a point being made that only members of WNGGA are on the prime address list for information about upcoming Nationals. (Note: This has already been done on numerous occasions this fall and memberships are trickling in as a result.)
5. Any mass mailing to members should include a membership envelope for them to share with friends and relatives. Because of the way our Society now operates, I feel it is pointless exercise to send out a mass mailing to people asking them to join. It is treated as junk mail and the cost and effort. The best approach is on a one-to-one at the local level.
6. Welsh Associated Organizations (those which have paid their fee) should be asked to distribute information about WNGGA at their meetings with International Headquarters providing membership envelopes, price lists, informational flyers.

7. If a Board of Trustees member is part of the organization, that is the logical person to take charge of the distribution of information and to make the pitch to others to join. There is a huge potential for membership among those who belong to the locals. For example, there are 106 WNGGA members in Minnesota but in the St. David's Society of Minnesota there are over 300 members.
8. If the local organization does not have a Board member, someone in the organization should be appointed to be the "WNGGA Liaison Person" to have responsibility for sharing information at the local meetings--luncheons, banquets, programs, etc.
9. WNGGA needs to reach out to non-member groups and invite them personally to join for the one-time \$50 payment. Once they become a member organization, then the next step is to ask for their assistance at the local level as described above.
10. Time does not permit a continuation of this listing but I anticipate that there may be 30 or 40 more suggestions that might be included.

The above thoughts are just some ideas. A membership committee can assist by drawing further suggestions on how we can reach out to individuals to encourage them to join. However, any committee should be appointed after a well defined set of objectives and a time table have been drawn up. Whatever is decided, though, must be made with implications for the International Headquarters support. Grandiose ideas will have difficulty getting implemented if they impose an overwhelming burden on the headquarters staff. It seems to me that the best approach is a steady on-going person by person approach at the local level.

The Welsh National Gymanfa Ganu Association, Inc.

(Founded 1929)



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1 February 1999

Lynn Owens-Whalen
[REDACTED] Dunbar St.
Vancouver, BC
V6N 1W8
Canada

Dear Lynn,

I've sent you a lot information and suggestions relative to a "structured membership" program and have indicated a number of times that whatever we do has to be viewed as a long range effort involving all of us: the officers, trustees, executive director, members and friends.

The big problem with any membership effort is where to start. Names and addresses of potential members have always been an obstacle. However, one source of this information that we do have is the list of individuals who are on our mailing list and not on our membership list. We have to look at our lists with a degree of caution since Ellis is finding they need purification. This is a place that could provide us with our most immediate return. I don't think our membership drive should be delayed pending this purification process.

I've targeted some 22 states that I believe provide us with another starting point. The problem is getting names and addresses. I have often wondered how to start on this. The inclosed breakout of 1980 census data in the United States to indicate the by county distribution of Welsh-Americans who reported both parents Welsh could help in narrowing the target area and permit all those who must help to focus on selected areas. Obviously, one would expect that the number of those with only one parent of Welsh descent would be correspondingly significant. It may be productive to prepare news releases on the WNGGA that could be worked into local newspapers servicing large Welsh-American concentrations. Maybe, ads would be appropriate and attract attention. A list of newspapers serving areas with relatively large concentrations is also inclosed.

Experience, indicates that the NWAFA home page on the Internet has generated over half on the new members in 1998. With our new home page up and running, we should be alert to new members from that source.

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North America's final, foremost gymanfa of the century featuring a premiere for the new millennium...

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I do not mean to ignore the problem of membership in Canada. Everything I have written on this subject applies equally in Canada. It's just that I don't have similar information available as a start in Canada.

I would like to see a proposal on membership presented during the mid-year meeting in May and hope for a responsive reaction from all who are there.

Reference the above regarding a news release. I have also inclosed an article that appeared in the Allentown Morning Call, a newspaper servicing a large metropolitan area in Eastern Pennsylvania. This resulted when a reporter called earlier this year and asked me for information on local Welsh-American activities. Something like this could be personalized locally and tailored to provide similar information on the WNGGA. The basic information appears in past issues of *HWYL* and was intended for this purpose.

Sincerely,

Alfred J. Reese, Jr.
President, WNGGA

cc: Alan Upshall
Dave Williams
Ellis Jones

P.S. I almost forgot to send you an extract from a message I received from Ellis that describes his thinking on a "Structured Membership Recruitment".

X-From: Lynn_Owens-Whalen@richmo [REDACTED] Tue Feb 2 15:07:09 1999
Return-Path: <Lynn_Owens-Whalen@richmo [REDACTED]>
Date: Tue, 2 Feb 1999 09:58:42 -0800
Subject: Membership
To: afreesejr@aol.com, aupshall [REDACTED], ellis@ [REDACTED]
From: Lynn_Owens-Whalen@richmo [REDACTED] (Lynn Owens-Whalen)

Prior to involving committee members, I thought that I would share with you ideas that I have regarding membership. There is no question to me that 'membership' needs to have both long and short term goals. And so, my preliminary comments are framed in this way. I would define short term as year one and year two. Long term is more than year 2 and specifics will modify depending on how we do in the first two years.

Year One and Year Two

1. Correct the Membership Lists

As I am absolutely sure that you have already discovered, the membership lists are not yet correct. I would suggest that our first step is to request that trustees assist us in correcting the lists. This will mean that trustees will need copies of both individual and organizational lists. Question: Is there Freedom of Information and Protection of Privacy legislation in any jurisdiction that will prohibit or limit us from revealing membership lists to trustees ?

The process of confirming active members needs to be determined. My suggestion is by postcard (with WNGGA flashy on the front). I think that this is better than phone because there are bound to be changed phone numbers etc. and it may not be a good use of trustee time.

2. Targetting 'National' individual attendees who are not members of WNGGA

I suggest that this be a mail out campaign. The letters / brochure will also have to 'sell' the WNGGA to the reader and provide a simple and easy way to join up. So, there will have to be a 'catchy' or 'colourful' Dragon or whatever to catch the reader's eye. Information will need to include acknowledgement of the readers interest in Welsh culture, reasons or incentives why it is great to join and process for joining. In terms of reasons / incentives, we need to include 'stuff' like reduction in cost of publications, opportunities for networking with other people and organizations of Welsh descent etc. This could all be done in the form of a brochure with a tear off part to return with application for membership and dues.

I also had a brilliant idea that a venue site like Minneapolis or Ottawa we could enter the names of those who join as Life Members in a lottery. The prize could be ' seminars free', or 'banquet free' or whatever. Amazingly enough, lots of people like a lottery. Just look at the raffles at recent past venues. Even I buy a ticket ! Another thing to consider is including an envelope with prepaid postage if we want a really big return. Haven't figured out the \$ and the risk just may be too high but it is worth considering.

3. Targetting organizational 'attendees' of the National

Much the same as above except from an organizational benefit point of view.

4. Higher profile of the 'National' as an organization at the 'National'

We could do a WNGGA reception. I like this idea actually. In fact we could do a couple and have WNGGA 'programme' citing benefits of membership. Brochure, video, short programme all are possible. Just one thing for sure, there cannot be any parallel events unless we are prepared to have more than one reception. (Same with the AGM bug bear of mine, personally).

Another idea is a more active reception desk.

Members of WNGGA Board need to be identified as representatives of the 'National'.

All events should either have a National officer speak or National officer(s) be introduced.

Year Three, Four etc.

1. Continue short term goals.

2. This is where I think that we need to focus on networking. By this I mean, the WNGGA providing opportunities for individuals and organizations to communicate with one another. I think that we have already started this through the Web Site but it will take a while for those who are not

computer buffs to catch on to this. The notion is that the hub of the networking wheel is the WNGGA. This is also where our creative juices will need to flow.

I have a number of people who may be interested in assisting by membership in a Membership Committee Helen Steinle (Victoria, B.C.), Phyllis Morgan Owens (Vancouver), Buddy and Paula Evans (Lebo), Gwenfyl Jones (Llanelli) and Cerwyn Davies (Toronto. I hope that there are others that you can think of, especially in the US South West, and in the US East.

Please provide feedback on these initial ideas. My goal would be to provide trustees with a 'report' if not 'recommended' plan at the mid year meeting in Niagara Falls.

Got to go. Talk to you soon.
Lynn

To: Lynn_Owens-Whalen@ric [REDACTED] (Lynn Owens-Whalen)
From: Ellis Jones <e [REDACTED]>
Subject: Ann G Roberts
Cc:
Bcc:

Lynn: First, thanks for e-mail about ideas for membership recruitment. Within the next few days you should receive a note from me (sent to all Board members) asking each one at whatever St. David's event is attended to ask to bring greetings to the group, to call attention to the Minneapolis National registration flyer which will be here on Monday, and to ask people do join WNGGA. A membership envelope is enclosed with each memo and a request to be in touch with us as soon as possible on how many are needed for their St. David's event. I'll go over you e-mail probably tomorrow and respond. I'm in the midst of printing out envelopes for the special mailing--have 1,000 done and about 1300 to go.
Item 2. Mail has been returned for Ann G Roberts, [REDACTED] Fullertin, North Vancouver, BC. A notation on the envelope says that it is incomplete. Do you know her? Could you get her complete address? For the time being we have removed her from the mailing list because it isn't correct.

Ellis J.

*membr
ette*

X-From : aupshall@ [redacted] Wed Feb 3 19:29:54 1999
Return-Path: <aupshall@ [redacted]>
X-Originating-IP: [206.64.222.41]
From: "Alan Upshall" <aupshal [redacted]>
To: afreesejr@aol.com, e [redacted]
Subject: Fwd: membership
Date: Thu, 04 Feb 1999 01:29:19 GMT

Lynn asked me to send this reply on to you.
alan

>Received: from 206.64.222.41 by www.hotmail.com with HTTP;
> Wed, 03 Feb 1999 15:29:08 PST
>X-Originating-IP: [206.64.222.41]
>From: "Alan Upshall" <aupsh [redacted]>
>To: Lynn_Owens-Whalen@rich [redacted]
>Cc: aupshall [redacted]
>Subject: membership
>Date: Wed, 03 Feb 1999 23:29:08 GMT
>Mime-Version: 1.0
>Content-Type: text/plain

>
>Wasn't looking at my fingers so I must have pressed a wrong key and sent
>the just started message. Don't ask me which key it was.

>
>2. membership lists: I see no problem in letting trustees have the
>membership list as long as they are told to let it go no further.
>Trustees are elected to help the organization and I would think that
>they have this delegated authority to use the list. Are you expecting
>trustees to check against local lists, use cold calling or try to
>correct addresses. Probably many people have moved.

>
>3. Active members. I like the idea of flashy card, much better than
>cold calling. This, I suppose, will have to be a return stamped card.
>You rightly talk about costs. Could the return be on a bulk mailing?

>
>4. Targeting National attendees. How far back are we going to go?
>There is much list checking and comparison to be done here to avoid
>double sending. The brochure, which as you say has to catch the eye,
>should describe the benefits of belonging to the WNGGA rather than
>asking for demographic information. As you say, networking,
>affiliation to other groups, ?discounted publications? Am I missing
>something?

>
>5. The idea of the raffle for joining is right. Why not make it a
>real
>incentive and give the weekend free? (except for accommodation and
>meals
>etc). we would have to investigate the legal issue for such a big
>prize. Annual members could get a lesser prize like a free seminar.
>For interest, the Bellevue raffle for the quilt raised about \$800, at
>which we were a little disappointed. This may have been a marketing
>problem because it was hidden on the PSWA stall. The raffle tickets
>will have to be on the WNGGA stall, which of course has to be next to
>the registration desk.

>
>6. Organizational attendees: How can we recognize?. How many
>organizations send attendees as such? Benefits for an organizational
>membership? How about, access to WNGGA bulk mailing possibilities
>which
>would reduce their postage? What cost are we thinking about
>organizational membership? Would the cost be related to numbers of
>members? Is an incentive one free seminar ticket for 25 members every
>year? How about representation on a subcommittee?

>

*membership
LTO*

X-From: Lynn_Owens-Whalen@richmond [REDACTED] Sat Feb 6 14:04:41 1999
Return-Path: <Lynn_Owens-Whalen@richmond [REDACTED]>
Date: Sat, 6 Feb 1999 12:04:25 -0800
Subject: Re: membership
To: aupshall@hotmail.com
Cc: afreesejr@aol.com, ellis [REDACTED]
From: Lynn_Owens-Whalen@richmond [REDACTED] (Lynn Owens-Whalen)

Thanks for going through the outline that I put together. Thought I could comment on your comments as usual.

1. I agree that we should set realistic goal(s) as a headliner to any plan that we present to trustees. Anyone got any short term (say, 2 years) and long term goal(s), as you say, where do we want to be in 2005 ? Sounds like we are on the same track re: short and long term plans.
2. You asked if I expected trustees to check local lists. Yes, I don't see that this would be too difficult a job to do. We could provide cards to them too rather than expect them to telephone people. Your thoughts ?
3. I don't know about the bulk mailing. Ellis do you ?
4. My thoughts were to go back perhaps four or five years. However, there is a bit of a glitch here in that Gymanfas tend to happen more in the east than the west. So I would suggest that we make a bit of an exception here and include cities such as Bellevue and Kansas City. That way we have a bit of an 'in' on those who attend Nationals in the PNW and central US.

I agree about the double checking. Wouldn't it be nice if cross referencing can happen via computer technology. Doubt it though because up to now registration has occurred on different systems, right ? So, backup, a very, very keen couple of committee members ??????????

5. I have no problem going for the free events and registration weekend. I agree that transportation, accomodation and food would not be included. I like the bit about the raffle being at the WNGGA table an excellent draw.

6. I think that Ellis has a list of those attendees who are representing organizations. But we could also get information by including on registration forms a space for the individual to list membership in other Welsh organizations. Obviously not this year but it may work in 2000. I like the idea about access to WNGGA bulk mailing etc. The incentives are good too. You mean a WHGGA sub committee of individuals who represent local organizations. I like this idea. Even if it ad hoc right now and their task is to generate ideas of how the WNGGA can benefit them. Great idea.

7. Do we have a really terrific laminated WNGGA banner ? If not, let's get one ! The idea of identifying life members is a great idea too. Stickers are good because the WNGGA can fund them rather than the local venue committee. We would just have to be sure that there is a spot on the identification tag for the sticker.

8. So, Alan, the banquet ? May I sit with you ? (teasing !) We do have trustee ribbons but they have not been handed out for quite some time. Can we have them ready for Minneapolis ? And I agree that they should be worn at all events. Roy Morris would absolutely agree. This was one of the points he made, over and over again.

9. What is WTB ? Our organization has what we call an 'involvement reception'. The purpose is for members to attend who are interested in becoming actively involved in the organization. We don't get 1700 members attending but in a good year, 40 - 50. My thoughts came from this notion. If we had a social event over which we could personally speak to the benefits of membership. Wouldn't mind exploring the notion a bit.

10. Me too in terms of speaking but not in terms of acknowledgement. So often, WNGGA is not visible at all. We need to find a way in which the WNGGA is 'present' in an official form at all major events. I am looking for something in the middle. Could be acknowledgement, could be a gesture or carrying out a task, could be a speaker whatever.

Thanks for suggesting Rhiannon Acree from California. Do you know if she has an email address ?

Talk to you soon.

Lynn

X-From: Lynn Owens-Whalen@ [REDACTED] Wed Feb 10 09:53:07 1999
Return-Path: <Lynn_Owens-Whal [REDACTED]>
Date: Wed, 10 Feb 1999 07:52:56 -0800
Subject: Membership
To: afree [REDACTED]
Cc: aupshall [REDACTED], ell [REDACTED]
From: Lynn_Owens-Whalen@ [REDACTED] (Lynn Owens-Whalen)

I received your letter yesterday. Thanks for the information and suggestions that you make re: membership. I have also identified the need for the 'purification' of membership lists and in previous emails we were trying to clarify a process to do just that. This is an ongoing process and likely will never stop. So, I agree that every other initiative be held up pending accurate lists. However, I do see this happening as we begin other related activities re: increasing membership. My guess is that we will have several initiatives going on at the same time. The caution is, of course, that we don't have too many balls in the air at the same time.

The idea of running 'adverts' in areas of high concentration of people of Welsh descent is really good. This brings up the question of creating a structure (sub committee or whatever) of trustees who would concentrate on 'publicity'. As you mention and I have certainly agreed, everyone needs to get involved in this and this could be one way to include trustees (and perhaps others) who could contribute by taking on this specific task.

Your comments about the NWAf home page on Internet bringing in members is really interesting. I didn't know this. That's good.

Re: increasing membership in Canada we do have at least one member of the Board and many friends in Ottawa who would have easy access to Statistics Canada and may be able to generate similar information for Canada as you have for the US. This could be part of their contribution. As I have mentioned in previous emails, I also suggest bringing a report to the mid year Board meeting in the form of short term and long term objectives.

Prior to that meeting, however, I think it is important for the four of us to share ideas, as we are doing, and then I would like to request ideas from others ie. a membership committee.

So, given that the ideas that you suggest in your letter are incorporated into the 'draft plan' so far, are you okay with it so far ?

Also, in a previous email I suggested some individuals who would assist on a 'committee'. Alan has suggested one other individual ? Do you have any suggestions of people that we could include ?

Thanks again for the information and ideas.

Hope that you are getting the emails okay.

Take care.

Lynn

X-From: Lynn_Owens-Whalen@ [redacted] Mon Feb 15 11:38:43 1999
Return-Path: <Lynn_Owens-Whale [redacted]>
Date: Mon, 15 Feb 1999 09:37:29 -0800
Subject: Re(2): Membership
To: AFReese [redacted]
Cc: ellis [redacted], aupshal [redacted], daw6 [redacted]
From: Lynn_Owens-Whalen@rich [redacted] (Lynn Owens-Whalen)

AFReese [redacted] writes:

>Lynn,
>I agree with everything in your messages. We should be ready to present
>at the
>mid-year meeting and be ready to assign jobs. Another idea. I think it is
>very important to lay a requirement on each trustee to develop a cadre of
>members who will be willing to help in the search for names and addresses
>in
>their areas. This will require each trustee to be assigned an area of
>other
>States surrounding their state in whihc they will be responsible with
>their
>cadre to develop names and addresses. When this is done, a standard
>recruitment letter, personalized for each trustee, should be sent with
>the all
>the membership forms. I think it would be good to have sduccessful
>recruitments channeled back through the originating trustee to the
>International Headquarters. This will keep the trustees involved and give
>them
>a sense of accomplishment.

Great idea. Active participation is key if individuals are to feel really a part of an organization.

>One suggestion. I have had queries from other members of the committee. It
>would be a good idea to give them a brief on what is in the mill.

Sounds good to me.

One question, who do you have on your list re: who is on the committee ?

>Lynn, when you present your plan in Niagara Falls in May, it will be the
>most
>significant action regarding membership ever taken in the WNGGA. We must
>all
>remember that miracles do not happen over night. The most important
>words are
>PATIENCE and PERSISTENCE. When we get started we must keep going. This
>will be
>a measure of the true interest of a Officers, Trustees, and Members. We
>should
>not ignore past Officers and Trustees. Ellis should be able to develop a
>list.

Well, you got 2 of my 3 patience, persistence and prepared ! I have used this for a good long time now in many situations. Perfectly true for any membership plan.

>If I sometimes seem late in responding, it's because I don't read my mail
>daily. I refuse to become a slave to my computer and, as with us all,
>there is
>another live.

Yeah, work !!!!!!! I savour even a 15 minute walk from my office to the board office . Peace and quiet ! Hang in there with that 'other life'. Thanks for your comments, Alf.

>
>Lynn
>

MEMO

TO: Col. Reese, Alan Upshall, Lynn Owens-Whalen

FROM: Ellis Jones

DATE: March 18, 1999

SUBJECT: Thoughts on Membership

Sorry for this delay in responding to the e-mail exchanges regarding membership. The suggestions and ideas are all very good and have much potential for helping increase the WNGGA membership. However, as ideas and suggestions are made, it is really imperative that the implications for the Headquarters staff are kept in mind.

1. Data Base. The computer data base which I was given contained over 6,000 names and addresses marked in categories--Life, Annual, Organization, non member organization, non-member, and some miscellaneous. Within that listing, we are considering the Life and Annual and Organization as the prime data base.

We learned that there were a substantial number of errors. For example, our first bulk mailing of the Hwyl before Christmas resulted in a mailing of approximately 2,600. We asked the post office to let us know if the addresses were not correct. Over 310 pieces were returned with over 280 having no forwarding address. The others were deceased and there were a few forwarding addresses included.

The data base (Life, Annual, Organization) is being corrected with the 280-plus being marked as incorrect addresses. That would be a group to send to local organizations to ask if they have any information and current addresses for those people.

In January we received a print out from Columbus of the names and addresses of persons who had registered for the Columbus National. Our office secretary compared the Columbus print out line by line with our corrected data base. It took her 8 hours and numerous additional errors and omissions were caught.

We learned that only 400 entries on the Columbus list were WNGGA members. The remaining 600 are a group to be contacted to join and to come to this year's national. However, because the data base from Columbus was put on Quicken, which is non-exportable, we are stymied at the present moment from getting at that computer list. After numerous attempts by several people here, we anticipate that a quicken software package which should be here within the next ten days will give access to that data.

2. Membership Efforts from Headquarters. Early last fall the membership envelope was redesigned to make the dragon more eye-catching and the wording was modified to suggest that if the recipient is a member, they should share this with a friend or relative. Each piece of the Hwyl mailing included a membership envelope and a number of persons picked up on Col. Reese's suggestion to give memberships for children and grandchildren.

Responses from Headquarters to inquiries about the 1999 Minneapolis National have included a membership envelope and a suggestion that if they are not yet a member, they can be placed on the main membership data base by returning their payment.

Early in February the 1999 Minneapolis Registration Flyer was sent by bulk mail but no membership envelope was included. However, those who are calling, e-mailing, FAXing or snail-mailing are being sent a membership envelope when the packet is sent.

In January a letter was sent to each member of the Board inviting each of them to let us know how many membership envelopes we should send to them to distribute at whatever St. David's Day function they would be attending. As of this writing, only about 8 or 10 have responded.

A special mailing (bulk rate) has been sent within the last two weeks to over 500 persons in Minnesota, Wisconsin, North and South Dakota, and Iowa. Each piece included a copy of the membership envelope.

3. Mass mailings. In the e-mail exchanges there has been a hint of using mass mailings. Please note that the headquarters staff will try to implement whatever the Board decides. However, our resources of time, energy, and funds are limited. My personal experience in recent years is that mass mailings are treated as junk mail and are usually discarded.

Hence, the approach we have used is one-on-one if possible through responses to inquiries.

4. Contacts with former national attendees. In the e-mail exchanges reference has been made to contact persons who have attended previous nationals. This is a good idea but again, there are limitations on what the Headquarters staff can do.

Each venue has used its own system for processing registrations and as a result we are not able to get at those names and addresses for special mailings. The analysis of the Columbus listing (hard copy only) showed that there were approximately 600 registrations which did not have WNGGA memberships. This is an excellent source to contact.

However, because of technical problems with the Quicken software used in Columbus, it appears that those 600 entries will have to be individually re-keyed to get them into the computer. This will take time unless we can solve the problem of exporting the Columbus data to File Maker Pro.

It is my feeling and suggestion that rather than go back to old lists, let's just go forward with our new system and then from this point on use a single system to keep track of registrants at nationals.

Late in January I met with the Ottawa committee and it was agreed that if they are to handle registrations in Canada for the Ottawa national, they would use the same

File maker pro program we are using for Minneapolis. In my meeting with the California committee about three weeks ago, it was indicated that the registrations would come to International Headquarters where the same system is used. Eventually the "former attendees" list would be easily accessible for whatever needs there are.

5. Higher Profile of Board Members at National. Yes, I know what you want and we in the Minneapolis venue will provide a strong visibility for Board members. We won't have a miter and stole for each member but other person's attending the national will recognize board members as VIPs. (Ha!)

6. Retreat. A suggestion which I throw into the mix is that late in September or early October, the Board of Trustees or the Executive Committee or regional groups on the Board should hold a working retreat to discuss and brainstorm and come up with a "plan of action" that is agreed upon and is understood by all in attendance. This could be held at the International Headquarters or at some other centrally located place.

Well, this is pages long but I wanted to be sure to get back to you. I repeat what I have said repeatedly during the year--the International Headquarters staff does not make decisions outside of the immediate logistics. It does within the limitations of time, energy, and funding provide logistical support in any way it can to help meet the goals of the Association.

To: Lynn Owens-Whalen@richmond.wv.gov (Lynn Owens-Whalen)
From: Ellis Jones <ellis@richmond.wv.gov>
Subject: Re: minutes and membership
Cc:
Bcc:

Lynn: Thanks for note. Yes the picture did arrive, I sent it on to the editor of the program booklet and last Sunday we saw the first rough draft--all is OK>
With regard to the Minutes, perhaps the changes in italics would be the best way to go. There are a lot of pages so perhaps you could just indicate the page and line number and then put old and new wording so you only have a page or so to distribute. I'll be remind Board members to bring with them their copy of those May 15 minutes.
Regarding Membership, it seems to me we've been doing things in a reverse order. How about setting out a series of goals for a Membership drive...why should people join our organization. Then if we can get agreement on that we can move to the next step to discuss how to implement it. I have been very uncomfortable with the appointment of a Membership Committee without some guidelines or goals for the committee to work on. Does that make sense to you?

Your report could be in parts:

1. Goals for Membership in WNGGA (Why do we feel it is important that people join? How does membership tie in with our basic purpose as expressed in the Constitution? What advantages are there to membership in WNGGA? [one right now has been that primary mailings go to members and non-members have to wait. I've passed that on to a few non-members and I think we have picked up their membership]

2. If there is agreement among the Board of Trustees, then the next step would be to determine how we can encourage non-members to join--what are some of the ways? Brochures? [I have asked Col. Reese to revise the basic information flyer that we have had in the office but which I have not sent out because it is so old and so "goopy" looking.] Closer connections with our Welsh Associated Organizations? [I just recently cleaned up the address list for the Welsh Associated Organizations to determine who is the main contact person so now I can send out information to them. I have also suggested that the Friday morning roundtable breakfast should have Col. Reese making comments on "us and us" to deflect the "us and them" mindset which has been so prevalent in the last many years. Then my suggestion is to have board members at each table to lead a discussion on how can national and the locals work more closely together. An obvious outcome would be for them to constantly seek new members for national--if we have a nice flyer and are united in our understanding of the goals of membership.]

Well, this is long but just some ideas that can be written very succinctly so the Board can quickly go over them and do a good job of making a personal commitment to work on increasing the membership.

Gotta go--take care...

Ellis J.

M E M O

TO: Lynn Owens-Whalen
FROM: Ellis Jones
DATE: July 28, 1999
SUBJECT: Membership Stuff

In going through some stuff, I came across the enclosed 1993-94 Membership Drive Plans Proposal (when I was National President). It never got anywhere because of the "us and them" mindset among the Welsh Associated Organizations (those groups which have paid the organization life membership fee.)

I send this to you as possible input for your membership committee report. The focus was on getting assistance from the WAO.

Hope your trip to the East Coast went well.

tag

Enclosure

AGENDA ITEM 5.2 1993-94 Membership Drive Plans Proposal

1. Ask each associated organization to appoint or elect a Membership Liaison person.
2. Responsibilities of Membership Liaison Persons:
 - a. Help encourage local organization persons to become members of WNGGA in addition to the local organization.
 - b. Distribute WNGGA and local organization membership information to persons attending local functions.
 - c. Keep WNGGA International Headquarters informed about local organization officer names, addresses, and telephone numbers.
 - d. Bring greetings from WNGGA International Headquarters and Board of Trustees to each local organization meeting.
3. Responsibilities of International Headquarters
 - a. Supply names and addresses of WNGGA members in local organization area to be used as contact persons to assist Membership Liaison person.
 - b. Provide supply of information flyers and membership envelopes.
 - c. Maintain an up-to-date list of Membership Liaison persons for associated organizations.

+++++

Implementation Steps:

1. Approval of Board of Trustees Executive Committee.
2. Approval of Board of Trustees.
3. EJJ/Nelson write/call president/secretary of each associated organization asking for their support.
 - a. Explain action of Board of Trustees.
 - b. Outline points 2 and 3 of proposal list.
 - c. Suggest that the local organization start with persons from organizations at Round Table Breakfast in Wilkes-Barre.
 - d. Establish direct contact with Membership Liaison person by letter/phone/FAX.

(C:\WP51\WNGGA\MMBRSHIP.MMO)

MEMO + + + MEMO + + + MEMO

TO: WNGGA Board of Trustees
FROM: Lynn Owens-Whalen, Chairperson, WNGGA Membership
DATE: September 3, 1999
SUBJECT: Membership Report

Committee Membership:

Lynn Owens-Whalen (Vancouver, British Columbia)
Cerwyn Davies (Scarborough, Ontario)
Paula Evans (Lebo, Kansas)
Ellis Jones (St. Peter, Minnesota)
Gwenfyl Jones (Llanelli, Wales)
Phyllis Morgan Owens (Vancouver, British Columbia)
Alfred Reese (Lehighton, Pennsylvania)
Helen Steinle (Victoria, British Columbia)
Alan Upshall (Kenmore, Washington)

Recommendations:

1. That the Board of Trustees establish a Membership Committee as a standing committee of the WNGGA.
2. That the Board of Trustees adopt the following as terms of reference for the WNGGA Membership Committee:
 - (a) To collect information regarding demographics of the membership of the WNGGA and make it available to the Executive Director and members of the Board of Trustees.
 - (b) To recommend to the Board of Trustees ways in which the Life Membership of the WNGGA, both individual and life, can be increased and sustained.
 - (c) To actively provide structure for the objective that a focus on increasing and sustaining life membership is essential for the "future" of the WNGGA.
 - (d) To identify and recommend short and long term goals to the Board of Trustees regarding increasing membership in the WNGGA.
3. That the Board of Trustees adopt the following short term action plan:
 - (a) Initiate the Membership drive by declaring September 1, 1999 - September 1, 2000 as WNGGA Membership Year.
 - (b) Correct the Membership Lists

Responsibility of Trustees:

- Assist in updating and correcting the membership lists both for individual life membership and organisation lists. It is recommended that the Trustees review the "Where Are They Now?" notebook and check their own state/province.

- It is recommended that telephone contact be used where possible. For those who are unable to be contacted by telephone, it is recommended that a "postcard" be sent which includes name/address of "member," WNGGA address, logo and return postage on one side and a brief message with a colourful WNGGA identification and place or the individual/organisation to respond to information re: membership.

Responsibility of the Executive Director:

- Provide trustees representing various regions with individual and organisational lists.
- Supply Trustees with "postcards" in the event that prospective members are unavailable by telephone.

NOTE: This is already being done at International Headquarters based on return mail and correspondence from members.

- (c) Continuous updating of membership lists.

Responsibility of Trustees:

- Direct information regarding membership must be directed to the Executive Director at WNGGA headquarters at the minimum of four regular times during the calendar year...October 31, January 31, April 30, July 31.
- Provide the Executive Director with an updated list of local organisation officer names, addresses, and telephone numbers.

Note: The Executive Director is printing out a complete membership list with updated addresses as of mid-August, 1999.

- (d) Conduct a mail out campaign.

A letter or brochure needs to be developed that would "sell" Life membership in the WNGGA. The letter/brochure should:

- (1) be bright and include a symbol of the National, i.e. a dragon.
- (2) Recognize the reader's interest in Welsh culture by virtue of their attendance at a past "National" or other Welsh events/activities.
- (3) Provide reasons why they should be a Life member of the WNGGA.
- (4) Provide a list of incentives for becoming a Life member of the WNGGA, e.g. reduction in cost of publications and/or registration at future "National," opportunities for networking with other people and organizations of Welsh descent, future venue sites could include a "draw" of those becoming Life members in the year between "Nationals" and as a prize award free seminars, banquet, concert, or ? at the next "National >'
- (5) Indicate the process for becoming a life member, names to contact, etc.

It is recommended that this be the responsibility of the members of the WNGGA Membership Committee.

- (e) Higher profile of the WNGGA as an organisation at every "National." This can include, but not be limited to:

- (1) Establish a WNGGA reception.
- (2) Active WNGGA desk located immediately beside the registration desk.

Responsibility of Trustees:

- Attend the desk on a continuous basis.

Note: At the 1999 "National" in Minneapolis, the WNGGA booth will be at the entrance of the Welsh Market Place. Membership envelopes, the revised brochure, Hwyl, and the notebook "Where Are They Now?" will be at the WNGGA desk. Also, at the 1999 "National," those who have indicated on their registration form that they are not members of the WNGGA will receive a new membership envelope in their pre-registration package.

- (3) Create a continuous video, brochure which depicts the purpose of the WNGGA and the benefits of individual and organisational membership.
- (4) Ensure that local venues not schedule any events at the same time as the WNGGA Annual General Meeting.
- (5) WNGGA life members can be identified by their identification tag at the "National."
- (6) Trustees and WNGGA officers be identified as representatives "National"

Note: At the 1999 "National" in Minneapolis, every member of the WNGGA Board of Trustees will wear a name tag with a daffodil.

- (7) Ensure that at all events, WNGGA is visible either subtly or overtly. This can be done by a WNGGA officer introducing an event or speaker, participating in an event or ?.

- (f) Higher visibility of the WNGGA at local and regional events.

Responsibility of Trustees:

- Bring greetings and describe benefits of membership in the WNGGA at all local and regional events.
- Be an active representative and advocate of the WNGGA at local and regional events. This includes speaking, distributing flyers and membership envelopes.

4. That the Board of Trustees adopt the following long term action plan in principle:

Long Term Plan

- (a) Continue short term goals.
All of the short term goals identified above be acted upon on a continuous basis.
- (b) Networking
This could include, but not be limited to:

(1) Provide opportunities for individuals and organisations to communicate with one another in ways that support the purpose and mandate of the WNGGA as identified in the Constitution.

- Web site
- Interactive sharing of information

(c) Focus on individuals who have attended a "National" within the past e.g. five years and who did not take out a life membership. In order to accomplish this, the following steps need to be taken:

- (1) Gather lists of attendees at the past i.g. five "Nationals." This is the responsibility of the Executive Director with the assistance of past venue chairpersons.
- (2) Identify individuals who attended and who did not choose to become life members. This is the responsibility of the Executive Director.

NOTE: This is difficult to do because of different computer systems. However, we are trying to standardise the systems now. Both the International Headquarters and Ottawa are using File Make Pro. This is also difficult to do because of address changes and, hence, the accuracy of past lists are suspect. However, in spite of difficulties, it is recommended that to the extent that this is possible, the WNGGA adopt this as a goal, in principle.

Information Available:

The Welsh in the USA: single ancestry: both parents Welsh (by state and country)

WNGGA Membership Status Reports (1998-99)

WNGGA Membership List - in postal code sequence

WNGGA Welsh Associated Organizations

List of Newspapers (a list accumulated from the list of Welsh descendants.

Where Are They Now? (a list of the over 300 life and annual members whose mail has been returned to the Headquarters with no forwarding address.

X-From: lowens-whalen@richmond [REDACTED] Tue Apr 18 14:44:33 2000
Return-Path: <lowens-whalen@richmond [REDACTED].ca>
Subject: Re: Membership Committee Report
To: ellis@gustavus.edu
From: lowens-whalen@richmond [REDACTED] (Lynn Owens-Whalen)
Date: Tue, 18 Apr 2000 12:47:57 -0700

Y M

I see that I have not tended to my email lately. I'm so sorry. We have had Kristian here in hospital for ten days so it has been pretty wild to say the least. He has had lung trouble ever since he went back to Whitehorse in November. Over the past 6 weeks, he has been here three times and his lung capacity was as low as 32% and dropping. With a week in hospital, steroids, cortisone and antibiotics, he is not at 52% and flew home this morning. We just want some sleep.

How was San Jose ?

You will be proud of me in that I am now the elected secretary of the Vancouver Welsh Society. So, I now have access to membership lists + can insert a little WNGGA influence in Vancouver. Confidentially, that is my plan.

I see that April 28 is next week end so I had better leave the chat to then and refer to the wonderful work that you have done on my behalf.

ellis [REDACTED] writes:

>Hi Lynn: Over the weekend in San Jose I had time to go over the
>Membership
>Committee report which was approved last September and noted that a number
>of items have already been implemented. How about the report of April 29
>including only the main headings with a comment under each one as follows:

>
>BACKGROUND: At the September 3, 1999, meeting of the Board of Trustees
>and
>the September 4, 1999, Annual General Meeting, a detailed Membership
>Committee Report was presented and adopted. This Memo provides a summary
>of progress made on the various sections of that 1999 Membership Committee
>Report.

>1. That the Board of Trustees establish a Membership Committee as a
>standing committee of the WNGGA.

>
> COMMENT. A decision needs to be made about including an amendment to the
>Constitution permanently adding the Membership Committee. At the present
>time only the Executive Committee and the Nominating Committee are
>included
>in the Constitution. President Reese did appoint several persons to serve
>as the Membership Committee.

This is true.

>2. Initiate the Membership Drive by declaring September 1, 1999 -
>September 1, 2000, as WNGGA Membership year.

>
> COMMENT. This was approved by the Board of Trustees and members at the
>Annual General Meeting.

Yes and is being implemented.

>3. Correct the membership list.

>
> COMMENT. This is an ongoing project of the WNGGA Headquarters staff with
>the assistance of trustees and other members.

You sent out a list for trustees to update. Did you get a 100% response ?
How do we know that the list is accurate now ?

>4. Continuous updating of the membership lists.

>
> COMMENT. This is being done by the Headquarters staff with a membership
>report prepared regularly by the Executive Director.

You sent out a "returned mail list" on January, 2000 for trustees to
correct. What is the response from trustees ?

>
>5. Conduct a mail out campaign.

>
> COMMENT. A new flyer entitled "What is the Gymanfa Ganu?" was published
>around the end of the 1999 calendar year and has been distributed to not
>only all WNGGA members but particularly at St. David's events.
>Headquarters staff continues to distribute copies of the flyer with
>correspondence processed at the Headquarters office.

Yes although this mail out went to trustees who then distributed the pamphlet as they saw fit.

I don't know that we have sent out anything to those who are for example, annual members, and have not taken out life membership.

>
>6. Higher profile of WNGGA as an organization at every National.

>
> COMMENT. In Ottawa there will be a WNGGA Table for the distribution of
>information about the organization. QUESTIONS: Should the WNGGA share
>the
>costs of the opening reception and have it identified as a co-hosted
>event?

> Should there be a receiving line of trustees at the opening reception?

>Is

>the use of a daffodil on each trustee's name tag enough of a designation
>that the wearer is a trustee? Should there be a special ribbon instead?

>Should trustees name tags have more than name, city, state?

Yes.

>
>7. Higher visibility of WNGGA at local and regional events.

>
> COMMENT. The headquarters staff attempted to make arrangements for
>trustees to receive special recognition at St. David's Day events. In
>addition, copies of membership envelopes, "What is the Gymanfa Ganu?"
>flyers, and other items were sent to the trustees to use in bringing
>greetings. QUESTION: Was this successful?

Good question. It really worked in Vancouver.

>
>8. Focus on individuals who have attended a National and who did not take
>out a life membership.

>
> COMMENT. Headquarters staff will be making a special mailing to
>non-members who attended the 1999 Minneapolis National including a
>membership envelope, an Ottawa Information/Registration flyer, and a cover
>letter indicating that WNGGA members had received the Ottawa information
>in
>February. The letter will invite the non-members to join so as to get on
>the main data base.

Great. I know you have read my previous comment. I think there is a real pool of interest here.

>
>9. FURTHER COMMENTS:

>
> a. Headquarters staff is ready to prepare a "segmented" current
>membership list by province/state to send to each trustee. Trustees would
>be asked to review the list and personally contact persons not on the list
>with a membership envelope and an invitation to join. The members of the
>Board of Trustees are located in 2 provinces, 5 eastern states, and 6
>western states.

Can we do this annually

>
> b. Should persons in "non-trustee" states be contacted to ask them to
>serve as a membership chairperson for that state with headquarters
>supplying membership envelopes and flyers?

As trustees are elected according to geographical zones, I would suggest that this is natural. Mum and I have taken on Western Canada and have contacted people as far east as Manitoba.

> c. Should Welsh Association Organizations be contacted to name a
>"National Membership Liaison" who would receive membership
>envelopes/flyers
>for recruitment?

Great idea.

> d. What other ideas are there to focus attention on the importance of
>membership in WNGGA?

Yup.

Should we also provide an updated membership Status Report for their
information. I know that they had it mailed to them, but the report does
indicate some interesting trends. When they see it again in August, I
hope that they see a gradual but steady increase.
Thanks for all your work Ellis.

I think that this is a very simple, direct and effective way of reporting.

Cheers !

Lynn

>

X-From : lowens-whalen@ [REDACTED] Tue Apr 18 15:02:28 2000
Return-Path: <lowens-whalen@ [REDACTED]>
Subject: Re: Old Constitution Provision
To: ellis@ [REDACTED]
From: lowens-whalen@ [REDACTED] (Lynn Owens-Whalen)
Date: Tue, 18 Apr 2000 13:05:56 -0700

ellis@gustavus.edu writes:

>Lynn: I located the WNGGA Constitution of a few years ago which included
>the Membership Committee as a special article. It first appeared in the
>1993 Constitution but was deleted sometime during the year because the
>1994

>does not have it. Anyway, here is what it said in the 1993 Constitution:

Very interesting.

>Food for thought!

If certainly is.

> Is this something that might be used on the Membership Committee
>using present members of the Board for specific regions? Is there an
>advantage to have the members of the committee all be members of the
>Board?

It may be. In effect, I have considered them and we have treated them as active participants but in their role as trustees. The 'committee work' including the writing of the report did not begin with them and I don't think that it would be effective for them to do so too many to do committee work. The other downside is that if we are attracting others into the active involvement on the association, then the Membership Committee really should reach out to non trustees but active members. Who knows, we may wet their appetite and they may become our future trustees. In response to the 1993 Constitution provision we could use this as an outline to create a new version. I think that I would prefer this route. For example:

>ARTICLE XIII MEMBERSHIP COMMITTEE

>a) The Membership Committee shall consist of nine (9) persons, including
>the Chairman, all of whom must be members and/or Trustees of the WNGGA.

I would prefer "shall consist of up to nine (9) members. Flexibility
!!!!!!!!!!!!!!

>b) The President of the WNGGA shall appoint the Chairman and Members of
>the Committee. The Members of the Committee shall be divided into three
>(3) classes beginning with the Members to be approved at the 1990 Annual
>Meeting of the Board of Trustees, three (3) Members of the First Class
>shall be appointed for one (1) year; three (3) Members of the Second Class
>shall be appointed for a term of two (2) years; and three (3) members of
>the Third Class shall be appointed for a term of three (3) years. At each
>succeeding Annual Meeting, the Successors to the Class of Members whose
>terms expire commencing the day of the Annual Meeting. Vacancies shall be
>filled for unexpired terms by appointment of the President. In addition,
>the National President the National Secretary shall be Ex-officio voting
>Members.

I understand the purpose of this but it is too complicated for my liking. It also doesn't ensure geographic representation. I would prefer a posting for committee members going out to the membership prior to a 'National' and that people should submit names to the Executive Director up to a certain date. Then the committee is appointed by the Annual General Meeting rather than the President or Executive. I think this would help to make the membership committee be presented as a committee of the membership for membership.

Your thoughts ?

>c) The responsibility, duties and operation of the Committee shall be
>determined by a Code of Regulations to be adopted by the Committee. Such
>Code of Regulations shall be subject to the approval of the Board of
>Trustees.

Good heavens ! What is a Code of Regulations. Not sure that I would want to go here. Perhaps they were referring to confidentiality of membership lists etc.

>d) The Committee shall present an annual report at the Annual Meeting of

>the Trustees and also at the Annual Meeting of the Members.

This is more than fair enough. Sounds really good to me.

>

>Lynn, there were some words missing from the original but the concept was
>there.

Hope this helps. We could write up a draft and pass it by trustees at
Waterloo just for feedback.

What do you think ?

Cheers !

Lynn

>