

Women's International League for Peace and Freedom  
United States Section  
Minutes of Board Meeting  
December 29, 2014

**Facilitator:** Mary Hanson Harrison

**Note Taker:** Deb Holley

**Time Keeper:** Nicole Scott

**Board Members in Attendance:** Barbara Nielsen, Deb Garretson, Deb Holley, Mary Hanson Harrison, Odile Hugonot Haber, Melissa Torres, Millee Livingston, Robin Lloyd; Peggy Luhrs joined the call later

**Staff in Attendance:** Paula Herrington, interim Executive Director

**Board Members Not in Attendance:** LaShawndra Vernon, Nicole Scott

**Non-Board Members in Attendance:** Ellen Schwartz, Theresa Cote, Marie-Louise Jackson-Miller, Ann Fleischli, Joan Bazar, Darien De Lu, Barbara Reed, Laura Roskos joined the call later

**Meeting called to order:** The meeting was called to order at 7:42 pm CST time by President Mary Hanson Harrison. She welcomed everyone and thanked them for attending during the holidays, saying that many good questions had been asked concerning the budget. She then mentioned that Altaira Hatton had resigned; the vacancy would be dealt with in an executive session, probably in Houston.

**Discussion of the 2015 budget:** Paula Herrington asked that the meeting begin with a discussion of the 2015 budget, since it was not discussed at the last meeting. She then began by giving an overview of the budget. She reminded everyone that the budgeted numbers could be changed as time passed, should circumstances change or more accurate amounts realized. She said that all of the questions and input had really been helpful, and some of the questions had enabled her to zero in on some specific budget areas; she mentioned the Local-2-Global project as an example where input from members helped in creating more realistic numbers. She also commented that the budget this year had higher expenses than usual, due to transition and Centennial activities. Paula then asked board members to examine the budget sheets sent out prior to the meeting. She explained that the column listed as "2014 Actual Projected" was what she expected the actual numbers to be by 2014 close. She took the year-to-date actual numbers, and added what she thought would be expenses for the remainder of the year to arrive at the numbers given. She used this as the reference point for comparison, rather than the 2014 budget, where some of the projected amounts proved to be inaccurate. She mentioned that the board would not be discussing 2014 expenses and performance at this meeting, since the year was not yet completed; rather, the topic would be comparing the proposed budget for 2015 to what Paula believed the total 2014 expenses would be. She told the board to note that the numbers highlighted in yellow in the "2014 Actual Projected" column were amounts expected to come from the Grow WILPF budget, which was

also detailed in the Grow WILPF documents. There were three columns on the 2015 budget report: the budget numbers were shown in the leftmost column; the middle column was the operating budget, and the column on the right was the Grow WILPF column, detailing the funding which was expected to be received by WILPF. Many of the categories listing Grow WILPF funds were listed in greater breakdown and detail in the Grow WILPF documents. Paula said that it was really challenging to match the Grow WILPF categories, which were created by the Development Committee, with the categories used in the accounting system for the tax forms; one was financial accounting, and one was managerial or tax accounting. She hoped the board could come to some consensus in the future on how the information should be formatted in the Chart of Accounts, but the current categories would have to do for now, and she hoped it was in a format that was understandable to board members. A lot of the funding amounts were based on what was seen this past year, but there were also a lot of things which were difficult to predict, such as bequests, the timing and ultimate success of the Grow WILPF campaign and other fundraising efforts, and when WILPF's differences might be reconciled with JAPA, with WILPF receiving any money owed. As far as expenses, Paula said the Financial Committee looked at the budget and the actual expenses for 2014, and some members shared with her what they thought the numbers should be in their particular area of expertise, which was very helpful; this was incorporated in the numbers. She stated that there were still some areas to discuss. She had already sent an amendment to the board members concerning the UN Practicum and Local-2-Global numbers. Just the past morning, Melissa, Dixie, and Paula had a conference call on the Local-2-Global and the Practicum, and because they now knew the exact number of participants in the program and also had learned that some restricted donations were intended for this program rather than the General Fund, these numbers had changed considerably, but were now more accurate. There was one error Paula wanted to note: under expenses in Accounting, for 2014, there was only \$2,500 for AMS, which was the deposit paid to AMS to begin the JAPA work. But there was also almost \$10,000 that would be paid to Patricia Cobb, in 2015, under contract, for the audit she completed in the fall of 2014. The audit was agreed to be \$7,500 and the additional expense was for some other services she performed. There was also \$9,000 expense projected for 2015 for Patricia Cobb (\$7,500 for the audit and the remainder for possible collaboration with AMS on some issues concerning JAPA), and \$12,500 was budgeted to be paid to AMS for the JAPA audit. Paula felt this was quite conservative, because there might need to be more meetings or additional work done.

**Questions for Paula concerning the budget:** Barb Nielsen thanked Paula for her work on the budget, and she then verified that the first column consisted of actual expenses that took place in 2014. Barb had thought Grow WILPF funds were planned to be spent exclusively in 2015 and forward, but apparently they were also being used to pay for some expenses in 2014. Paula answered that since it was real cash that had been received in 2014, it should be recorded in 2014. Barb then asked, referring to a question Millee had asked previously concerning categorization of legal versus governance expenses, if some of the items listed there could or should actually be in other categories. Paula answered that the expense could have been listed under either the "Legal" or "Governance" categories - either way could be correct. Barb then confirmed what each of the three columns on the financials represented: the left column was the actual and projected actual expenses to the end of 2014, the middle column was the projected operating budget, and the right column was the projected funds coming in from the Grow WILPF campaign, and where these funds

were planned to be spent. Millee also thanked Paula, and asked, concerning the 2015 operating budget, whether there was going to be a Finance Committee meeting to actually look at the Chart of Accounts and discuss what the classifications should be, such as whether an expense should be under "Governance" or "Legal". Paula replied that WILPF needed a working Finance Committee that met frequently, which it hadn't had up to now. The Chart of Accounts had been added to over the years as different items came up, and yet had never been condensed, and also, the administration liked a Chart of Accounts with information that could be transferred directly to tax documents; this state of affairs, however, wasn't very helpful to the membership. Paula hoped that there would be regular Finance Committee meetings in the future, and there would be some time devoted to this down the road to ensure that the information would tell the membership what it wants to know in the most helpful manner. Millee thanked Paula for her response and said she hoped that this problem would be put on the agenda for the retreat, as well as hopefully getting the Finance Committee to meet before that time. Robin spoke up, saying that an additional \$10,000 had been received just that day for Local-2-Global and the Practicum and she wondered why it wasn't listed in the 2015 budget. Paula replied that since the \$10,000 had been received in 2014 but was intended for the 2015 program, it was shown as a side note in the right-hand column. She added that if the two programs together (Local-2-Global and Practicum) in 2015 had a deficit of roughly \$16,000, then even with the additional \$10,000 received, the true cost of the program to WILPF was \$6,000. Unless additional funds were expected, there probably wasn't any way the program would pay for itself. Paula asked the board if there possibly had been other funds that came in the fall which mistakenly weren't budgeted to Local-2-Global and the Practicum, but actually were intended for them, but no one could remember any received. There had been some confusion as to the actual cost of the program in 2014, because a substantial deposit was made on the hotel rooms in 2013, which wasn't listed as part of the Local-2-Global expenses in 2014, thus making the program look less expensive than it really was. The question was then asked if hotel rooms had been reserved for 2015, and Paula said there was now a contract in place, but this time a down payment/deposit hadn't been required. Odile wanted to know if money was budgeted for interns and Paula answered that she did put an amount in, \$20,000. She asked if the board thought this amount was about right, or too high or too low. There was no further discussion on it, and Odile continued, saying that she also wasn't sure of the amount put aside for Program activities. Paula said that recently there was some communication with Carol Urner and Odile concerning prior money that had been set aside for Program, which wasn't being shown in these particular financial statements, since that amount would be shown as an asset. Odile suggested that an amount should be shown for each project in Program, and Paula said that was a good idea and it could be done, as part of the balance sheet. Odile also said that she would appreciate numbered pages, and Paula said that she did have numbered pages, and perhaps Odile had printed out the pages without the last column. Odile also asked about the WILPF funds held by JAPA. Paula said that everyone she had talked to has a general agreement that JAPA had about \$80,000 of WILPF funds, which JAPA would not release until the dispute with WILPF as resolved, which Paula hoped would be forthcoming the next year. Mary spoke up, saying it was the Sanjean bequest. JAPA's attorneys had said it is part of the dispute and should not be distributed to WILPF until resolution. Barb then had a comment: In the past, the number of participants in Local-2-Global had been based on the amount of funds which had been received for that program. The project usually made a little bit of money for WILPF as

well. Barb hadn't seen a budget for the current program, but was surprised that the student Practicum had a \$10,000 debit instead of breaking even. She acknowledged that Paula probably didn't know how this project had been set up in the past. Barb wanted to know if the 2014 program had lost money as well. Paula said she would also have to look at the 2013 numbers to make sure all expenses were included before being able to answer that question; she was surprised too, because Rita had told her that the Local-2-Global always broke even. But she thought this was one of the things that could happen during transition, where, once stability had occurred, fundraising could be done in advance so that in the future, the number of students could be decided based on funds available. This year, however, it looked like WILPF would incur the \$6,000 loss.

**Vote on acceptance of the 2015 budget:** At this point, Mary asked for a vote on acceptance of the 2015 budget. She reminded everyone that there would be further opportunity to discuss the budget at the Houston meeting, since this was a draft, and further input would be considered at that time. Paula asked Mary for clarification: Was this a draft, so that the vote would not be a formal approval, or was this a vote for formal approval of the budget that could be amended later? Paula said that it was important from her point of view that as WILPF went forward and spent money in the coming year, the correct status was known. Mary agreed that the vote would be on the latter; further changes would be amendments to the budget that was voted on and accepted at this meeting. Barb wanted to know where the money was, in the 2015 budget, for the upcoming board meeting in Houston. Paula said it was in the "Grow WILPF" budget, under "Board Capacity Building Meeting"; \$25,000 was allotted. Barb also asked for confirmation that the budget was not so etched in stone that it could not be changed, and that was also affirmed; the budget would be able to be changed through amendments. Millee questioned if the budget to be voted on was the 2015 operating column, which listed a total amount of \$250,000. Paula replied the budget was projecting \$292,000 for income for 2015, and \$250,897 for expenses. Millee then asked for confirmation that WILPF would have to raise the money to pay these projected expenses. Paula reminded the board that the budget might have to be adjusted if the money doesn't materialize. In the future, the budget should be corrected from month to month, depending on what money was actually received; some expenses might have to be cut. She also noted that the 2015 Local-2-Global and the Practicum numbers had already changed; there was approximately an additional expense of \$8,000 which wasn't shown in these pages. Millee wanted to know what the total amount was the board was to approve on this budget. Paula said it was about \$260,000 expenses (and income needed to cover those expenses) for the year. Paula promised to send out an updated copy of the budget with the amendments included. Barbara had an additional question: The current 2014 expenses were \$380,000, and the budget was projecting \$260,000 of expenses, meaning the new budget was \$120,000 less than what was spent in 2014. She asked if the board was aware of that and agreeable to it. Paula spoke up, saying that it was important in a year when an organization is going to donors, asking for funds, that the budget shows a surplus, so that donors don't think they're contributing to a "sinking ship". Barb thanked Paula for her insight and reply. Millee added that this budget was more explicit on where money is going and more practical than any budget she had seen for a long time. On a last note, Mary reminded everyone that the 2014 Congress expenses were included in the 2014 expenses also.

Roll call for approval of the 2015 budget was then taken. The individual votes were as follows:

Barbara Nielsen - yes  
Deb Garretson - yes  
LaShawndra Vernon – not present  
Deb Holley - yes  
Mary Hanson Harrison - yes  
Nicole Scott – not present  
Odile Hugonot Haber - yes  
Melissa Torres - yes  
Millee Livingston - yes  
Robin Lloyd - yes  
Peggy Luhrs - yes

There was a question as to whether there was a quorum present at the meeting. The answer was yes, there was a consensus available to accept the 2015 budget.

During a pause after voting, Laura Roskos was identified as having joined the call.

**The “Grow WILPF” campaign:** Paula then presented information on the “Grow WILPF” campaign. She asked everyone to reference the three sheets concerning the campaign that were sent to all board members earlier. The first sheet showed the five categories of broad goals: Information Technology, Program, Centennial, Capacity Building and Support for International. She said the subcategories were not cast in stone, and she asked the board especially not to be too concerned about the titles used for staffing at this point. Paula said the main request she was making of the board was to receive feedback on whether these were the goals the board was trying to achieve, and whether the relative allocation of money among the five areas was appropriate. The second page showed how some of these projects and hiring would be phased in over time, with considerable activity in 2015, and then continuing on into 2016. The final page showed how the \$1 million was projected to be spent on the line items over time; under 2015 it was shown how the amount of spending corresponded to the 2015 budget, and there was a small amount of money shown as already being spent in 2014. Paula noted that the phasing in of many of the planned projects depended on how fast the money was received. She commented that there had been a re-allocation of funds, with more funds put in Program, and the Support to International category decreased, after hearing feedback from the last meeting. Millee then asked if questions could be asked about each category, one at a time, and Paula agreed to use that method to discuss the planned allocations.

**Information technology budget amount:** Paula asked if there were questions concerning the Information Technology category in the budget. Barbara noted that \$50,000 had been allocated for website design between the last two boards, and she liked seeing \$130,000 allocated for IT, adding that if there was more money available, IT could probably use even more. She guessed the projected amount included money for not only the website and member data base, but also the list serve and other items. She wondered if the board should approve some of the details of the expenditures. Barb herself approved the \$130,000, but would like to see what some of the

breakdowns were going to be in the future. Paula responded that she agreed with Barbara, but until the committee had fully fleshed out what the costs were going to be, i.e., by getting some proposals, etc. the costs weren't really known. She felt, however, that broad allocations of money for each of these five areas should be the focus of approval at this point. Millee said that she understood that the budget was predicated on receiving the money, and she wanted to know if it was a 2-year budget. Paula replied that it was really a 5-year budget, with the big push being in 2015 and 2016, where the transitioning, assessment, re-trenching and building a foundation for the future would occur. The hope was that these new staff positions and the path forged for new members would allow WILPF to bring in more money and sustain these plans for more activities. Robin asked if there were job descriptions for the anticipated regional field organizers. Paula answered that no job descriptions had been created, because no one would be hired until after the Houston meeting, where fundamental decisions would be made. It was asked if the IT person could be hired before the Houston meeting. Paula replied that the first step in updating the IT system would be to build the systems and infrastructure, not hiring the IT person. She said that the equipment and system should be put in place, and then an IT person should be hired. Barbara said that Fran Foulkrod, who as chairing the IT task force, had already been talking to others about assessing the current IT system and making an inventory of what WILPF had and what was needed, without spending any of the \$130,000. Robin wanted to know when Fran's reports would be completed. Paula said that if everyone agreed that IT was a priority, the projects could be moved forward faster. Mary added that IT should be addressed right away, being a top priority. Paula said she had already gotten some recommendations on people, she would get some proposals, and she'd work with Fran and Barbara to move the IT project forward as soon as possible. She also said that after the Houston meeting, if the decision to set up the IT department was not the same as what had been discussed, the money could be used elsewhere instead. She remarked that there was actually quite a lot of money in the budget for staffing.

**Centennial Activities budget amount:** Millee asked about Centennial activities in the U.S. She wondered if having money budgeted for the Centennial meant that if a branch wanted to do something for the Centennial in the U.S., its members could apply for some money. Mary said that question should be directed to Heather Wellman. She asked if Heather had come up with a program to distribute money for such projects. Robin added that the money was planned to be distributed through the mini-grant committee for centennial activities. Barbara agreed that applications to the mini-grant program would be the best way to handle this. She then asked whether the Hull House event and the New York Public Library event, both having been considered as possible events celebrating the Centennial, were being planned. Mary asked that the board stick to the topic of deciding whether \$75,000 was an appropriate amount to allocate to Centennial Activities.

Barb asked about the difference between the Centennial subcategory U.S. Scholarship Fund for International Congress Travel for low-income U.S. participants, and the International Support subcategory Fund for International Travel. Paula confirmed that the former was for U.S. WILPF participants and the latter was a contribution for other international sections. Robin then said that more information had been gained since the last board meeting concerning how the delegates' expenses were paid at the last International Congress in 2011. She said the assumption was made

that the alternates weren't paid to go unless one of the original delegates wasn't able to go. It was pointed out that the alternates hadn't been told this before applying this year, however. Barb said that the same question was raised in 2008 by Pat O'Brien, who had pointed out that members who didn't have the funds to pay for travel to International Congress ended up not being able to go; only those who could afford it were able to make the trip. Paula said that a more pro-active policy should be used in the future, where WILPF would say it would pay for those who could not, but would encourage those who could to finance their own travel. Barb said that her feeling was that WILPF had an opportunity to make a policy going forward concerning involvement of members and use of its resources, but for this occasion, since nothing was said in advance as to what delegates were expected to pay, a different policy should be used; perhaps so many delegates shouldn't have been selected in the first place. She didn't feel it would be fair to tell everyone they must pay their way to The Hague. Robin thought that \$25,000, budgeted for travel to The Hague for the upcoming International Congress, seemed like a lot for WILPF to pay for expenses for delegates. Mary said the Centennial Coordinator should have been tasked with telling delegates the financial policy ahead of time, but it wasn't done. She thought there should be a meeting with the delegates to ask about their individual situations. She asked the board if the \$25,000 budgeted was considered too much, or whether the budget could be passed with the stipulation that after talking to the delegates the amount of money was re-visited. Barbara said that the \$25,000 should remain as is; WILPF should encourage everyone to pay as much as possible for their own travel expenses, and if any of the delegates felt they could not afford the total cost, they would receive aid. It was agreed by the board to handle the situation in this manner.

**Capacity Building budget amount:** There were no questions or comments. The amount for Capacity Building was agreed upon as being an acceptable amount by the board.

**Support for International budget amount:** Barb commented that she felt there was too much money being allotted for the International Travel Fund. She asked about the subcategory International Conference Registration Subsidy and if that amount was intended for U.S. members while the International Travel Fund was, as affirmed earlier, funds to be given to other sections needing money for travel. She asked if the International Section Contributions subcategory was WILPF's assessment from International. Paula replied that it was basically to help pay the assessment from last year and this year. Barb said she understood that it had already been paid in late 2014. Paula replied that it was, but it was done with \$10,000 allocated in 2014 from the "Grow WILPF" funds, and \$15,000 allocated in 2015 from the "Grow WILPF" funds. Paula said the assessment was what it was, whether paid out of the operating budget or out of the "Growing WILPF" funds. Barb then asked what the International Conference Registration Subsidy for International Travel Funds were. Paula said that the International Travel Fund was money being set aside to fund women from less economically advantaged countries who wished to attend International Congresses or other meetings. Paula said she assumed the Registration Subsidy account was similar. Barb said she was concerned that the amount in the International Travel Fund went from \$3,000 (\$1,000 a year for 3 years) in 2011 to \$45,000 in the current budget. She wondered how the budget got to that amount. Paula replied that it got there by starting with a plan that actually went back to the days of Laura's presidency, when the numbers were actually quite a

bit higher than the present numbers, and the current budget had trimmed them back. Paula didn't know what the right numbers were, but every version showed to the board was substantially lower than the previous one. Paula wanted to know from the board whether it now felt like the right range or should the cutting continue.

Robin said that the high numbers came from International's wish list that Laura had incorporated into the budget last spring. She said someone should talk to International and explain the situation. Mary said she had asked International several times previously for a more realistic money request, but she really had to wait until U.S. WILPF had an accurate budget. She would now write to International and ask for a more conservative request. Paula said that realistically WILPF couldn't pay that kind of money unless a large contribution was received within the first couple of months of 2015. Millee said she understood this was a wish list from International which the U.S. section really hadn't discussed, and this request was to help International pay for the conference at The Hague. She said she really did not believe this was something U.S. WILPF should consider itself beholden to, because WILPF already pays the section contributions of \$25,000 and the Columbia Conference Outreach of \$31,000, plus the International Travel Fund of \$10,000. She believed these three items were enough for the U.S. WILPF section to provide at this time, if the money was even available for them. Mary said that International had originally asked for \$130,000, and it had been cut down considerably. She said that this was a once-in-a-lifetime experience for many of these women, an investment in WILPF's future, and a chance for some of these women to speak. She agreed that she thought WILPF couldn't give a lot, but she believed that WILPF should give a little bit more. Melissa agreed with Mary, saying that if WILPF had the money, she would like to see more spent than \$3,000, which would only sponsor about 1 ½ people, an embarrassment to the section. She also did not think the Columbia Conference Outreach should be considered a contribution to International, since that outlay paid the way for four women from wealthier countries to go to Columbia. She would rather see the funds contributed for speakers and cut the venue amount than decrease the amount given to poorer women, allowing them to attend. Mary asked if that left WILPF with \$100,000 to re-allocate, rather than \$109,000. Paula said the \$25,000 for the section contribution was a given, and the \$6,600 for Columbia wasn't really international support and it was already spent. She suggested that the board discuss what members felt comfortable committing above and beyond that, and additional amounts could be donated later if more money came in. Mary spoke up, saying that any amount for the International Travel Fund should be committed right away, since the International Congress was coming up shortly. Paula suggested that the board agree upon an amount for the International travel fund, and then talk to Emma from International about the three other categories and what was really needed and realistic. Odile asked about the exhibition fund and venue costs. Mary said she thought the exhibition fund was part of the venue as well, although she would have to go back and look at her original budget. Millee spoke up, saying that she agreed with Melissa; the highest priority should be helping other women from less wealthy countries attend the Congress, besides the annual section contribution. She would approve the \$109,500, with a provision that the priority was to help women get there who had no means, and to also have a reprieve from the other International requests, which would bring WILPF up to the \$1 million, assuming the money came in. She said that at this point WILPF wasn't in a position to even do that much unless the funds were received.



Paula commented that just for perspective, in the original budget WILPF was given by International, the venue expense was budgeted at \$49,785, the exhibition expense was \$20,000, and the speaker expense was \$13,362, so U.S. WILPF already has cut this request considerably. Paula said she wasn't saying WILPF couldn't cut more, but she didn't know what International is actually expecting or what they need. Mary said she would speak with the International group when they got back from vacation. Barb spoke next, saying that the International Conference Registration Subsidy had to be for the conference as opposed to the Congress, which is about \$300 maximum per person as opposed to the cost of getting there, which is thousands of dollars in many cases. She said she would rather, if WILPF was going to spend \$45,000, see more of the \$20,000 from the Subsidy Fund go into the Travel Fund, which was specifically marked for helping people with travel. She was struck with the odd lumping, putting so much money into registering individuals, which costed hundreds, rather than travel, which costed thousands. Paula said she thought this was an evolution from the original budget, where both amounts were higher. Mary asked if the board wanted to keep the \$109,000 or go down to \$100,000. Barb asked if the funds weren't received by the time these expenses would need to be paid, what areas of the budget would WILPF take from to pay these items? Paula said the budget would have to be examined month-by-month and revised as needed; revenues would always have to match expenditures. Millee said the \$109,000 amount didn't really mean anything; it was just an amount to get WILPF up to the million dollar mark. It would always need to be revised, depending on how much funding actually came in, and priorities would have to be made. She advised the board to just pass the budget and be done. Mary said the prioritizing was important, and she thought the Travel Fund was the top priority, which needed to be funded quickly. She asked Paula if WILPF had the \$25,000 to send to International. Paula said WILPF could commit to \$25,000, but should probably mail only \$15,000 immediately. If the budget was approved at this meeting, the next step would be to create a Cash Flow Statement for the first six months of next year. She wanted to make sure WILPF didn't leave itself short, because WILPF had some substantial funds coming in from the Peace Development Fund; it would receive all of its December receipts in January, but the money should actually be received before writing such a large check. Millee said that there were also other receipts coming in, but she also emphasized that WILPF should make sure the money was in the bank first. Odile spoke up, saying she didn't think all of the money should be sent to International, because IT was a priority also. Paula also agreed, saying she was sure WILPF could probably pay the \$25,000 to International, but staggered payments for a couple of months would be best.

Mary proposed that the budget be accepted. Roll call for approval of the proposed Grow WILPF campaign budget was then taken. The individual votes were as follows:

Barbara Nielsen - yes  
 Deb Garretson - yes  
 LaShawndra Vernon - not present  
 Deb Holley - yes  
 Mary Hanson Harrison - yes  
 Nicole Scott - not present  
 Odile Hugonot Haber - yes

Melissa Torres – yes  
Millee Livingston - yes  
Robin Lloyd - yes  
Peggy Luhrs – no longer on the call

Paula promised she would send out the operating budget with the amendments and WILPF would continue to move forward.

The meeting adjourned at 9:48 pm CST.

Respectfully submitted,

Deborah Holley  
Board Secretary

### **Action Steps to be Undertaken**

1. Paula is to send out updated versions of the budget with the latest amendments incorporated, to all board members.
2. A working finance committee should be formed and the Chart of Accounts examined and changed to create a format which gives WILPF members helpful financial information.
3. There is to be more detail given to the board on subcategories of expenses as research is undertaken, proposals are made, and funds are received. Program expense subcategories are to be presented by the individual projects undertaken.
4. A balance sheet should be given to board members, showing WILPF's cash and other assets.
5. The treasurer position should be filled.
6. Financial policies should be re-affirmed, put in place and on paper and distributed to the membership for such things as number of students to be selected for the Practicum based on monies received, and travel expenses to be picked up by the delegates themselves to Congresses and conventions if they can afford to do so.
7. Paula is to research whether the 2014 Practicum and Local-2-Global programs made or lost money for WILPF.
8. Heather Wellman should be contacted to confirm the procedure to be used for distributing small amounts of money to branches which are planning Centennial activities.
9. Updating the IT department is considered a top priority and that project should be moved forward as quickly as possible.
10. A Cash Flow Statement is to be created now that the budget has been accepted by the board.