



William Glasser International
WGI Board Minutes of Meeting #
January 27, 2023 1300 UTC

Zoom information: 275-698-2209
<https://zoom.us/j/2756982209>

In Attendance

Kim Olver
Farida D'Silva Dias
Kalikamurti Saraswati Suich
Cathy O'Toole
Eiko Demura Kakitani
Fumiko Hamada
Omar Titki
Lynn Sumida
Eun-Jin Kim (EJ)
Denzyl Witbooi
Bette Blance
Maureen McIntosh
John Brickell
Jane Newman
Jan More
Rita Mercer
Zahra Khoshnevisan
Grantham
Sonia Munoz
Chanal Van Louw
Stephen Tracy

Apology

Shruti Tekwani

Introduction of new representatives – Kim Olver
Jane Newman - Australia
Eiko Demura Kakitani – Japan
Zahra Khoshnevisan – Iran
Rita Mercer - US

1. Take attendance to check quorum requirements – Farida
 - Quorum established - 8 people able to vote.
2. Approve November minutes – Farida

- Lynn – point of clarification for board meetings, 2 Fridays and 1 Sunday a quarter.
- Minutes approved.

3. New WGI structure – Lynn & Denzyl

- Lynn presented PowerPoint (attached)
- Overview
 - Revisited vision and mission
 - Reaffirmed values & importance of guiding organization.
 - Honor Dr. Glasser's legacy.
 - WGI's support of MOs.
 - Widen our global footprint.
 - Lack of engagement & growth of MOs.
 - Don't have all competencies we need in place.
 - Conferences & membership declining.
 - Board challenges.
 - Incorrect assumptions.
 - Review of board structure.
 - Ongoing engagement with MOs during the strategic planning process.
 - Function of WGI in strategic role and governance.
 - Relevance of policies.
 - Financial sustainability.
 - Where is our focus?
 - Focus mostly internal. Need more attention going outward.
 - Need to support membership & MOs more.
 - Operational role of organization.
 - Volunteer organization.
 - Need to become more operational.
 - Committees need to be supported.
 - Structure organization to proactively support MOs where needed.
 - Need to separate the two roles of the organization, strategic & governance.
- Elements of the structure
 - Board of Directors
 - Operational roles
 - MOs
 - Committees

Breakout session 1: Do you think the proposed structure is workable?

Group 1:

- Concern about where the final decision making is and that it needs to be with the board of directors not with the MOs.

- What was happening is not working now.

Group 2:

- What is happening now is not successful, not time efficient.
- Is the new structure efficient and can we make it work.
- Quality school committee successful because people have joined and have a passion.
- Will other committees be able to draw people?

Group 3:

- Good structure.
- How much time will officers be spending in these roles?
- We need trust and respect between MO and board members.

Group 4:

- Workable structure and good way forward.
- Potential for committees to have a lot of energy due to focus on specific interests.
- Operational officers will make a big difference.
- Time schedule.
- Who chooses the board?

Group 5:

- Love the structure.
- Need to hire 10 people to do the work.
- Agree on focus on external.
- What do the MOs need.

Breakout session 2:

1. The makeup of the board based on interest, dedication, and expertise.
2. MOs giving input and voting on key issues at quarterly meetings that will be ratified by the board.

Group 1:

- Governance is about responsibility, not just power.
- Board of Directors makes the final decision.

Group 2:

- Very clear role descriptions and requirements of board.
- Is it realistic to find people with those skills to join the board?
- Quarterly meetings - is it enough support for MOs?

Group 3:

- Interest, dedication, expertise & respect on board.
- Define criteria for MO representative.

Group 4:

- Question about selection and criteria of board.
- Nominations or by invitation?
- How will the information flow between board and MOs.
- Will there still be an executive committee or is the board of directors now the executive committee?

Group 5:

- Develop a skills metric for the board.
- Fill the board from the MOs, but leave some room for appointments.
- What would the key issues be that MOs would vote on.
- WGI has done an outstanding job in engaging the MOs in the past year.
- Prefer that the board have the accountability & responsibility on taking feedback and sharing instead of waiting for MOs to respond.
- Like the idea of quarterly meetings.
- Purposeful skills on the board.

Comments/Queries:

John Brickell – Assuming the strategic planning is going to put forth the hours required for the operational roles.

Lynn-Yes

Continuation of strategic planning presentation.

- ED position be increased to 20 hours per week.
- Increase in administrative hours to 20 per week.
- Bookkeeper
- Marketer

Farida as Chair expressed a heartfelt thank you to Lynn & Denzyl for all their work and to all those at the meeting for attending and participating.

4. WGI Financial report (2023 budget draft) – Kalika

- WGI is always on the edge of going broke.
- Three different accounts:
 - Operational (checking),
 - Investment account -back fill operational account
 - Edward Jones investment – donations. Idea that we can run on the interest of the account. - Cannot be used for anything else.

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- Budget runs January through December.
- Finance committee recognized that the new strategic plan could not be realized during the time allocation of the current ED and admin.
- Budget was worked out with finance, HR, executive & strategic planning committees looking at all the concerns and ambitions and also considered the new goals of the strategic plan.
- Budget based on USD.
- HR committee recommends staff positions, finance recommends contract positions.
 - Staff more costly
- HR committee recommended:
 - \$4000-\$5000 USD per month for ED position.
 - \$3000-\$4000 USD per month for admin position.
 - Allowed an increase of up to 20 hours for each position.
- Budgeted for the lower amounts of \$4000 for ED and \$3000 for admin.
- Recognized that if the position was held by a country where the US dollar went further, that it might make a difference.
- Recognized that if it is a contract then there will be clear goals, targets and KPIs (key performance indicators).
- Once a new ED is recruited, in the second quarter budget allocates money for the outgoing ED and the incoming ED to work together for three months to hand over the job.
 - Major task in the handover would be to set the financial goals for the next 18 months along with the finance committee.
 - Suggestion that the board consider keeping Denise for the amount of hours she works and add someone to do the additional hours.
 - Finance committee recommends the hiring of a bookkeeper in the last quarter of the year due to finances. All the budgets and finance reports can be done by the bookkeeper.
- Three accounts
 - Operational (checking)
 - Investment account (emergency account) – not really being used.
 - Finance committee recommends using a proportion of that account to invest in the organization to employ staff.
 - Increase from 18 hours of staff per week to about 43 – 45 hours per week.
 - Finance committee is responsible to managing the money and these accounts.
 - Edward Jones (EJ) investment accounts portfolio of stocks and shares.
 - Market has been volatile. Will be reaching out to our representative at EJ to look into reducing our risk.
 - Finance committee is authorized to make and act on these decisions and must inform the board withing two months any decision.
 - Obligated to act in the best interests of the organization.
 - The new ED would be responsible for recruiting staff.
 - Cost in new admin in third and fourth quarter.



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- Bookkeeper added at last quarter.
- Marketing & PR put in budget for years and never used.

Kalika presented the budget.

Comments/Queries:

Lynn inquired about Pat Robey being an expense for senior faculty fee. Why when we are paid by the participant is it an expense?

Clarification of the bookkeeping position and the allocation of \$900.

\$22,000 of the investment account to be used for new staff.

Budget being tabled because there is no longer a quorum.

Farida D'Silva Dias, Chair
William Glasser International, Inc.

Kim Olver, President & Executive Director
William Glasser International, Inc.

REVIEW OF WGI ORGANIZATIONAL STRUCTURE

JAN 2023



:Presented by the Strategic Planning Committee

WGI - VISION & MISSION



Vision Statement

Inspiring emotional well-being and mental health for all humanity.

Mission Statement

The WORLD needs “a new model for LIVING”

- *to create individual well-being,*
 - *fulfilling relationships*
- *& satisfying work and learning environments.*

- We provide knowledge and skills, uniquely underpinned by Choice Theory®, an internal model of empowerment for “how people can get along better”.

We operate through Member Organizations around the world offering culturally respectful training & innovative initiatives.

Values:

*Integrity,
Connect,
Sustainability,
Choices,
Relevancy,
Leadership,
Fun*

What we
want

What is
happening

We want to honor Dr. Glasser's work
and legacy

We value inclusion, experience &
competency

We want to support MO's & widen the
CT footprint globally

Not all the MO's have reps & are represented on the
board

We constantly struggle having a quorum – making timeous
decisions difficult

We don't have all the competencies we need & are not as
effective as we should be

Accountability is not clear, nor easily managed
We are not growing and in fact WGI is in decline

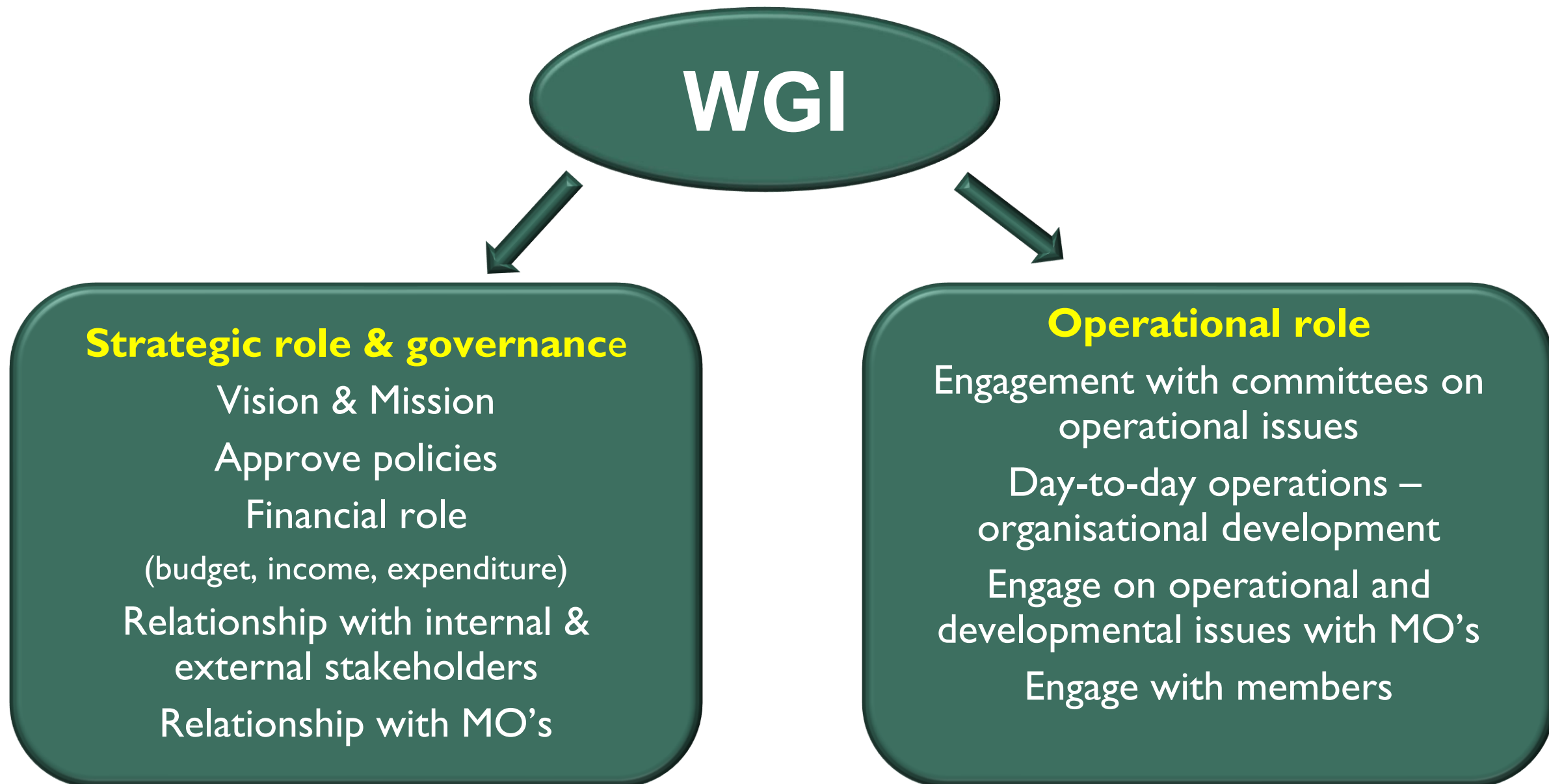


Assumptions



STRATEGIC SHIFT OF WGI: OVERVIEW OF MO ENGAGEMENT





WGI OBJECTIVES/INITIATIVES

- ❖ Protecting the modalities of Choice Theory and Reality Therapy
- ❖ Increasing support for MOs
- ❖ Unifying our brand
- ❖ Expanding footprint inward and outward (external)
- ❖ Building capacity of WGI
- ❖ Increasing revenue
- ❖ Align the structure of the organization to meet the new Vision & Mission

ELEMENTS OF WGI STRUCTURE

Board of Directors

- Provide leadership on governance and strategy
- Oversight of operations
- Expertise in key roles

MOs

- Quarterly meetings of MO reps
- Participation on committees (interest & expertise)
- Day-to-day input through the operational structure

Operational structure

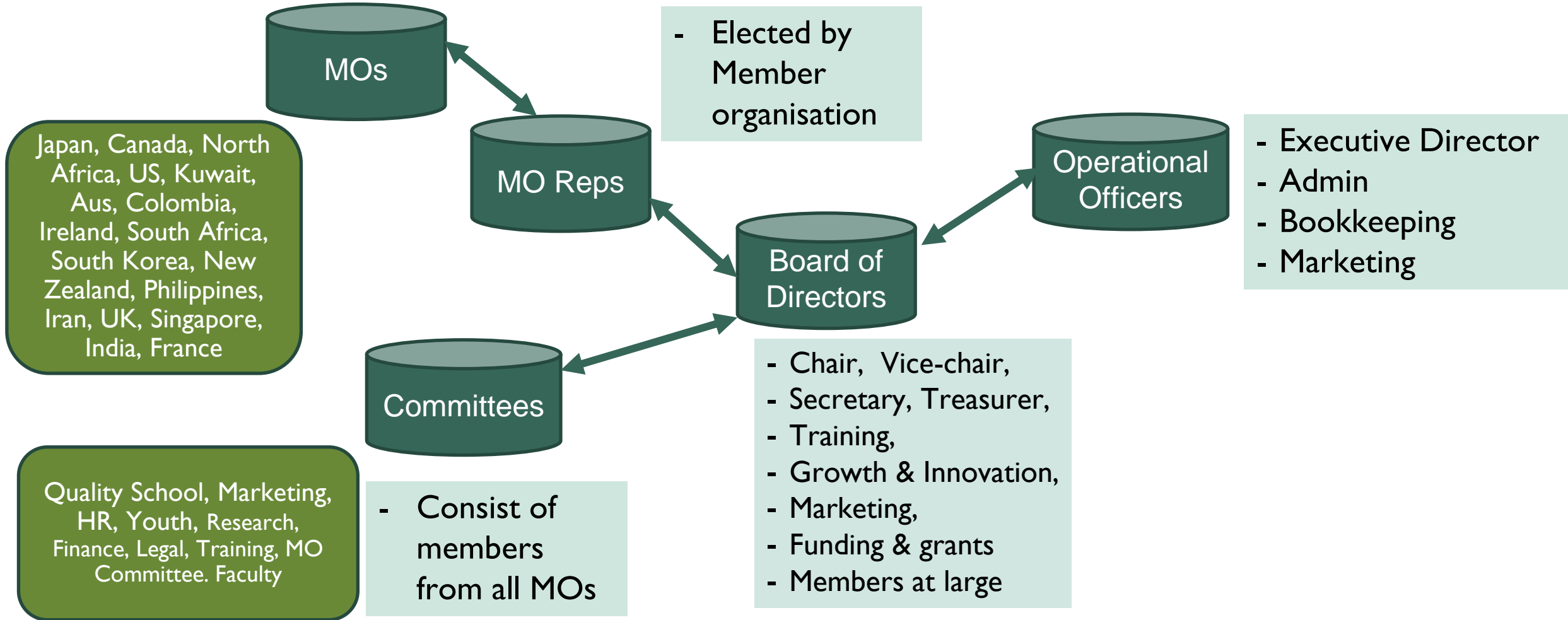
- ED, admin, marketing, finance – report to the board
- Responsible for the day-day operations of the organization

Committees

- Functions optimally
- Broad engagement and expertise
- Report to the Board

WGI Structure

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It is the intention of this structure to have a streamlined and effective Board of Directors taking input from MOs, committees and operational officers to lead the organization towards achieving its vision and mission.

WGI Functioning

D

- Broad engagement & expertise
- Report directly to the board

Committees

Operational Officers

- Engagement & support of MOs
- Support of Committees
- Execution and reporting on key initiatives
- Financial responsibility

MOs

MO Reps

Board of Directors

External stakeholders

- Quarterly/Bimonthly meetings with Board of Directors
- Regular engagement & support from operational officers
- Participation in committees
- Engagement and input on key strategic & governance issues

- Regular meetings (at least once a month)
- Execution and reporting on key initiatives
- Financial responsibility
- Oversight role of operational officers & committees
- Make key governance & strategic decisions

Members at large

Any member where there is no existing MO

The general public, Affiliates, Funders, Joint Venture partners, Universities, Schools, Associations, etc.

BREAK OUT SESSION I

Share your thoughts on

- ❖ Do you think the proposed structure of WGI is workable?

BREAKOUT SESSION 2

Share your thoughts on:

- ❖ the makeup of the Board of Directors based on interest, dedication & expertise

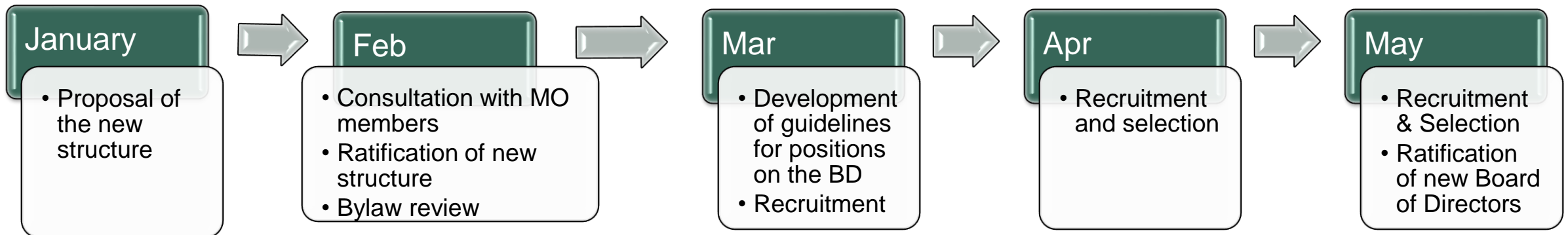
BREAKOUT SESSION 3

Share your thoughts on:

- ❖ MOs giving input on key issues at quarterly meetings that will be voted on by the Board of Directors
- This slide was amended based on feedback during the board meeting of the 27th Jan with MO reps - feedback from participants indicated the Board of Directors should take full responsibility and make the final decisions

CONSIDERATIONS: SELECTION OF BOARD OF DIRECTORS

- ❖ Appointments based on interest, passion & expertise
- ❖ Guidelines for selection of the Board of Directors need to be drawn up
- ❖ Consideration that the Board of Directors need to be representative of the global nature of WGI
- ❖ Recruitment and recommendations made by HR Committee in conjunction with other committees
- ❖ Voted in by the sitting board
- ❖ Currently in Compliance with bylaws – consideration of an alternative legal structure



REVIEW OF WGI ORGANIZATIONAL STRUCTURE

JAN 2023

Please discuss the proposal with your members and be prepared to vote on the proposed structure at the February meeting

The slides will be forwarded to you.

Feel free to share any feedback with the Strategic Planning Comm.

THANK YOU

	2022 Actual	2023 Budget
INCOME		
Certification Programs	\$39,075.12	\$ 40,000.03
Faculty Training and Endorsements	\$1,362.00	\$ 2,499.96
Take Charge of Your Life	\$3,979.00	\$ 3,979.00
Training for health professionals	\$0.00	\$ 2,000.04
Workshops/Post-Certification Programs	\$0.00	\$ 285.00
Membership	\$26,818.60	\$ 32,499.96
Donations	\$5.00	\$ 2,000.04
Online Sales	\$90.00	\$ 99.96
Business Development - MO Governance Packs	\$0.00	\$ 1,000.08
WGI Merchandise Sales	\$60.00	\$ 210.00
Symposium/Summit	\$2,980.50	\$ 4,000.00
Investment / Japan Conference for 2022	\$3,000.00	\$ 22,000.00
Miscellaneous income	\$272.21	\$ 99.96
TOTAL INCOME	\$ 77,642.43	\$ 110,674.03
EXPENDITURE		
Executive Director	\$37,200.00	\$ 51,900.00
Financial Manager, Webmaster, Clerical & Data		
Entry	\$18,000.00	\$ 27,000.00
Bookkeeper		\$ 900.00
Legal services	\$ -	\$ 1,500.00
Accounting services	\$2,135.00	\$ 1,929.96
Journal	\$0.00	\$ -
Marketing and PR	\$ -	\$ 3,000.00
IT Investments & Expenses	\$ 5,085.30	\$ 3,836.04
Office Supplies	\$ 211.43	\$ 402.00
Printing	\$ -	\$ 200.04
Banking charges/Paypal fees	\$ 3,067.33	\$ 3,209.04
Transaction Fees/Foreign Exchange Rate	\$ 5,727.56	\$ 5,539.92
Insurance	\$ 4,082.04	\$ 4,082.04
Telephone & Communications	\$ 798.34	\$ 549.96
Postage	\$ 297.65	\$ 543.96
Board Expenses	\$ 16,725.58	\$ -
Conference Expenses (Exec Dir)	\$ -	\$ -
Research	\$ -	\$ 999.96
Senior Faculty Consultant Fees	\$ -	\$ 500.04
Emergency Account	\$ -	\$ 4,000.00
Subscription/Dues	\$ -	\$ -
Faculty Summit	\$ -	\$ -
Affiliate Commissions	\$162.00	\$ 189.00
TOTAL EXPENSES	\$ 93,492.23	\$ 110,281.96
PROFIT/LOSS	\$ (15,849.80)	\$ 392.07
CHECKING ACCOUNT BALANCE		
Endowment Fund donations		
Edward Jones		

Investment Account
Edowment Fund

84,510.22
203,814.35

Actual Year to Date		January		February	
		Projection	Actual	Projection	Actual
\$	-	\$	3,333.40	\$	3,333.33
\$	-	\$	208.33	\$	208.33
\$	-	\$	331.58	\$	331.58
\$	-	\$	166.67	\$	166.67
\$	-	\$	23.75	\$	23.75
\$	-	\$	2,708.33	\$	2,708.33
\$	-	\$	166.67	\$	166.67
\$	-	\$	8.33	\$	8.33
\$	-	\$	83.34	\$	83.34
\$	-	\$	17.50	\$	17.50
\$	-	\$	333.33	\$	333.33
\$	-	\$	1,833.33	\$	1,833.33
\$	-	\$	8.33	\$	8.33
\$	-	\$	9,222.90	\$	9,222.83
\$	-	\$	-	\$	-
\$	-	\$	3,100.00	\$	3,100.00
\$	-	\$	1,500.00	\$	1,500.00
\$	-	\$	125.00	\$	125.00
\$	-	\$	160.83	\$	160.83
\$	-				
\$	-	\$	250.00	\$	250.00
\$	-	\$	319.67	\$	319.67
\$	-	\$	33.50	\$	33.50
\$	-	\$	16.67	\$	16.67
\$	-	\$	267.42	\$	267.42
\$	-	\$	461.66	\$	461.66
\$	-	\$	340.17	\$	340.17
\$	-	\$	45.83	\$	45.83
\$	-	\$	45.33	\$	45.33
\$	-				
\$	-				
\$	-	\$	83.33	\$	83.33
\$	-	\$	41.67	\$	41.67
\$	-	\$	333.33	\$	333.33
\$	-				
\$	-				
\$	-	\$	15.75	\$	15.75
\$	-	\$	7,140.16	\$	7,140.16
\$	-	\$	2,082.74	\$	2,082.67
\$	-	\$	-	\$	-

March Projection Actual		April Projection Actual		May Projection	
\$	3,333.33	\$	3,333.33	\$	3,333.33
\$	208.33	\$	208.33	\$	208.33
\$	331.58	\$	331.58	\$	331.58
\$	166.67	\$	166.67	\$	166.67
\$	23.75	\$	23.75	\$	23.75
\$	2,708.33	\$	2,708.33	\$	2,708.33
\$	166.67	\$	166.67	\$	166.67
\$	8.33	\$	8.33	\$	8.33
\$	83.34	\$	83.34	\$	83.34
\$	17.50	\$	17.50	\$	17.50
\$	333.33	\$	333.33	\$	333.33
\$	1,833.33	\$	1,833.33	\$	1,833.33
\$	8.33	\$	8.33	\$	8.33
\$	9,222.83	\$	-	\$	9,222.83
\$	3,100.00	\$	6,200.00	\$	6,200.00
\$	1,500.00	\$	1,500.00	\$	1,500.00
\$	125.00	\$	125.00	\$	125.00
\$	160.83	\$	160.83	\$	160.83
\$	250.00	\$	250.00	\$	250.00
\$	319.67	\$	319.67	\$	319.67
\$	33.50	\$	33.50	\$	33.50
\$	16.67	\$	16.67	\$	16.67
\$	267.42	\$	267.42	\$	267.42
\$	461.66	\$	461.66	\$	461.66
\$	340.17	\$	340.17	\$	340.17
\$	45.83	\$	45.83	\$	45.83
\$	45.33	\$	45.33	\$	45.33
\$	83.33	\$	83.33	\$	83.33
\$	41.67	\$	41.67	\$	41.67
\$	333.33	\$	333.33	\$	333.33
\$	15.75	\$	15.75	\$	15.75
\$	7,140.16	\$	-	\$	10,240.16
\$	2,082.67	\$	(1,017.33)	\$	(1,017.33)

Actual	June Projection	Actual	July Projection	Actual
	\$ 3,333.33		\$ 3,333.33	
	\$ 208.33		\$ 208.33	
	\$ 331.58		\$ 331.58	
	\$ 166.67		\$ 166.67	
	\$ 23.75		\$ 23.75	
	\$ 2,708.33		\$ 2,708.33	
	\$ 166.67		\$ 166.67	
	\$ 8.33		\$ 8.33	
	\$ 83.34		\$ 83.34	
	\$ 17.50		\$ 17.50	
	\$ 333.33		\$ 333.33	
	\$ 1,833.33		\$ 1,833.33	
	\$ 8.33		\$ 8.33	
\$ -	\$ 9,222.83	\$ -	\$ 9,222.83	\$ -
	\$ 6,200.00		\$ 4,000.00	
	\$ 1,500.00		\$ 3,000.00	
	\$ 125.00		\$ 125.00	
	\$ 160.83		\$ 160.83	
	\$ 250.00		\$ 250.00	
	\$ 319.67		\$ 319.67	
	\$ 33.50		\$ 33.50	
	\$ 16.67		\$ 16.67	
	\$ 267.42		\$ 267.42	
	\$ 461.66		\$ 461.66	
	\$ 340.17		\$ 340.17	
	\$ 45.83		\$ 45.83	
	\$ 45.33		\$ 45.33	
	\$ 83.33		\$ 83.33	
	\$ 41.67		\$ 41.67	
	\$ 333.33		\$ 333.33	
	\$ 15.75		\$ 15.75	
\$ -	\$ 10,240.16	\$ -	\$ 9,540.16	\$ -
\$ -	\$ (1,017.33)	\$ -	\$ (317.33)	\$ -

August		September		October	
Projection	Actual	Projection	Actual	Projection	
\$ 3,333.33		\$ 3,333.33		\$ 3,333.33	
\$ 208.33		\$ 208.33		\$ 208.33	
\$ 331.58		\$ 331.58		\$ 331.58	
\$ 166.67		\$ 166.67		\$ 166.67	
\$ 23.75		\$ 23.75		\$ 23.75	
\$ 2,708.33		\$ 2,708.33		\$ 2,708.33	
\$ 166.67		\$ 166.67		\$ 166.67	
\$ 8.33		\$ 8.33		\$ 8.33	
\$ 83.34		\$ 83.34		\$ 83.34	
\$ 17.50		\$ 17.50		\$ 17.50	
\$ 333.33		\$ 333.33		\$ 333.33	
\$ 1,833.33		\$ 1,833.33		\$ 1,416.67	
\$ 8.33		\$ 8.33		\$ 8.33	
\$ 9,222.83	\$ -	\$ 9,222.83	\$ -	\$ 8,806.16	
\$ 4,000.00		\$ 4,000.00		\$ 4,000.00	
\$ 3,000.00		\$ 3,000.00		\$ 3,000.00	
				\$ 300.00	
\$ 125.00		\$ 125.00		\$ 125.00	
\$ 160.83		\$ 160.83		\$ 160.83	
\$ 250.00		\$ 250.00		\$ 250.00	
\$ 319.67		\$ 319.67		\$ 319.67	
\$ 33.50		\$ 33.50		\$ 33.50	
\$ 16.67		\$ 16.67		\$ 16.67	
\$ 267.42		\$ 267.42		\$ 267.42	
\$ 461.66		\$ 461.66		\$ 461.66	
\$ 340.17		\$ 340.17		\$ 340.17	
\$ 45.83		\$ 45.83		\$ 45.83	
\$ 45.33		\$ 45.33		\$ 45.33	
\$ 83.33		\$ 83.33		\$ 83.33	
\$ 41.67		\$ 41.67		\$ 41.67	
\$ 333.33		\$ 333.33		\$ 333.33	
\$ 15.75		\$ 15.75		\$ 15.75	
\$ 9,540.16	\$ -	\$ 9,540.16	\$ -	\$ 9,840.16	
\$ (317.33)	\$ -	\$ (317.33)	\$ -	\$ (1,034.00)	

Actual	November Projection	Actual	December Projection	Actual
	\$ 3,333.33		\$ 3,333.33	
	\$ 208.33		\$ 208.33	
	\$ 331.58		\$ 331.58	
	\$ 166.67		\$ 166.67	
	\$ 23.75		\$ 23.75	
	\$ 2,708.33		\$ 2,708.33	
	\$ 166.67		\$ 166.67	
	\$ 8.33		\$ 8.33	
	\$ 83.34		\$ 83.34	
	\$ 17.50		\$ 17.50	
	\$ 333.33		\$ 333.37	
	\$ 1,416.67		\$ 1,416.67	
	\$ 8.33		\$ 8.33	
\$ -	\$ 8,806.16	\$ -	\$ 8,806.20	\$ -
	\$ 4,000.00		\$ 4,000.00	
	\$ 3,000.00		\$ 3,000.00	
	\$ 300.00		\$ 300.00	
	\$ 125.00		\$ 125.00	
	\$ 160.83		\$ 160.83	
	\$ 250.00		\$ 250.00	
	\$ 319.67		\$ 319.67	
	\$ 33.50		\$ 33.50	
	\$ 16.67		\$ 16.67	
	\$ 267.42		\$ 267.42	
	\$ 461.66		\$ 461.66	
	\$ 340.17		\$ 340.17	
	\$ 45.83		\$ 45.83	
	\$ 45.33		\$ 45.33	
	\$ 83.33		\$ 83.33	
	\$ 41.67		\$ 41.67	
	\$ 333.33		\$ 333.37	
	\$ 15.75		\$ 15.75	
\$ -	\$ 9,840.16	\$ -	\$ 9,840.20	\$ -
\$ -	\$ (1,034.00)	\$ -	\$ (1,034.00)	\$ -
