

**ASHY Board of Directors Meeting**  
**Monday, February 12<sup>th</sup> 2018**  
**Meeting Minutes**

**Present:** Adolfo Fernandez Sauri, Letizzia Wastavino, Maria Grazia Orlando, Desiree Eastham, John Seelye, Giovanni Nigris, Aat Bos, Laura Casini, Royce Battleman, Aida Ponce Del Castillo, Christina Fu, Benjamin Finnerty

**Absent:** Cecile Gayet    **Platform:** Zoom    **Facilitators:** Kim Friedman

Agenda Items	Main Discussion Points	Decisions/Actions
Welcome & Roll Call	<ul style="list-style-type: none"> <li>• Kim took roll call</li> </ul>	
Approve January 2018 Board Meeting Minutes	<ul style="list-style-type: none"> <li>• No changes</li> </ul> <p><b>Gradients of Agreement:</b>            Laura:1            Adolfo:1            Giovanni:1            Desiree:1            Royce: 1            Aat: 1            Aida: 2            John: 1            Benjamin:1            Christina: 1            Grazia: 1</p>	<ul style="list-style-type: none"> <li>➤ Decision: The BOD approved the January 2018 BOD Meeting Minutes, using Gradients of Agreement, with no changes</li> </ul>
BOD 2018 Organizational Chart and Confirmation of Board Committees	<ul style="list-style-type: none"> <li>• Giovanni will join the Policy Committee</li> <li>• Laura will not serve on the Fundraising Committee but is willing to help out</li> <li>• Grazia will serve on the Fundraising Committee</li> <li>• Kim will participate on the Policy Committee</li> <li>• Royce: Policy Committee’s Governance Agreement requires a new Chair each year. That will be determined at the first meeting</li> </ul>	<ul style="list-style-type: none"> <li>➤ Decision: The Board Committee membership is confirmed based on the 2-7-18 Organizational Chart</li> <li>➤ Action: Giovanni will reach out to Doc Savage to resolve issue with his ASHY email account (<a href="mailto:doc@anusarayoga.com">doc@anusarayoga.com</a>)</li> </ul>

<p>New Board Nominations Policy Proposal</p>	<ul style="list-style-type: none"> <li>Royce, Policy Committee Chair, briefly summarized the New Nominations Policy Proposal</li> <li>Using the Gradients of Agreement the Board Approved the policy:</li> </ul> <p><u>GRADIENTS OF AGREEMENT</u>            Laura: 2            Aat: 1            Adolfo: 2            Grazia: 1            Royce: 1            Giovanni: 1            Aida: 1            Letizzia: 1            Benjamin: 1            Christina: 1            John: 1            Desiree: 1</p>	<ul style="list-style-type: none"> <li>➤ Decision: The New Board Nominations Policy was Approved</li> <li>➤ Action: Royce will clarify in document:               <ul style="list-style-type: none"> <li>○ skills are for the Board as a whole, not any one individual</li> <li>○ February: add step regarding mapping current skills &amp; teacher mix</li> </ul> </li> <li>➤ Action: Royce to map current Board members to assess any gap in skills &amp; licensed teachers vs. others to assure good balance before 2018 nominations process gets underway'</li> <li>➤ Action: Royce will ensure the policy is uploaded to Trello board</li> </ul>
<p>Operations Team Update</p>	<ul style="list-style-type: none"> <li>Kim Friedman briefly summarized the highlights of the Operations Team Report</li> </ul>	<ul style="list-style-type: none"> <li>➤ Action: Kim will sign her reports from now on</li> <li>➤ Action: Kim will ask regarding % of teachers who have renewed their license and follow up with Board</li> <li>➤ Action: Desiree will confirm with E. Finlayson 2/14/18 delivery of the draft Fundraising Plan</li> </ul>
<p>Fundraising Committee and Network for Good Update</p>	<ul style="list-style-type: none"> <li>Kim and Desiree had another session with Elizabeth Finlayson, ASHY's fundraising coach. We discussed fundraising options, including one</li> </ul>	<ul style="list-style-type: none"> <li>➤ Desiree will send a Doodle poll around to the Fundraising Committee members about scheduling first meeting</li> </ul>

	<p>worldwide fundraising day and a year-end campaign.</p> <ul style="list-style-type: none"> <li>• Elizabeth will have a draft fundraising plan ready for our review by February 14<sup>th</sup>.</li> <li>• We are working to establish a bi-weekly meeting schedule with Elizabeth.</li> <li>• We are working on convening the 1<sup>st</sup> Fundraising Committee meeting now that membership has been confirmed. <ul style="list-style-type: none"> <li>○ Discuss how to involve others not on calls with Elizabeth e.g. record meetings</li> </ul> </li> </ul>	
<p>Proposed 2018 Budget</p>	<ul style="list-style-type: none"> <li>• Benjamin: How do we sustain Director of Licensing’s position if the workload exceeds available compensation? <ul style="list-style-type: none"> <li>○ This is a risk, but ASHY’s budget does not allow for a larger increase at this time.</li> <li>○ Aat is working with the licensing team to find efficiencies.</li> </ul> </li> <li>• Letizzia: What is the training needed for? <ul style="list-style-type: none"> <li>○ Operations Team is the <i>first priority</i> for the new database (Active Campaign or Mind-Body Online) so ASHY is not solely dependent on Deb Payne. (Deb works for ASHY as a volunteer.)</li> <li>○ Laura: It will be important to ensure that others are eventually trained also.</li> <li>○ Letizzia &amp; Adolfo: How can we ensure longevity of the person(s) being trained? Think long term. <ul style="list-style-type: none"> <li>▪ Policy Committee: consider having contracts for all Operations Team to ensure a certain time commitment</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Action: Policy Committee: consider having contracts for all Operations Team to ensure a certain time commitment</li> <li>➤ Action: Kim to follow-up with Deb and Doc to ensure database management covers EU data requirements</li> <li>➤ Action: Kim &amp; Marketing Committee: follow up with Christina &amp; Benjamin to address the issue of more transparency regarding where licensing fees and donations go (this applies to all of ASHY’s global regions)</li> <li>➤ Action: Fundraising Committee to explore the suggestion to translate manuals to sell and create more revenue</li> </ul>

	<ul style="list-style-type: none"> <li>○ Aida: ASHY needs to consider European Union requirements re. protection of data. <ul style="list-style-type: none"> <li>▪ Kim: follow up with Deb &amp; Doc to ensure that database management covers EU data requirements</li> </ul> </li> <li>○ John: We need to be careful about who can access the database to ensure safe business practices &amp; compliance with EU requirements.</li> <li>● Benjamin: Why put ASHY Rising before increasing compensation for Director of Licensing? <ul style="list-style-type: none"> <li>○ Aat: Start with a program step to keep a good balance between program and administrative costs and because the Board and Operations Team have identified importance of strengthening the Anusara brand.</li> </ul> </li> <li>● Letizzia: How did Aat, John and Kim arrive at these proposed priorities and steps? Why is a salary increase for the Operations Team Coordinator not a priority? Why is the salary of the Director of Licensing prioritized over the OTC's salary? <ul style="list-style-type: none"> <li>○ Aat: <ul style="list-style-type: none"> <li>▪ We need to take an <i>incremental</i> approach to increasing salaries so we keep a healthy balance between program and administration/management. This would create serious inefficiencies.</li> <li>▪ Regarding OTC vs. Director of Licensing: Based on research regarding average CEO/Executive Director</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Action: Fundraising Committee: Develop a robust and diverse fundraising plan besides Coach's plan (see strategies in ASHY's Strategic Plan plus Elizabeth Finlayson's recommendations; also see Slack discussion)</li> <li>➤ Action: Marketing Committee: develop strategies to address this including regular communications that include content other than licensing information (see Cecile's proposed template for newsletters); communicate benefits of becoming licensed to teacher training graduates</li> <li>➤ Action: Kim and Policy Committee to work together to add the subject of "Transparency" to the Strategic Plan document prior to March meeting</li> <li>➤ Actions: Regarding "Transparency" <ul style="list-style-type: none"> <li>○ Action: Grazia to add to March Board meeting including a discussion of how to more effectively <b>communicate benefits and</b></li> </ul> </li> </ul>
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	<p>salaries, Kim, John &amp; Aat determined that \$63,000-\$65,000 annually is appropriate for ASHY.</p> <ul style="list-style-type: none"> <li>▪ We have a bigger gap to fill to pay a competitive salary for the Director of Licensing than for the OTC position, therefore this is the proposed priority.</li> <li>○ Kim: The proposed \$1,500 increase for the Director of Licensing will only cover January-March 2018. During this time, Aat will work with the licensing team to find efficiencies and hopefully make the position more sustainable.</li> <li>○ Grazia: If we find more efficiencies in the licensing, will this help make the Director of Licensing position more sustainable? <ul style="list-style-type: none"> <li>▪ Aat: This is the hope. We all need to model finding efficiencies.</li> </ul> </li> <li>• Aat's "lean review" will begin shortly with an eye toward <u>simplification</u>. <ul style="list-style-type: none"> <li>○ First step: map licensing process to look for efficiencies</li> <li>○ Second step: find efficiencies within the licensing team to reduce duplication, etc.</li> </ul> </li> </ul> <p>GRADIENTS OF AGREEMENT: <u>STRAW POLL (NON-BINDING)</u> RE. PROPOSED 2018 BUDGET &amp; LADDER</p> <p>Aida: 5 (needs more time) Royce: 3 (has reservations re. prioritizing ASHY Rising over Director of Licensing) Giovanni: 2 Desiree: 2</p>	<p><b>services</b> to teachers and teacher training graduates so they are immediately perceived:</p> <ul style="list-style-type: none"> <li>○ Action: Grazia to send a survey ahead of time to solicit the Board's ideas regarding benefits and services that ASHY provides to teachers and teacher training graduates (Kim can help with this if necessary)</li> <li>○ Action: Grazia to compile this information prior to the March Board meeting</li> </ul> <p>➤ Action: Marketing Committee will develop an <b>action plan</b> to communicate the benefits and services to teachers and teacher training graduates <i>(based on Board's March discussion, Cecile's ideas and Laura's ideas)</i></p> <ul style="list-style-type: none"> <li>○ Action: Laura will prepare template for discussion at the Marketing Committee's next meeting</li> </ul>
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	<p>Benjamin: 4 (needs more time to digest them)          Christina: 5 (needs more information)          Laura: 5 (needs more information)          Grazia: 2          Letizzia: 3 (has reservations re. prioritizing ASHY Rising over Director of Licensing)          John: 2          Adolfo: 2          Aat: 1</p> <p><u>Additional information needed:</u></p> <ul style="list-style-type: none"> <li>• Christina: wants to look at ways to cut expenses and increase revenue             <ul style="list-style-type: none"> <li>○ Kim: Where would we cut? The organization already feels very lean in terms of staffing.</li> <li>○ John: We need to make sure we are collecting ALL license fees and incentivize Teacher Training graduates to become licensed.</li> <li>○ Christina: She understands the current reality. In China, she needs to explain to Chinese teachers why they need to pay a license fee and donate to ASHY. They would like more <u>transparency</u>. They believe that ASHY relies on volunteers. Students can't experience or see anything that their money goes to, i.e. they can't access website (due to firewall).                 <ul style="list-style-type: none"> <li>▪ Kim &amp; Marketing Committee: follow up with Christina &amp; Benjamin to address this (this applies to all of ASHY's global regions)</li> </ul> </li> </ul> </li> <li>• Laura: She is also concerned about reducing expenses; consider spreading the responsibilities more i.e. database.</li> </ul>	<p>➤ Decision: The Board approved the 2018 budget and ladder with the 4 stipulations outlined above. Well done!! 😊</p>
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- Laura: We already have an opportunity to increase revenues by selling more manuals in more languages besides English.
  - Fundraising Committee: explore this idea
- Grazia: She hopes that the Fundraising Committee will look broadly at opportunities to increase revenue in addition to Elizabeth Finlayson’s ideas.
  - Fundraising Committee: Develop robust and diverse fundraising plan (see strategies in ASHY’s Strategic Plan plus Elizabeth Finlayson’s recommendations; also see Slack discussion)
- Adolfo: We need to carefully present the budget and fundraising efforts so teachers see the benefit to *them* of ASHY’s services (link between fundraising and marketing is important)
  - Marketing Committee: develop strategies to address this including regular communications that include content other than licensing information (see Cecile’s proposed template for newsletters); communicate benefits of becoming licensed to teacher training graduates

GRADIENTS OF AGREEMENT

**Adopt the proposed 2018 budget and ladder with the understanding that:**

1. The ladder will be changed to put increasing **compensation for Director of Licensing** above ASHY Rising campaign
2. The issue of **transparency** and the need for aggressive fundraising to **increase revenue** will be a VERY HIGH priority for

	<p>the Board and OTC and will be addressed on an ongoing basis.</p> <p>3. The question of <b>transparency</b> will be added to the Strategic Plan especially regarding use of license fees.</p> <ul style="list-style-type: none"> <li>a. Kim and Policy Committee work together to do this prior to March meeting</li> <li>b. Grazia: add to March Board meeting including a discussion of how to more effectively <b>communicate benefits and services</b> to teachers and teacher training graduates so they are immediately perceived: <ul style="list-style-type: none"> <li>i. Grazia: Send a survey ahead of time to solicit the Board's ideas re. benefits and services that ASHY provides to teachers and teacher training graduates (Kim can help with this if necessary)</li> <li>ii. Grazia: compile this information prior to the March Board meeting</li> </ul> </li> <li>c. Marketing Committee will develop an <b>action plan</b> to communicate the benefits and services to teachers and teacher training graduates (<i>based on Board's March discussion, Cecile's ideas and Laura's ideas</i>) <ul style="list-style-type: none"> <li>i. Laura: will prepare template for discussion at the Marketing Committee's next meeting</li> </ul> </li> </ul> <p>4. The board will <b>re-visit the ladder</b> at each point when we have a major decision to make regarding use of new revenue.</p>	
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	<p>Grazia: 1 Aat: 1 John: 1 Laura: 2 Benjamin: 3 (supports with reservations) Christina: 3 (supports with reservations) Royce: 2 Adolfo: 1 Aida: 3 (supports with reservations) Letizzia: 2 Desiree: 1 Giovanni: 2</p>	
<p>Community Resiliency - Mediation with John Friend</p>	<ul style="list-style-type: none"> <li>• This agenda item was moved to the next BOD Meeting</li> <li>• Next Ad Hoc Mediation Meeting is March 12th</li> </ul>	<ul style="list-style-type: none"> <li>➤ Action: John ask Tiffany to send update to the Board after this week's ad-hoc committee meeting</li> <li>➤ Action: Grazia to invite Tiffany to the March Board meeting</li> </ul>
<p>Recap and other Decisions &amp; Tasks</p>		<ul style="list-style-type: none"> <li>➤ Action: Laura suggested to start Board meetings by chanting the Anusara invocation</li> </ul>
<p>Next BOD Meeting on ZOOM!</p>	<p><b>March 12, 2018 at 8 A.M. EST</b></p>	<ul style="list-style-type: none"> <li>➤ Action: Please mark on your calendar!</li> </ul>

Please contact Desiree Eastham, ASHY BOD Secretary, for any changes,  
desiree@ansuarayoga.com