

#13

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Q1

Fill in the information below

|                                                                                                                                  |                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name                                                                                                                             | Sham Kaur Khalsa                                                                                                                                               |
| City                                                                                                                             | La Paz                                                                                                                                                         |
| Country                                                                                                                          | Bolivia                                                                                                                                                        |
| Occupation                                                                                                                       | Climate Change Specialist, M.Sc, Industrial engineer                                                                                                           |
| Length of Participation in 3HO/Sikh Dharma                                                                                       | 21 years                                                                                                                                                       |
| Are you a KRI certified teacher or trainer? If so, what is your certification level and when did you acquire your certification? | Yes, 2004                                                                                                                                                      |
| Ashram Communities lived in                                                                                                      | none                                                                                                                                                           |
| 3HO/Sikh Dharma Community Positions                                                                                              | Co President of the Siri Singh Sahib Corporation (2026-2024) - Board Member 2020-2024 Regional Minister Coordinator with Ministry, Global Coordinator for LAC. |

Q2

Please enter a valid email address

|               |                       |
|---------------|-----------------------|
| Email address | shamkaur@megalink.com |
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Q3

Why do you feel called to serve on the SSSC Board?

The organization is in a process of rebuilding and preparation for greater expansion, once the main challenges have been overcome. I believe we are on the right track; however, I feel the work is not yet finished, and I would like to continue contributing to maintain the course that has already been set, particularly in the areas of efficient governance, accountability, and a vision that recognizes and operates as a truly global organization.

#### Q4

What relevant areas of experience and expertise qualify you for this position and will make you an asset to the board?

I have served on boards of NGOs and foundations in the environmental sector, and I have previously served as a member of the SSSC Board. I bring expertise in organizational management, negotiation, and the ability to lead cross-functional teams. I have a thorough understanding of the organization's structure and a detailed knowledge of the challenges facing each area. Furthermore, as a member of the international Sangat, I understand clearly which aspects of the organization must be strengthened in order to be closer to communities around the world. Also, more women at the board level is in itself a good thing.

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#### Q5

Please summarize your prior and current service to the Dharma. If you have served in leadership positions please note them.

- SSSC Board Co-Chair
  - SSSC Board Member
  - Regional Minister Coordinator- With the Ministry
  - Global Liaison for Latin America and the Caribbean (LAC)
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#### Q6

Please describe your experience of the Siri Singh Sahib as a teacher and your experience of his teachings.

The Siri Singh Sahib's teachings, and being part of this global community, have profoundly transformed my life. They have provided me with extraordinary tools to elevate my consciousness and a path for continuous learning and connection with the divine within me. This has made my life joyful and my journey more meaningful, deeply rooted in my heart. Yogiji is my teacher and always will be. I walk this lifetime as a Sikh, as a Sant Sipahi, as Khalsa, following in the steps of Guru Gobind Singh and Guru Ram Das, because of his life's work and the community he built alongside so many devoted souls. That these teachings reached me in the high mountains of Bolivia would never have happened without the dedication of every member of this community across all these years. I remain forever in gratitude for this extraordinary blessing. Now I, too, am part of this community, delivering the teachings so that others may receive them. What a gift.

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**Q7**

If you can not see God in all you can not see God at all ~ Siri Singh Sahib

Describe what this saying means to you?

**For me, this teaching has been the lesson of this time: how we rise above duality, how we perceive the workings of Maya while elevating our frequency to experience everything through the oneness of Ek Ong Kar — understanding that everything is God: the pain and the joy, the injustice and the justice alike.**

a)How would you apply this saying in your day to day service on the board?

**Results matter, and so do both the challenges and the successes, but preserving our integrity and our values matters more. The mission of the organization is why we are all here. Our ultimate understanding of oneness must guide our decisions. That does not diminish our responsibility to operate with excellence within the realm of Maya, but never at the expense of our integrity or the mission.**

b) How would apply this perspective to help our community and organizations move forward together?

**We, and the world, must move away from a mentality of competition (which reflects masculine energy) and embrace cooperation and collaboration as our way of doing things (which reflects feminine energy). Our organizations are part of ONE mission, one body. We must support one another and align around one shared purpose and direction. I believe we are moving in that direction, but more work remains to be done.**

## Q8

What do you understand the Role of the SSSC to be and how do you see the SSSC carrying out that role on a:

Practical Level

The SSSC can oversee how the mission is implemented across all the different parts of the organization and make the necessary adjustments to ensure it is being delivered and expanded. This requires ensuring adequate resources, financial, technical, and human, and placing the right people in key leadership positions to maintain alignment with the teachings and the mission. It also means providing a secure environment that fosters innovation, creativity, and intuition as guiding forces for decisions and growth.

Spiritual Level

As Sikhs, we are called to operate from Khalsa Consciousness as fully as we can. We should also seek guidance when needed from SDI and the spiritual leadership within the organization, and above all, trust the Siri Guru Granth Sahib for clarity — especially during challenging times and complex decision-making. As a board member, that is where I turn for guidance, and I hope we can do more of this collectively as we move forward.

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**Q9**

As an SSSC Trustee you are accountable to the Sangat.

How would you build and enhance the relationship between the Sangat and the SSSC?

The SSSC is part of a close knit community. Given that board members are likely to have strong connections to that community, explain how you will be able to adhere to the SSSC confidentiality policies that apply to board members?

**As a trustee of the SSSC, I am accountable to the organization's mission; as a Sikh, I am accountable to the Khalsa mission; and I am here to serve the global community and Sangat. We need to become a more truly global organization in practice — especially in terms of proximity to our worldwide community. I believe that 3HO, 3HO Europe, KRI, Sikhnet and SDI are the vehicles through which the SSSC can remain close to the community. The SSSC can utilize existing mechanisms for more strategic dialogue with the community, such as the ATA. We have created an Advisory Council with ATA representatives that helps us understand realities on the ground; we can certainly do the same with SDI Ministers, Regional Ministers, regional 3HO Associations, or other new mechanisms as appropriate.**

**Confidentiality policies exist to protect the organization. When board members fail to follow them, it is simply because they have not fully internalized the long-term value of the mission. This can be improved through better education and a clearer understanding of the real — and potentially damaging — consequences of breaches. If you genuinely value the mission, maintaining confidentiality should not be a challenge. Providing meaningful information to the community is, for me, a key priority — and this can be achieved through thorough, regular reports on what is happening across the organization. Holding four or more Board Q&A sessions per year, organized by region, can also help clarify the content of those reports, while directly gathering feedback, ideas, concerns, and challenges from the community.**

**Q10**

The SSSC strives to be an inclusive organization and cultivate a diverse and intergenerational community that supports the long-term sustainability of the organization. How would you help foster connection, engagement, and collaboration across generations and communities within the SSSC?

Mentorship programs for young people — promoting a diverse group of individuals from different parts of the world, with varied professional backgrounds and nationalities — will help cultivate the next generation of leaders to steward our organizations into the future.

How to generate genuine interest among this generation is an ongoing challenge. The more our organizations become innovative, centered on seva, and vocal about our shared values — such as our commitment to protecting Mother Nature, serving those who cannot afford our services, and upholding a standard of excellence — the more people will feel drawn to work with us and for our mission.

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## Q11

The Siri Singh Sahib taught that we should be known for our service

What do you see as the three (3) greatest challenges facing the Sikh Dharma/3HO Community and the family of For-profit and Nonprofit entities?

How do you see the 3HO/Sikh Dharma family of Nonprofit and For-profit organizations serving humanity in these times?

What would you do as a Trustee to overcome these challenges?

**Short-Term Challenges:** • Resolving the remaining lawsuit: we must overcome this final legal challenge. • Securing our standing with the SGPC to preserve the Miri Piri Academy and our work in India. • Making seva a living value — a concept embedded in everything we do. Every initiative and decision should answer the question: "How does this serve the mission and others?" The goal is to institutionalize this principle across the organization.

We must find the right balance between making the teachings accessible to every human being while ensuring that those teachings are also valued — recognizing that in order to receive, one must give. I believe we need to move away from a purely business mentality toward a service mentality and a prosperity mentality — one where we measure success by the number of new teachers, the number of people per region who have had access to the teachings, and by keeping those teachings intact above all else. The question of where financial resources come from to make this possible is a concern for the Board, not for the nonprofits — which must be free to deliver the mission without being burdened by revenue pressures. We must strengthen a culture of genuine cooperation among the nonprofits, all aligned under ONE mission. After the storm, we need to re-engage and expand. We have contracted inward to heal and to learn from our mistakes — and now we must prepare for the next phase. I sense there is still some fear and hesitation, but the time is coming soon to be ready for that expansion.

I will work to create an environment that encourages exploration, change, and innovation — one that holds the Board to higher standards of accountability and is more focused on providing the support our nonprofits need to thrive. I will advocate for greater trust and transparency throughout the process, and for creating channels through which the Board can engage with community representatives to better understand the realities of our global Sangat and incorporate that knowledge into decision-making. With regard to short-term challenges, I will be ready to make difficult decisions and help prepare the organization to navigate whatever comes — proactively building resilience while maintaining the calmness of the eye of the storm when passing through it.

What skills, tools, and techniques will you bring to the SSSC Board of Trustees to help it move toward the vision you described above?

**I bring a visionary mindset alongside the full technical knowledge required to run a complex organization. I am an engineer trained to solve problems, and I hold an MBA that helps me understand the realities of managing an organization of this scope. I also hold the perspective of someone from a small, remote community, which gives me a grounded understanding of the realities our Sangat and teachers face everywhere — because I have faced them myself. And I am a woman, which I consider a significant advantage: women are innate leaders who are wired to care for others.**

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## Q12

Board service regularly requires 20 to 40 hours per month (or more) in board and committee meetings. In addition, there may be multiple Face-to-Face meetings per year.

Can you fulfill these requirements?

**Yes, I can fulfill these requirements. Having served on the Board previously, I understand the time commitment involved and have structured my professional and personal life in a way that accommodates it. The most challenging aspect of trusteeship, in my experience, is not the volume of work but the emotional weight of making decisions that affect the entire community — and doing so with integrity, discernment, and a clear connection to the mission, even under pressure.**

If so, how will you balance these requirements with your other personal and professional responsibilities?

**Discernment and clear boundaries to ensure i can keep my actual career path and the same time provide the board the value of my participation.**

What do you anticipate being the most difficult part of serving as a Trustee on the SSSC Board?

**Is making the hard decisions even though they are not popular or aligned with the majority but follow what i believe is the right decision for the organization and the mission.**

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## Q13

Directors must maintain reliable access to email and demonstrate basic technology proficiency — including the ability to use a computer, manage calendar invitations, and read and respond to board communications in a timely manner — recognizing that board-related correspondence may occur on a daily basis. Can you fulfill these requirements.

I am proficient in all those things.

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## Q14

Are you related by blood or marriage to an officer, director, employee, or paid contractor of any of the constituent organizations (nonprofit or for-profit) including all subsidiaries? If yes, to whom are you related, how are you related to them, and what is their position?

no

**Q15**

Please upload your resume or CV here.

**CV GULLOA ENG 2025.pdf (154.8KB)**

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**Q16**

Please upload your photo here, if elected as a board member this photo will be used.

**GU2025.jpg (22.3KB)**

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**Q17**

Please add anything else you would like to say so voters can better understand you.

I would like to put as a reference to know more about me in my community; Gurubachan Singh Khalsa espanola, he has visit my community for many years and know about me in that context. Also, Namnidhan Kaur khalsa (chile) has been my KY teacher, and she can speak about me as well, if needed. As for my work at the board level, u can choose anybody to share about my participation in it

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