

**MINUTES OF THE INTERNATIONAL SKÅL COUNCIL MEETING
HELD AT THE REMBRANDT HOTEL & TOWERS, BANGKOK, THAILAND
ON SATURDAY 31 MAY 2014**

PRESENT:

President:	Keith Murcott	
Vice President:	Paul Follows Bernard Whewell	United Kingdom Australia
Secretary:	Susanna Saari	Finland
Councillors:	Alberto Esper Gerald Perez Sylvia Liebisch William Rheaume Edward Lo Victor Abboud Fayad Werner Flegel Jason Samuel Douglas Jordan Yaacov Hartman Antonino Percario Frans Staal Peter Morrison Patria Chiong Lavonne Wittmann Martin Vogt Brinley Waddell Kamer Rodoplu Llana Smith	Argentina Asia Austria Canada Chinese Taipei Ecuador Germany India Ireland Israel Italy Netherlands New Zealand Philippines South Africa Switzerland Thailand Turkey United States of America
Deputy Councillor:	Irena Persic-Zivadinov Enrique Quesada Constantine Panoussi	Croatia Mexico Monaco
Excused:	Jano Mouawad Ximena Alvarez Ana Carolina Dias Medeiros Katarina Hauptfeld Thomas Chevalier Konstantinos Kalogeorgos Peter Javorkai Rafael Millan Perez Mireille Gouhier Arshad Khokhar Annette Cardenas Gracia Peregrin Martin Ahlberg Carlos Accinelli Igor Vilorio Barazarte	Bahrain Bolivia Brazil Croatia France Greece Hungary Mexico Monaco Norden Northern Latin America Spain Sweden Uruguay Venezuela

Absent:	Victor Osumi Michel Kreitem Christoffer Bugge Aase Rodolfo Garcia Sir	Japan Jordan Norway Southern Latin America
Executive Committee:	Karine Coulanges Marianne Krohn Salih Cene Nigel Pilkington Lou Conkling David Fisher	President Vice President, Memb. Dev. & Young Skål Vice President, Statutes Director, Communications & PR Director, Business Affairs Director, Finance & FVF
Observer:	Uzi Yalon John Rada Scott Michael Smith	Honorary President, Skål International Skål International Memphis Skål International Pattaya & East Thailand

1. OPENING OF THE MEETING BY THE PRESIDENT OF THE ISC KEITH MURCOTT

ISC President Keith Murcott opened the meeting by welcoming everybody to the meeting, including the Executive Committee and observers in attendance.

He recognised the International Councillor for Ecuador, Victor Abboud, who had spent 52 hours to get to this meeting and Former President Enrique Quesada who had travelled from Mexico.

He advised that the deadline for the presentation of nominations for the positions of ISC President and ISC Vice President was 31st August 2014.

He then recalled the Vision and Mission statements of Skål International.

ISC President Keith Murcott asked for a minute's silence in memory of members who had passed away.

He requested that all the issues and items considered during the day were done in the true Skål spirit of amicale, understanding and responsibility.

He thanked all the Councillors for making the effort to attend the meeting in spite of the political situation in Thailand. He thanked in particular Brinley Waddell, Councillor for Thailand, and Dale Lawrence, President, Skål International Bangkok, for keeping them well informed, as well as Susanna Saari, who had sent out timely daily reminders informing the Councillors that everything was safe.

He then thanked his board, Paul Follows (UK), Bernard Whewell (Australia) and Susanna Saari (Finland) for their cooperation throughout the year.

He asked Directors David Fisher and Lou Conkling to act as scrutineers in the vote for the candidates for the position of Director.

2. INTRODUCTION OF THE EXECUTIVE COMMITTEE

ISC President Keith Murcott introduced the members of the Executive Committee.

WHO	WHEN
GS/ISC	31 August

3. APPROVAL AND SIGNING OF THE MINUTES

On the proposal of Douglas Jordan (Ireland), seconded by Jason Samuel (India), the minutes of the International Skål Council meeting held aboard the Carnival Glory, docked in Boston, U.S.A., on Monday 30 September 2013, were approved unanimously.

4. MATTERS ARISING

No matters arising.

5. COUNCILLORS ELEVATOR SPEECH

The Councillors, deputies and observers each then gave a brief speech of their professional and Skål lives.

6. INSTALLATION OF NEW COUNCILLORS

ISC President Keith Murcott welcomed and inducted three new Councillors who were attending their first Council meeting. They were Llana Smith (U.S.A.), Brinley Waddell (Thailand) and Yaacov Hartman (Israel).

7. (a) REPORT BY THE ISC PRESIDENT KEITH MURCOTT

ISC President Keith Murcott thanked all Councillors and the members of the Executive Committee for their resolute support during the year.

He said that the Board had again been very active since New York and there had been regular communication via e-mail and monthly Skype meetings.

He had attended two of the last three Executive Committee meetings as an observer and submitted reports on Council decisions made, for consideration by the Executive Committee.

The following tasks for the Council were raised by the following: Task Force issues, Executive Committee, Area/National Committees and Clubs. Unfortunately information from Area/National Committees and Clubs was lacking.

Active Individual Membership: The Council had considered this task since the Incheon meeting and now considered the task closed. This task had been implemented and Active Individual members were being recruited worldwide.

Revision of the Membership Categories: The Council had considered this task since the Opatija meeting and now considered the task closed. The relevant changes had been made and reflected in the By-Laws. However, Medical Tourism was one category which was being debated by the Committee dealing with membership, under the chair of Paul Follows (UK), who would update the meeting on this issue later on.

Adjudication of By-laws and Statute changes: The many changes promulgated by Clubs/National & Area Committees regarding By-laws & Statutes had been passed through the then External Committee and their decisions had been, in most cases, unanimously approved by the Executive Committee and finally the General Assembly.

Young Skål: The then Internal Affairs Committee presented a very thorough and extensive task report on the Carnival Glory with regard to a Young Skål toolkit. This report was discussed by the Executive Committee in detail and some of the tasks were accepted and others were rejected. Therefore, this partially completed task had been returned to the relevant Committee dealing with Membership Development & Young Skål.

Reduction on costs of the ISC meetings: This task was still very much work in progress, as it could have a profound outcome regarding attendances at ISC meetings, particularly the Mid-Year meeting. We had to find ways and means which would reduce the costs so that the Councillors' attendance could be raised by at least 10-15%.

Change of Council committee status: The status of the Internal and External Committees was changed during the first meeting of the incoming ISC Board on the Carnival Glory. The Committees were structured so as to be more in line with the Executive Committee Director's portfolios. This meant that each Committee would have a lead Councillor for Membership Development including Young Skål, Finance & FVF, Statutes, PR & Communications and Business Affairs.

Committee A, under the chairmanship of Vice President Paul Follows (UK), included PR & Communications, Membership & Young Skål and Business Affairs.

Committee B, under the chairmanship of Vice President Bernard Whewell (Australia), included Finance & FVF and Statutes.

Electronic Voting: The Doodle Poll had been used very successfully and the Council would continue to provide and use this method when the need arises.

The MOU: ISC President Keith Murcott questioned that authority of this document on an ongoing basis. Did it really work for the Council? It monitored the term of Councillors whilst in office, but it could not be used as a stick. There were just too many variables that determined the attendance and work that a Councillor could and did do for the growth of Skål International.

Succession Planning Committee: This Committee started working in the early part of the year with a Committee of five, under the chairmanship of Past President Mok Singh. Nominees were sought and identified as those with the prerequisite qualities to progress to higher office in Skål International.

ISC President Keith Murcott stated that it was unfortunate that there was a moderate attendance of Councillors at that meeting. The situation in Bangkok had obviously had an effect on the attendance. This turnout did not benefit the worldwide members of Skål when decisions had to be made by the very person that they had elected to represent them! The Board was sometimes very concerned with lack of commitment from Councillors to perform tasks in advance of the meeting and this translated into other working Councillors being loaded with alternative and extra tasks.

The decision made at the Incheon meeting to adopt a principle of the bottom up approach to Skål issues had in general not worked. Unfortunately there were very few issues that came up from Clubs and National Committees.

The Task Force items remained still very much on the radar and by a slow process of elimination they were attended to by the Vice Presidents and lead Councillors.

At the Bali Mid-Year meeting, a strategic session was done with regard to Membership Development which was driven by the Past-Presidents. ISC President Keith Murcott said that his concern was how this was working in the regions where Past-Presidents had been allocated to a specific region. He knew that in Africa under the guidance of Past-President Tony Clegg-Butt, there was some activity happening, certainly in Namibia and very possibly Swaziland.

He was sorry that the ISC newsletter had ceased to be published, simply because there was very little or no information from Councillors. However, the Councillors had their own Facebook page and he urged Councillors to make use of it to post news and comments.

The issue had again arisen with regard to discrimination in Skål, since this situation had again been repeated in Bali the year before. ISC President Keith Murcott asked Councillors that when submitting a bid to host an international meeting, that there was a governmental letter inviting all foreign nationals to enter their country.

On the proposal of Constantine Panoussi (Monaco), seconded by Martin Vogt (Switzerland), the report by the ISC President Keith Murcott was approved unanimously.

(b) REPORT BY THE ISC VICE PRESIDENT PAUL FOLLOWS

ISC Vice President Paul Follows (UK) presented his report for the last seven months which had been interesting, at times productive and busy and other times frustrating.

During November last year to March 2014 his co Vice President Bernard Whewell and he immersed themselves in the task of updating the ISC Operations Manual. The objective was to simplify rules, remove duplication and make it more relevant to what was happening now in the International Skål Council. He believed they had produced a document that had cleared the ambiguities and made it now fit for purpose in the future.

ISC Vice President Paul Follows chaired Committee A and he thanked his lead Councillors for their efforts: Llana Smith (U.S.A.), Lavonne Wittman (South Africa), Bill Rheume (Canada) and Rafael Millan (Mexico).

The frustration, he was sorry to say, had resulted from the Executive Committee failing to give sufficient time to their proposals during the November Executive Committee. Other than brief discussions about the categories proposals which did not produce a clear answer until much later. Nothing of the Young Skål, Active Individual membership or ISC cost saving proposals was discussed. These tasks involved several Councillors spending many valuable hours over the months prior to the New York Congress ISC meeting to ensure there was a proper detailed study and debate amongst their task committees. Following which the full Committee and then the Plenary meetings discussion and agreement. It took until the late February Executive Committee meeting to get proper feedback that was given to us in early March; nearly five months after the proposals were first presented. ISC Vice President Paul Follows stated this was unacceptable and resulted in the task committees being unable to move forward in a number of the tasks with further phases until they knew where they stood with their proposals presented in October.

Moreover from talking to Councillors after having nothing solid to report, it resulted in a number of National Committees questioning the cost of sending their International Councillors to these meetings.

ISC	Done
ISC/PF BW	Done
ISC	Mexico

It had also made for less time for the necessary debate within the task committees as they were all busy career people and needed these months between meetings to be able to have proper discourse.

He added this must not be allowed to continue and future Executive Committee meetings must have enough time allocated to debate proposals in order to avoid such a delay again.

Finally he thanked ISC President Keith Murcott for his guidance and Vice President Bernard Whewell (Australia) for the joint effort with the ISC Manual, not forgetting ISC Secretary Susanna Saari (Finland) who had done a sterling job with administration.

President Karine Coulanges clarified that the proposals from the Council were always discussed in early February at the first Executive Committee meeting. The extra Executive Committee meeting which was held in November was because they had a lot of issues to discuss, they wanted to set up new rules for the Executive Committee and set up objectives to be achieved by the Executive Committee that year.

William Rheame (Canada) asked why the Executive Committee then met on the Sunday following the ISC meetings.

Vice President Marianne Krohn explained that the second meeting of the Executive Committee during the Congress was the constitution meeting of the new Executive Committee. The Executive Committee discussed the recommendations from the Council following their Mid-Year meeting.

ISC Vice President Paul Follows said his understanding was that the second meeting of the Executive Committee on the Carnival Glory was not held and was delayed until mid-November. That was when there were going to be discussions. He insisted that the Council got feedback from the Executive Committee much quicker than they did this time.

On the proposal of Gerald Perez (Asia), seconded by Patria Chiong (Philippines), the report by the ISC Vice President Paul Follows was approved unanimously.

(c) REPORT BY THE ISC VICE PRESIDENT BERNARD WHEWELL

ISC Vice President Bernard Whewell (Australia) said that since his election in October last year it had been a constant level of activity with work on the ISC Board. The main body of work he had been involved with had been the preparation of the new operational guidelines, working with Paul Follows on delivering to the Council a streamlined and more efficient document that could guide the Council into the future. This was a project that was well overdue as there was duplication and contradictory articles that really made no sense. This would be delivered and approved in the plenary session.

He explained that he was still managing the invites to the Drop Box.

He had the opportunity to spend time in Australia and New Zealand with President Karine Coulanges who was escorted by Director Nigel Pilkington. This gave him a great opportunity to talk to many Skålleagues about the Council and the importance of supporting what the Councillors did on behalf of Skålleagues across the world. The trip was a roaring success and the concept of Skål being a global organisation was certainly reinforced with all.

ISC	Mexico
ISC/PF	Done
ISC	Done
PF	Done
ISC	Ongoing
SC/ISC BW/PF	Done
BW	Ongoing
ISC	Ongoing

In closing he thanked his fellow board members Keith Murcott, Paul Follows and Susanna Saari and thanked everyone for giving him the opportunity to work with them on growing Skål.

On the proposal of William Rheume (Canada), seconded by Peter Morrison (New Zealand), the report by the ISC Vice President Bernard Whewell was approved unanimously.

(d) REPORT BY THE SECRETARY OF THE ISC SUSANNA SAARI

ISC Secretary Susanna Saari (Finland) stated that since the Council meeting on board the Carnival Glory Cruise departing from New York, the board had had a meeting aboard the Carnival Glory and six Skype meetings.

ISC Ongoing

The Drop Box had been used actively and she encouraged every Councillor to adopt it as part of their Council area. Drop Box was also used for collecting task suggestions from all Councillors. The countries that contributed were: South Africa, France, Finland, Sweden, Thailand, Bahrain and Switzerland. The Vice Presidents were now in charge of the handling of the suggestions made. Drop Box was further used for collecting travel media details which was a request from Director Nigel Pilkington. The countries which responded to the request were: Taiwan, Spain, UK, Switzerland, Germany, Australia, Finland, Sweden, Bahrain, France and South Africa.

ISC Ongoing

ISC Secretary Susanna Saari informed that on the request of President Karine Coulanges the “Road Map” document was sent to all Councillors and a survey tool (SurveyMonkey) was introduced to collect ideas from National Committees and Clubs globally. In total 19 Councillors responded to the request. She would present this report later in the afternoon.

ISC Ongoing

She said that the International Skål Council Facebook page was launched after the Bali meeting and currently had 16 members. She encouraged Councillors who had a Facebook account to send in a request. It was a closed group with no members from the Executive Committee.

ISC Ongoing

She mentioned that a MOU (Memorandum of Understanding) was prepared in English and Spanish and was distributed to all new Councillors attending the Bangkok Mid-Year meeting, as well as all Councillors renewing their two years term.

ISC Ongoing

As a Councillor she was part of Committee A working in a task group under Lavonne Wittman (South Africa) on a new membership category of “special interest tourism”, namely Medical Tourism. She thanked Lavonne Wittmann for the hard work she had done.

ISC Mexico

Susanna Saari clarified that all the reports would be available on the Drop Box following the meeting.

ISC Ongoing

Finally she thanked President Keith Murcott, Senior Vice President Paul Follows and Junior Vice President Bernard Whewell for all their support and most of all their patience and sense of humour during the long Skype meetings. She stated that it had been a privilege to learn from and with them.

On the proposal of Werner Flegel (Germany), seconded by Martin Vogt (Switzerland), the report by the ISC Secretary Susanna Saari was approved unanimously.

8. ADDRESS BY THE PRESIDENT OF SKÅL INTERNATIONAL KARINE COULANGES

President Karine Coulanges explained that the Executive Committee had its first meeting in November in order to discuss the new Congress concept. They had spent a half day brainstorming together with the then Secretary General and the Congress Coordinator Daniel Cervera. She then presented the proposed new Congress concept which is attached to these minutes for reference. Director Lou Conkling, Vice President Salih Cene and Honorary President Uzi Yalon were involved in the procedure, as well as in the revision of the Congress Manual.

Past-President Enrique Quesada (Mexico) asked how much would the congress fees be reduced? President Karine Coulanges responded that the idea was to reduce the cost by 30%.

Llana Smith (U.S.A.) stated that the transfers were a very important part of welcoming Skålleagues to a new country, although they may be expensive. President Karine Coulanges stated that the transfers would be available, but not included in the cost of the Congress.

Susanna Saari (Finland) asked whether there would be any change in the hotel categories. President Karine Coulanges replied that there would still be three, four and five star hotels.

Director David Fisher explained that Skål Kenya Coast had presented the five day package, however, the General Assembly in Mexico would have to vote on whether they accept to make the change for 2015 or not.

Jason Samuel (India) asked Director David Fisher if the prices would then go down 30%. David Fisher clarified that in the particular case of Kenya Coast it may not be so easy to reduce the congress by 30%, but there would definitely be some savings if the length of the congress was reduced.

Jason Samuel (India) suggested to include at least an optional half day city sightseeing in the afternoon. President Karine Coulanges confirmed that this would still be available.

Victor Abboud (Ecuador) said that the transfers should be available on an optional basis mainly for language and security reasons.

William Rheume (Canada) applauded the fact that there was a keynote speaker included, but he wondered what consideration had been given to the full educational programme when we were trying to get more Skålleagues to attend and justify the expenses from an educational perspective. He added that although we were reducing the costs by pulling out some of these things, he was concerned that we were “nickel and diming” people and it was a false economy if he had to go and spend more and more money out of his own pocket that was not included in the congress fee.

President Karine Coulanges then referred to the fact that we did not have a Secretary General anymore and she added that this year we could not afford to have another one. The Executive Committee was wondering if it was productive and if there was return on investment to have a Secretary General travelling around the world flying from Torremolinos which cost a fortune. Skål had talented people on the different continents and the idea was to identify people with the skills for special missions. She then presented the Skål Ambassador concept which is attached to these minutes for reference.

<p>PF/BW SC</p>	<p>Mexico</p>
<p>EC</p>	<p>Ongoing</p>
<p>KC</p>	<p>Done</p>
<p>EC/ISC</p>	<p>Ongoing</p>
<p>KC/EC</p>	<p>For noting</p>

President Karine Coulanges stated that the Executive Committee had tasked the staff in the office who reported directly to the Vice Presidents and/or Directors. Each staff member completed and sent to the Executive Committee a task sheet report monthly and President Karine Coulanges had a Skype meeting every two weeks with the entire team in Torremolinos. She added that the staff was very dedicated.

KC/EC

For noting

Kamer Rodoplu (Turkey) asked what would be the amount Skål would save by not hiring a Secretary General. President Karine Coulanges said that Finance Director David Fisher would respond to these questions during the General Assembly.

DF/EC

For noting

Jason Samuel (India) complimented the staff in Torremolinos on behalf of Skål International India. He said they were brilliant and very helpful.

President Karine Coulanges referred to the World Tourism Award which Skål International had been awarded in 2013 and she showed the DVD which was shown on the occasion of the award presentation.

Yaacov Hartman (Israel) asked President Karine Coulanges why Bernhard Wegscheider was not in his position anymore. President Karine Coulanges responded that it had been a common decision. Bernhard was not working as it was expected and he did not find in Skål what he was expecting. Yaacov Hartman asked how much Bernhard had cost. President Karine Coulanges responded that this would be included in the financial and auditors report for the Congress, since the process was still ongoing and the figures were not finalised yet.

DF/EC

Mexico

William Rheume (Canada) said that many of their members had asked some of the details surrounding the circumstances and he asked President Karine Coulanges if she could share some of these with them.

President Karine Coulanges stated that Bernhard Wegscheider had never been a full employee of Skål International. He was on a consultancy basis and he had decided to resign.

KC/EC

For noting

Brinley Waddell (Thailand) referred to the Ambassadors project and asked what would be the communication with the National/Area Committee. President Karine Coulanges explained that the Councillor represented their members and their country and the Skål Ambassador would represent the Executive Committee for special missions and projects. She added that there was absolutely no conflict of interest.

ISC President Keith Murcott thanked President Karine Coulanges for her report and he emphasised that the staff was extremely helpful in getting issues done when you ask them.

President Karine Coulanges thanked SIUSA for paying in advance. She also thanked Sylvia Liebisch (Austria) who had decided not to go to Thailand, but who finally came to the meeting.

Constantine Panoussi (Monaco) said that the staff in Torremolinos was not only helpful, but they were very professional. He added that the staff actually knew more than the former Secretary General who was not very cooperative and who did not know much about the operation.

Gerald Perez (Asia) stated he liked the Ambassador programme and even if we hired a full time Secretary General, the concept had a lot of merit.

9. PRESENTATION AND ELECTION OF CANDIDATES FOR DIRECTOR

There were four candidates presented by the International Council for the position of Director. They were Paul Follows (UK), Rafael Millan (Mexico), Susanna Saari (Finland) and Jason Samuel (India). The candidates in attendance expressed their personal objectives and the following was the result of the vote by the Council:

Susanna Saari	22
Paul Follows	17
Jason Samuel	17
Rafael Millan	7

The four candidates would go forward for the election at the General Assembly.

On the proposal of Peter Morrison (New Zealand), seconded by Gerald Perez (Asia), it was approved that the ballot papers would be destroyed.

There was also a nomination for the distinction of Membre d'Honneur for Russell Butler (Sydney). The following was the result of the vote by the Council:

In favour	25
Against	1
Abstention	1

Russell Butler would go forward for the election at the General Assembly.

On the proposal of Constantine Panoussi (Monaco), seconded by Patria Chiong (Philippines), it was approved that the ballot papers would be destroyed.

10. PRESENTATION OF MID-YEAR MEETING VENUES FOR 2015

The General Secretariat had received nine bids, the costs of which are detailed in the spreadsheet attached to these minutes.

Lavonne Wittmann (South Africa) presented the two bids proposed by Skål International Cape Town. Dates suggested: 23-25 April 2015.

Werner Flegel (Germany) presented the bid proposed by Skål International Freiburg im Breisgau. Dates suggested: 29 April-4 May 2015 or 27 May-1 June 2015.

ISC Secretary Susanna Saari presented the bid proposed by Skål International Gerona (Spain). Dates suggested: 7-10 May 2015 or 14-17 May 2015.

Frans Staal (Netherlands) presented the bid proposed by Skål International Amsterdam-Haarlem. Dates suggested: 28-31 May 2015.

Llana Smith (U.S.A.) presented the bid proposed by Skål International Louisville. Dates suggested: 16-19 April 2015.

Antonino Percario (Italy) presented the bid proposed by Skål International Roma. Dates suggested: 4-7 June 2015 or 11-14 June 2015.

ISC/GS	Mexico
ISC/GS	Mexico

Constantine Panoussi (Monaco) stated that some bids did not include the cost of the translation. ISC President Keith Murcott responded that the translation had to be part of the bid document and that Congress Coordinator Daniel Cervera would go back to them and ask them to provide quotations for simultaneous translation.

DC/GS	Now
ISC	Now
ISC	Mexico
EC	Mexico
ISC/PF	Mexico

ISC President Keith Murcott asked the Councillors to make sure that the proposed dates do not clash with any other major Skål event.

The International Councillors would now present these bids to their National Committee and the voting would take place during the ISC annual meeting in Mexico City.

President Karine Coulanges asked Antonio Percario if the Young Skål event would be held in conjunction with the Council Mid-Year meeting. Antonio Percario responded affirmatively.

ISC President Keith Murcott informed that there were also two bids from Utrecht and Amsterdam which would not be presented.

11. REPORT BY THE COMMITTEE A

Vice President Paul Follows (UK) asked William Rheaume (Canada) to make the presentation on the ISC and the cost structure which is attached to these minutes for reference.

William Rheaume (Canada) presented the second instalment of the presentation on reducing costs of holding the Council meetings. The major recommendations were: general savings with planning for fewer attendees; reduce the length of the ISC meeting at the World Congress to one day and maximum rate for hotel rooms should be \$200 USD/175 €.

Committee A recommended having two meetings and the format for the Mid-Year meeting being the primary meeting was to make the task presentations that were done the day before and send them out electronically in advance, thereby, saving some time during the deliberations of the presentations and allowing more time to discuss important issues that might be presented for the further development of Skål.

The current Mid-Year bid format was really not ideal since it had been held in Asia for two consecutive years. The proposal was to consider rotating the Mid-Year meeting location by continent. Bids would be solicited from cities and countries on the continent on a rotating basis. This would ensure more equitable travel costs. Travel distances would be spread out for Councillors and the Executive Committee. The location selected should give preference to cities with easy air access.

Regarding the meeting costs, the price should not be the critical factor – the networking and experiential opportunities were more important. The travel cost was the issue. Committee A proposed to add a separate fee for Council membership. The fee would be pooled and used to offset travel costs for attending Councillors on a pro-rated basis. The reimbursement would be paid after the meeting according to participation. Councillors from host countries would not be eligible for the reimbursement. The question was why do so few Councillors attend and the suggestion was that it was time to assess the structure of the Council.

Constantine Panoussi (Monaco) suggested to change the word continent by region.

On the proposal of Constantine Panoussi (Monaco), seconded by Llana Smith (U.S.A.), the presentation was approved unanimously.

Vice President Paul Follows (UK) asked Llana Smith (U.S.A.) to make the presentation on the Young Skål of Tomorrow which is attached to these minutes for reference.

Llana Smith (U.S.A.) had been doing some research and she had spoken with several Young Skålleagues, particularly two from Skål Atlanta who attended the Young Skål Symposium in Bucharest and who gave her some great feedback. She presented some of the things suggested by the Young Skålleagues for Skål to consider:

- Young Skål Educational Courses, similar to CTC/CTA for agents or other tourism accreditations.
- Create a Young Skålleague of the Year. Each National Committee could propose a Young Skålleague from their area. This would give them recognition and perhaps a scholarship or internship opportunity.
- Scholarship Opportunities that could help them in their first years of employment.
- Mentor/Sponsorship Programs.
- Shadowing Programs. They want to make sure that they understand what they are getting into.
- Spotlight in Newsletter. Maybe a column in the Skål Newsletter that spotlights a Young Skålleague.
- National/Regional Conferences. Bucharest was a success. Canada and the United States had determined that they would have the first ever North American Young Skål Conference in conjunction with the SIUSA National Committee meeting in August in Tucson.
- Focus on what “they” want and what “they” need for 2020.

Brinley Waddell (Thailand) emphasised that Young Skål had lacked direction over the last seven or eight years.

Llana Smith then proposed the following next step. Each country needed to identify their specific direction. We need to collaborate and share successes. Establish a Young Skål advisory board that would meet once a quarter on a Skype call for example. Create a constant flow of progress with the Executive Committee and the ISC. Obtain funding for Young Skål collateral. Establish a Young Skål Recruitment Committee; she suggested that the Ambassadors should also be trained in Young Skål and how to approach recruitment of Young Skål when they are working on projects for the President which is a return on investment. Llana Smith went through a proposed budget for Young Skål.

Young Skål would like to have more social media exposure, Young Skål representation at Congresses and so on, but one of the main things they would like to have is representation at the local level on the board with a vote because they feel that if they get involved at the local level, they will more quickly understand what Skål is all about.

Kamer Rodoplu (Turkey) was happy to state that Turkey had a student involved in their scholarship programme and they had mentorship and future leader programmes. They currently had 48 Young Skål members, 4.5% and their objective was to get 10% in the coming years. He encouraged everyone to give importance to Young Skål.

Director Nigel Pilkington said that they had been in discussion with a number of organisations to provide a jobs’ bank for Young Skål through the Skål website.

Antonino Percario (Italy) stated that Italy had 98 Young Skål members. They had a very successful strategy in Rome, with a Young Skål brochure and special training days. They had

	ISC/PF	Mexico
	ISC/PF	Mexico
	KC/NP	Ongoing

recently launched the first Master Expert for Tourism for Young Skål. Rome would hold the next Young Skål Symposium in March 2015.

Llana Smith pointed out that Germany, Turkey, U.S.A., South Africa had great programmes and she would appreciate it if they could send them to her.

Sylvia Liebisch (Austria) mentioned that in her Club they now had a Skål member from Orlando who was studying in Vienna and this young lady, together with one of their Young Skålleagues had made a fantastic presentation for Bucharest. There were some points in it that were not covered in Llana’s presentation and it could be a great idea to compile it. Llana Smith responded that we are all in this together.

Irena Persic-Zivadinov (Croatia) said that this was her first ISC meeting and these two days opened her eyes and she now really understood what Skål was about. She suggested having some Young Skål representatives at the meetings as observers who could bring new and fresh ideas. Llana Smith responded it would be a wonderful opportunity.

Brinley Waddell (Thailand) stated that in Thailand they had failed to get members interested and involved in Skål and he added that there needed to be a common message coming out, maybe through the website. Skål Bangkok would get 10 new Young Skål Professionals and the Club would print business cards for them and give them an e-mail address reflecting Young Skål as well.

Llana Smith encouraged everyone to send her any comment they had in order to get a perfect presentation to the Clubs.

On the proposal of Peter Morrison (New Zealand), seconded by Sylvia Liebisch (Austria), the presentation was approved unanimously.

Vice President Paul Follows (UK) asked Lavonne Wittmann (South Africa) to make the presentation on the Medical and Wellness Tourism Task which is attached to these minutes for reference.

Lavonne Wittmann (South Africa) stated that this task was a working, discussion, research programme which did not require an approval. It was a new discussion open to the floor. The objective was to relook at definitions of what travellers and tourism, our target market, were looking for. The reason she had chosen Medical and Wellness Tourism was because these two sectors were growing and generating considerable income in the travel industry at the moment. She then described the difference between Medical and Wellness Tourism. Medical Tourism was a reactive and involuntary industry for sick people who needed medical treatment or surgery, while Wellness Tourism was a proactive and voluntary industry for healthy people who were looking to maintain/improve their health. She then described some possible new membership classifications for Skål. To conclude she asked whether we really needed to look at different membership classifications for these special interest sectors and markets or were these different tourism markets just appealing to a different tourist and travel image.

Vice President Paul Follows complimented Lavonne Wittmann for her research which was a work in progress which would be fine-tuned and brought back to the ISC in Mexico.

President Karine Coulanges said that many times the people who were getting surgery travelled with their family who stayed in hotels.

ISC	Now
ISC	Ongoing
ISC/PF	Mexico

Vice President Bernard Whewell (Australia) pointed out that health insurance companies in Australia now included overseas treatments, because it was cheaper for them. That would take it to another level for Australia because people combined that with holidays.

Constantine Panoussi (Monaco) mentioned that the quality had to be maintained and that we should keep the three years minimum experience requirement for membership.

Vice President Salih Cene proposed not to wait until the Congress to include the new classification of Medical Tourism in the By-laws. ISC Vice President Paul Follows responded that with the technology today that could be done quicker.

Lavonne Wittmann asked the Councillors to look at the presentation and give her their feedback.

ISC President Keith Murcott thanked Committee A for their presentations.

12. REPORT BY THE COMMITTEE B

ISC Vice President Bernard Whewell (Australia) presented the report of Committee B who was responsible for the portfolios of Finance, Statutes and the Florimond Volckaert Fund and which is attached to these minutes for reference.

Bernard Whewell said that the Committee had talked about increasing the financial base of the organisation which in the main was currently driven by membership dues which were reducing each year. They spoke about sponsorship and Affiliate Corporation. It was easier to build the relationship at the club and national level. He then gave several examples of local sponsorship deals in Australia. Antonino Percario (Italy) explained what they were doing in Skål Roma with regard to sponsorship opportunities. Bernard Whewell suggested to have a toolkit on the website with some reference document and real life examples.

Constantine Panoussi (Monaco) suggested that we do a sort of centralised lobbying subcommittee for international and local sponsorship in order to build in some information in one centre and that would help us to get more sponsorships.

The next question was whether we should charge a joining fee to enter the Skål organisation. Many Clubs do already charge a joining fee and there could be an issue there with another joining fee attached to that. However, the view of the Committee was that if we charged an international joining fee to cover administration, it would make it harder to attract members. It would only really work in bigger Clubs that had a waiting list. The Committee felt that we should really better look at how we could increase the membership and the strong feeling of the Committee was that the answer to “Should we charge a joining fee” was NO.

Director David Fisher stated that we had to try to generate more revenue. Charging the entrance fee would not affect the current membership, just the new members.

Director Nigel Pilkington pointed out that a lot of Clubs and National Committees already charged an entrance fee. He was surprised to note that now that Skål International needed more funds and that the Executive Committee got to the Council to get more funds, the Council said NO. He added that last year we had 2,712 new members in Skål. That would have raised Euros 200,000.

ISC/PF SC	Now
ISC/BW	Ongoing
	Noted

ISC Vice President Bernard Whewell responded that the Committee fully understood that as part of the discussion, but on that particular question, they thought we needed to focus on other things. Regarding the question “Should we charge a levy on all members to pay off the current debt”, that was discussed and the general feeling was that it would be detrimental to Skål and that no levy on members should be introduced. The problem of cash flow was because Clubs did not pay on time and that was what had to be addressed.

Bernard Whewell suggested to focus on the membership, trade shows, Ambassador Programme and look for sponsorship opportunities from the Ambassador Programme.

Vice President Marianne Krohn stated that we had started to make appointments at trade fairs with potential members and then a follow up was done.

Sylvia Liebisch (Austria) referred to her experience with the promotion of the Frequent Flyer Programme all over the airports with teams trained on the subject visiting one booth after the other. She said that we could do it.

President Karine Coulanges suggested that this could be a good task for Young Skål for next year.

Constantine Panoussi (Monaco) thought that it could be an opportunity for the Skål Clubs to approach the organisations who want to promote their country outside their borders and get Skål involved and create a relationship in arranging and handling those programmes for them and at the same time get their sponsorship for the local and destination programmes. The road shows could also be looked at.

ISC President Keith Murcott showed a desk Skål flag which could be used at trade shows. Director Nigel Pilkington stated that the price was Euros 10 + P&P. It could be displayed at hotel receptions, travel agencies. There were 400 in stock available from the General Secretariat.

The next question was whether we needed a Secretary General. The Committee had come to the conclusion that we needed to build a face of Skål that was consistent. Someone needed to represent the brand, but we did not need a Secretary General. This could be done with the resources of the Executive Committee and the Ambassador Programme. The Committee wondered whether it was worth considering having a President Elect scenario, rather than the current system, who would then have a two year approach to the role.

Statutes & By-Laws. The Committee believed that the Statutes needed to be streamlined to allow Skål to react to the changing world. It was felt that we could form a Committee to rewrite the Statutes which would be made of 6-8 regional representatives and 2 members of the Executive Committee, one who would chair the Committee. The new Statutes to be completed by February 2015 for comment and then voted on in Mombasa. The By-Laws would have to be looked at to bring them into line with the changing world as well.

Part of the problem with the By-Laws were that a single Club could object. The Committee proposed to make a change to the By-Laws objection to be 5% of the Clubs, rather than a Club, but that 5% could not be from one country.

Vice President Salih Cene said he had already been updating the By-Laws and was working on amendments to the Statutes as well.

ISC/BW	Ongoing
MK	Now
ISC/PF	Mexico
ISC	Mexico
ISC	Now
ISC/BW	Mexico
ISC/BW SC	February 2015
ISC/BW SC	Now
BW/SC	Mexico

The next item was the Form 4. The Committee believed that the form needed to be revised to ask questions that had some meaning and have a structure that used the information. It was also suggested to take out the financials as they were beyond the control of the Councillor alone.

ISC Vice President Bernard Whewell proposed to work on the marketing plan for the Florimond Volckaert Fund prepared by Nigel Pilkington. The Committee had appointed a three persons subcommittee who would report back.

William Rheume (Canada) said that we did not have time to deliberate during the meeting and he believed that maybe we had to extend the ISC meeting another day in order to do the task work and have the ability to discuss. He complained that the Executive Committee had monopolised a lot of the questions and the Councillors did not have the opportunity to ask. He believed that was wrong.

Brinley Waddell (Thailand) agreed with William Rheume and said that there needed to be more feedback from the floor. He proposed that the Form 4 include the following question: "Are there any questions that your members in your country are asking and that you are not getting answers to?"

Lavonne Wittmann (South Africa) said she did not understand what was meant by marketing plan for the Florimond Volckaert Fund. Bernard Whewell explained that it was basically how we could further develop the Florimond Volckaert Fund.

On the proposal of William Rheume (Canada), seconded by Peter Morrison (New Zealand), the report was approved unanimously.

ISC President Keith Murcott stated that he knew that the Council was sometimes hamstrung by the time when it came to presentations. He said they would do their best to gather this information and put it into a format that was clearly understood, so that the Executive Committee could make decisions at their meeting the following day.

13. THE WAY FORWARD BASED ON THE ROAD MAP

ISC Secretary Susanna Saari gave a presentation on the response by Councillors to the Road Map to the future as requested by the Executive Committee which is attached to these minutes for reference. The full report on the presentation is also available in Drop Box.

Vice President Salih Cene stated that we had seven-page Statutes and 27-page By-Laws.

Peter Morrison (New Zealand) asked how Torremolinos would run if people had to be made redundant according to the Spanish law.

Finance Director David Fisher explained that the staff in Torremolinos were covered by the social security which was governed by the Spanish law. If we were to move and relocate and if the staff did not wish to go with us voluntarily and we had to therefore terminate their employment, there would be liabilities associated with that which could be as much of Euros 500,000. Peter Morrison (New Zealand) asked what the retirement age was. Finance Director David Fisher responded that it was 65, but you could go up to 70.

ISC Vice President Bernard Whewell asked what would the next steps be with regard to the Road Map.

ISC/BW	Mexico
ISC/BW	Mexico
ISC/PF	Mexico
ISC/BW	Mexico
ISC/BW	Ongoing
ISC/GS DC	
ISC/EC	Now
ISC	
	For noting

President Karine Coulanges responded that the Executive Committee would study all this information in depth and come up step by step with some proposals to be agreed and then go forward.

Vice President Marianne Krohn clarified that the liability towards the staff in Torremolinos would depend on how long they had been with us and we had to have a good reason to lay them off.

14. DISCUSSION ON THE REVISED ISC OPERATIONS MANUAL

ISC President Keith Murcott explained that the revision to the ISC Operations Manual was discussed the previous day in a combination of both Committees and had been worked on laboriously by ISC Vice Presidents Paul Follows and Bernard Whewell.

ISC Vice President Paul Follows said that since they already had a full discussion on that document, they did not intend to go line by line again. He proposed to take a vote on the Manual in agreement, unless anybody had anything to say. There were no comments.

On the proposal of Peter Morrison (New Zealand), seconded by William Rheume (Canada), the revision of the Manual was approved with one vote against.

ISC Vice President Bernard Whewell clarified that the Executive Committee would now approve these changes on the following day and the Manual would then come into effect three months later if approved. Vice President Salih Cene pointed out that the changes to the Manual would come into effect immediately.

Yaacov Hartman (Israel) said that Article 20 of the ISC Mid-Year Meeting Bid Document stated that three days of full accommodation should be arranged for the Councillors and five days for the Executive Committee. He asked who was paying for whom?

ISC President Keith Murcott responded that the Executive Committee were paying for themselves.

15. ANY OTHER BUSINESS

A prepared statement from the Executive Committee was read by Director Nigel Pilkington to cover off the departure of the previous Secretary General.

Constantine Panoussi (Monaco) referred to the fact that the bids for the World Congress were not presented at the Mid-Year meeting anymore and he asked when and why had this change been made. ISC President Keith Murcott explained that the bids for the World Congress were discussed at the World Congress for the following year. Susanna Saari (Finland) agreed that the World Congress bids should be presented at the Mid-Year meeting.

ISC President Keith Murcott suggested to give some time to Constantine Panoussi and Jason Samuel to present their bids for the 2016 World Congress at the end of that meeting. However, Kamer Rodoplu (Turkey) objected to it since that was not on the agenda and there could still have bids coming in until midnight since that day was the closing day for the reception of bids. Vice President Marianne Krohn supported this. ISC President Keith Murcott then said that under those circumstances no bid would be presented during the meeting and he apologised for it to Constantine Panoussi and Jason Samuel.

KC/EC	For noting
ISC/BW PF/SC	Ongoing
ISC/BW PF	August
GS/ISC	

Constantine Panoussi (Monaco) agreed with the decision and suggested that in future we should have a system to give priority to the World Congress to be discussed at the ISC Mid-Year meeting.

Bernard Whewell (Australia) suggested that the deadline should be brought forward to allow the bid be presented at the Mid-Year meeting. He asked Director Lou Conkling who was currently revising the Congress Manual to take this into consideration. Director Lou Conkling explained that the deadline was recently extended to 31 May a few years back because we were having trouble getting bids. The deadline would have to be brought forward at least to 28 February.

Vice President Salih Cene clarified that it was not because the bids were late that this was changed, but at that time Bent Hadler was asked to review the Congress Manual and this change was then proposed, voted and accepted by the Council.

William Rheaume (Canada) said that it was stated during the meeting that the Active Individual membership task was closed. However, in various discussions with the Secretariat, he realised that the dues structure was still wrong according to what was agreed upon in New York and in Bali the previous year. This issue had to be addressed before finalising the task.

ISC President Keith Murcott explained that the Active Individual membership on the Skål website refers to the annual membership fees. Where there is a National Committee the fee is Euros 60 + the fee charged by the National Committee to that Active Individual member. For countries with no National Committee, the fee is Euros 100. That would be paid to Skål International.

William Rheaume (Canada) added that this was not what was agreed upon. He understood that the Active Individual members where there was a National Committee came under the umbrella of the National Committee. The National Committee was supposed to set the dues and already paid the international dues from their collection. He asked how it was that we could still have the Secretariat adding another Euros 60 over and above the National Committee dues. The Active Individual members were not supposed to have to pay directly to the Secretariat since they paid their dues to the National Committee who then paid the dues to themselves and to the Secretariat.

ISC Vice President Paul Follows responded that there had been some confusion as far as the payment for the international dues. The proposal in New York was quite clear that an Active Individual member in a country where there was a National Committee, the National Committee was responsible for invoicing both the international dues and whatever that National Committee decided were the dues to be added to it. That was understood at that stage. On the website it clearly stated that the international dues of Euros 60 were paid directly and the national dues would be pay directly to the National Committee. He said that was wrong and confusing. He had spoken to Director Lou Conkling regarding that issue. Director Lou Conkling confirmed that that would be changed as soon as possible on the website, so that both payments would be made directly to the National Committee.

Martin Vogt (Switzerland) said that in the past there was a Finance Committee, whereas now we had Committee A and B. He expressed that his Clubs were concerned about the financial situation of the association because he had heard that there was no money available to pay a Secretary General. Whether we needed one or not was another question. He believed that the Council should get more involved with the finance of the association and should discuss the future of our finance at a future meeting.

ISC	Mexico
LC/PF GS	Mexico For noting

ISC President Keith Murcott responded that the finance section was included within Committee B under the chairmanship of Bernard Whewell who would work with Finance Director David Fisher.

ISC Vice President Bernard Whewell (Australia) supported the comment made by William Rheume (Canada) that one extra day meeting may not be such a bad thing to do in order to cover off things that needed some more time.

Brinley Waddell (Thailand) informed that out of the Euros 40,000 raised for the Philippines Appeal Fund, Thailand members had put forward Euros 10,000. He was told during the break that none of that money had arrived to the Philippines yet and he asked why.

ISC President Keith Murcott suggested Brinley Waddell to ask the Finance Director or Yolanda Sanchez in Torremolinos about it and he was sure that he would get an explanation.

Patria Chiong (Philippines) explained that she had suggested several projects which were approved by the Executive Committee, i.e. building of schoolrooms, basic houses and motorised fishermen boat. She said she was not aware why the funds had not been sent to Philippines yet.

Brinley Waddell (Thailand) said that Thailand had collected more or less a further Euros 5,000. However, if the money had not been sent out yet, he could have an issue at national level whether they should send the money over to Spain.

Jason Samuel (India) suggested selling a “FVF Fellow” medal in order to raise funds for the Florimond Volckaert Fund. ISC President Keith Murcott stated that actually when Nigel Pilkington was a Councillor, he came up with an idea of having a gold, a silver and a bronze pin. Jason Samuel said we should have only one colour. ISC President Keith Murcott proposed that this issue could be raised within Committee B again. Patria Chiong (Philippines) supported the idea.

ISC President Keith Murcott then confirmed the dates of the ISC meeting in Mexico:
 23 October 2014 ISC Arrival & Get-Together in the evening
 24 October 2014 Committee meeting
 25 October 2014 Plenary session

16. CLOSURE OF THE MEETING BY THE ISC PRESIDENT KEITH MURCOTT

ISC President Keith Murcott thanked all Councillors for attending the meeting and the interpreters. He also thanked his board, Susanna Saari, Paul Follows and Bernard Whewell. He believed that it was the strongest team the Council had had in many years.

He then closed the meeting.

	Mexico
ISC/BW	Mexico
	For noting
DF/GS	
	Mexico
	For noting