



Dear Skålleague,

06 June 2011

Ref: Proposed Statutes Changes

Greetings!!!

I write to you today for a very important reason. At the upcoming Annual General Meeting of Skål International in Turku on Tuesday 20 September, we will be deliberating and voting on 23 changes to our Statutes. Several of these changes are a result of the efforts of the Task Force for the re-positioning of Skål. Some of them, if approved, could well alter the future direction of our organization in a significant manner. The content of these changes is attached for your perusal.

I invite you to look these over and discuss them with your fellow members. Most importantly, send a delegate to Turku who can express your views and exercise your voting rights.

This is our organization and it is up to us all collectively to take it in the direction we want to set.

With Best Regards

Mok Singh

**Mok Singh
Vice President Statutes
Skål International.**

PROPOSED AMENDMENTS TO THE SKÅL INTERNATIONAL STATUTES 2011

ORIGINAL	PROPOSED AMENDMENT	RATIONALE	Nº
<p style="text-align: center;"><u>ARTICLE II</u> <u>Mission, Principles, Objectives, Functions and Structures</u></p> <p>Section 5 – Structures</p> <p>(e) General Secretariat – The General Secretariat is the Management body of Skål International, headed by an appointed Secretary General who is accountable to the Executive Committee and employing salaried personnel.</p>	<p style="text-align: center;"><u>Proposed by Skål International Israel</u></p> <p>Section 5 – Structures</p> <p>(e) General Secretariat – The General Secretariat is the Management body of Skål International, headed by a Secretary General appointed by the Executive Committee and confirmed by the General Assembly, for a period of three years – in this first period one year is a trial period, to be valued by the Executive Committee with the possibility to be re-appointed for extra two terms of three years, total nine years, to be specified in the By-laws. The Secretary General is accountable to the Executive Committee and employing salaried personnel.</p>	<p>To rectify and prevent an unhealthy situation when a position filled too long by the same person. This can cause stagnation and no new creativity and ideas. This applies already to all other position’s holders: Presidents, Vice Presidents, Directors, Councillors, etc. in all Skål levels and in international institutes.</p> <p>The Executive Committee and the International Skål Council do not recommend this modification. The control of the General Secretariat needs to be with the Executive Committee who is responsible to the General Assembly and knows the person and his/her capabilities. A suitable candidate may not wish to relocate from a trial period of one year.</p>	1

<p>New section (h)</p>	<p><u>Proposed by Skål International Israel</u></p> <p>(h) Arbitration & Appeal Committee: This Committee will be nominated by the Executive Committee from Honorary and Past Presidents and will be confirmed by the General Assembly. The Committee will serve as an appeal body and arbitrator when decisions of the Executive Committee are being challenged.</p>	<p>Creation of a body for arbitrations and appeal between members and the Executive Committee, like in all governing bodies: States, Organisation, Associations, etc... Like and Appeal Court and arbitration.</p> <p>The Executive Committee and the International Skål Council are not in favour of this recommendation.</p>	<p>2</p>
<p><u>ARTICLE III</u> <u>Membership and Skål Clubs</u></p> <p>Section 3 - Rights of Member Clubs</p> <p>(b) To appoint delegate(s) and to vote at the General Assembly as specified in the By-Laws.</p>	<p><u>Proposed by:</u> <u>Skål International Orlando</u> <u>Skål International U.S.A.</u></p> <p>Section 3 - Rights of Member Clubs</p> <p>(b) To appoint delegate(s) and to vote at the General Assembly. The number of voting delegates each Club is entitled to send to a General Assembly of Skål International shall be based on the number of Active, Life and Retired members for which it has paid its annual capitation fee to Skål International and will be calculated by the Secretary General on 31st July of each year. Clubs with up to 50 Active, Life and Retired members shall have one (1) vote. Clubs with 51 to 100 Active, Life and Retired members shall have two (2) votes. Clubs with 101 to 150 Active, Life and Retired members shall have three (3) votes. Clubs with 151 or more Active, Life and Retired members shall have four (4) votes, whatever the total number of its membership is 151 or more.</p>	<p>This would be an achievable incentive for many Clubs to increase their membership to the next level to increase their voting strength. It is realistic that Clubs have votes commensurate with their membership.</p> <p>N.B. If this modification is approved, then Article VI, Section 3 (a) will be removed from the Skål International By-laws.</p> <p>The Executive Committee and the International Skål Council are not in favour of this modification. The current system is more equitable to smaller Clubs.</p>	<p>3</p>

<p style="text-align: center;"><u>ARTICLE IV</u> <u>National and Area Committees</u></p> <p>Section 1 - National Committees</p> <p>A National Committee shall be formed in each country where four or more Clubs exist, unless geographical or other reasons (at the discretion of the Executive Committee) should warrant an exception to this rule. Countries with two or three Clubs may form a National Committee. The full details and regulations are contained in the By-Laws.</p>	<p style="text-align: center;"><u>Proposed by Skål International Paris</u></p> <p>Section 1 - National Committees</p> <p>A National Committee may be formed in each country where four or more Clubs exist, unless geographical or other reasons (at the discretion of the Executive Committee) should warrant an exception to this rule. Countries with two or three Clubs may form a National Committee. The full details and regulations are contained in the By-Laws.</p>	<p>No rationale stated by the proposer.</p> <p>The Executive Committee recommends this modification as there should be no obligation to form a National Committee.</p> <p>The International Skål Council is, however, not in favour of this recommendation.</p>	<p>4</p>
<p style="text-align: center;"><u>ARTICLE VI</u> <u>Executive Committee</u></p> <p>Section 1 - Composition and Term of Office of the Executive Committee</p> <p>(a) The Skål International Executive Committee shall comprise seven members. All members of the Executive Committee shall have been elected individually by a General Assembly vote and shall cover the following positions: President, two Vice Presidents and four Directors.</p>	<p style="text-align: center;"><u>Proposed by Skål International Israel</u></p> <p>Section 1 - Composition and Term of Office of the Executive Committee</p> <p>(a) The Skål International Executive Committee shall comprise seven members. All members of the Executive Committee shall have been elected individually by a General Assembly vote and shall cover the following positions: President, two Vice Presidents, three Directors and Immediate Past President.</p>	<p>The importance of the change is the restating of the position of the Immediate Past President for the purpose of continuity, so the change could be either with seven Committee members as proposed or going back to nine members as it was.</p> <p>The Executive Committee and the International Skål Council are not in favour of this recommendation as there would be no advantage and there would also be an increased cost. Past-Presidents are available for consultation or secondment.</p>	<p>5</p>

<p>(b) The maximum term of office for a member of the Skål International Executive Committee shall be six years in total.</p>	<p><u>Proposed by Skål International Israel</u></p> <p>(b) The maximum term of office for a member of the Skål International Executive Committee shall be six years in total (Director up to two years, Vice President up to two years, President one year, Immediate Past President one year).</p>	<p>The importance of the change is the restating of the position of the Immediate Past President for the purpose of continuity, so the change could be either with seven Committee members as proposed or going back to nine members as it was.</p> <p>The Executive Committee and the International Skål Council are not in favour of this recommendation, as there would be no advantage and there would also be an increased cost. Past-Presidents are available for consultation or secondment.</p>	<p>6</p>
<p>Section 2 - Powers of the Executive Committee</p> <p>(m) To present to the General Assembly, with the recommendation of the International Council, a minimum of two sites for forthcoming General Assemblies and Congresses. The delegates to the General Assembly will select the site.</p>	<p><u>Proposed by Skål International Israel</u></p> <p>Section 2 - Powers of the Executive Committee</p> <p>(m) To present to the General Assembly for reconfirmation the site chosen by the Executive Committee, which is one of a minimum of two sites recommended by the International Council, for forthcoming General Assemblies and Congresses.</p>	<p>To return the power of decision on a site for the General Assemblies and Congresses to the Executive Committee. The General Assembly does not have the tools to examine the bids, as all the search, work and inspection being done by the Secretariat, the Executive Committee should be much more familiar with the details of the bid than the delegates of the General Assembly, who vote on a basis of not complete details and it is a sentiment vote not a professional.</p> <p>The Executive Committee and the International Skål Council are not in favour of the modification, but should do a more thorough assessment of the bids with the support of the International Skål Council before being presented to the General Assembly.</p>	<p>7</p>

<p>(o) To prepare the annual budget</p>	<p>Proposed by: <u>Skål International Bali</u> <u>Skål International Penang</u></p> <p>(o) To prepare the annual budget with revenues superior to expenses based on membership estimates no higher than the number of members achieved in the last complete fiscal year.</p>	<p>To ensure that the Skål International budget proposed by the Executive Committee is prepared in such a way that the current accumulated deficit does not grow and is eliminated over time.</p> <p>The Executive Committee and the International Skål Council are not in favour of this modification. A realistic target above actual membership needs to be set, but the Executive Committee manages expenses according to a lower membership count.</p>	<p style="text-align: center;">8</p>
<p style="text-align: center;"><u>ARTICLE VII</u> <u>General Assembly of Club Delegates</u></p> <p>Section 1 - Time and Place</p> <p>The General Assembly shall be held once in each Gregorian calendar year upon the call of the President at the time and place determined by the General Assembly.</p>	<p>Proposed by Skål International Israel</p> <p>Section 1 - Time and Place</p> <p>The General Assembly shall be held once in each Gregorian calendar year upon the call of the President at the time and place determined by the Executive Committee. The delegates to the General Assembly will reconfirm the site selected by the Executive Committee.</p>	<p>To follow up the changes in Article VI, Section 2.</p> <p>The Executive Committee and the International Skål Council are not in favour of the modification, but should do a more thorough assessment of the bids with the support of the International Skål Council before being presented to the General Assembly.</p>	<p style="text-align: center;">9</p>

<p>Section 3 – Auditors</p> <p>(b) Internal Auditors - Two Internal Auditors and one Deputy shall be elected by the Assembly, in accordance with the By-Laws. The Auditors are responsible to the General Assembly and will submit thereto a report on the finances of Skål International ensuring that the expenditures and fund status are in keeping with the Skål International Statutes and By-laws. An Internal Auditor can not hold any other International office.</p>	<p><u>Proposed by Skål International Sydney</u></p> <p>Section 3 – Auditors</p> <p>(b) Internal Auditors - Two Internal Auditors and one Deputy shall be elected by the Assembly, in accordance with the By-Laws. The Auditors are responsible to the General Assembly and will submit thereto a report on the finances of Skål International ensuring that the expenditures and fund status are in keeping with the Skål International Statutes and By-laws. An Internal Auditor cannot hold any other office.</p>	<p>No rationale stated by the proposer.</p> <p>The Executive Committee and the International Skål Council approve this modification.</p>	<p>13</p>
<p><u>ARTICLE X</u> <u>Statutes Amendments</u></p> <p>Section 1 – Method</p> <p>The Statutes can only be amended at two-yearly intervals unless the Executive Committee, with the agreement of the International Council, decides that an amendment is required. Such an amendment can then be put to any annual Assembly and a vote taken thereon. Amendments can only be approved by a two-thirds majority of accredited votes at the time they are put to the Assembly.</p>	<p><u>Proposed by Skål International Toronto</u></p> <p>Section 1 – Method</p> <p>The Statutes can be amended annually, i.e. every year. All amendments can only be approved by a two-thirds majority of accredited votes at the time they are put to the Assembly.</p>	<p>No rationale stated by the proposer.</p> <p>The Executive Committee and the International Skål Council do not recommend this modification, as this would incur an excessive workload for all bodies of Skål International.</p>	<p>14</p>

Section 3 - Notice

Statutes modification proposals from Club and National or Area Committees and the International Council must be received by the General Secretariat, in writing, not later than ten months before the opening date of the Assembly where the proposals are to be considered. The deadline for the Skål International Executive Committee to submit proposals shall be seven months prior to the opening date of the Assembly in question.

The Secretary General shall forward to the Executive Committee all proposals received, immediately after the deadlines.

The Secretary General shall forward a copy of such proposals to the President and Secretary of each Club, the Presidents of National and Area Committees, each International Councillor and the Honorary and Past Presidents of Skål International and Membre d’Honneur at least three months before the date of the said Assembly.

All proposals shall be debated and voted on by the General Assembly.

Proposed by Skål International Toronto

Section 3 - Notice

Statutes modification proposals from Club and National or Area Committees and the International Council must be received by the General Secretariat, in writing, not later than **six** months before the opening date of the Assembly where the proposals are to be considered. The deadline for the Skål International Executive Committee to submit proposals shall be **four** months prior to the opening date of the Assembly in question.

The Secretary General shall forward to the Executive Committee all proposals received, immediately after the deadlines.

The Secretary General shall forward a copy of such proposals to the President and Secretary of each Club, the Presidents of National and Area Committees, each International Councillor and the Honorary and Past Presidents of Skål International and Membre d’Honneur at least three months before the date of the said Assembly.

All proposals shall be debated and voted on by the General Assembly.

No rationale stated by the proposer.

The Executive Committee and the International Skål Council approve this recommendation.

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<p>Section 4 - Effective Date</p> <p>All amendments approved by the Assembly will be circulated to all Clubs, National and Area Committees, International Councillors and Honorary and Past Presidents and Membres d'Honneur within three months of the closing of the Assembly. The amendments will become effective six months after the closing date of the Assembly or from any subsequent date decided by the Assembly when approving the change. No modification to the Statutes or any other official regulations of Skål International shall be retroactive.</p>	<p><u>Proposed by Skål International Toronto</u></p> <p>Section 4 - Effective Date</p> <p>All amendments approved by the Assembly will be circulated to all Clubs, National and Area Committees, International Councillors and Honorary and Past Presidents and Membres d'Honneur within one month of the closing of the Assembly. The amendments will become effective three months after the closing date of the Assembly or from any subsequent date decided by the Assembly when approving the change. No modification to the Statutes or any other official regulations of Skål International shall be retroactive.</p>	<p>No rationale stated by the proposer.</p> <p>The Executive Committee and the International Skål Council approve this recommendation.</p>	<p>16</p>
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**PROPOSED AMENDMENTS TO THE SKÅL INTERNATIONAL STATUTES 2011
BY THE EXECUTIVE COMMITTEE FOLLOWING THE RECOMMENDATIONS MADE BY
THE TASK FORCE FOR THE REPOSITIONNING OF SKÅL INTERNATIONAL**

ORIGINAL	PROPOSED AMENDMENT	RATIONALE	Nº
<p align="center"><u>ARTICLE II</u> <u>Mission, Principles, Objectives, Functions and Structures</u></p> <p>Section 1 - Mission and Principles of the Skål Movement</p> <p>The Mission of the Skål Movement is to make all professional travel and tourism managers worldwide, as defined in the By-Laws, members of the Skål Movement by integrating them into this International Association whose objectives and activities are aimed at achieving friendship, mutual understanding, peace and the solidarity among its members, promoting, in this way the development of common interest, of the communities where they are present and of the travel and tourism industry.</p> <p>The Skål Principles are its Statements, Values and Beliefs which identify all the activities of the organisation.</p>	<p>Section 1 - Mission and Principles of the Skål Movement</p> <p>The Mission of the Skål Movement is to make all professional travel and tourism managers worldwide, as defined in the By-Laws, members of the Skål Movement by integrating them into this International Association whose objectives and activities are aimed at achieving friendship, mutual understanding, peace and the solidarity among its members, promoting, in this way the development of common interest, of the communities where they are present and of the travel and tourism industry.</p> <p>The Skål Principles are its Statements, Values and Beliefs which identify all the activities of the organisation.</p>		

<p>(new paragraph)</p> <p>New Section 2</p>	<p>Through our leadership, professionalism and friendship, work together to achieve our Vision, maximise networking opportunities and develop a Responsible Tourism Industry.</p> <p>Become a trusted voice in Travel and Tourism.</p>	<p>The Executive Committee and the International Skål Council are in favour of this modification.</p> <p>The Executive Committee and the International Skål Council are in favour of this modification.</p>	<p>17</p> <p>18</p>
<p style="text-align: center;"><u>ARTICLE III</u> <u>Membership and Skål Clubs</u></p> <p>Section 2 - Personal Membership</p> <p>New paragraph (d)</p> <p>Section 3 - Rights of Member Clubs</p> <p>New paragraph (h)</p>	<p>(d) All new members will sign an agreement and commitment to Skål membership.</p> <p>(h) To enrol Travel and Tourism companies wishing to support Skål International as affiliate sponsors.</p>	<p>The Executive Committee and the International Skål Council are in favour of this proposal.</p> <p>The Executive Committee and the International Skål Council recommend this modification.</p>	<p>19</p> <p>20</p>

<p style="text-align: center;"><u>ARTICLE VI</u> <u>Executive Committee</u></p> <p>Section 1 - Composition and Term of Office of the Executive Committee</p> <p>(a) The Skål International Executive Committee shall comprise seven members. All members of the Executive Committee shall have been elected individually by a General Assembly vote and shall cover the following positions: President, two Vice Presidents and four Directors.</p> <p>(b) The maximum term of office for a member of the Skål International Executive Committee shall be six years in total.</p> <p>New paragraph (c)</p>	<p>(a) The Skål International Executive Committee shall comprise six members. All members of the Executive Committee shall have been elected individually by a General Assembly vote and shall cover the following positions: President, two Vice Presidents and three Directors. The President of the ISC shall serve on the Executive Committee with full voting rights.</p> <p>(b) The maximum term of office for a member of the Skål International Executive Committee shall be five years in total.</p> <p>(c) Candidates for election to the Executive Committee shall sign a binding Memorandum of Understanding (MOU).</p>	<p>The Executive Committee and the International Skål Council are in favour of this proposal.</p> <p>The Executive Committee and the International Skål Council are in favour of this modification.</p>	<p style="text-align: center;">21</p> <p style="text-align: center;">22</p>
<p style="text-align: center;"><u>ARTICLE VIII</u> <u>Finance and Auditors</u></p> <p>Section 6 – Economic Exercise and Budget</p> <p>1. The accounting year will commence on 1 April and end on 31 March of each year.</p>	<p>1. The accounting year will commence on 1 January and end on 31 December of each year.</p>	<p>The Executive Committee and the International Skål Council are in favour of this recommendation.</p>	<p style="text-align: center;">23</p>