

SKÅL CLUB FIELD GUIDE

TO MEMBERSHIP DEVELOPMENT & CLUB OPERATIONS

SKÅL INTERNATIONAL

UNITED STATES OF AMERICA



March 1, 2018

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FOREWORD

The primary purpose of the "SKAL USA CLUB FIELD GUIDE" twofold:

- To provide a complete guide to membership development;
- And a guide to assist the club officers and the Clubs' Board of Directors to ensure a smooth transition from one year to another.

Other sources are the Skål International Statutes and By-Laws and the Skål USA Articles of Incorporation and By-Laws. Each club should have their own statutes.

Nothing in this manual should conflict with the Skål International By-Laws and Statutes, nor the Skål USA Articles of Incorporation and By-Laws. If there is a conflict, the Skål International and Skål USA documents take precedence in that order.

NO ONE SHOULD BE ASKED TO BECOME A CLUB CANDIDATE FOR OFFICE WHO IS NOT FAMILIAR WITH THE DEMANDS OF A PROSPECTIVE OFFICE AND IS NOT WILLING TO MAKE A SACRIFICE OF PERSONAL TIME TO FULFILL THEIR DUTIES AND RESPONSIBILITIES.

Words in this manual, which imply the male gender, may be taken equally to imply the female gender, as stated in Skål International Statutes. The following abbreviations have been adopted in the text of this Field Guide:

SKÅL INTERNATIONAL (SI)

ASSOCIATION INTERNATIONALE DES SKÅL CLUBS (A.I.S.C)

SKÅL INTERNATIONAL USA (USA)

SKÅL INTERNATIONAL USA EXECUTIVE COMMITTEE (USA EC)

SKÅL INTERNATIONAL USA DELEGATE TO THE INTERNATIONAL SKÅL COUNCIL
(I.S.C. COUNCILLOR)

NORTH AMERICAN SKÅL CONGRESS (NASC)

INTERNATIONAL COUNCIL – ISC

NATIONAL COMMITTEE MEETING – NCM

WINTER EXECUTIVE COMMITTEE MEETING – WEC

This organization shall be governed in its deliberations by Robert's Rules of Order where the same are not in conflict with the Skål USA By-Laws.

Note: This document was previously part of the Manual of Instructions. The document has been split in order for the Skål USA Executive Committee and the Clubs to have individual guides.

PART ONE - MEMBERSHIP

WHY SHOULD ONE JOIN?

The international friendship and close personal contact must be experienced to be appreciated. Skål is not a community organization like Rotary or Lions, rather it benefits and develops the professional sector, while assisting the community at large. Skål is an Association of Tourism Professionals which encourages and creates a network of professionals around the world. “Doing Business Among Friends”. It promotes seminars and conferences to strengthen the industry’s professionalism.

Through participation in local activities and events at all levels, members meet industry colleagues from around the world. Here, in an atmosphere of amicale, ideas, opportunities and industry matters, in general, may be shared on a personal and business level. Skål Members should promote the organization, the formation of new Clubs and recruit qualified members.

WHAT ARE THE BENEFITS OF MEMBERSHIP?

- Through contributions from Clubs around the world, the Florimond Volckaert Fund assists any member in times of financial need or crisis.
- The Skål International Membership Card entitles members to discounts at some participating outlets, provided by Skål Members.
- The network of Skål Members worldwide is now accessible via the Skål website in www.skal.org. Information on Members around the world is at your fingertips.
- Skål Members are welcome at all meetings around the world. Wherever you travel, you can access a network of Skål friends and colleagues.
- Skål News, a magazine published quarterly, is a medium for information about the organization and an avenue for advertising exposure to 16,000 industry professionals.

BENEFITS ON THE NATIONAL/LOCAL LEVELS

- In the United States there are 49 Clubs in 49 Cities with over 2000 members who are executives/ leaders in the different branches of travel and tourism industry.
- Monthly meetings with local Club Members offer networking opportunities.
- National/International Skål meetings where you get the opportunity to meet other Skålleagues in person.
- Quarterly newsletters on national/local activities.

- Quarterly educational webinars for Members covering industry trends and relevant membership information.
- Affiliation with prestigious worldwide organizations.

MEMBERSHIP VIDEO – see skal.org

What is Skål ? / Membership Benefits, Dues & Development Assistance / Skal International Promotional Video

USA JOURNEYS

Is the on-line newsletter of Skål USA. It is e-mailed to the membership.

10 REASONS TO BE A MEMBER OF A SKAL INTERNATIONAL CHAPTER

1. Place your business and tourism community on the SKÅL map as a worldwide destination for tourism and hospitality
2. Build relationships with other leaders in the tourism industry
 - o Within the 49 USA Chapters – 2,000 Members
 - o Within the 399 Worldwide Chapters -- 17,000 Professionals
 - o Lifelong Friendships
3. Opportunities to exchange ideas and network with other tourism professionals
4. Travel Discounts - Special rates offered by fellow Skålleagues worldwide including:
 - o Car Rental Discounts and Coupons
 - o Hotel Discounts and Upgrades
 - o Travel Insurance Programs not available to the general public
5. Mentor industry leaders of the future (Young Skål)
6. Database access to more than 17,000 members around the globe
7. Ability to promote your product to members and their clients, business to business opportunities on a local, national and international level
8. Representation and recognition at Trade Fairs - IPW - ABA (American Bus Association) Marketplace - World Congress and Regional Congresses – discounted access to participate and network with existing and potential Skålleagues, look for the Skål pin or ribbon.
9. Seminars, educational opportunities and top-notch speakers at meetings and Congresses
 - o Webinars on current industry topics
 - o Best practices

10. Learn about and support Sustainable Tourism efforts – Get involved in your tourism community

- o Skål Gives Back
- o Scholarships
- o Service projects - Tourism Cares

Contact Skål USA for more information – SkålUSA@buses.org, (202) 898-4690, [www. SkålUSA.org](http://www.SkålUSA.org)
 111 K Street, NE 9th Floor
 Washington, DC 20002

SCHEDULE OF ANNUAL MEMBERSHIP DUES – 2018

MEMBERSHIP TYPE	SI DUES	USA Dues	CLUB DUES	TOTAL ANNUAL DUES 2018	NEW MEMBER INITIATION FEE*
Active	\$54-	\$69-	Varies	\$123- + Local Club Dues	\$30-
Associate	\$54-	\$69-	Varies	\$123- + Local Club Dues	\$30-
Retired	\$51-	\$69-	Varies	\$120- + Local Club Dues	Must be current member.
Life	\$51-	\$69-	Varies	\$120- + Local Club Dues	Must be current member.
Young	\$15-	\$13-	Varies	\$27- + Local Club Dues	\$7-

Local Club Dues vary based on Club needs, but can also include pre-payment for monthly club events.

- * SI Initiation Fee is only paid by brand new members. Reinstated members do not have to pay the fee.
- * Payable to Skål International directly

MEMBERSHIP IS PERSONAL - see skal.org Statutes Article III, Section 2

Membership in Skål is personal, Company or Corporate Members known as Skålleagues must qualify in one of six categories: Active, Active Individual, Retired, Life, Associate or Young .

Active and Active Individual membership is limited to professional holding managerial or equivalent positions in the travel and tourism industry as defined by Skål International.

Approval of new Members is limited to candidates who qualify for Active, Active Individual, Associate and Young Skål membership.

Active, Retired and Life Members have full voting rights. Active and Life Members can hold representative and non-representative offices at all levels of Skål. Retired Members can hold non- representative office at Area and National levels of Skål. Young Skål members cannot hold office at any level in Skål, but can be an Ex Officio Member of a board of a local Skål Club. Rights of Associate Members are defined in the Skål International By-Laws.

SKÅL CLUBS AND MEMBERSHIP

1.1. Membership Categories¹

(a) Active Members

Active membership in Skål is limited to those persons holding managerial positions in the travel and tourism industry, or positions considered equivalent by Skål International. The equivalent positions are specified in the Membership Classifications in this Article.

Active Members must work full-time in their position, be directly involved in management, sales, marketing or promotion work, or be engaged in work defined in the Membership Classifications for the equivalent managerial positions and have a minimum of three years' experience in the travel and tourism industry. This experience need not be in a managerial position.

The Executive Committee of Skål International may, at its discretion, accept senior management of companies or entities with less than the three years' experience. Such dispensation will not be given, however, if the translation of the person's title on the Proposal Form is in question.

All persons proposed for Active membership must comply with the requirements above and must hold one of the following positions in companies or organizations directly related with tourism and travel:

¹ Skål International By-Laws, Article I - Skål Clubs and Membership Section 1 – Membership

- 01: President/Chairman/Owner/Chief Executive Officer
- 02: Vice President/Managing Director/Director General/General Manager
- 03: Assistant or Deputy Managing Director, Director General or General Manager
- 04: Director
- 05: Assistant or Deputy Director:
- 06: Manager: Sales, Marketing, Publicity, Public and Guest Relations, Revenue, etc. Sales, Marketing, Publicity, Public and Guest Relations, Revenue, etc. Sales, Marketing, Publicity, Public and Guest Relations, Revenue, etc.
- 07: Assistant or Deputy Manager: Sales, Marketing, Publicity, Public and Guest Relations, Revenue, etc.
- 08: General Sales Agent or representative of these companies
- 09: Persons holding a position or responsibility for controlling or supervising staff or a range of services within the company.

(b) Active Individual Membership

Active Individual Membership is open to the following persons:

Persons involved in a managerial capacity in the travel and tourism industry who live in a country where a Skål Club does not exist or where, because of the laws of the country, Skål cannot be present.

Active Members from a club in a city or area where no other Skål Club exists that has been suspended due to inadequate membership.

Active Individual membership in a city or area where Skål is not present is limited to 19 persons; thereafter a Skål Club must be formed where permissible.

Persons involved in a managerial capacity in the travel and tourism industry who live in a city where a Skål Club does not exist. The distance from the nearest Club is to be decided by each National Committee, and where there is none, the distance should be at least 100 miles (160 kilometers) from the person’s residence or place of business.

The membership fee when there is a National Committee is the National Committee fee plus the international membership fee and a service fee. Where there is no National Committee, the cost will be the international membership fee plus a service fee. The service fee is decided by the Executive Committee of Skål International.

N.B.: All other former members of a Club must apply for transfer to the Club nearest their place of business or residence as defined in paragraph four (4) above. The Executive Committee may approve derogations to this rule when considered necessary.

(c) Retired Members

A member who has reached the age of 55, who has fully retired from the travel and tourism business and who has been an Active Member for at least three years before retirement shall be granted Retired membership.

The General Secretariat shall be informed of all transfers from Active to Retired membership, on the official modification form, together with a verification of the member's age.

Only the Executive Committee of Skål International may make exceptions to this rule under special, extenuating circumstances where a long-standing Member is forced to retire.

Retired Members enjoy the same privileges as Active Members except that they may not hold representative office at any level and may perform limited work in the travel and tourism or other industries to supplement their income.

(d) Retired Individual Membership

Retired Individual Membership is open to the following persons:

Retired Members who wish to retain their membership when their Club is suspended and when there is no Club within reasonable traveling distance.

Active Individual Members who reach age 55, who have fully retired from the travel and tourism industry and who have been Active or Active Individual Members for at least three years before retirement.

(e) Life Members - This category was closed in April 2006

An Active Member, who had reached the age of 55, had retired from business and who had been an Active Member for at least ten years before retirement was granted Life membership. Life members enjoy the same privileges as Active Members.

N.B.: The term Life Member must not be used as a distinction by virtue of the description of Life membership above.

(f) Young Skål Members

Young Skål membership is limited to persons who are tourism students or young professionals in the travel and tourism industry. Those young persons who qualify for Active membership cannot be approved as Young Skål members purely on the grounds of age. They must have been a student or young professional in one of the classifications described in Skål International By-Laws, Article I, Section 1.2. for at least one year.

The requirements to become a Young Skål member are:

(i) Young Skål Student is a student at an authorized, tourism, educational establishment which grants a degree or recognized diploma upon completion of studies. They must be a minimum of 18 and a maximum of 27 years of age.

(ii) Young Skål Professional is a young professional training for or working in the industry. They must be a minimum of 20 and a maximum of 29 years of age.

(iii) Young Skål Associate is a Young Skål Student who is still studying after the age of 27 or a Young Skål Professional still training or working in the industry after the age of 29 who does not yet qualify for Active membership. They may continue as Young Skål Associate Members until the age of 35.

(g) Associate Members

Associate membership of Skål International is open to the following persons:

(i) Former Active Members, who have been Active Members for at least five years and who, through a change in their occupation, are no longer qualified for Active membership but still remain in a responsible position closely connected with travel and tourism. Associate Members in this category may hold non-representative office in their Club.

(ii) Persons working in a responsible position closely connected with travel and tourism may apply for Associate membership. Applications with full justification for membership in Skål must be submitted by the candidate's Club to the General Secretariat for consideration by the Skål International Executive Committee. Applications will be considered monthly.

(iii) Associate Members cannot transfer to Retired membership but may continue as Associate Members after retirement and may only transfer to Active membership on returning to a managerial capacity in the travel and tourism industry. Active Members who retire before the age of 55 or have less than three years active membership when they retire shall be transferred to Associate membership. These Associate Members can be transferred to Retired membership on reaching the age of 55 and when they have been a member for a minimum of three years.

(iv) Associate Members can attend and vote during their Club's General Assembly. They shall be allowed to hold all local Club offices other than President, Vice President, Secretary or Treasurer. Associate Members may not hold any national or international position with the exception of Associate Members as described in paragraph 1.1.(g)(i) above.

(v) Associate Members are permitted to attend all national or international activities including Skål International Congresses.

(vi) Associate membership is limited to 20% (twenty percent) of the Active, Life and Retired Members in a Club

(h) Corporate Affiliation

The following, annual Corporate Affiliations are available to Travel Supplier Corporations:

Bronze Annual Fee Euros 5,000

- Benefits to include:

- Web link to the company's website from the Skål website
- Right to use the Skål Corporate Affiliate logo on all their publicity materials including their website
- Advertising banner in one Skål e-newsletter
- One half page advertisement in one issue of e-Skål Magazine
- Skål International annual fee waived for one member from the company if they qualify for Skål membership.
- Club and National fees, as applicable, have to be paid by the Corporate Member.

Silver Annual Fee Euros 10,000

Benefits to include:

- Web link to the company's website from the Skål website
- Right to use the Skål Corporate Affiliate logo on all their publicity materials including their website
- Advertising banner in two Skål e-newsletters
- One full page advertisement in one issue of e-Skål Magazine
- One congress only registration for the Skål World Congress
- Skål International annual fee waived for two members from the company if they qualify for Skål membership
- Club and national fees, as applicable, have to be paid by the Corporate Member.

Gold Annual Fee Euros 15,000

- Benefits to include:
- Web link to the company's website from the Skål website
- Right to use the Skål Corporate Affiliate logo on all their publicity materials including their website
- Advertising banner in four Skål e-newsletters
- Full page advertisement in two issues of e-Skål Magazine
- Two congress only registrations for the Skål World Congress
- One free booth at Congress B2B
- Skål International annual fee waived for first five members from the company if they qualify for Skål membership
- Club and national fees, as applicable, have to be paid by the Corporate Member

Platinum Annual Fee from Euros 30,000

Platinum level can only be negotiated by the C.E.O. and reported to the Executive Committee for final approval.

N.B.: Corporate Affiliation and all benefits thereof may be renewed on payment of one of the annual fees stated above.

National Level – National Committees are encouraged to approach local corporate travel suppliers to seek local sponsorship. All benefits to be at the local/national level. Should Corporate Affiliates wish to have benefits on an international level one of the above international corporate levels must be used.

1.2. Membership Classifications²

1. AVIATION (Airlines, Airports and I.A.T.A.)

- 1.1. Airlines**
- 1.2. Airports**
- 1.3. I.A.T.A.**

2. MARITIME COMPANIES

2.1. Passenger Shipping, Sea Ferries and Sea Ports.

N.B.: Ports: Only the Managing Director or Deputy Managing Director of a port is eligible. Applications for membership from lake or river steamers, yachts and sightseeing operations shall be submitted under Inland Waterway Operations.

Not eligible for membership: persons working for cross-harbor or river ferry operators.

2.2. Inland Waterway Operations (Cruising, Excursions and Hire)

On the condition that they are tourism orientated either by the extent of their operations or the nature of their clientele.

N.B.: Not eligible for membership: persons working for cross-harbor, river ferries or waterway taxi operators.

3. RAILWAYS

N.B.: Not eligible for membership: persons working for ski lifts or historical or model railways.

4. AUTO CAR AND COACH COMPANIES

On the condition that they are tourism orientated either by the extent of their operations or the nature of their clientele.

N.B.: Not eligible for membership: taxi owners or operators, drivers, guides or couriers.

5. CAR HIRE COMPANIES (With or Without Driver)

These companies shall meet the following requirements:

- (a) the nature of their operations, their clients and the activity of the establishment are tourism-based.
- (b) independent establishments which do not form part of the network of an international car hire company must have a minimum of 25 vehicles for hire and have a license for car hire operations in accordance with local regulations.

² Skål International By-Laws, Article I - Skål Clubs and Membership Section 1 – Membership

- (c) Limousine services – these companies must have a minimum of five vehicles, be licensed in their state/country and offer both fixed and FIT itineraries to clients in addition to regular transfer services to and from airports, etc.

N.B.: Not eligible for membership: taxi owners or operators, drivers, couriers or guides.

6. HOTELS, MOTELS AND OTHER TOURIST ACCOMMODATION

6.1. Hotels, Motels, Holiday Villages, Clubs and Camps

In order that persons working for these establishments qualify for membership, these companies must:

- (a) fulfill the administrative requirements of the country, in the accommodation category if this exists, for recognition as tourist hotel including the additional services of a restaurant.
- (b) be open a minimum of six months per year.
- (c) have a minimum of six rooms. Rates to be specified when application submitted to ensure the quality of the establishment.
- (d) have entrances, stairs and lifts for the sole use of the establishment.
- (e) have a proven tourism clientele.

N.B.: Not eligible for membership: real estate agents, persons letting unfurnished accommodation or "timeshare" agencies.

6.2. Hotel Chains

In order that persons working for these establishments qualify, it is required that:

- (a) the hotel chain for which the candidate works has a management or administrative department, maintains a relationship as owner, franchiser or franchisee with the hotels, which make up the group, so that these are managed under trade names owned by the group.
- (b) a list of hotels making up the chain which meet requirements established in the hotel classification must be attached to the application.

N.B. The candidate who is employed by a chain or group of hotels and works for one of the chain's hotels will qualify under the Hotel Classification. Those persons working for companies offering consultancy services to hotel owners or chains must meet the requirements set out under Tourism Consultants.

6.3. Tourist Apartments

In order that persons working for these establishments qualify they must meet the following requirements:

- (a) fulfill the administrative requirements of the country in the Tourist Apartment Category, if this exists, for recognition as tourist apartments.
- (b) the candidate's company must manage a building or complex exclusively dedicated to this activity, which also includes timeshare and complementary services.
- (c) the establishment will have at least 10 tourist apartments, comfortably furnished to satisfy the requirements of international tourism.
- (d) be open at least six months per year.
- (e) have a proven tourism clientele.

N.B. The administrator of the building does not qualify unless he has managerial or commercial responsibilities.

6.4. Camping Sites

To qualify for membership the establishment:

- (a) must have fully furnished accommodations for a minimum of 40 persons
- (b) be open for guests for at least six months of the year
- (c) have a proven collaboration with travel agents or tour operators and have a proven international clientele.

N.B.: Not eligible for membership: persons working for caravan or tent camping sites or places letting unfurnished accommodation.

7. TRAVEL AGENTS AND TOUR OPERATORS

7.1. Travel Agents (Retail and Corporate)

In order that persons working for these establishments qualify, the establishments must:

- (a) Fulfill the administrative requirements of the country in the Travel Agent Category, if this exists, permitting them to organize tourist services which facilitate and promote travel.
- (b) Hold an I.A.T.A. license and/or form part of a national or international association of travel agents.
- (c) The agent should be directly involved in the sales, marketing or promotion of travel, accommodation and tourism services.

7.2 Tours Operators (Inbound or Outbound)

In order that persons working for these establishments qualify, these establishments must:

- (a) fulfill the administrative requirements of the country in the Tour Operator Category, if this exists, permitting them to prepare, elaborate and organize all tourist products.
- (b) have their own commercial office open to the public that is completely independent of any other activity and that this office is solely dedicated to the activity of tour operations
- (c) have at least two, full-time employees who are directly involved in the sales, marketing or promotion of the services of the tour operator

N.B.: The tour operators which distribute their products directly to the public and thus act as travel agents at the same time must meet the requirements set out under Travel Agents Category.

7.3 Travel Brokers

Travel brokers must be contracted to a recognized I.A.T.A. registered organization/wholesaler/consolidator/inbound or outbound tour operator.

8. GENERAL SALES AGENTS

In order that persons working for these establishments qualify, these establishments must fulfill the following requirements:

- (a) general sales agents who do not also act as travel agents must indicate the international, tourism company(ies), which they represent. Those establishments who are also travel agents must qualify under the Travel Agents Category.
- (b) have a commercial office, which is solely dedicated to the representation of tourist enterprises.
- (c) have at least two, full-time employees who are directly involved in the sales, marketing or promotion of the tourism products of the companies represented.
- (d) maintain commercial relationships with travel agents and/or tour operators in its area of representation.

9. OFFICIAL TOURIST ORGANIZATIONS

Ministers for tourism, senior officials within embassies and consulates and other senior officials of government organizations responsible, full-time, for the promotion of tourism (whether stationed in their own country or abroad) of a country, province, region, city or town.

N.B.: The exact position must be specified on the Membership Proposal Form and the name of the place for which the person is responsible must be indicated on the form under "Additional Information".

10. TRAVEL MEDIA (Press, Television, Internet and Radio)

Persons proposed for membership must:

- (a) be employed full-time by a recognized travel/tourism magazine or newspaper, or by a magazine or newspaper which has a permanent travel/tourism section on a daily, weekly or monthly basis whether this is printed or published on the internet, or
- (b) be employed full-time by a regional, national or international television or radio company which has a permanent travel/tourism program on a weekly or monthly basis as:
 - Publisher
 - Editor
 - Journalist
 - Television Producer
 - Radio/Television Reporter/Broadcaster

N.B.: The exact position must be specified on the Membership Proposal Form together with the themes, frequency, space (in pages or time) and the distribution area of the printed magazine, newspaper or radio/television program or to whom the internet version is sent/available. Two copies of the last editions should be attached to the Membership Proposal Form when referring to a written publication or a certificate from the emitting authority with details of the tourism program.

N.B.: Not eligible for membership: freelance or part-time, contracted journalists, writers, reporters, producers or broadcasters. To qualify for membership the candidate must be specialized in the tourism industry, to which he must dedicate the majority of his professional work.

11. VARIOUS TOURIST ORGANIZATIONS

The * (asterisk) against the following categories means that approval is by the Executive Committee of Skål International and the additional information listed must be sent with the Membership Proposal Forms. Persons proposed must be employed full-time in the company, organization or entity.

11.1. Travel and Tourism Education*

The Dean, Principal or Head of Travel/Tourism Studies at an accredited university, college or school granting a degree or diploma in travel and tourism and Senior Lecturers working full time in these training establishments

N.B.: Not eligible for membership: visiting professors or general teaching staff.

11.2. Congress and Convention Centers*

Only Congress or Convention Centers supplying proof of both national or international arrangements and clientele qualify.

11.3. Congress and Convention Organizers*

Only Congress and Convention Promoters, PCOs and Destination Management Companies promoting events with a national or international clientele qualify

11.4. Reservations Systems*

Reservations systems for transportation, package tours and hotel accommodation, whether computerized or manual, which give a national or international coverage.

N.B.: Not eligible for membership: persons working for systems giving only local coverage. The area of coverage must be included in "Additional Information" on the Membership Proposal Form.

11.5. Hotel Associations*

Eligible as members: The Managing Director or other such title used by the senior executive, working solely for the Association, Sales Manager and Marketing Manager

N.B.: Not eligible for membership: persons working for associations, which have restaurateurs as members. Information as to whether the association is international, national, regional or local must be included in "Additional Information" on the Membership Proposal Form.

11.6. Travel Agent and Tour Operator Associations*

Membership is limited to the Managing Director, or such other title used by the senior executive and the Sales or Marketing Manager, all of whom must work full-time and solely for the association:

N.B.: Information as to whether the association is international, national, regional or local must be included under "Additional Information" on the Membership Proposal Form.

11.7. Tourist Attractions*

Membership is limited to the Owner, Senior Executive under whatever title this person is known, Director, Sales Manager and Marketing Manager only, employed full-time by the concern on an all year contract.

The following must accompany the Membership Proposal Form:

- (a) confirmation that the attraction has a fixed location or is performed at a fixed location such as a hotel or amphitheater (i.e. shows for tourists).
- (b) copies of brochures, web addresses and/or other promotional material in all of the languages in which these are produced.
- (c) confirmation of the actual number of annual visitors and that included in this figure is a proven tourism clientele.

N.B.: Not eligible for membership: persons working in arcades, fairgrounds, religious establishments, ski-lifts, sporting and social clubs or similar unless these operations can clearly establish that they are Tourist Attractions in their own right with other activities related to the travel and tourism industry. All applications must be accompanied by comprehensive support material.

12. TRAVEL AND TOURISM CONSULTANCIES

Membership is limited to the following positions: Owner, Senior Executive, Managing Director or equivalent, Managing Partner, Sales Manager, Marketing Manager, Commercial Manager and Senior Consultant.

Special requirements, which must be confirmed and shall accompany the Membership Proposal Form are that:

- (a) The Consultant must work for a properly constituted and registered business entity – sole trader, partnership or limited company.
- (b) The Consultant must work a minimum of 30 hours a week or more in the travel and tourism industry.
- (c) The Consultant must perform one of the following roles:
 - representative or agent for established travel and tourism principals.
 - business analysis and planning for established travel and tourism principals or corporations wishing to enter the travel industry.
- (d) A Consultant must have a minimum of five years at senior management level within the travel and tourism industry.

13. TRAVEL INSURANCE

Membership is limited to the Owner or Senior Executive under whatever title this person is known; Director, Sales Manager and Marketing Manager only, employed full-time on a year-round basis and solely for the Travel Insurance Company. The company must:

- (a) be a fully independent operation, marketing only travel insurance to the public through travel agents, principals and tour wholesalers.
- (b) pay commission to their travel partners.
- (c) produce literature that promotes the benefits of travel and travel insurance and does not contain other insurance options.
- (d) participate in travel and tourism trade shows promoting travel to the industry and/or the general public.
- (e) have at least two full-time employees who are directly involved in the sales, marketing or promotion of the services of the travel insurance company.

N.B.: Not eligible for membership: persons working for banks and credit card companies which offer travel insurance as an incentive to purchase or use other services.

14. RESTAURANTS

To qualify for membership, applicants must:

- (a) Hold managerial positions in the travel and tourism industry or positions considered equivalent by Skål International.
- (b) Must work full time in their positions.
- (c) Must be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- (d) Must have three years experience in the industry; not necessarily in a managerial position.

N.B.: Not eligible for membership: persons whose principal duties are Chef or Maître d' unless they are the proprietor of the establishment.

To qualify for membership the establishment must:

- (a) Have seating for a minimum of 40 persons, be open for patrons for at least 8 months of the year and have waiter service.
- (b) Have a proven collaboration with travel agents or tour operators either by the payment of commission or mentioned in literature produced by them.
- (c) Have a proven tourist clientele.
- (d) Have full time employees who are directly involved in the sales, marketing or promotion of the services of the restaurant to the travel and tourism industry.

15. GOLF CLUBS

Applicants must:

- (a) hold managerial positions or positions considered equivalent by Skål International in the travel and tourism industry.
- (b) work full time in their positions.
- (c) be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- (d) have three years experience in the industry not necessarily in a management position.

N.B.: Not eligible for membership: persons whose principal duties are golf professional or golf course superintendent.

To qualify for membership the Golf Course must:

- (a) have a proven collaboration with hotels and accommodation providers in their immediate area, making bookings directly with them on behalf of visiting golf club patrons.
- (b) have a proven collaboration with travel agents or tour operators either by the payment of commission or mentioned in literature produced by them.
- (c) have a proven tourist clientele of at least 25% of all golfing participation produce promotional literature/website and distribute it either through travel agents or tour operators to international clients.
- (d) have full time employees who are directly involved in the sales, marketing or promotion of the services of the golf course to the travel and tourism industry.

N.B.: Golf Courses with on-site accommodations will qualify under the Hotel Category

16. SPAS

Applicant must:

- (a) Hold managerial position or positions considered equivalent by Skål International in the travel and tourism industry.
- (b) Must work full time in their positions.
- (c) Must be involved in sales, marketing or promotion work or be engaged in work defined in the membership classification.
- (d) Must have three years' experience in the industry, not necessarily in a management position.

In order to qualify for membership the establishment must:

- (a) offer a minimum of four treatment rooms
- (b) offer full day spa packages
- (c) offer spa amenities including lounge, robes, showers, food and beverage, full-time dedicated receptionist
- (d) offer at least four hydrotherapy services; have a proven tourism clientele
- (e) have a marketing/advertising plan directed to tourism clientele
- (f) have full time employees who are directly involved in the sales, marketing or promotion of the services of the establishment

Eligible as members: The Managing Director or other such title used by the senior executive, working solely for the spa, Sales Manager and Marketing Manager.

17. MEDICAL (WELLNESS) AND SPORTS TOURISM

17.1. Medical (Wellness Tourism)

Eligible as members:

- C.E.O./General Manager of medical facilities (includes hospitals and clinics) that offer overnight, patient care.
- Medical tourist facilitators (must have proof of accreditation) and medical tourism case executives that are registered with the Medical Tourism Association (MTA).
- C.E.O./President/Executive Director of medical tourism associations.
- Managers marketing medical tourism to the travel and tourism industry.
- Positions of a similar nature to those described in other section and related to medical tourism, i.e. retail travel agents specializing in medical tourism and medical tourism marketing.

17.2. Sports Tourism

Eligible as members:

- Owner/President/C.E.O./General Manager/Director/Manager of sports venues catering to teams whose spectators include visitors traveling more than 50 kms to attend the event.
- Owner/President/General Manager/Director/Manager of sports teams that attract international participants and/or spectators traveling a distance of 50 kms or more.
- Owner/C.E.O./General Manager/Director/Manager of sporting events companies promoting sporting activities, teams and venues.
- Owner/C.E.O./General Manager/Director/Manager of sports tourism operators.
- Owner/President/C.E.O./General Manager/Director/Manager of sports councils (associations) whose mandate includes the promotion of sports teams, sporting activities, venues or countries.

18. UNACCOMPANIED BAGGAGE AGENTS

Managers of companies specializing in the transportation of unaccompanied baggage where 60% or more of their work is handling unaccompanied tourist baggage.

19. SECRETARY GENERAL OF SKÅL INTERNATIONAL

In the event that this person was an Active or Life Member immediately prior to taking up the position, a normal membership transfer from the previous Club will apply, in accordance with Transfer Membership in Article I, Section 1.5 (a) of these By-Laws.

The Secretary General cannot be an officer of a Club, National or Area Committee, or International whilst employed in this position.

20. NEW CLASSIFICATIONS

Any suggestion for the incorporation of new classifications should be sent to the General Secretariat who will forward them to the Skål International Executive Committee for discussion and approval, if appropriate.

MEMBERSHIP PROPOSAL FORM

All Membership Proposal Forms including Active, Individual and Young may be found at www.skal.org-Forms.

The best time to inform prospective members concerning the attendance requirement and the objectives is when a prospect considers accepting an invitation to become a member of a Skål Club.

Note: Membership is an Individual Membership, not a Corporate Membership. There is a Corporate Membership which is handled separately.

In addition, once the Club submits for final approval the "Membership Proposal Form", the Club is financially responsible. It is suggested that the club receives payment prior to giving final Club approval.

PROCEDURES FOR INVITATION TO MEMBERSHIP

ACTIVE MEMBERSHIP

(See Skål International By-Laws, Article 1, Section 1)

1. A Member wishing to propose a candidate shall first check with the Membership Committee to determine the candidate's qualification for membership. If so, obtain the "Membership Proposal Form" www.skal.org-Forms.
2. Member then ascertains if the candidate will accept the invitation, if officially extended.
 - (a) Only industry classifications, approved by Skål International, qualify for Active Membership. Membership Committee will answer any questions the candidate may have. The current list of industry classifications can be found under Skål International By-Laws, Article 1, Section 1.
 - (b) Candidate's employment must be full-time, and their place of business or residence need not be within the Club's boundaries as defined by the Skål USA Executive

Committee.

(c) Prospective member must have a minimum of three (3) years professional activity in the travel or tourism industry.

(d) One (1) year's residence in the community and one (1) year's service in the qualifying position will be generally considered as required for membership. These two (2) requirements may be waived by a vote of the Club's Board.

(e) Candidate may be proposed and seconded only by voting Members of the Club, who have been a Member for at least two (2) years, neither of whom is connected with the candidate's own company, and neither of whom is the President nor the Secretary of the proposing Club.

ASSOCIATE MEMBERSHIP

(See Skål International By-Laws, Article 1, Section 1 (i))

Former Active Members, who have been Active Members for at least five (5) years and who, through a change in their occupation, are no longer qualified for Active Membership, but still remain in a responsible position closely connected with travel and tourism. It is the Member's responsibility to notify the Secretary of their Club of their change in occupation and to request that their membership status be changed from Active to Associate Member, if they qualify.

Persons working in a responsible position closely connected with travel and tourism may apply for membership.

Associated membership is limited to 20% (twenty percent) of the Active and Life Members in a Club.

HONORARY MEMBERSHIP

(See Club Statutes, Article 34)

The Club has the right to grant the title of Honorary President or Honorary Member, followed by the name of the Club, to any Active, Life or Retired Member considered to meet such a title.

1. Honorary (USA) – The Skål USA Executive Committee may propose, subject to a vote of an absolute majority at the next Skål USA Annual Meeting, the distinction of Honorary President and Honorary Member of Skål USA on past or present members of the Skål USA Executive Committee who retain their Active, Life or Retired Membership status.
2. Local - This category has been discontinued by Skål International.
3. The title Membre d'Honneur may only be used by Skål International.
4. Life membership shall not be used as a distinction. "Life" is a International membership category which is now closed.

RETIRED MEMBERSHIP

(See Skål International By-Laws, Article 1, Section 1, 1.1 (d))

* Eligibility: See Club Statutes, Article 10.

LIFE MEMBERSHIP

(See Skål International By-Laws, Article 1, Section 1, 1.1 (c))

* Eligibility: See Club Statutes, Article 8.

This category was closed in April 2006 following the decision of the General Assembly in Zagreb in 2005.

YOUNG SKAL MEMBERSHIP

(See Skål International By-Laws, Article 1, Section 1, 1.1 (e))

Young Skål membership is limited to persons who are tourism students or young professionals in the travel and tourism industry. Young Skål members may participate in Skål activities, network with Skål members, and gain valuable professional experience and training.

1. A Member wishing to propose a candidate shall first check with the Membership Committee to determine the candidate's qualification for membership. If so, obtain the "Membership Proposal Form for Young Skål" at skal.org-Forms.
2. Member then ascertains if the candidate will accept the invitation, if officially extended.
 - (a) Only tourism students and young professionals in the travel and tourism industry qualify for Young Skål Membership. Membership Committee will answer any questions the candidate may have.
 - (b) Candidate's employment, school or residence must be within the Club's boundaries as defined by the Skål USA Executive Committee.
 - (c) Prospective member will have been a student or young professional in one of the classifications described in Skål International By-Laws, Article I, Section 1 for at least two (2) years.
 - (d) Young Skål Student is a student at an authorized, tourism, educational establishment which grants a degree or recognized diploma upon completion of studies. They must be a minimum of 18 and a maximum of 27 years of age
 - (e) Young Skål Professional is a young professional training for or working in the industry. They must be a minimum of 20 and a maximum of 29 years of ages.
 - (f) Young Skål Associate is a Young Skål Professional still training for or working in the industry after the age of 29 who does not yet qualify for Active membership may continue as Young Associate member until the age of 35.

Note: It is recommended setting the minimum age at 21 years of age due to the drinking age.

3. A Club may allow a Young Skål Professional to vote at the Club level.
4. A Young Skål Professional may be elected to serve on the Board of Directors of a Club.

“Membership Proposal Forms” are located at www.skal.org-Forms

INFORMATION FOR PROSPECTIVE MEMBERS

A prospective new member, when submitting the Membership Proposal Form, should be given the information outlined in

“INFORMATION FOR NEW MEMBERS” and
“INDOCTRINATION and INDUCTION CHECK LIST”

The contents of this are on the Information Sheet and the "What is Skål?" brochure, which may be incorporated in a letter from the Club President.

The "What is?" brochure is available through the Skål USA Administrator. The Club should keep a supply of these on hand.

MEMBERSHIP PROPOSAL FORM PROCEDURE

1. Insure that the prospect is qualified for membership, see “Membership Classification” or skal.org- Skål International By-Laws , Article I, Section 1.

Prospective member must have a minimum of three (3) years professional activity in the travel or tourism industry.

One (1) year's residence in the community and one (1) year service in the qualifying position will be generally considered as required for membership. These two (2) requirements may be waived by a vote of the Club’s Board.

2. Ascertain if the candidate will accept the invitation, if officially extended.
3. Candidate may be proposed and seconded only by voting Members of the Club, who have been a member for at least two (2) years, neither of whom is connected with the candidate's own company, and neither of whom is the President nor the Secretary of the proposing Club.
4. The “Membership Proposal Application” is available at Skal.org-Forms, Membership Application.
5. The on-line form shall be sent to Skål International. Once the Club submits for final approval the “Membership Proposal Form”, the Club is financially responsible. It is suggested that

the Club receive payment prior to giving final Club approval.

MEMBERSHIP APPROVAL

Skål International will seek on-line final Club approval from: the two Member Proposers; Club Secretary and Club President. Note that membership approval is a function of Skål International. Skål USA is not involved in the process.

MEMBERSHIP STATUS

Transfer Membership

Active, Life, Retired and Young Skål Members who change their place of business or residence shall apply through the Secretary of the Club of which he/she is a Member for transfer to the Club at his/her new place of business or residence. The Secretary of the Club will forward the application for transfer to the new Club, which must accept the Member as Active, Life Retired or Young Skål provided that:

- the individual has been a member of a Club for at least one year
- his/her current dues has been paid in full
- he/she holds a current membership card

When a transfer has been accepted, the Member shall not be required to pay a second dues for the year in which the transfer takes place.

Transfer-Active Membership

In the case where there is no Club within a reasonable distance of the new place of business or residence the facility of "Transfer-Active" membership may be granted by the original Club. They continue to pay their dues to their original Club and retain their voting rights therein. "Transfer-Active" members can hold office at all Skål levels except at Club level where office can only be held in the original Club.

Active and Young Skål Members who do not fulfill the qualifications under (i), above and who wish to apply for membership of the Club in their new place of business or residence must do so in accordance with the normal procedure of that Club. They are not entitled to Transfer-Active membership.

Lapsed Membership

When a person whose membership has lapsed re-applies to join Skål, a new Membership Proposal Form must be completed and forwarded to the General Secretariat.

Suspended Members

A member who fails to pay the annual dues on time shall be suspended and re-admitted on payment of the amount due during the current dues year.

Expelled Members

A member can be expelled from Skål by the Member's Club or by the Executive Committee of Skål International should the Member's conduct or behavior have been prejudicial to the interests or reputation of Skål. Expelled members are not entitled to a refund of dues paid or membership

in any Skål Club. When expulsion has been confirmed, the General Secretariat must register the name and address of the person concerned on the "Expelled Members" list.

RIGHTS OF MEMBERS

Active and Life Members have full voting rights and can hold representative office at all levels of Skål International.

No Member shall hold more than one representative office. Skål International and Skål USA Auditors may not hold any other office in Skål.

Individual Members wishing to take up points for discussion or give opinions on Skål matters should do so via their own Club with a copy to the International Skål Councillor.

RECOMMENDED PROCEDURES FOR THE INDOCTRINATION OF NEW MEMBERS

The following represents the recommended procedures for Skål USA Clubs introducing new Members to the world of Skål and inducting them into the Club. Hopefully, this recommendation will help both the Club and the new Member.

INDOCTRINATION

- At the next meeting of the Board, the new Member and their sponsor (and/or second) should be invited to meet the Officers of the Club. At a mutually convenient time and place, the Club's Skål USA Representative, and/or Chairman of the Membership Committee, should acquaint the new Member with the basic details and background of the Skål Movement.
- This indoctrination should include the "**What is Skål?**" booklet.
- An explanation should be given concerning -
 - Organization of the local Club.
 - Organization of Skål USA.
 - Organization of Skål International.
- Information should be given concerning the Annual NASC Congress and the Annual Skål International Congress and the advantages of the Members' participation.
- The candidate should be given a set of the Club's Statutes and encouraged to review same.
- A brief explanation should be given concerning the Florimond Volckaert Fund and the

purpose of this fund.

- Information should be provided on the Skål International, Skål USA and local Club's websites; and how to access them.
- The candidate should be given a copy of the Skål toast, and asked to memorize it and be prepared to recite it when called upon by the President.
 - The proper form is as follows:
 - *(Membership repeats each line)*
 - To Fellow Skålleagues Everywhere
 - Happiness
 - Good Health
 - Friendship
 - Long Life!
 - Other items can be covered as warranted, and the new Member given ample opportunity to ask questions.
 - The Chair of the Membership Committee should complete the indoctrination and induction checklist.
- After meeting all the requirements, indoctrination by the Club's Board, approval by Skål International and payment of dues the candidate is then scheduled to be pinned at the next regular meeting.

Upon completion of the recommended procedure and indoctrination of a new Member, the Membership Chairman or President will complete the checklist form (see "INDOCTRINATION AND INDUCTION CHECKLIST").

INDUCTION

Prior to induction into Skål, a new Member should be given the basic organization orientation by the Skål USA Representative or the Chairman of the Membership Committee, as previously recommended. Included would be a copy of the Club's Statutes and the "**What is Skål?**" booklet.

Induction into the local Skål Club should be at one of the regularly scheduled meetings of the Club and not at a "make up" or "outing" meeting. The brief ceremony should be conducted by the current President or the highest ranking officer of the Club.

The following is a recommended procedure for this occasion:

The Inducting Officer calls the new Member, the proposer (and the seconder) to step to the podium, and request the Skålleague proposing the new Member to give a brief introduction including a summary of their professional background, current affiliation and responsibilities.

The Inducting Officer will officially welcome the new Member into the Club and present the Skål Membership Certificate, copy of the Club's roster and Skål pin. (The certificate should be framed.)

The new Member should then be called upon to give the Skål toast. If more than one Member is being inducted, one is invited to give the toast.

INDOCTRINATION AND INDUCTION CHECKLIST

CLUB_____

DATE_____

- Organization of the local Club
- Organization of Skål USA
- Organization of Skål International
- Annual NASC Congress
- Annual Skål International Congress
- Copy of Club's Statutes
- Three (3) meetings attendance requirement
- Familiarization of the Florimond Volckaert Fund
- Copy of the Skål Toast
- Skål International Website
- Skål USA Website
- Skål USA New Member Webinar

Induction Date_____

Signature_____ Membership Chairman

Signature_____ Member

INFORMATION FOR NEW MEMBERS

Welcome new Skålleague! The following information will be helpful

SKÅL INTERNATIONAL (SI)

This is the formal name of Skål and the organization to which all Skål Members and Clubs belong. The Roster you will receive contains the early history of Skål International.

SKÅL INTERNATIONAL OF THE UNITED STATES OF AMERICA (Skål USA)

Again, your Roster will give you a history of Skål USA. For administrative purposes, Skål International authorizes Area or National Committees for the administration of Skål activities in various parts of the world. Skål USA is a National Committee.

SKAL USA LEGAL DOCUMENTS-ARTICLES OF INCORPORATIONS AND BY-LAWS

Your Club Officers have copies of the Skål USA Articles of Incorporations and By-Laws. A copy is available on request. These Articles of Incorporations and By-Laws may be more stringent than the Skål International Statutes or By-Laws.

STATUTES OF YOUR CLUB

You will receive a copy of your Club's Statutes which, again, may not be more lenient but may be more stringent than those of Skål International and Skål USA. Remember, we are part of Skål International and have agreed to abide by its principles.

The Skål International By-Laws spells out the various categories and industry classifications of membership, and procedures you should follow in proposing prospective members.

FOUR THINGS TO BE EMPHASIZED

1. By accepting membership in your local Club, you have also accepted membership in Skål International, which has more than 500 Clubs in more than 90 countries throughout the world. You have accepted the primary principle of the traditional toast of Skål:

"To fellow Skålleagues everywhere, happiness, good health, friendship, long life ... Skål!"

2. You are required to demonstrate your continuing interest by attending at least three (3) meetings of your Club. Visits to other Clubs count toward your attendance requirement. You have the responsibility of sending your Club the record of your attendance at those meetings.
3. If your business requires you to move from the area of your Club, be sure you are thoroughly informed regarding Transfer-Active privileges.
4. From the start, resolve to attend the Annual Meeting of Skål USA and the Annual Skål International Congress - where you will see Skål in action.

MEMBERSHIP CERTIFICATE

Each Member shall be presented with a standard membership certificate, supplied by Skål International; who shall issue the certificate, after having certified eligibility, and forward same to the local Club for presentation to the Member. The certificate should be suitably framed.

MEMBERSHIP CARDS

All Skål members receive a membership card designed and issued by the General Secretariat of Skål International. A new card is issued annually by Skål International for each member. The cards are mailed to the local Clubs.

Membership cards are valid only for the year issued, plus a grace period through March 31 of the following year.

Membership cards contain the member's last and first names, Club affiliation, membership classification and Skål International membership number. The membership number serves as the password for gaining access to the Skål International website-www.skal.org.

When attending other Clubs as visitors, Skålleagues are urged to present their card to the appropriate Club officer; Club officers are required to verify current membership of visitors not known to them.

FINANCIAL ASSISTANCE FOR MEMBERSHIP DEVELOPMENT

Financial assistance for development will be available from the special Development Fund from both Skål International and Skål USA.

The Skål International Membership Development Fund Financial Assistance Application Form shall be used for financial assistance; it must be made in advance of the proposed function to Skål International with a copy to the Skål USA Vice President Finance and a copy to Skål USA Vice President Membership. Retroactive requests for financial assistance will not be considered. Requests approved in advance of the event will be paid on presentation of the appropriate invoices after the event has been held.

Funding will be provided on a three-way split (Skål International, Skål USA, Club) up to a maximum amount of EUR 300 from Skål International. Please note that funding from Skål International or Skål USA for development assistance does not cover meal costs for function attendees.

In line with the directive from the Membership Development Director a list of potential members in the area where the Club is should be forwarded to the General Secretariat. A detailed plan using the guidelines contained in the Skål Membership Development Form in the Membership Development section, must be forwarded with the application for financial assistance.

A special form is available at skal.org "Membership Development Financial Assistance Application Forms from Membership Development Fund" with these explanatory notes to help

with the application. Money will be available for the formation or reactivation of a Club and a substantial net increase in the number of members in a Club.

Financial support is available for the following:

- Transportation
- Accommodation
- Printing and Promotional Material
- Cocktail or other Promotional Event.
- Audio Visual hire costs – e.g. Data Projector, Screen etc.
- Internet Connection expenses for Internet Demonstration & Skype Connection.
- Copies of the Promotional DVD for seminar attendees

The Skål International Executive Committee will decide each case on its merits and the financial assistance will be relative to the increase of the number of members. The Skål International Executive Committee's decision in this regard will be final.

Details of the annual budget allocated by the Club for Development and promotion of the Movement in the Club should be included. The payment will be considered on a one for one (Dollar for Dollar) basis and the maximum payable in any one case will be three hundred Euro (€300.00). Any request approved by Skål International is automatically approved by Skål USA.

Payment by Skål International is being offered as a credit issued to the Club, based on the exchange rate when the credit is received. Payment by Skål USA will be by check.

It is expected that Clubs with substantial financial resources will not apply for assistance. No application will be considered unless it is accompanied by vouched documents.

DUTIES OF MEMBERS - ATTENDANCE

Attend as regularly as possible, but not less than three (3) times per calendar year. Failure to meet this requirement can result in withdrawal of membership. Attendance at other Clubs (Make-Up) are counted toward annual requirement, as long as Member provides their Club's Secretary with an attendance record from the Club attended.

NOTE: Participation in Club Board or other scheduled committee meetings shall not be credited towards attendance requirements.

The Club Secretary shall be responsible for maintaining a current record of attendance for all members. The Board, however, may appoint an Attendance Chairman whose duties may include:

- Review Members' attendance
- Contact Members delinquent in attendance
- Recommend action necessary to assure satisfactory attendance
- Make quarterly reports to the Board regarding the possible corrective action concerning Members' attendance and interest in meeting the requirements.

The Club Secretary will send a letter, to the Skål USA Vice President Membership, no later than January 31, indicating that the members of their Club are in compliance with attendance

requirements.

25 and 50 YEAR MEMBERSHIP CERTIFICATES

Certificates honoring a Skålleagues 25 and 50 years of membership are available from the Skål USA Administrator. These should be ordered from the appropriate Vice President giving the correct name to appear on the certificate and recipients effective date of Skål Membership. It is recommended awards be presented on a special occasion such as the Club's Annual Meeting, Installation of Officers Banquet, Christmas Meeting, etc.

25 Year Award A Silver Embossed certificate.

50 Year Award A Wooden, Laser Engraved, Skål USA Plaque with Brass Plate engraved as follows:

(Name)
in recognition and with sincere
appreciation of your invaluable
contribution during your
50 YEARS
membership in

MEMBERSHIP GROWTH RECOMMENDATIONS

WHAT TO EXPECT FROM SKAL USA

Three members of the Executive Committee have been charged with membership growth and retention. They are great resources to the Clubs and will contact each Club with suggestions to grow and retain membership.

Quarterly Skål USA will conduct a new Member webinar in order to educate members (existing as well as new) on the benefits of being a Skålleague. The webinar may also be accessed at SkålUSA.org for Club use at meetings.

Funds for membership development are available from Skål International and Skål USA.

Members of the Skål USA Executive Committee telephone Club Presidents every other month and Skål USA Representatives in alternate months. These calls are excellent communication opportunities.

WHAT THE SKAL CLUB SHOULD DO

- Conduct a Club evaluation: what are the strengths and weaknesses of the Club
 - What is the membership mix, i.e. travel agents, hotels, airlines?
 - Is there diversity in the membership?
 - What is the mix age wise?
 - Are meetings well attended?

- What venues are most popular?
 - Is there variety in activities?
 - Are program speakers interesting and well received?
 - Do the same people carry the load year after year?
- Challenge Members to increase membership.
 - Ask Members to suggest five (5) potential members and then follow through.
 - Utilize mailing/membership lists of other travel and hospitality industry groups.
 - Recruit prospects that will benefit existing members. Look at the mix of your membership.
 - Invite other local travel and tourism industry people to your events.
 - Explore joint meetings with other travel and hospitality groups to expose Skål to potential members.
 - Run a contest to increase membership. Give an award to the Members who bring in new members, and/or member who brings in the most new members.
 - Budget for prospective members to be guest of the club.
 - Establish a mentoring program so each new Member may be mentored by an experienced Skålleague.
 - Recruit younger Members, they are the future of the movement.
 - Diversify
 - Formally introduce new Members to the club. See New Member Introduction.
 - Educate new Members on the websites: Skål USA, Skål International and your Club. Here they can learn what Skål is all about. They will find the benefits, the database, and information that can help their careers.
 - Encourage new Members to attend a “New Member Orientation”.
 - Encourage present and new Members to participate in the New Member Webinar.
 - Educate each month on current travel industry happenings in the local area: CVB, Airport Authority, Chamber of Commerce, City Government, Festivals, Sports and Universities.
 - Secure venues for monthly networking that excite your membership, consider mixing up your monthly events, perhaps some dinners, some lunches, some special events. Invite spouses sometimes

- At meetings, encourage Members to share what business they have conducted with other Skålleagues locally, nationally and internationally
- Feature one or more Member's business at each meeting, allow them to make a brief presentation and distribute collateral material.
- Each month have a Club Officer or Board Member sit with a new member, answer questions for them, elaborate on what Skål is.
- Keep members engaged, ensure your events are worthwhile attending. Consider programs with educational value, there are experts within your membership.
- Encourage Members to participate in the annual congresses – NASC and International. Conduct fundraisers so the club can send a new Member to the congress along with the Skål USA Representative.
- Share the big pictures with members: Skål International and Skål USA. Most members stay local and don't immerse themselves in the larger Skål picture.
- Create awareness of FVF.
- Ensure new Members are welcome and comfortable at meetings. They should not be left alone at meetings and find themselves in a different age group leading to a short-term membership.
- THINK OUTSIDE THE BOX

PART TWO - CLUB MANAGEMENT

DUES AND FEES

The Club's Treasurer invoices Members for: local dues, Skål International dues and, Skål USA dues. They are payable on or before January 31. The Treasurer will send a check, payable to Skål USA, for the Club's membership dues to Skål USA (including International dues). The check for dues is sent to the Skål USA Administrator. The club is financially responsible for any Member still listed on the Skål International website on February 28th. It is suggested to drop any member not paid by February 1st. To reinstate a Member who paid late, just send an e-mail to Skål International requesting to reinstate a Member.

International Annual Membership Fee:

Based on Euros. (USA will convert into U.S. Dollars by September 30 for the following year).

Skål USA Annual Membership Fee:

Skål USA dues, which includes International dues, will be advised by September 30th.

Dues for new Members inducted during the year must be sent by check, payable to Skål USA, to the Skål USA Administrator.

Clubs Initiation Fee and Annual Membership Fee:

Each Club shall establish its own initiation fee and local annual dues. It is important that the annual dues received by the Club from its Members shall be commensurate with the standards of membership, and sufficient to sustain the expenses of the Club, including the expense of sending the Skål USA Representative(s) to the NASC Congress, USA National Committee Meeting and a delegate to the International Congress.

REINSTATING A MEMBER

Any Member whose membership was dropped and wants to be reinstated must pay all back dues. The Club needs to send an e-mail to the Skål International requesting to reinstate a member.

If the former Member was not a Member last year, they could file a new application to avoid paying all the back dues. This would not be available for Life or Retired members. They will have to pay all the back dues.

DELEGATE TO NASC CONGRESS, ANNUAL GENERAL MEETING (AGM), NATIONAL COMMITTEE MEETING (NCM) AND INTERNATIONAL CONGRESS

Skål USA DELEGATE TO NASC CONGRESS & ANNUAL GENERAL MEETING (AGM):

Each Club is required to send its Skål USA Representative(s) or Alternate(s) to the Skål USA Annual General Meeting and NASC Congress.

The Club Secretary must provide the Vice President - Administration with names of the

delegate(s) to the Skål USA Annual General Meeting and NASC Congress.

Skål USA Clubs may not appoint proxies from other Clubs. They must be represented by one of their own Members, answer the roll call at the opening session, or lose their vote(s).

In the event a Club fails to have its delegate in attendance at the Skål USA Annual General Meeting, at the NASC Congress, and does not attend all working sessions, the Club will be assessed \$500.00.

Skål USA shall credit each club \$500.00 for attendance at the NASC congress provided the delegate stays in the host hotel. The amount may be paid to the Club in lieu of the credit, provided the written request is received within 30 days of the Congress.

Skål USA DELEGATE TO NATIONAL COMMITTEE MEETING

Each Club should participate in the Skål USA National Committee Meeting. The meetings are held by Webinar. If not a webinar, each Club should send its Skål USA Representative(s) or Alternate(s).

The Club Secretary must provide the Vice President-Administration with names of the participant/delegate(s) to the Skål USA National Committee Meeting.

Skål USA Clubs may not appoint proxies from other Clubs. They must be represented by one of their own Members, answer the roll call at the opening session, or lose their vote(s).

DELEGATE TO INTERNATIONAL CONGRESS³

Clubs should send a delegate to the Skål International Congress. Proxies may not be appointed to the Skål International Congress.

Club delegates to the Skål International Congress should register as soon as registration forms are received, so their names will appear in the official program. Procedural instructions from Skål International and Skål USA must be followed exactly so that the Administrative Manager of Skål International and the responsible Skål USA Officer can certify the delegates' credentials.

Delegates to the Skål International Congress should attend all working sessions.

NOMINATIONS FOR CLUB OFFICES

The lifeblood of every Skål Club is the Officers, its Board and the Skål USA Representative who actually conduct the business details of the Club. To have a strong, growing Club, the nominated and elected Officers must be well trained, dedicated and believe in the true meaning and purpose of Skål.

³ See Skål USA By-Laws, Article 3, Section 3 i

For these reasons, the prospective candidate should familiarize themselves with the duties and responsibilities of the office, which they are seeking. There is nothing more vital to the successful operation of a Club than a well-informed and conscientious league willing to serve their Club in an executive capacity.

It must be understood that the Club will expect Officers to have excellent attendance, and the desire to progress to offices of greater responsibility.

While the Club's Skål USA Representative will seek out candidates for the annual election of Club Officers, any Active, Life or Retired Member who has been a member of Skål for at least one (1) year is eligible to stand for election to the Club's Board or as Auditor.

Nominations of candidates for the Board and Auditors of the Club must be received by the Club's Secretary thirty (30) days before the meeting where voting is to take place. If no nominations are received for a position at the time of the election, candidates may be nominated from the floor. (See Club Statutes, Article 20)

ELECTION - SKAL USA REPRESENTATIVE

Each Skål USA Club having 65 or fewer Active, Retired and Life Members shall, no later than the January meeting of odd numbered years (2019, 2021, 2023, etc.) elect a qualified Skålleague as the Skål USA Representative for a period of two years. Past Club Presidents have usually served all Club offices and should therefore be given serious consideration for this position.

Each Skål USA Club having 66 or more Active, Transfer Active Retired and Life Members shall, no later than the January meeting each year, elect a qualified league as one of their two USA Representatives to serve for a period to two years.

The term of office for a Skål USA Representative is a maximum of two consecutive two-year terms.

DUTIES OF CLUB OFFICERS

PRESIDENT

- ❖ Has overall responsibility to ensure all elected officers and appointed committee chairpersons, as well as any paid executive engaged by the Board, perform their duties as prescribed. (See Action Calendar, pages 47-48).
- ❖ Appoints, with the approval of the Board, within fourteen (14) days after term of office begins on January 1, committees and chairmen. The following are generally considered to be essential:
 - Finance
 - Membership
 - Program (usually the Vice President)
 - Statutes and By-Laws
 - Public Relations (usually the USA Representative)

- Attendance
- ❖ Review General Membership schedule of regular meetings, prepares, with the Secretary, the agenda for the Club's Board meetings,
- ❖ Presides over voting for National Officers and completes online voting procedure by November 30 deadline.
- ❖ Calls for nominations of candidates for Club Officers for the next year at least 60 days prior to the election.
- ❖ Receives nominations of candidates for annual Club election of officers and if there are no candidates, calls for nominations from the floor at a General meeting prior to the meeting for the Election of Officers, which must be held before December 31.
- ❖ Presides over all meetings, including the Annual Meeting of the Club and the Installation of Officers.
- ❖ Notifies Skål USA Vice President-Administration the Club delegate to the Skål International Congress.
- ❖ Notifies Skål International of agenda items, with copy to Skål USA Vice President-Administration.

(See Action Calendar, pages 47-48)

VICE PRESIDENT

- ❖ Assumes duties of the President, without bearing the title, when the latter is not available.
- ❖ Is charged with making the necessary updates and changes to the Club's Statutes.
- ❖ Chairs the Membership Committee in the event the Club does not appoint a chairman to this committee.
- ❖ Has responsibility for the Florimond Volckaert Fund, working in concert with the Treasurer (for issue of the annual contribution by December 15) and the Skål USA Representative(s).
- ❖ Is the Program Chairman of their Club, planning and coordinating monthly meetings of the Members and any special functions or celebrations the Club wishes to hold.

- ❖ In the event the Club has an Executive Secretary-Treasurer, some of these duties may be performed by the Club's Executive Secretary-Treasurer with the Vice President coordinating.

(See Action Calendar, Page 47-48)

SECRETARY

- ❖ Prepares, in consultation with the President, an agenda for the Board Meetings.
- ❖ Prepares minutes of the important actions and interests of the Board Meetings and submit to the Club's Board Members.
- ❖ Submits Inter-Club-Transfer-of-Membership Forms online at Skål International website.
- ❖ Monitors "Membership Proposal Forms", and once approved, advises Treasurer to issue a check for dues payable to Skål USA, which is sent to the Skål USA Administrator. The club is responsible for any approved Member.
- ❖ Together with the Treasurer, checks the membership list (sent annually by Skål USA Administrator), amending and updating the data as necessary to ensure that all requirements are observed.
- ❖ Advise Treasurer to mail check for annual dues: for both Skål USA and Skål International, along with updated printout of members to USA Administrator no later than January 31.
- ❖ Submits *Skål USA Form 2* to the Skål USA Administrator and Vice President-Administration by January 31. This form is to notify Skål International and Skål USA of the officers for the new administrative year and their addresses.
- ❖ Fulfills the Club's responsibility toward Skål International and the Skål USA Board by adhering to the Action Calendar provided in the Club Field Guide. (See page 47-48)
- ❖ Prepares an annual report of activities which is reviewed and approved by the Club's Board. Excerpts of this report may be incorporated by the Club Officers into their annual reports at the Club's Annual Meeting.
- ❖ Secures and maintains the Club's Statutes (both electronic file and hard copy), local regulations and the Skål USA Club Field Guide.

- ❖ Orders plaques and pins for installation of new Officers and Members from Skål USA Administrator and maintain an inventory of same.
- ❖ Arranges for the timely transfer of the Club's Executive Officers books from the outgoing to the incoming Officers, including, but not limited to the Statutes, Skål USA Club Field Guide, Skål USA and Skål International publications, Club's financial records and correspondence, Club banner and memoranda.
- ❖ Performs other duties prescribed by the President, or requested by the Skål USA Representative(s) to assist him in all necessary communications with the Club membership, National or International offices.
- ❖ In the event the Club has an Executive Secretary-Treasurer, some of these duties may be performed by the Club's Executive Secretary-Treasurer with the Secretary coordinating.

(See Action Calendar, Page 47-48)

TREASURER

- ❖ Submit an annual report and balance sheet to the Club's Board, which, after review and approval, submits same for approval by the Club's membership at the Annual Meeting.
- ❖ Prepare dues bills and collects annual dues, initiation fees, meeting charges and other funds due from the membership and other sources.
- ❖ Reconcile Skål USA roster printout (annual bill) with dues received, write check for annual dues payable to Skål USA to Skål USA Administrator.
- ❖ Prepare a list of past-due or delinquent members for action by the Board.
- ❖ Prepare and submit proper *IRS Form 990* (or similar as appropriate) for the Club by May 15th of each year (see Skål Club Field Guide, page 45).
- ❖ Prepare for review by the Club's Board, an annual Club budget by November 1st of each year for the following Membership Year (Jan. 1 - Dec. 31). See Skål Club Budget Form pages 53 - 54
- ❖ In the event the Club has an Executive Secretary-Treasurer, some of these duties may be performed by the Executive Secretary-Treasurer, with the elected Treasurer monitoring all functions pertaining to the Club's finances.

(See Action Calendar, Page 47-48)

Note: Any report, prepared by the Executive Secretary-Treasurer of the Club must first be approved by elected Treasurer before submitting to the Club's Board.

Skål USA REPRESENTATIVE(S)

The Skål USA Representative, elected by their Club, represents their Club to Skål USA, and represents Skål USA to their Club. They must take their dual role seriously to assure that the Club officers discharge their duties and responsibilities to Skål USA and that Skål USA gives the Club the necessary assistance and leadership.

The Club is the actual member of Skål USA, but the Club casts its vote through its Skål USA Representative at the Skål USA Annual Meeting.

The Skål USA Representative:

- ❖ Is an elected Officer of their Club and therefore is a Member of the Club's Board with full voting privileges. The Skål USA Representative cannot be considered as just the holder of an honorary title, but rather as an office holder who has important responsibilities.
- ❖ Is required to attend all working sessions of the Skål USA Annual General Meeting, and the NASC Congress. While not required to attend the Annual Skål International Congress and Skål USA National Committee Meetings, the Representative is encouraged to do so. Written reports of the activities of these Congresses, pertaining to their Club's interest, must be given to their Club. Clubs having two (2) Skål USA Representatives and plan to send one to a Congress, the most senior Member will usually be expected to attend.
- ❖ Must keep copies of correspondence for the Club filed. If the Club has an Executive Secretary-Treasurer, it is the responsibility of the Skål USA Representative, Club's Secretary and Club's Treasurer to ensure all activities are performed in a timely manner.
- ❖ Is expected to serve as Publicity Chairman in the event the Club has not appointed a Member to this position. News and photographs of national and international interest should be sent to the Skål USA Director of Public Relations and Communications with copies to the Vice President-Administration. Press releases of Club's activities should be sent to the appropriate news media.
- ❖ Has responsibility for soliciting candidates for the annual Election of Officers.
- ❖ If the Club has an Executive Secretary-Treasurer, it is the responsibility of the Skål USA Representative, Club's Secretary and Club's Treasurer to ensure all activities are performed in a timely manner.

(See Action Calendar, Page 47-48)

Note: The Skål USA Representative's normal line of communication, to and from Skål USA, is

through the Vice President-Administration. Should receive copies of correspondence sent by the other officers of their Club to Skål USA Officers and should be copied on all correspondence sent to the Club by Skål USA Officers.

EXECUTIVE SECRETARY-TREASURER

A growing number of Clubs now have an Executive Secretary-Treasurer; however, it must be stressed that overall responsibility still lies with the appropriate Officers within the Club. Each Officer must be thoroughly familiar with all the responsibilities and duties of their office if they expect to successfully advance within leadership.

Executive Secretary-Treasurer is not a voting member of the Club's Board, unless the Club's Statutes provides for such and they are elected annually by the Club's membership.

Monetary remuneration for the work of the Executive Secretary-Treasurer is left to the discretion of the individual Club's Statutes (and the general membership if they so desire).

Note: For the security and protection of the Club's assets and funds, the title Executive Director should not be used.

INTERNAL REVENUE SERVICE REQUIREMENTS

Organizations under Section 501 (c) (6) or Section 501 (c) (7) are subject to filing tax returns under the following conditions.

FORM 990-N: If the Club's annual gross receipts are normally \$50,000.00 or less, the club is required to electronically submit Form 990-N, also known as the e-Postcard, unless your Club chooses to file a complete Form 990 or Form 990-EZ.

FORM 990-EZ: Your Club can file the shorter Form 990-EZ if the Club has less than \$100,000 in gross receipts and less than \$250,000 in total assets at the end of the year. Gross receipts include all income from all sources during the tax year without subtracting any expenses. If the Club has gross receipts less than \$200,000 and total assets at the end of the year less than \$500,000, it can file Form 990-EZ, instead of Form 990.

FORM 990 - Most likely your Club can file Form 990-N or 990-EZ. if the Club has gross receipts more than \$200,000 and total assets at the end of the year more than \$500,000, it must file Form 990.

FORM 990T - If your Club has gross income from an unrelated trade or business of \$1,000 or more. Unrelated income is usually income from interest on checking accounts, certificates of deposit or other areas not directly related to the normal business routine of the Club. Unrelated income is not exempt under this section and is subject to income tax. In addition, the Club is required to submit Form 990, 990-EZ, or 990-N.

It is very important that your Club Officers review your filing status and, if necessary, consult

with a tax accountant.

Remember, your financial year is the calendar year, January through December and you must file before May 15th.

If your Club fails to file an annual return or submit an annual notice as required for three (3) consecutive years, it will automatically lose its tax-exempt status.

Please note funds collected from non-Skål members from events such as a silent auction may be taxable. Consult your tax professional.

Club Action Calendar

<u>RESPONSIBILITIES OF PRESIDENT</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Elect Board (no later than December)												X
Election of Skål USA Officers (Deadline November 30)											X	
Appoint committee chair persons within 15 days of taking office	X											
Select Club delegate to SI Congress; notify VP Administration						X						
Notify SI of Congress Agenda items; Send to SI General Secretariat, copies to USA Administrator				X								
Clubs may file nominations for USA Officers with USA Administrator									X	X		
Cast Club Vote for Election of Skål USA officers											X	
Hold ten (10) monthly club meetings	X	X	X	X	X	X			X	X	X	X
Hold ten (10) monthly club board meetings	X	X	X	X	X	X			X	X	X	X
Process Invitations to membership	X	X	X	X	X	X	X	X	X	X	X	X
<u>RESPONSIBILITIES OF THE VICE PRESIDENT</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Has responsibility for donations to FVF in concert with USA Representative												X
Plans and coordinates monthly club meetings and special functions of the club	X	X	X	X	X	X			X	X	X	X
Makes necessary updates in club statutes	X	X	X	X	X	X	X	X	X	X	X	X
<u>RESPONSIBILITIES OF THE SECRETARY</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Submits USA Data Report	X											
Takes minutes of monthly board meetings	X	X	X	X	X	X			X	X	X	X
Sends copies of club statutes to USA VP Administration and International	X	X	X	X	X	X	X	X	X	X	X	X

Club Action Calendar

<u>RESPONSIBILITIES OF PRESIDENT</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Prepares and sending meeting notices to all members	X	X	X	X	X	X	X	X	X	X	X	X
club transfer of membership Issue inter forms	X	X	X	X	X	X	X	X	X	X	X	X
Process Invitations to membership	X	X	X	X	X	X	X	X	X	X	X	X
<u>RESPONSIBILITIES OF THE TREASURER</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Send contribution to FV Fund to USA Administrator												X
Prepare Bank signature cards for new officers												X
Prepare & file IRS Form 990						X						
Submit annual Club budget (by Nov. 1)											X	
Mail annual dues invoices to Members											X	
Mail annual USA/SI dues to Skål USA Administrator	X											
Collect contribution & memorials for FV Fund	X	X	X	X	X	X	X	X	X	X	X	X
Prepare monthly financial report and reconcile bank balance	X	X	X	X	X	X	X	X	X	X	X	X
<u>RESPONSIBILITIES OF USA REPRESENTATIVE</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Notify Skål USA of agenda items for USA Annual Meeting			X	X								
Attend NASC and SI Congress (month may vary)					X					X		
Solicit candidates for the annual election of Officers									X			
Send news items & photos to local media and USA Director of Public Relations and Communications	X	X	X	X	X	X	X	X	X	X	X	X

MINUTES OF BOARD MEETING/COMMENTS RE: GENERAL MEETING

Meeting Place:

Time:

Date:

Members of the Board Present:

President:

Others:

Vice Pres:

Secretary:

Treasurer:

Skål USA Rep:

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Other Business:

Monthly General Meeting:

Date and Place

Number of Members attending:

Number of visiting Skalleagues and guests attending:

Secretary

cc:

SKAL CLUB BUDGET FORM

Skål International _____

ANNUAL BUDGET FOR _____ YEAR

INCOME

1. DUES

a. SI and USA Dues

i. _____ Active @ \$ _____ \$ _____

_____ Associate @ \$ _____ _____

_____ Retired/Life @ \$ _____ _____

b. Local Club Dues

i. _____ Active @ \$ _____ _____

_____ Associate @ \$ _____ _____

_____ Retired/Life @ \$ _____ _____

2. MONTHLY CLUB MEETINGS

Members _____

Guests _____

Visiting Skålleagues _____

3. NEW MEMBERS

Initiation fees _____

Dues _____

4. SPECIAL ASSESSMENTS _____

5. INTEREST _____

6. OTHER INCOME

Fines _____

50/50 _____

Other Events _____

TOTAL INCOME

\$ _____

SKAL CLUB BUDGET FORM

Skål International _____

ANNUAL BUDGET FOR _____ YEAR

EXPENSES

1. Skål International / Skål USA Dues		
i. _____ Active @ \$ _____		\$ _____
_____ Associate @ \$ _____		_____
_____ Retired/Life @ \$ _____		_____
2. MONTHLY MEETING COSTS		_____
3. SKAL PINS PLAQUES, ETC		_____
4. CONGRESS EXPENSES		
a. NASC Congress		_____
b. Skål International Congress		_____
5. OFFICE EXPENSES		
a. Printing		_____
b. Photocopying		_____
c. Postage		_____
d. Website		_____
6. INSURANCE		_____
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TOTAL EXPENSES		\$ _____
INCOME OVER EXPENSES		\$ _____

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MOI Manual of Instructions Skål Clubs replace by Club Field Guide	<u>skalusa.org / Members Area / Club Information</u>
NASC	<u>North American Skål Congress</u>
NASC Congress	<u>North American Skål Congress held each Spring</u>
NASC Congress	<u>skalusa.org / What is Skål? / Events</u>
National Committee	<u>Skål International United States of America</u>
National Committee Meeting	<u>skalusa.org / What is Skål? / Events</u>
Nomination of Skål USA Officers	<u>skalusa.org / Legal Documents / Articles of Incorporation and By-Laws</u>
North American Skål Congress	<u>skalusa.org / What is Skål? / Events</u>
Objectives of Skål International	<u>skal.org / Legal Documents / Statutes</u>
Officer Nomination of Skål USA	<u>skalusa.org / Legal Documents / Articles of Incorporation and By-Laws</u>
Officer Elections - Skål USA	<u>skalusa.org legal documents Articles of Incorporation and By-laws</u>
Order Of Merit - Skål International	<u>skal.org awards</u>
Partnerships	<u>skalusa.org / What is Skål / Partnerships</u>
Pins Club Officers	<u>skalusa.org / SkålUSAshop - President, Vice President, Treasurer, Executive Secretary Treasurer, Secretary, Skål USA Representative and Past President Pins may be obtained at the Skål USA Shop</u>

Pins Skål USA Officers	skalusa.org / SkålUSAshop - President, Gold Circle; Past President, Silver Circle; Vice Presidents, cluster pointing up; Directors, cluster pointing down; Auditors, regular pin with diamond chip; and Retiring Executive Committee Members, regular pin with Ruby chip.
Plaques	skalusa.org / SkålUSAshop
Promotional Video Skål International	skalusa.org / What is Skål? / Membership Benefits, Dues & Development Assistance / Skål International Promotional Video
Protocol Manual	skal.org / International Papers/Protocol Manual
Representative Office	Positions of President and the International Councillor are the only representative positions of Skål International USA.
Public Relations /PR Guidelines for Clubs	skal.org / Public Relations /PR Guidelines for Clubs
Public Relations /Promotional Brochure for Printing	skal.org / Public Relations /Promotional Brochure for Printing
Public Relations /Skål Sticker	skal.org / Public Relations /Skål Sticker
Quarterly Year To Date (YTD) with Quarterly Budget Comparison	skalusa.org / Members area/ Skål USA Financials
Reasons to Become a Member	skalusa.org / What is Skål? / Membership Benefits, Dues & Development Assistance / 10 Reasons to Become A Member
Shirts	skalusa.org / skålUSAshop
SI	Skål International
SIAC	Skål International Affiliated Clubs: Bermuda, Jamaica, Caribbean
SICAN (discontinued abbreviation)	Skål International Canada
SIM	Skål International Mexico
Skål International Club of the Year	skal.org
Skål Club of the Year – Criteria	skal.org
Skål International Road Map to 2020 Plan	skalusa.org / What is Skål? / Membership Benefits, Dues & Development Assistance / Skål International Road Map to 2020 Plan

Skål International Statutes and By-Laws	skal.org /Legal Documents
Skål International Sustainable Development in Tourism Awards	skal.org
Skål News - e Skål News	skal.org
Skål USA	Skål International United States of America
Skål USA Shop	skalusa.org / skålUSAshop
SKÅL U.S.A. Executive Committee	skalusa.org / About SKÅL USA/ Executive Committee
Skål USA Executive Committee Meeting Agenda	skalusa.org / Members Area / Skål USA Official Meetings/Information for Executive Committee Meeting
Skål USA Executive Committee Meeting Minutes	skalusa.org / Skål USA Official Meetings
SKÅL U.S.A. Administrators	skalusa.org
SKÅL U.S.A. History	skalusa.org / About SKÅL USA/ Skål History
Skål USA Winter Executive Committee Meetings	skalusa.org / Members Area / Skål USA Official Meetings/Information for
Social Media	skalusa.org / Useful Links / Social Media
Statutes Skål International currently in effect are dated December 2017.	skal.org / Legal Documents
Statutes of Skål International - Proposed Modification	skal.org / Legal Documents/Proposed Modifications to the Statutes and By-Laws
Sustainable Tourism Award - Skål International	skal.org / Awards
Suspension and Termination of a Club in Skål International	skal.org / Legal Documents / By-Laws
Term Of Office - Skal USA Executive Committee	skalusa.org / Legal Documents / Articles of Incorporation and Skål USA By-Laws
Transfer Form	skal.org / Forms / Transfer Form
Travelex Insurance	skalusa.org / Members Area / Skål USA Membership
USA Clubs	skalusa.org / Club Locator
Vice President Finance Report	skalusa.org / Members area/ Skål USA Financials

Video Promoting Skål International	skalusa.org / What is Skål? / Membership Benefits, Dues & Development Assistance / Skål International Promotional Video
Vision Statement - Skål USA	Skalusa.org / What is Skål? / About Skål
Voting Executive Committee Skål USA	skalusa.org / Legal Documents / Articles of Incorporation and Skål USA By-laws
Web site - Skål International	<p>skal.org</p> <p>How to find the Skål International website:</p> <ul style="list-style-type: none"> ➤ Go to Skål.org ➤ Click on the “Member Area” ➤ Your user name is: Your last name ➤ Enter your password – Membership Number ➤ If this does not work for you, please contact either Yvonne Mansell, Yvonne.mansell@Skål.org. ➤ Click on the member link on the navigation bar on top
Web site - Skål USA	<p>skalusa.org</p> <p>How to find the Skål USA website:</p> <ul style="list-style-type: none"> ➤ Go to Skålusa.org ➤ Click on the “Member Area” ➤ Your user name is: skalusa ➤ Enter your password – skalusa@123 ➤ If this does not work for you, please contact Steve Richer, richeradvisors@gmail.com. ➤ Click on the member link on the navigation bar on top <p>From there you can navigate around the site</p>
Webinars	skalusa.org / Members Area / Club Information
Why Join Skål	skalusa.org / What is Skål? / Vision Statement Skal USA / What is Skål? / Membership Benefits, Dues & Development Assistance
Young Skål	skalusa.org / Members Area / Young Skål