

EXECUTIVE COMMITTEE
MANUAL OF INSTRUCTIONS

SKÅL INTERNATIONAL
UNITED STATES OF AMERICA



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FOREWORD

The primary purpose of the "Skål USA Manual of Instructions" is to provide the officers and the Skål USA Executive Committee a source of instructions, interpretations and policies. Other sources are the Skål International Statutes and By-Laws and the Skål USA Articles of Incorporation and By-Laws. The Manual will also be helpful in assuring a smooth transition from one year to another.

Nothing in this manual should be in conflict with the Skål International Statutes and By-Laws, 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.

In the Skål Movement there are only a few paid employees (the Skål International Secretary General, the staff in Torremolinos, Spain and the Skål USA Administrator). The vast bulk of activities and correspondence at the Skål International level, the national level (Skål USA) and the Club level are carried out by elected Members, who have volunteered for this service.

Needless to say, the duties at times are heavy, particularly when combined with personal business demands. Nevertheless, Skål responsibilities and duties should be carried out quickly, or passed on to another Member who has the interest, time and will to complete the assignment.

NO ONE SHOULD BE ASKED TO BECOME A CLUB OR Skål USA 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 Manual of Instructions:

Association Internationale des Skål Clubs - AISC
Skål International - SI
Skål International United States of America - Skål USA
Skål International Canada - Skål Canada
Skål International Mexico - SIM
Skål International Affiliated Clubs - SIAC
North American Skål Congress – NASC
Winter Executive Committee Meeting – WEC
National Committee Meeting - NCM

Note: The Manual of Instructions has been split in order for the Executive Committee and the Clubs to have individual guides. The Club portion is now titled Skål Club Field Guide To Membership Development and Club Operations.

SKÅL INTERNATIONAL

SKÅL INTERNATIONAL STATUTES AND BY-LAWS

The Skål International Statutes currently in effect are dated December 2017. (skal.org legal documents)

The Skål International By-Laws currently in effect are dated July 2017. skal.org legal documents.

FLORIMOND VOLCKAERT FUND

What is the Florimond Volckaert Fund?

The fund was set up to provide assistance to Skålleagues and their immediate families who are in serious need of assistance. Established in 1954 to permanently honor the Skål International Founder-President, Florimond Volckaert. Refer to skal.org-Florimond Volckaert Fund for information: how it works; under what circumstances may funds be requested; how does one apply for funds; and where does the money come from.

e-SKÅL MAGAZINE

The e-SKÅL Magazine is the medium through which Skål International communicates with the Clubs and the membership, and through which the Clubs can learn of Skål activities throughout the world. Distribution is via e-mail blast.

SKÅL INTERNATIONAL AWARDS

Information regarding awards for: Club Of The Year; Order Of Merit; Sustainable Tourism; and Membership Increases may be found at skal.org-Awards.

Skål USA

Skål USA ARTICLES OF INCORPORATION AND BY-LAWS

The Skål USA Articles of Incorporation in effect are dated June 2016, they may be found at skalusa.org.

The Skål USA By-Laws currently in effect are dated August 2017; however By-Law changes were voted on at the NCM in June 2017 and must be approved by Skål International. They may be found at skalusa.org.

AMENDMENTS TO Skål USA ARTICLES OF INCORPORATION AND BY-LAWS

Revisions are sent to the Clubs by Skål USA as the Skål USA Articles of Incorporation and By-Laws are amended.

SKAL USA NATIONAL COMMITTEE

The Clubs in the United States of America comprise the Skål International of the United States of America, Inc. (Skål USA). Skål International Statutes provides that those countries having more than four (4) Clubs form a "National Committee".

The specific responsibilities, rights and obligations of the National Committee (Skål USA) are outlined in Article II, Sections 1 and 2 of the Skål International By-Laws.¹

SKÅL USA EXECUTIVE COMMITTEE

The Executive Committee shall consist of the President, Vice President-Administration, Vice President-Finance, Vice President-Membership, two (2) Directors of Membership and Director of Public Relations and Communications and these individuals shall manage the affairs of Skål USA. The President, Vice President-Administration, and Vice President-Finance will make available a report of their activities to the Clubs at the Skål USA Annual Meeting.

The Executive Committee is responsible to Skål International for the proper and efficient administration of the Clubs.

The Skål USA ISC Councillor is a member of the Executive Committee.

DUTIES OF SKÅL USA

The duties of Skål USA are spelled out in the Articles of Incorporation, see skalusa.org-Legal Documents, Articles of Incorporations, Article III

¹ See skal.org-Legal Documents

1) Skål International USA has the following general duties:

- a) To publish a Skål information bulletin, for members, at least once every three months.
- b) To organize annually a “National Assembly in conjunction with a Congress
- c) To promote and encourage the formation of new Skål Clubs
- d) To increase membership
- e) To enhance the image of Skål

DUTIES – Skål USA OFFICERS

All officers and members of the Skål USA Executive Committee are required to sign the Memorandum of Understanding which may be found at the end of the duties below.

DUTIES – PRESIDENT

- . (a) The President is entrusted with the duty and responsibility of executing the decisions of the General Meetings and the National Committee.
- . (b) The President will preside over all meetings of Skål USA, direct the discussions and deliberations, conduct the proceedings and ensure that Skål International USA functions effectively and efficiently.
- . (c) The President is the official and legal representative of Skål USA. However, all documents legally binding on Skål USA must bear the signature of the President jointly with either the Vice President-Administration or Vice President-Finance.
- . (d) The Skål USA President shall make a general report to the General Assembly concerning the activities of Skål USA.
- . (e) The office of President may not be combined with any other position. Derogation to this must be approved by the Skål International Executive Committee.
- . (f) Should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES – VICE PRESIDENT-ADMINISTRATION

The Vice President-Administration, with the assistance of the Skål USA Administrator, is entrusted with the tasks of:

- . (a) Drafting the minutes of the meetings of Skål USA.
- . (b) Drafting and circulating the notice of meetings and reports from these same

meetings.

- . (c) Receiving, circulating, drafting and mailing all correspondence.
- . (d) Preparing the agenda for all meetings in agreement with the President.
- . (e) Drafting quarterly Journeys Newsletter.
- (f) Overseeing website.
- (g) Fulfilling Skål International USA responsibilities towards Skål International and the Skål Clubs.
- . (h) Ensuring updates to the Articles of Incorporation of Skål USA are in line with the amendments to the official publications of Skål International and that the terms therein are respected.
- . (i) Certifying any matters or information concerning Skål USA.
- (j) Vice President-Administration shall deputize for the President whenever the necessity arises.
- (k) Should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES OF VICE PRESIDENT-FINANCE

- . (a) The Vice President-Finance for Skål USA will prepare, for submission to the Skål USA Annual General Meeting, a budget for the income and expenditure of Skål USA, including the expenses of the International Councillor.
- . (b) The financial income of Skål USA is provided by the annual subscriptions, fund-raising, sponsorship, transfers from Skål International, donations and any other forms of legal income.
- . (c) The National Committee funds are used for administrative and other expenses such as development, events, public relations, seminars, etc. but always in keeping with the budget, the duties of the National Committee and overall aims and objectives of the Skål Movement.
- . (d) The Skål USA Administrator keeps the accounts of Skål USA, receives, deposits and manages the Skål International USA funds in accordance with Skål regulations.
- . (e) The Skål USA Administrator makes all payments of expenses incurred on behalf of

Skål USA under the control of the President. Vouchers must be signed by the President and Vice President-Finance or in the absence of the President, by Vice President-Administration and the Vice President-Finance. Any expenses additional to those in the approved budget must have the prior approval of the Skål USA Executive Committee.

(f) Keeps the Skål USA Executive Committee regularly informed of the financial situation and presents a quarterly Statement of Activities and Statement of Financial Position to the Skål USA Executive Committee. After agreement, the year-end financial reports are submitted to the Annual General Meeting for approval.

(g) The financial year will be from January 1 to December 31.

(h) Skål International may intervene to modify the financial policy of the National Committee when it is considered not in accordance with the needs or interest of the Skål Movement.

(i) Ensures that the payment of all Club dues and the updated membership lists are sent to the General Secretariat by the due date.

(j) Coordinate and manage contract and relationship with Skål USA Administrator.

(k) Should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES OF VICE PRESIDENT-MEMBERSHIP

(a) With assistance from the Directors of Membership, support Club's efforts and programs to create, implement, monitor, and manage the plans for recruitment and retention of members and the establishment of new Clubs and reactivations of former Clubs.

(b) Monitor membership development programs, initiatives, results and the return on investment (ROI).

(c) Shall assign responsibilities to Directors of Membership.

(d) Will present to the Executive Committee for approval the geographic location of Clubs assigned to each Director of Membership to be their Skål USA support person.

(e) Should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES OF DIRECTORS (2) OF MEMBERSHIP

At the direction of the Vice President-Membership, support Club's efforts and programs to

create, implement, monitor, and manage the plans for recruitment and retention of members and the establishment of new clubs and reactivations of former Clubs.

They should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES OF DIRECTOR OF PUBLIC RELATIONS AND COMMUNICATIONS

Create and maintain clear, accurate lines of communications between Skål International, Skål USA, Clubs and its Members. On behalf of the organization, project a positive and consistent image of Skål USA to industry organizations and targeted media outlets.

- . (a) To position the organization as a leading force of experts engaged in the national travel, tourism and hospitality industries.
- . (b) To promote the accomplishments and achievements of Skål USA and its Clubs throughout the country.
- . (c) To assist the Vice President-Membership to solicit new members and encouraging current Skål Members to be involved in Skål and rise to leadership roles in local and national levels.
- (d) Responsible for updates and improvements to website.
- (e) Should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES – ISC COUNCILLOR

- (a) Liaison between Skål USA, Skål International and the International Skål Council.
- (b) Shall be responsible for keeping the Executive Committee of Skål USA informed of the International Skål Council's actions, and in turn shall represent Skål USA in all matters to the Council.
- (c) Shall be a member of the Skål USA Executive Committee for the period of their term on the International Skål Council.
- (d) Shall submit Skål USA Executive Committee agenda items for the Skål International Congress.
- (e) Supervise and assist Vice President-Membership and Directors of Membership in preparation of all information for Club-in-Formation. Will approve final application to the Skål USA Executive Committee and process to Skål International with assistance of the Skål USA Vice President-Administration.
- (f) Shall coordinate Skål International Statute changes.

- (g) Is a member of the Selection Committee charged with the responsibility of selecting a "Skål USA Club of The Year".
- (h) Along with the Deputy, shall be responsible for promoting the Florimond Volckaert Fund and encouraging contributions to the fund. Function as the liaison between Skål USA and the Trustees of the Florimond Volckaert Fund.
- (i) Directs the Skål USA Administrator to transfer funds to the Florimond Volckaert Fund every quarter.
- (j) Should not be the Club delegate to the Skål USA Annual General Meeting or National Committee Meeting.

DUTIES – INTERNAL AUDITORS

Skål USA Articles of Incorporation, Article XVI, provides for the election of two (2) Auditors, not members of the Skål USA Executive Committee. In addition, Skål USA By-Laws, Article 16, provides for one (1) Deputy Auditor, not a member of the Skål USA Executive Committee.

Their duties include, but are not limited to:

- (a) Check and verify the accounts, balance sheet and financial situation of Skål USA.
- (b) Present a written report at least a month prior to the Annual General Meeting.
- (c) Preside over the tabulation of Skål USA election results.
- (d) Verify compliance with Skål USA Administrator's job description.
- (e) Review tax filings and insurance coverage.
- (f) Shall not hold any other office within Skål International.



MEMORANDUM OF UNDERSTANDING

I have read the By-Laws, Articles of Incorporation, the Manual of Instructions and the Club Field Guide of Skål International USA and understand the duties and responsibilities of the position I was elected to serve.

As _____ on the
title

Executive Committee of Skål USA
beginning January 1, _____

Date: _____

Signed: _____

Print Name: _____

SKÅL USA ADMINISTRATOR

Skål USA Articles of Incorporation, Article IV, empowers the Executive Committee to employ a Skål USA Administrator.

The Skål USA Administrator carries out routine Skål functions in day-to-day operations under the direction of the President, Vice President-Administration, Vice President-Finance and the Skål USA ISC Councillor, and communicates with Clubs after coordination with responsible officers.

The general duties of the Skål USA Administrator include preparation of agenda items of senior officers, preparation and directives to Clubs over signatures of the senior officers. The Skål USA Administrator shall send materials to Clubs, initiates bulletins after coordination with responsible officers, and keeps the officers informed about communications from Skål International.

Skål USA Administrator writes checks, provides financial statements and record keeping, coordination of system requirements of all Skål USA Clubs, dues, collections, and filing necessary reports and tax forms.

The Skål USA Administrator prepares a monthly financial, membership and other pertinent reports to be presented to the Skål USA Executive Committee within fifteen (15) days of the end of the month.

The USA Administrator prepares quarterly financial and other pertinent reports to be presented to the Skål USA Clubs within fifteen (15) days of the end of the quarter.

At the Skål USA Executive Committee Meetings and National Committee Meetings, the Skål USA Administrator should make a true record (recording) of the proceedings and send minutes of the important actions and interests to the Skål USA Executive Committee and Members within thirty (30) days of the meeting. Is responsible for taking and transcribing minutes for all Executive Committee meetings.

The Skål USA Administrator must possess a proactive and creative approach in problem solving, able to make changes of priorities as personalities of officers' change each year after elections. The Skål USA Administrator must be an effective team player that listens, openly contributes and works collaboratively to find win-win solutions to complex problems.

SKÅL USA ANNUAL ELECTIONS

A Skål USA Club may submit a qualified member of their Club as a candidate between September 16 to October 15 to the Skål USA Administrator for their consideration for various positions on the Skål USA Executive Committee and Internal Auditors. The Skål USA Administrator will prepare a slate of officers for the various positions as outlined below

- The Skål USA Administrator shall post the candidate names and office desired on the Skål USA website within 2 business days of receiving the candidates' documents in order for all members to access information of who is running for each office.
- Candidates are prohibited from campaigning until their name is on the official slate after October 25. Candidates violating this provision may be disqualified and their name deleted from the official slate.
- Each candidate is allowed to send one (1) letter to the members via an e-mail by the Skål USA Administrator.
- Candidates may not visit clubs at Skål USA expense from the filing of their papers until the balloting is closed.

A slate of candidates for the various positions on the Skål USA Executive Committee and Internal Auditor will be circulated to all Skål USA Clubs on or before November 1. Clubs MUST vote online by November 30. Balloting will close at the end of the day on November 30, (11:59PM CST).

The following instructions apply:

1. In order for a ballot to be considered valid, all required information must be completed.
2. Clubs entitled to two (2) votes will be furnished with two ballots.
3. All voting will be conducted electronically. All candidates' resumes will be posted on the Skål USA Website. The Club President will receive the electronic ballot(s) and will cast the Club's vote per instructions from the Skål USA Administrator. Under NO CIRCUMSTANCES will the voting deadline be extended.
4. All matters of dispute will be reviewed by the President and Officers of the Skål USA Executive Committee. The decision of the Executive Committee will be final.

When the balloting is closed on November 30, the balloting part of the website will be closed.

The Skål USA Administrator and the two (2) Skål USA Internal Auditors will receive the results of the election on December 1 and notify the Skål USA President. The Skål USA President will inform the candidates of the results, followed by the Skål USA Executive Committee and Skål International. The Skål USA President will inform all Skål USA members of the results that day.

Should no candidate receive an absolute majority (50% + 1) of the votes cast on the first ballot, a

run-off ballot will be cast by the Clubs. The two (2) candidates receiving the highest number of votes, will be the candidates in the run-off election. The candidate who receives a simple majority on the second ballot shall be considered elected. If, on the second ballot, the two (2) candidates for the same office receive an equal number of votes, the President of Skål USA will vote to break the tie.

For Internal Auditor, the candidate with the second largest vote shall be deemed Deputy Auditor until the next year's election results are final and can be deputized for the audit, vote counting and other activities as deemed necessary by the Auditors or the President of Skål USA.

Should a run-off election be required, notice including the appropriate ballot(s) will be sent to all Clubs. Voting must be completed within 2 weeks, at which time the results will be sent to the Skål USA Administrator and the two (2) Skål USA Internal Auditors for tabulation in the manner described above. If all the ballots for a particular run-off election have been received prior to the deadline, the tabulation can take place earlier.

In the case of an opening due to the elections, a special election is required. The notice will be sent within the next 7 days to all clubs. Notice including the appropriate ballot(s) will be sent within the next 7 days of the closing of accepting nominations. Voting must be completed within 2 weeks, at which time the results will be sent to the Skål USA Administrator and the two (2) Internal Auditors for tabulation in the manner described above. Should a run-off election be required, see run-off election above?

The newly elected Skål USA Executive Committee will assume office effective January 1st.

Qualifications:

To be eligible for nomination for the position of Skål USA President, they shall be an Active or Life Member in good standing of a Club within Skål USA and who had served as an officer of the Club and has been a member of Skål for at least one (1) year. "In good standing" is defined as a Member who has paid all dues and assessments to date, met annual attendance requirements, meets membership requirements of an Active or Life member and is recognized by Skål International as an Active or Life Member.

To be eligible for nomination for the position of Skål USA VP-Administration, VP-Finance, VP-Membership, Directors (2) Membership, and Director of PR and Communication shall be an Active, Life or Retired Member in good standing as outlined above.

To be eligible for nomination for the position of Skål USA Internal Auditor, the candidate shall be an Active, Life or Retired Member in good standing as outlined above. The Candidate must have a good knowledge of the Skål USA procedures and general accounting practices and, when practicable, be a former Club Treasurer.

VOTING ON SKAL USA MATTERS

Ballots:

Each USA Club having 65 or fewer Active, Retired and Life Members shall have one (1) vote.

Each USA Club having 66 or more Active, Retired and Life Members shall have two (2) votes.

The membership count ten (10) days prior to the Skål USA Annual General Meeting will determine the number of votes each club may cast at the Skål USA Annual General Meeting.

The membership count ten (10) days prior to the Skål USA National Committee Meeting will determine the number of votes each club may cast at the Skål USA National Committee Meeting.

The membership count on October 15 will determine the number of votes each club may cast for the Skål USA.

For Special Elections, the membership count on June 30 shall determine the number of votes each club may cast.

For a run-off election where no one candidate receives 50% +1 vote on the first ballot, a run-off ballot will be sent to the Clubs. The candidate who receives a simple majority on the second ballot shall be considered elected. In the event of a tie vote on the second ballot, the USA President will vote to break the tie. The number of ballot(s) per Club will be the same as the original election. (Skål USA By-Laws, Article 5, Section 3 and Article 16, Section g).

EX-OFFICIO EXECUTIVE COMMITTEE MEMBERS

The members of the Executive Committee of Skål International may attend Committee meetings at any Skål level as “ex-officio members.”

SKÅL USA RECORD RETENTION PROGRAM

Skål USA has established a record retention program for the following purposes:

- To identify the basic documents necessary in its operation and to ensure that these documents are retained for whatever time period is necessary.
- To comply with the requirements of Federal law which are applicable to the records the Association maintains.
- To document the process by which records are consistently and impartially retained or disposed of in accordance with applicable laws and the needs of the Association so that, if necessary, the process can be substantiated.

The following is a record retention schedule, which outlines the basic documents necessary for the operation of the Association and the prescribed period for the retention of each. Documents itemized are listed according to the following categories:

Accounting
Corporate
Insurance
Taxes
Other

Records described on the schedule should be kept for the period indicated and then destroyed. If it is indicated that a record should be kept permanently, it should never be destroyed and should be easily accessible. If documents are kept in storage during the retention period, they should be reasonably accessible and should be destroyed when the period expires.

The department or individual who has responsibility for a record is required to follow its retention schedule. There should be no deviation from this program without prior approval from the Skål USA President, Vice President-Administration and the Vice President-Finance.

SKÅL USA RECORD RETENTION SCHEDULE

<u>TYPE OF RECORD</u>	<u>RETENTION PERIOD</u>
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ACCOUNTING

Accounts receivable (invoices, sales journals)	Three years
Accounts payable (subsidiary records)	Three years
Audit reports and annual financial statements	Permanent
Bank statements and reconciliations	Permanent
Budgets (organizational, departmental)	Three Years
Canceled checks (all other)	Seven years
Depreciation records for fixed assets	Permanent
Expense reports	Three years
Financial statements (used internally)	Three years
General ledger and general journal	Permanent
Invoices to members	Three years

CORPORATE

Annual reports	Permanent
Articles of Incorporation	Permanent
Bylaws and Constitution	Permanent
Contracts (current)	Permanent
Contracts (expired)	Six years
Minutes - Executive Committee	Permanent
Minutes (other Executive Committee committees)	Five years
Reorganization records	Permanent
Trade mark registrations	Permanent

TYPE OF RECORDRETENTION PERIODINSURANCE

Insurance policies (current)	Permanent
Insurance policies (expired)	Three years
Insurance claims and accident reports	Six years

TAXES

Information returns (Form 990)	Permanent
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OTHER

Correspondence (general)	Three years
Correspondence (legal and important matters)	Permanent
Information related to Association meetings	Five years
Information related to Association publications	Five years
Membership records	Five years
Press releases	Five years
Training manuals	Permanent

EXPENSES - SKÅL USA OFFICERS

Generally, the expenses of the Skål USA officers are the cost of communications and necessary travel expenses to and from the Skål USA Executive Committee Meetings, the Skål International and NASC Congresses (including registration fees), as well as required visits to established Clubs and chartering of new Clubs. Skål USA Executive Committee Meetings shall be called by the President as often as deemed necessary for the administration of Skål USA. Conference calls shall be used to facilitate these meetings.

Expenses should be kept at a reasonable minimum, and, when air travel is required, only the cost of coach travel is subject to reimbursement. When traveling, transportation, meals and lodging charges for the Skål USA officer are to be submitted to the Skål USA Vice President-Finance for reimbursement. There is daily cap of \$55.00 for meals per day, with receipts, while on Skål USA business. Mileage reimbursement is based on the prevailing IRS regulations.

Expenses for all Skål USA officers should be limited to those items listed below. Specific exceptions should, whenever possible, receive Executive Committee approval prior to additional expenses being incurred. If Executive Committee approval cannot reasonably be obtained, approval for additional expenses should be requested from the current Skål USA President.

In the case of Regional meetings or special events, the only Skål USA Officers whose expenses would be covered, if attending such an event, would be the current Skål USA President or their designated representative.

EXPENSE	PRES.	VP ADMI N	VP FINANC E	VP MEMBERSHI P	DIR MEMBERSHI P	DIR P&C	ISC	AUDI T
Out of pocket expenses for SI Congress	√						√	
Out of pocket expenses for pre-Congress ISC Mtg.	√						√	
Entertainment allowance as budgeted for SI Congress	√							
Out of pocket expense for NASC Congress	√	√	√	√	√	√	√	√
Out of pocket expenses for Skal USA National Committee Meetings	√	√	√	√	√	√	√	√ SR
Out of pocket expenses for Skal USA Winter Executive Committee Meeting	√	√	√	√	√	√	√	√ JR
Out of pocket expenses for Skal USA Executive Committee Meetings	√	√	√	√	√	√	√	
Entertainment as budgeted for NASC	√							
Entertainment as budgeted for NCM	√							
Entertainment as budgeted for EC Mtgs.	√							
Out of pocket expense for meetings to charter new clubs	√							
Out of pocket expense to visit clubs	√							
Out of pocket clerical and secretarial expenses	√							
Out of pocket expenses for attending the annual NCMs of the Skal Clubs of Canada, Mexico, and the Affiliated Clubs	√							
Out of pocket expenses for Club visitations as directed by the President.	√	√	√	√	√	√		
Out of pocket expenses for scheduled ISC meetings							√	
Out of pocket expenses for annual audit			√					√
Out of pocket expenses for trips to organize new clubs as directed by the Skål USA President	√			√	√			
Out of pocket expenses for meetings to charter new clubs as directed by the Skål USA President	√			√	√			
Only Coach Air-fare for approved travel	√	√	√	√	√	√	√	√
Daily cap of \$55.- for food w/ receipts	√	√	√	√	√	√	√	√

Revised December 16, 2017

SKÅL USA EXECUTIVE COMMITTEE MEETINGS RFP

Your Skål USA Executive Committee would like to invite Clubs to submit a proposal to host the Skål USA Winter Executive Committee meeting. This meeting has rotated around the country in the past and it is often an excellent opportunity to reconnect and familiarize a Club with the operations of Skål USA and the greater Skål Movement as well as further augment your membership development efforts. A Club that is selected to host the Winter Executive Committee meeting may wish to re-schedule its regular monthly meeting to a Thursday or Friday evening in order to jointly meet.

The Skål USA Winter Executive Committee Meeting is traditionally held mid to late January. A written proposal must be submitted to the Skål USA Vice President-Administration, no later than August 15. All received bids will be reviewed by the Skål USA Executive Committee and the location will be announced during the NCM webinar in August.

The Skål USA Executive Committee arrives on Thursday and departs on Saturday. 20 rooms are required. 11 rooms are for the Skål USA Executive Committee and 9 are for observers. Some spouses will attend. Below is a typical schedule and requirements for a Skål USA Winter Executive Committee meeting:

THURSDAY EVENING: The Host Club will usually plan and host a reception for the Skål USA Executive Committee followed by dinner which can be a club's monthly meeting. Skål USA changing of the Chain of Office will take place during this event. Skål USA has budgeted \$39 inclusive, per Executive Committee member to help the host club cover dinner costs. Observers and spouses may participate at their own expense. Group transportation may need to be coordinated and arranged.

FRIDAY: Executive Committee has all-day meeting (9:00 AM – 5:00 PM) set up conference style, double-spaced for 14 people with approximately 10 additional chairs around the room for observers that may participate. The use of the meeting room should be complimentary. This meeting is a strict working session and requires some working space around the conference table for papers, records, etc. Be sure that the table is large enough for the Executive Committee to be comfortable and be able to work in a good business atmosphere. The Executive Committee will also have audio-visual needs and will look for access to a projector, screen, flip charts and internet for the meeting, please include the individual A/V costs in your proposal.

Meeting Food Requirements: Coffee, tea and water must be available in the meeting room in the morning and refreshed for the afternoon session. Lunch is traditionally taken in the hotel restaurant with everyone ordering from the menu. Typically, menus are brought into the meeting room in the morning and everyone places their order. The hotel advises the group when lunch is ready and the group proceeds to the dining room. The Executive Committee lunch will be signed to the master account. Observers and guest will pay individually for their own lunches. If no restaurant is available a separate lunch must be arranged that would consist of soup, salad, sandwiches, dessert, soft drinks, coffee and must not exceed \$25.00 inclusive of tax and gratuities. The restaurant option is more favorable as people can select what they want to eat and is a more efficient use of time.

FRIDAY EVENING: The Skål USA Executive Committee, guests and observers normally have dinner together at a place recommended by the local Club. Skål USA will assume the cost for Executive Committee Members. Observers and spouses may attend at their own expense.

ROOM CHARGES: Best possible rate. A small suite for the Skål USA President is desirable. Provide rates for early arrivals or late departures. Rates for Thursday and Friday should be no more than \$140.00 tax inclusive, with breakfast included. Observers are responsible for their own expenses. Hotel should be comfortable and convenient for reasonable transportation from a major airport.

OTHER DETAILS: The Host Club may arrange anything else if they wish. This is strictly a local option. However, nothing may be scheduled for the Board Members during the business day on Friday. Should spouses attend they will have all day Friday open. Normally the Host Club will arrange a tour or some other entertainment for them, if possible.

Please contact Skål USA Vice President-Administration with have any questions.

SKÅL USA NATIONAL COMMITTEE MEETING

Skål USA is required to hold two (2) National Committee Meetings (NCM) each year. The Annual General Meeting (AGM) at the NASC Congress is the first of the two required NCM's. The second NCM will be held as a webinar in August or September.

DUTIES/RESPONSIBILITIES FOR Skål USA EXECUTIVE COMMITTEE AT SKÅL INTERNATIONAL CONGRESS

BEFORE THE CONGRESS

The Vice President-Administration will contact, by letter or e-mail, ten (10) weeks in advance of the congress, the Delegate(s) who will represent USA Clubs. This correspondence will include:

- (a) Complete program of the Congress and information advising what is expected of the Delegate(s) in the way of attendance and activities.
- (b) All voting information, including details concerning matters to be voted on.
- (c) Request name of all expected attendees and spouses from the Clubs.

ASSIGNMENTS

The following are assignments that will be designated by the Vice President-Administration, with the approval of the President:

- (a) Housing of Executive Committee Members shall be the responsibility of the Vice President-Administration.
- (b) Opening Ceremonies seating and flag distribution shall be assigned by the Skål USA President.

(c) Business Sessions seating shall be the responsibility of the ISC Councillor.

FUNDING FOR THE FLORIMOND VOLCKAERT FUND

As a vehicle for supporting the Florimond Volckaert Fund, and to demonstrate a brotherly feeling for "fellow Skåleagues everywhere" who are faced with a tragedy, Skål USA Clubs agreed to assist financing the fund.

- A. The funding of the Florimond Volckaert Fund may be on the basis of inviting each Member to make a voluntary contribution at each Club meeting, with proceeds to be sent to the Skål USA Administrator.
- B. Upon the death of a Member, a Club can send a donation to the Florimond Volckaert Fund to establish a "memorial" for the deceased Member. Appropriate acknowledgement will be sent to the bereaved family.
- C. When a fellow Skål USA Skålleague member passes away, there should be a sympathy card sent to the family. Donation of \$100 should be given to the FVF to honor the current Skål USA President, Past Skål USA Presidents or Past Skål International Presidents who passes away.

All checks should be payable to "Skål USA" with the memo reading "FV Fund".

The Skål USA Administrator will transfer funds to the Florimond Volckaert Fund each quarter, as directed by the ISC Councillor.

The Skål USA Administrator will record, by individual Club name, amounts received from the Clubs.

Request to be held in strict confidence. For assistance information should be directed to the Club President who will refer the request to the Skål USA International Skål Councillor. Emergency funds are available immediately. "*The Florimond Volckaert Fund - Request for Assistance Form*" is located at skål.org.

SKAL USA CLUB OF THE YEAR AWARD

PURPOSE: To honor annually a Skål Club in the USA, which in the opinion of the judges, best exemplifies the spirit of Skål and has achieved the objectives of the Skål Movement during the Calendar year.

JUDGES: The judges for this award will be the following current Skål USA Officers: President, Vice President Administration and International Skål Councilor.

FORMAT: In order to qualify for Skål USA Club of the Year, a Club must stay in good standing, maintaining a membership of no less than 15 members.

TIMETABLE: Completed presentations must be submitted to Skål USA Administrator by March 15.
Award will be announced during the Annual General Meeting held during the North American Congress usually held in April or May.

AWARD: The Award will be \$1,000 to the winning Club to be used toward registration for the next North American Congress or to be used for a Club event.

GUIDELINES: Criteria used to be considered for the Award:

1. Pay annual dues on time.
2. Complete Skål USA Club Data Form online at www.skalusa.org.
3. Attend North American Skål Congress the prior year..
4. Have a net increase in membership of 5% or 5 members, whichever is greater between January 1 and December 31, i.e. for the 2017 Award, the dates would be January 1, 2016 thru December 31, 2016.
5. Establish and support a new or ongoing educational or charitable event or organization.

BILL SWEET AWARD

The Skål International USA Executive Committee may propose the honorary title of “Bill Sweet Member of Distinction- Skål International USA” on past and present Members of Skål International USA who have distinguished themselves in their service to the Skål Movement. Members receiving such honor only enjoy special privileges within their own country, and shall not receive a special badge. Granting of this honor need not be reported to Skål International.

The decision to bestow National Committee honorary titles shall be an item on the Agenda for the Skål International USA General Meeting. It requires an absolute majority vote to be passed.

Members receiving this distinction will retain their Active, Life or Retired membership of Skål International.

The distinction “Membre d’Honneur” shall not be used by National Committees, as the distinction is reserved solely for the use of Skål International.

NATIONAL TOURISM LEADERSHIP AWARD

The Skål USA Executive Committee can give the award to anyone it feels worthy, but it is suggested that the process be open to Skål Clubs and Skål Members to submit names for consideration, requiring that any names submitted must have made a national impact.

National impact should be defined as more than one state with the strongest preference being for recognition to someone who has impacted all of the United States. The Executive Committee should be free to use its best judgment in this matter.

PROCEDURE FOR ISSUING A LETTER OF REPRIMAND
to Skål USA CLUBS

In the event a Skål USA Club fails to function according to the Skål International Statutes and the Skål USA Articles of Incorporation, Skål USA By-Laws and Skål International Model Statutes for a Club, it may be necessary for the Club to be issued a Letter of Reprimand by the Skål USA Executive Committee. This Letter of Reprimand is a "warning period" to permit the Club in question to correct the reasons for the Letter of Reprimand and to resume proper operations and administration of the Club in order to avoid the potential suspension of their Charter by Skål International. See skal.org-Legal Documents, Skål International By-Laws, Article VIII.

The reason for a Club being issued a Letter of Reprimand should be outlined.

In cases where it is warranted to issue a Club a Letter of Reprimand, this action shall be approved by the Skål USA Executive Committee upon presentation of the details involved. In most cases, there will be a review of the progress being made at succeeding Skål USA Executive Committee Meetings. Any additional Letter of Reprimand will be at the discretion of the Executive Committee.

ACTION BY THE EXECUTIVE COMMITTEE

1. Maintain a record of telephone communications, personal visits and correspondence relating to correcting the causes for issuing a Letter of Reprimand.
2. If the Skål USA Executive Committee votes to issue the Club a Letter of Reprimand, Skål USA President must obtain authorization of the Executive Committee of Skål International.
3. After obtaining authorization of the Executive Committee of Skål International to issue the Club a Letter of Reprimand the Vice President - Administration should:
 - a. Send a formal letter, Certified Mail, Return Receipt Requested, to the Club's President, with copies as before in item #2 and Skål International, advising the Club it has officially been issued a Letter of Reprimand.
 - b. Review the status of the Club with the Skål USA Executive Committee at the next two (2) Executive Committee Meetings. This should be a specific item in the Vice President's - Administration's quarterly report.
4. Write a formal warning to the Club's President with copies to the:
 - Club's Skål USA Representative(s)
 - Club's Board Members
 - Skål USA President
 - Skål USA Vice President-Administration
 - Skål USA Administrator

5. This warning letter should be sent via Certified Mail, Return Receipt Requested to the Club's President and the Skål USA Representative(s) and shall:
 - a. State the specific problems.
 - b. Review the efforts made by the Executive Committee to-date to get the Club back "on track".
 - c. Enclose a copy of Skål International By-Laws, Article VIII and Skål USA By-Laws Article 17.
 - d. Issue a warning to the Club with the recommendation that if serious and effective steps are not taken by the Club by a stated deadline to be determined by the Executive Committee, then
6. If results are not satisfactory at the time of the deadline, the Executive Committee should:
 - a. Send a letter, Certified Mail, Return Receipt Requested, formally placing the Club on notice and requiring documented corrective measures to be received no later than one week prior to the next Skål USA Executive Committee Meeting. (Copies should be sent as in Item #2).
 - b. Review the measures at the Skål USA Executive Committee Meeting (preferably in closed session) and, if necessary, request Executive Committee approval to officially issue the Club a Letter of Reprimand. Unless there are extenuating circumstances, the Executive Committee will usually support the request.
7. At the second Skål USA Executive Committee Meeting, assuming the period was six (6) months, the Executive Committee, subject to the recommendation by the Vice President-Administration, shall:
 - a. Lift the Letter of Reprimand.
 - b. Extend the review period until the next Skål USA Executive Committee meeting.
 - c. Propose recommendation of further action, including suspension, to the Skål International Executive Committee.

Note: In the event the review period is extended, the Skål USA Executive Committee will review the matter at its next meeting and generally, will take action (a) or (c) above.
8. Following the Skål USA Executive Committee Meeting, the Vice President - Administration will advise the Club of the action taken by the Executive Committee in a letter, Certified Mail, Return Receipt Requested, to the President, with copies as before in item #2 and Skål International.

9. If the Vice President-Administration believes that a Club is "non-functioning" an immediate Letter of Reprimand is required, they shall:
 - a. Identify reason(s) for the action.
 - b.
 - c. Request the Skål USA President take a vote of the Skål USA Executive Committee. If the Skål USA Executive Committee votes for the Letter of Reprimand then proceed to #4 and #5.

CLUB'S RIGHT TO APPEAL

Within thirty (30) days of receipt of the Letter of Reprimand by the Vice President-Administration, the Club must send any appeal it may wish to make before the Vice President-Administration. The appeal must be sent by Certified Mail, Return Receipt Requested. Appropriate documentation must be submitted to support the Club's position.

The Vice President-Administration will then review the Club's petition with a Committee consisting of the:

Skål USA President
Skål USA Vice President-Membership
Skål USA International Skål Councillor

Executive Committee Action Calendar

<u>RESPONSIBILITIES OF PRESIDENT</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Advise SI name of Skål USA ISC Councillor and Deputy	X											
Advise Clubs of Election Results												X
Appoint Standards & Processes Committee	X											
Report to the General Assembly at the Annual General Meeting					X							
Report to the General Assembly at the National Committee Meeting								X		X		
Report of Nominations & Distribution Ballots										X		
<u>RESPONSIBILITIES OF VICE PRESIDENT ADMINISTRATION</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Plans SKÅL USA Executive Comm. Meetings	X			X			X					
Send Notices & Agenda of Annual Meeting			X									
Send Notices & Agenda of National Committee Meeting						X						
Send List of Skål USA Officers to SI	X											
Advise SI of Skål USA Articles of Incorporations Changes					X					X		
Advise SI of Skål USA By-Laws Changes					X					X		
Report to the General Assembly at the Annual General Meeting					X							
Report to the General Assembly at the National Committee Meeting								X		X		

Executive Committee Action Calendar

<u>RESPONSIBILITIES OF V.P.-FINANCE</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Ensure clubs submitted Skål USA Membership List to SI for card issuance		X										
Pay SI for Membership Cards		X										
Prepare Monthly Financial Reports & Distribute to all Board Members	X	X	X	X	X	X	X	X	X	X	X	X
Report to the General Assembly at the Annual General Meeting					X							
Report to the General Assembly at the National Committee Meeting								X		X		
Transfer Florimond Volckaert Funds to SI			X			X			X			X
Prepare Skål USA Proposed Annual Budget												X
Submit Skål USA Proposed Annual Budget to Skål USA Executive Committee for approval	X											X
<u>RESPONSIBILITIES OF ISC COUNCILLOR</u>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Report to the General Assembly at the Annual General Meeting					X							
Report to the General Assembly at the National Committee Meeting								X		X		

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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