

**GSTC Board Meeting
August 18, 2011
Meeting Minutes**

<u>PARTICIPANTS</u>	
<u>Board Members</u>	
Kelly Bricker	Staff
Anna Spenceley	Erika Harms
Charles Arden-Clarke	Liza Agudelo
Luigi Cabrini	Janice Lichtenwaldt
Herbert Hamele	Harmony Lamm
Richard Edwards	
Leilani Latimer	Participants:
Jamie Sweeting	Cathy Parsons
Fabian Roman	David Burton
Ronald Sanabria	
Rick Parnell	Absent Board Members
Herve Houdre	Seleni Matus
Jane Ashton	Shannon Stowell
Judy Kepher-Gona	
Mei Zhang	

*Please note: The information from this call must be kept confidential and adhere to the Board's signed confidentiality agreements

AGENDA

- 1) Review and approval of last meeting minutes
- 2) Accreditation
- 3) Approval of the budget and financial discussion
- 4) Selection of 3 new Board members
- 5) Global Ambassadors
- 6) Criteria
- 7) Annual meeting – setting dates and creating committee
- 8) Election Process
- 9) Composition of the working groups
- 10) Working Group presentations excluded from the meeting in Barcelona:
 1. Destinations
 2. Education and Tools

The meeting started at 9:00 AM US Eastern time, using the UNF conference line. A motion was set to start the meeting with the discussion of the finances. Motion approved unanimously.

1) Introduction of newest Board member: Judy Kepher Gona

Judy Kepher-Gona joined the Board meeting and introduces herself and the work of the BaseCamp Foundation.

2) Approval of the Budget and Budget Discussion: Finance Chair Richard Edwards presented the current financial situation as a priority and encouraged the Board members to give this focus before other agenda items. Executive Director Erika Harms stresses the urgency of raising resources.

- a. The GSTC budget was analyzed and Budget Scenario A and Scenario B were discussed:
 - Scenario A: A projected scenario requires an increase in revenue and possible funds will be raised with the help of the Board
 - Scenario B is an adjusted scenario, assuming no additional resources are raised this year, activities will have to be cut; a balance of \$17,000 would be expected at the end of the year
- b. The current cash flow and projected funds available to the GSTC at the end of the year:
 - Carry over from 2011: \$17,000
 - Funds allocated from UNF for 2012: \$79,000
 - The expected membership for 2012: 129,000-130,000
 - Therefore, \$250,000 to \$300,000 would be available for 2012
- c. GSTC has already begun to cut costs; including travel and reducing participation at events, and reduction of public affairs and marketing aspects
- d. Rick Parnell presented the financial situation from the UNF position:
 - To date \$1.1 million has been given from the UNF; the current situation shows that another half a million is now needed to allow GSTC to continue to operate and reach the point where it can become self-sustaining (Accreditation and royalties)
 - Rick encouraged the Board to utilize their networks to raise money to continue the GSTC into 2012
 - UNF will no longer provide matching funds, as the UNF has given the GSTC a two year run and now that is ending in 6 months
 - The UNF will continue to house the GSTC staff
- e. Board Chair Kelly Bricker discussed the option of having a separate brainstorm meeting to discuss the financial situation.
- f. Rick suggested that the Board have an in person meeting in October in Washington DC. UNF offered to host the in-person meeting.
 - Leilani Latimer suggest identifying key areas of revenue generation and scenarios around these key areas (sustainable revenue generating activities, and not just fundraising)
 - Identify sponsorship opportunities and sustainable revenue generating activities

- A meeting could be arranged between a select group of the Board as well as the staff of the UNF, it was indicated from that Board that political support from the UNF is needed
- g. Ronald as a representative of the Finance Committee can meet in DC with Erika the first week of September; the 7th was proposed as an alternative date.
 - Recommends GSTC staff to target proposals and concept papers for funding
 - Erika comments that a GSTC intern is devoting her time to finding fundraising opportunities and a volunteer under Amos's supervision is helping with drafting proposals.

Recommendation: Secretariat to send out a doodle to determine a date for the fundraising meeting

- h. Scenario B is more realistic than Scenario A.
 - Fundraising in the long term sense must be targeted, the fundraising activities will be targeted by the GSTC intern and the Board
 - The Board's responsibility and role will be fundraising and the Secretariat will focus on accreditation (resources available to focus on accreditation only)
 - Revenue is available until February 2012
- i. Sponsorship and direct contributions should be the focus until revenue generating activities can sustain GSTC
 - A discount will be offered to members to renew their membership for 2-3 years, which could provide a good source of funding
 - Membership has proven to be a good source of revenue, but not enough to self-sustain the organization; more Board assistance is needed to boost membership
 - The GSTC has a short window to have the accreditation started by the end of the year, this would be good investment
 - A potential focus are multilateral and bilateral organizations
- j. Accreditation Panel Director Cathy Parsons suggested that the costs involved with PR and marketing be evaluated and for the GSTC to put more resources towards accreditation.
 - Human resources will work to increase financial resources and accreditation
 - Financial resources will be put towards getting the accreditation system up and running
 - The accreditation requires substantial financial resources and the GSTC staff cannot be reduced
- k. The GSTC needs to demonstrate to the UNF that the GSTC can sustain itself. The UNF would like to see that \$1.1 million already given to the GSTC in cash has been a good investment. \$300,000 has been given in-kind and the GSTC staff is housed in the UNF offices; this has added up to \$1.7 million.
- l. The Board must explore other options besides approaching the UNF for more funds
- m. Leilani Latimer suggests UNF should be one of the Global Ambassadors

Recommendation: Secretariat to develop a third Budget Scenario C with the minimum costs expenditures for accreditation to be launched

- Budget C will be the scenario that ensures that GSTC can survive. It will focus solely on accreditation and outline tasks that can be done by the Board
 - The formation of a committee that focuses on worst case scenario to make sure that the work of the GSTC for the last two years is not wasted
 - A new updated budget needs to be prepared and approved by the Board
 - Expenditures need to be reframed and structured long-term programs are needed
 - In Budget B there aren't any funds available for market access working group
- n. The Executive Committee is empowered on the operational side
- The Executive Committee will report to the Board in writing while the Board focuses on fundraising committees
- o. The sustainability of the current business plan
- The finance working group is responsible for reviewing and approving the budgets
 - Little of cutting staff, the GSTC cannot cut any other costs
 - It was indicated that the Board must utilize the mechanisms available which is the finance committee and finance chair
 - A further conversation was requested to approve the budgets
 - The revision of the budget from Barcelona and the proposed scenario C will be distributed to the Board
- p. The Board fully supported that Budget C will cover how GSTC can get accreditation up and going. In addition Budget C, will outline what the GSTC requires and what activities can be passed onto Board members. Could Board members contribute to communications or PR? Can the Board members pick up projects for the GSTC staff?
- q. Jane Ashton requests the Accreditation Business Plan to be sent to the Board to analyze the forecasts for the accreditation system.

Recommendations: The Board will have an in person meeting in October and a finance committee meeting was proposed for the beginning of September. Each Working Group should propose what they can do in terms of revenue generation and the Board has been tasked of reaching out to their networks for fundraising opportunities.

Resolution: GSTC staff to prepare Emergency Budget C that shows the needs to get the Accreditation system running by December. Budget will outline activities undertaken by the GSTC team and what are the costs involved with those activities.

3) The selection of three new Board members and the Global Ambassadors

- a. The proposal to Board members for recommendations on filling remaining seats on the Board.
- b. The potential additions to the Board for one year appointments:
 - Santiago Soler: from the IADB, a multilateral organization which could be a possible fundraising source. IADB has been a great funder for sustainable tourism in the past
 - Steve Noakes: Represents the GSTC in Asia. He has already started fundraising in Asia; it would be more beneficial if he held the title of Board member for fundraising activities. There is a need for a Board member that represents Asia. Steve cannot become a global ambassador because he does not have the visibility and availability of funds as the other ambassador candidates
 - Jennifer Silberman: A representative from Hilton Worldwide,
- c. There is a possibility that having Santiago and Steve join the Board could send the wrong message given that they both were candidates in the July elections and were not voted for. Regarding Jennifer from Hilton, a comment was made to the effect that if Paul Brown (also from Hilton) becomes a GSTC global ambassador there would already be a representation from large hotels
 - Santiago needs to confirm that it isn't a conflict of interest for him to be on the Board and for the GSTC to have access to funding from IADB
 - Is it harder or easier for the GSTC to get grants if Santiago is on the Board?
- d. The importance of global ambassadors:
 - The term ambassador is a strong word in the market place
 - The difference between global ambassadors and Board members is the ambassadors are in a particular industry and their access to funds for the GSTC
 - The ambassadors must be given a timeline and it is important to bring them into them on now
 - The Board needs assurance that these candidates will give a significant endorsement to the GSTC
 - Luigi Cabrini suggests establishing a Statement of intent from the Ambassadors. Erika suggests information can be extracted from the By-laws and translated into a statement. Leilani suggests voting on the candidates now and establishing the statement later
 - Erika will meet with the Ambassadors candidates and express the expectations of them from the Board
 - The Executive Committee will prepare final documents and discuss with the candidates

Voting for Global Ambassadors: No objections

- e. On the remaining Board Seats

- Charles Arden-Clark asks if the Board is rushing to fill these seats. The response by Erika and other Board members was that there isn't anything to lose bringing Steve and Santiago onto the Board

Voting for Board Members:

- Santiago Soler: in favor: majority, objections:2, abstentions: 0; full support
- Steve Noakes: in favor: majority, objections:0, abstentions: 0; full support

Recommendation: The Board fully supported extending an invitation to Santiago Soler and Steve Noakes to join the Board. The Board will hold off on the African candidate Paula Nimpuno-Parente as recommended by Anna Spenceley. It will be expressed to the candidates the financial situation of the GSTC and the requirements of the new Board members and global ambassadors to contribute to revenue generation

4) Accreditation

- a. Points of Accreditation discussion
 - The forecast on the demand for accreditation services?
 - Accreditation is essential; the GSTC must have a service to offer, the resources need to be allocated to accreditation to ensure that accreditation can be launch
 - A heavy investment up front needs to go into accreditation as well as more of Richard Bradley's time
 - It will take at least five years for accreditation to be a revenue generator?
- b. Cathy Parsons from the Accreditation panel presented the GSTC Accreditation. The accreditation manual was distributed to the Board; the manual has been modified and reflects the comments from the panel from the last month.
- c. The priorities are the recognition of standards and pricing for standards as well as for working towards accreditation
 - Accreditation is essential; the GSTC must have a service to offer, the resources need to be allocated to accreditation to ensure that accreditation can be launched
 - It will take at least five years for accreditation to be a revenue generator
- d. How can Accreditation be marketed?
 - There are five standards for recognition that have been evaluated. There is only one individual that submitted a standard and one of them had to resubmitted
 - What is the cost and processes for accreditation? How long is the process? There must be a guarantee and the processes need to be clarified
 - Critical mass and increased publicity are needed
 - Bradley will go visit certification bodies in Africa and Brazil to find eligible organizations to go through the certification process.
- e. Costs (Slide 8 of the presentation) was discussed

- A fee of \$1,000 until December 31st and after January 1st, the fee will increase to \$2,000
- f. These are the theoretical timelines for the recognition of standards and it should take no more than a month to be reviewed
- It will take a month for completion
 - Accreditation will take 4 years for review (16-18 months to meet requirements but once they have accreditation they must be continued to be reviewed and monitored)
- g. The pricing for standards:
- The Board needs to know the resources required for accreditation to be completed.
 - The fees could depend on the geographical location depending on the global accreditation group(i.e. Brazil would be cheaper than Europe)
 - It needs to be clarified what is involved for the application processing order for applicants to apply
- h. How will resources in Budget C accommodate accreditation?
- Currently Amos is pulled in two directions for accreditation and criteria. A consultant is needed to support the process.
 - Richard Bradley's time is needed, but in 6 months he has used 90% of his allocated time
 - Critical mass is needed by the end of the year, not only the process completed
 - A certain caliber of staff member is needed to assist Amos, a consultant with similar qualifications
 - Less technical language is needed, there have been volunteers to review the language
 - A full time staff is needed to help meeting the goals until the end of the year.

Recommendation: Work is needed with the logo, the fee for certification and the certificate that they will be able to use must be determined. The Accreditation Panel need more resources by the end of 2011 in order meet the deadlines.

5) The other agenda items were not discussed.

Summary of Recommendations:

APPROVAL OF THE BUDGET AND BUDGET DISCUSSION:

Be it recommended: The Board will have an in person meeting in October and a finance committee meeting was proposed for the beginning of September. Each Working Group should propose what they can do in terms of revenue generation and the Board has been tasked of reaching out to their networks for fundraising opportunities. GSTC staff will prepare Budget C, which will outline by the GSTC team what staff will do with their time and what are the costs involved with the current activities.

SELECTION OF THREE NEW BOARD MEMBERS:

Be it recommended: The Board fully supported extending an invitation to Santiago and Steve to join the Board. The Board will hold off on the African candidate Paula Nimpuno-Parente as recommended by Anna Spenceley.

ACCREDITATION:

Be it recommended: Work is needed with the logo, the fee for certification and the certificate that they will be able to use must be determined. The Accreditation Panel need more resources by the end of 2011 in order meet the deadlines.