

LEADERSHIP ROLES & OBJECTIVES

Your role as a chapter leader is highly valued and very important to the success of HSMIAI. Chapter activities present the vast majority of our members with their strongest and most lasting impressions of their HSMIAI membership.

With this in mind, it is the goal and responsibility of the International Association to see that our chapter leaders have the resources, support and skills necessary to provide value to the membership.

The following pages of this section include:

- Summary of HSMIAI Chapter Support Services
- Conducting Effective Meetings

Your familiarity with this information will assist you in becoming more effective in your role as a Chapter President.

Key Success Factors for a Chapter President:

- Involve as many members as possible in your committee structure.
- Use your board meetings to plan and monitor “strategic” issues.
- Use your committees to implement the strategic plan.
- Empower your board in their respective roles. Do not dictate!
- Use the resources of HSMIAI – do not reinvent the wheel.
- Motivate your board and members through recognition – a simple “thank you for a job well done” is an important part of this process.
- Give value to your members through strong educational programs.
- Be as visible in your community as possible.
- Use the HSMIAI Web Site for informational resources.
- Have fun! HSMIAI is a “C” priority in your life and the life of your board. Make it a fun experience as well as a productive experience.

2001 Summary of HSMAI Chapter Support Services

Core chapter support services (*italics indicate new for 2001*)

- Director of Chapter Relations office
- *Toll Free Telephone Number to reach Chapter Relations Office 877-643-3511*
- Annual Chapter Operations Manual – *Located on Web Site for 2001 Edition*
- Annual Best of the Best Manual
- Monthly Chapter Reminder Calendar sent email/fax
- Monthly Chapter Chatter Articles for Chapter Newsletters
- Best of the Best Awards *three-tiered program*
- Chapter of the Year Awards *three-tiered program*
- Membership reports:
- Weekly Change Report
- Monthly rebate report & payment (US\$90 per chapter member)
- Monthly roster update
- 90-day expiration report
- Chapter President Conference Call Orientation
- Executive Director Orientation Program in Washington DC
- Monthly fax broadcast of HSMAI Insider Report to all chapter board members
- Director of Education services & support
- Comparative chapter financial model
- International membership survey option for chapter specific report

Chapter Leadership Development opportunities

- Leadership Forum in Scottsdale, AZ, Wednesday, June 6, 2001
- Leadership Development Training program – *will be announced soon*
- Annual Strategic Planning assistance by HSMAI Staff

Membership growth programs for your chapter and members:

- HSMAI/American Express Membership Campaign 1-1-02 to 12-31-01
Now runs annually and is combined with the “One for One”

Our desire for your and your chapter:

- Increased membership retention
- Net membership growth
- A succession plan is in place for officers
- A program of work that supports our core reason for existence
- Leave a legacy with your chapter!

What we expect you and your chapter to do for us?

- Promote International membership and all our programs, especially the Annual Sales & Marketing Summit and the HSMAI Customer Forum. Also, run our advertisements sent to you for our programs and events in your newsletter
- Adopt the students in sales and marketing classes in local/regional hospitality colleges and university programs
- Encourage your members to use the web site (www.hsm.ai.org) for information, research and to sign up for programs and events.
- Publish Margie's Chapter Chatter in your newsletter
- Keep us updated on your board roster so we can email/fax your board members their Insider Report and recognize the roles your leadership has
- Contribute financially to our HSMAI Foundation and Student Scholarship funds.
- Promote CHME!
- Keep Margie & Bob on your chapter mailing list.
- Keep Margie on your board list so that all minutes, financials, etc. are in your master file.

What should you get from your predecessor?

- 2000 Best of the Best Manual
- Transfer of appropriate records

And, for your reference....

HSMAI VISION STATEMENT

To be the premier global resource for the development of sales and marketing professionals in travel, hospitality and tourism.

*HSM*AI MISSION STATEMENT

HSMAI will create business opportunities and provide value to its members through educational programs, networking events with peers and customers as well as identifying and communicating trends in the hospitality industry while operating as a leading voice for both the hospitality and sales and marketing management disciplines.

The needs of our members will always be the driving force behind new initiatives and programs at a local, national, and international level.

Date updated: January 2001

CONDUCTING EFFECTIVE MEETINGS

As we begin the 21st Century most professionals agree that “time” is money! Never before has there been so much emphasis on the results of our time, the effectiveness of our actions. Most of us spend a great deal of time in business related meetings, and if the time is wasted, your company has paid for it! However, when you get a group of volunteers together and the meeting is not productive you have wasted your valuable and precious leisure time. That’s a high price to pay for not knowing how to conduct an effective meeting.

In the January 1998 issue of *Association Management Magazine*, William E. Cozart, CAE, (an association executive and parliamentarian) wrote an excellent article on “Robert’s Rules at Work – Using parliamentary procedure to conduct effective meetings.” Here are some excerpts from that article, including a quiz that should help you improve your meeting etiquette.

Wouldn’t it be great if we could all agree on everything all the time so that we didn’t have to resort to Robert’s Rules of Order, which few seem to understand and fewer like. But that’s not the world we live in. General Robert said: “Where there is no law, but every man does what is right in his own eyes, there’s the least amount of liberty.”

We must gain a better understanding and command of these very important tools designed to 1) preserve order; 2) expedite business; and 3) protect rights.

The main responsibility of the presiding officer is to guard against:

- *Abuse of the procedures (you know, the member who knows or thinks he or she knows more than anyone else and sets out to prove it) and*
- *Procedural bog-down (when you get so wrapped up and bogged down in procedures that you forget what you were trying to do).*

We must also realize and make clear that an effective meeting is a joint responsibility of the presiding officer and the participants.

The Quiz - Statements with a True or False Answer:

1. *All committee actions must be approved by either the executive committee or the board of directors.*
False – *Only those actions affecting policy or unbudgeted funds need approval. Empower your committees and other groups. Make sure they know their charge, and let them go – in other words, stop micromanaging.*
2. *Once a quorum is established, business can be conducted regardless of the number of members who remain at the meeting.*
False – *When the number needed for a quorum is no longer present, the formal business of the group must stop.*
3. *Minutes and financial statements require a motion for approval.*
False – *For minutes, the chair asks, “Are there any corrections to the minutes?” Hearing none, they stand approved as mailed or presented. Of course, if there are corrections without objections, those changes are made. If corrections are requested and someone objects, then a motion must be made and handled accordingly. The only financial report that requires approval is the annual audit. All other financial reports are informational only and require no action to be taken.*
4. *After a motion has been seconded, the next proper step is to discuss the motion.*
False – *The next step is for the chair to repeat the motion to make sure everyone understands it before discussion begins. After discussion, the chair needs to repeat the motion again before voting to make sure everyone understands what he or she is voting on. After the vote, the chair needs to state the results.*
5. *The presiding officer can only vote to break a tie.*
False – *The presiding officer can vote 1) to break a tie; 2) to make a tie (a tie vote fails); and 3) on secret ballots.*
6. *In a meeting, the parliamentary decisions and rulings of the presiding officer are final.*
False – *The members (the “body”) always have final say. The rulings of the presiding officer can be clarified by asking for a “point of information,” more formally by calling for a “point of order,” and most formally by making a motion*

- to “appeal the decision of the chair,” which requires a vote of the body.
7. Parliamentary procedures do not vary regardless of the size or purpose of the group.
False – Parliamentary procedures become increasingly important when a committee is formal in nature or when that committee has legal responsibility for the organization. Sometimes we can curtail the creativity and energy of groups by requiring their adherence to strict rules of order. Some procedures and rules are always necessary, but it’s best to use prudent judgment in deciding how far to go.
 8. “Calling for the “question” ends debate and requires an immediate vote on the preceding motion.
False – If participants yell out “question” or “call for the question,” that just means they are tired of talking and want to vote. They alone cannot stop debate or tell the body what to do. The proper motion is to “move the previous question,” which requires a second and a two-thirds vote (a two-thirds vote is always required when a right is being taken away). The motion, if passed, ends the debate and put the previous question to vote.
 9. A motion to “table” is the best way to kill a pending motion.
False – Use the motion to “table” only to set a motion on the floor temporarily aside so something more important can be considered. The proper way to kill a motion is to move to “postpone indefinitely.” If passed, this motion only prohibits the same motion from being made at the same meeting. The same motion can be made again by someone at the next meeting. You can never actually “kill” a motion.
 10. Individuals have the right to speak to a motion as many times as they wish, unless special rules are adopted.
False – Generally, parliamentary procedures allow for the same individual to speak only once and for no more than 10 minutes, until everyone who wishes to speak to the motion has had an opportunity to do so. Then the individual may speak a second time for no more than 10 minutes. The body can adopt special rules for debate.

Summary – The presiding officer’s ability to move the agenda in an orderly fashion is critical to effective, efficient, successful meetings. Using parliamentary procedures as one of the many tools in your arsenal will help ensure maximum benefits in a minimum time. A little knowledge about parliamentary procedure, coupled with good judgment, goes a long way.

CHAPTER ORGANIZATION

HSMAI's mission is to enable members to maintain a competitive edge by developing educational programs, providing forums for networking and customer development, distributing information and tracking trends regarding the global hospitality industry. By functioning on local, national, and international levels, it is HSMAI's goal to respond to and understand the ever-changing needs of its members, while operating as a leading voice for both sales and marketing disciplines of the hospitality industry.

HSMAI Chapters are the lifeblood of the organization. They are the conduits for information to and from the International organization. The HSMAI Chapter is responsible for conducting educational programs geared to the interests and needs of the local marketplace. They also provide forums for networking and customer development. They expose student members to the challenging and rewarding aspects of a career in hospitality sales and marketing.

The relationship between the parent organization and chapter operation must be one of mutual respect and understanding, working together to accomplish stated goals and objectives that are shared and complimentary to each one's individual goals.

HSMAI Chapters are chartered. The charter is an authorization from HSMAI to establish a chapter. This agreement between a chapter and HSMAI is the basis from which the chapter and international leadership and staff form its business relationship. It is important that all current and future chapter officers and members know the details of the chapter charter/agreement. The Charter follows for your review and reference.

The Chapter Relations Office is the chapter's assigned representative responsible for working with chapter leaders to see that existing chapters are in compliance with their charter and to ensure that all requirements are met when chartering a new chapter.

We encourage the Chapter President to see that the chapter officers and board of directors, in particular (and members in general), are made aware of the chapter's charter so that a deeper understanding can be achieved regarding the

relationship of the international leadership and staff and the chapter leadership and its chapter members.

HSMIAI is as strong as its weakest chapter. We are committed to a strong association reflected through the strength and professionalism of all HSMIAI Chapters.

HSMIAI CHAPTER CHARTER

HSMIAI desires to grant to the _____ Chapter the authority to organize and operate as a Chapter of HSMIAI. The Chapter agrees to conduct its activities according to the provisions of the HSMIAI Bylaws, the provisions of this Charter Agreement and the direction of the HSMIAI Board.

1. The name Hospitality Sales and Marketing Association International, the acronym HSMIAI and the official HSMIAI logo must be an integral part of the name of any Chapter and may be used in identifying the Chapter on its letterhead, memos and other official documentation. The name, acronym and logo may not be used by any group other than an HSMIAI Chapter in good standing, and the use of the name, acronym and logo must be discontinued immediately upon the revocation of the Chapter charter or upon the written advice of HSMIAI. Use of the HSMIAI logo must always be identified with the above name of the Chapter and may not be used alone on any Chapter correspondence, advertising, newsletter or printed materials. A set of HSMIAI Graphics Standards & Logo Usage directions will be provided to the Chapter.
2. All Chapter bylaws, and subsequent revisions, must be submitted to the HSMIAI International office for approval and to be placed on file. HSMIAI shall have authority to add, revise or delete provisions of Chapter bylaws where such additions, revisions or deletions are not in compliance with association standards. A set of Sample Chapter bylaws and current International bylaws will be provided to the Chapter.
3. No individual may join the Chapter without also joining HSMIAI. All dues are to be remitted to HSMIAI headquarters.
4. Chapter officers and members must recognize that HSMIAI has the responsibility and authority to monitor Chapter activities to ensure that the programs, activities and operations of the Chapter are consistent with philosophies and bylaws of HSMIAI.
5. A minimum of twenty-five people must be members of HSMIAI before consideration can be given to the creation of a Chapter. That minimum must be maintained in order for a Chapter to retain its charter.

6. No HSMIAI Chapter can be formed in any geographic area that can be considered to be an active part of an existing Chapter without the approval of the board of directors of the existing Chapter as well as the approval of HSMIAI.
7. No Chapter shall have the authority to incur any liabilities on behalf of HSMIAI without written authorization of the HSMIAI Executive Committee or the HSMIAI President. Nor is a Chapter given any authority to bind or involve HSMIAI in any act or action by the Chapter, its officers or members, except as may be granted in writing by the Executive Committee and/or the President.
8. A minimum of four educational programs must be conducted per year.
9. A minimum of four issues of a Chapter Newsletter or membership publication must be published each year.
10. In the event of dissolution of an HSMIAI Chapter, all Chapter funds exceeding authorized Chapter liabilities will be transferred to the HSMIAI Foundation for use in the educational programs of HSMIAI. Article XI of the Sample Chapter By-laws depicts the proper wording for this important agreement and may not be reworded to state otherwise.
11. Compliance with the antitrust laws of the host country of the chapter is a requisite for both HSMIAI and all Chapters. Antitrust should include but is not limited to the following:

Antitrust Law:

At any meeting of the membership, board of directors or any committee of an HSMIAI Chapter, or at any meeting where any members of an HSMIAI Chapter are present or the HSMIAI Chapter is in any way involved, there shall be no discussion of the following topics:

- a) Member's prices for the rental of hotel rooms or other services or facilities, including but not limited to prices to be charged to convention groups, tour groups or tour operators, off-season prices and discounts.
- b) Other terms and conditions of agreements to rent hotel rooms or other service or facilities.

- c) *Change or propose changes in the prices charged for hotel facilities or any other services, facilities or products.*
- d) Formulas or other procedures or means for the establishment and determination of prices, discounts and other terms and conditions of rental or pricing.
- e) Price cutting, pricing too low or any discussion on prices by individual members.
- f) Activities which could be construed to constitute a boycott of any hotel, competitor, client or other organization or business.
- g) Activities which could be construed to constitute an agreement or understanding to fix prices.
- h) Activities which could be construed to constitute a division among competitors of geographic markets, customers or services.
- i) Any agreements between any member and any tour operator, airline, ground transportation company or car rental agency pertaining to the sale or rental of hotel rooms, services or facilities.

It is the intention of this paragraph to preclude any discussion whatsoever, at any meeting of this Chapter or any meeting where Chapter members are present of any matter relating to the prices, rates, discounts and other competitive practices of the members of this Chapter.

By means of this manual, Presidents of HSMIAI Chapters are notified of these regulations and instructed to periodically review with members of the Chapter these antitrust compliance criteria. Failure to comply will subject a Chapter to possible revocation of the Chapter's charter by the Board of Directors of HSMIAI.

Signed:

_____ Date: _____
Founding Chapter President