**GSTC BOARD OF DIRECTORS MEETING**

**December 15, 2010**

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| **PARTICIPANTS** |
| **Board Members** | **Staff** |
| Kelly Bricker | Erika Harms |
| Luigi Cabrini | Catalina Etcheverry |
| Richard Edwards | Amos Bien |
| Seleni Matus |  |
| Herve Houdre |  |
| Ronald Sanabria |  |
| Herbert Hamele |  |

***MINUTES***

**Report from the GSTC Secretariat on the GSTC Accomplishments, Challenges and Goals:**

The Secretariat provided an update on the GSTC Team’s expansion and announced that the GSTC has secured close to 1 million dollars in funding from the UN Foundation and other donors.

**Achievements:**

* An additional USD 312,000 has been granted to the GSTC by the UN Foundation. This will cover the GSTC Secretariat’s operational costs until the end of 2011. In-kind contribution has not been recorded in these finances.
* The Accreditation Program is moving forward. We expect to initiate a two-stage accreditation process in 2011, in which the first stage will be the evaluation of a certification program's sustainable tourism standard to ensure that it complies, at a minimum, with the GSTC. We would hope that all certification standards would go beyond the GSTC, to reflect local conditions and industry sectors. The second stage will be the accreditation of the certification bodies, to ensure their technical competence and transparency in certifying businesses to a GSTC-recognized standard. We will be using both national accreditation bodies and specialized international ones. We expect to implement stage 1 in early 2011 and stage 2 by the third quarter of 2011.
* Herve and Amos met in NY and have set out a timeline for revision of the GSTC standards. The complete revision of the criteria should be completed by June 2011

**Challenges:**

* The lack of staffing
* There has been a lot of criticism regarding the process the GSTC has undertaken and its focus on accreditation versus the overall objectives of the GSTC.
* Funding restrictions to move forward with the accreditation component. The Fundraising Committee has been established to start seeking funds.

**Goals for 2011:**

* Launch of the accreditation process ( first step will be launched end of January; second will be launched in June )
* Launch of the market access strategy
* Finalize revision to the GSTC criteria by June of 2011
* Disseminate the education and training tools on the website
* Join ISEAL as a member to gain strategic and credible positioning as a standard setting organization

**Other updates:**

**T4SD and GSTC Cooperation**

* Erika and Amos had a productive conversation with the project coordinator of the Trade for Sustainable Development-T4SD -an ITC project.
* The project has designed a web tool to map market information including on standards. The standards they have compiled primarily focus on products versus services. They have a growing interest in including tourism standards as well**.**
* There is an opportunity to include the GSTC Criteria in this project to eventually map and promote GSTC accredited products while providing market access opportunities to sustainable tourism products. This web tool would be translated into a wide label page on the GSTC website resulting in a cost saving of approximately 100,000 USD. ITC would also manage the web maintenance at no cost to the GSTC.

**ASEAN Region and GSTC**

* Steve Noakes has been promoting the GSTC in the S. Pacific region with the goal of engaging the region to pilot the GSTC Criteria.

**Mexico and the GSTC**

* Luigi Cabrini has been in contact with the Mexican Government. Mexico is looking to integrate the GSTC Criteria at the National Policy Level.

**Selection of New Board Member:**

Janice Lichtenwaldt has stepped down from the Board. As per the By-laws of GSTC:

*“Newly created Directorships and vacancies among the Directors for any reason may be filled by a two-thirds majority vote of the Directors then in office, and the Directors so elected shall serve until the next annual meeting of Directors.”*

The new Board member would serve for the remainder of the first year of the Board and would need to submit for election at the end of this term.  The candidate would not be eligible to sit on the Executive Committee, since he or she needs to be elected by membership vote.

The Executive Committee proposed for this position Steve Noakes.  Steve has been an active advocate of the GSTC and while he did not make the original Board of Directors, he has continued to work unconditionally for the organization.  Amongst his many contributions to date are the membership manual (in conjunction with Herbert), representing GSTC at COP 9 in Nagoya, and most recently securing a space for GSTC in the upcoming ASEAN meeting.  Steve is an active advocate of GSTC in all his speaking engagements and has attracted some important partners from his region. The Executive Committee feels no other member has contributed at the same level. For the above reasons, the Executive Committee offers no additional recommendations.  The Board was encouraged to submit other names for consideration.

Board recommendations for the selection process:

1. To communicate to the membership alerting them of the opportunity to submit a nomination. (completed on 12/9)
2. To open an invitation to those that want to nominate themselves or others to the Board to do so before the established deadline
3. To vote on those candidates that submit the application ( vote concluded and 2/3 of the board voted for Steve Noakes).

**Election of Finance Chair**

* Shannon and Richard have agreed to retain their current responsibilities and have expressed interest to take on the Finance Chair position. The voting process will happen via email and a 2/3 voting quorum must be achieved. ( Richard Edwards was elected by simple majority for this position)

**Selection of 5 additional Board Seats:**

The Executive Committee has reviewed the process and the candidates and reminded the Board that:

* We are only selecting 3 seats – the additional 2 seats were reserved for funders
* These seats do not need to be all filled out at this stage.  The Board was reminded that these members are coming in for strategic purposes and therefore quorum will be judged based on the elected and permanent members.
* The Executive Committee recommends that the Board take into consideration the criteria we agreed upon during our last Board meeting when revising these candidates.
* Additional nominations taking into consideration the agreed upon criteria by **Monday January 3rd**
* Board members will be able to make a decision at the next Board Call on **Thursday January 13th.**

Board Recommendations:

* Additional criteria: The candidate should submit a letter of intent stating their interest in participating on the Board and what they can bring to the table.

**Selection of WG Members:**

* The working group selection process has been postponed until January 13th
* The Chairs have been reminded to submit their selection criteria. The selection criteria are for the working groups only. The Committees function separately and are already operational. The Chair can invite any participant to that committee.
* Accepting outside members to join the working group: Working group members must be GSTC Members to join the working groups. The exception to the rule is for members joining the accreditation working group. The Accreditation process is different and requires candidates with particular expertise. In the case of accreditation, external participants are welcome.

**Overview of Membership Management Roll out Strategy:**

Shannon Stowell provided an overview of the GSTC Membership Strategy. He noted the importance of having many members to maintain the GSTC’s momentum. Low membership results in difficulties to get sponsors or attention from the media.

The GSTC has been positioned as the leading organization in sustainable tourism through active engagement of the membership council.

The GSTC’s membership goal is to:

* Position GSTC as a membership organization for sustainable tourism
* Maintain a strong value proposition
* Engage strategic leaders from sectors by 2012
* Ensure that 40% of GSTC income is generated from membership dues in 2011; and that 60% of GSTC income is generate from membership dues in 2012
* To retain 80% of members in 2011
* Value proposition needs to be strengthened for SMEs with compelling goals and benefits

Implementation Plan:

* To divide the value proposition according to member categories with Brand Team and a small focus groups
* To develop recruitment packages
* To identify key targets stakeholders- engage with stakeholders in inner circle, innovators in and outside that are leading charge and have access to networks.

Goals for Board Members:

* Identify key stakeholders
* Bring GSTC as part of event speeches and presentations and include in speaker BIOs.
* Bring members on board and find ways to retain members
* Make sure that all members are contacted throughout the year.

Recommendations:

* Develop a membership package for Board Members
* A template email for all to use to be consistent in communication (mass outreach)
* Send reminders to members
* Track who has joined, who has been invited to join and potential members ( a matrix will de designed for Board members to include their names and the Committee to track)

**Other items**

* The GSTC Secretariat is revising the operational manual and membership application
* Focus will be directed to membership engagement and the fundraising side
* The 2011 budget anticipates having a full time administrative position; we will begin with a part time person.
* The Annual Membership Meeting will be co-hosted by UNWTO in Madrid
* The GPST meeting will be held in Costa Rica in January 2011

**Action items:**

* **Donor prospects:** BTB has some Directorates that would be interested in financing accreditation. Seleni and Ronald will discuss offline.
* **Donor Stewardship:** Chair will draft a thank you letter on behalf of the GSTC to thank the UN Foundation for their contributions.
* **Board election process:** GSTC Secretariat will send a communication to membership alerting them of the opportunity to submit a nomination
* **Finance Chair selection process:** GSTC Secretariat will send a voting ballot to GSTC Board Members to vote on new Finance Chair- deadline to vote is December 20th COB.
* **GPST Meeting and GSTC:** Draft letter from the GSTC to GPST that reflects comments received by Board on GSTC/GPST relationship

***SUMMARY OF RECOMMENDATIONS***

**SELECTION OF NEW BOARD MEMBER:**

WHEREAS the Board of Directors of the Global Sustainable Tourism Council discussed the recommendations of the Executive Committee with regards to the selection of a new Board Member after Janice Lichtenwaldt stepped down:

***BE IT RECOMMENDED:***

* *To communicate to the membership alerting them of the opportunity to submit a nomination. (completed on 12/9)*
* *To open an invitation to those that want to nominate themselves or others to the Board to do so before the established deadline*
* *To vote on those candidates that submit the application (vote concluded and two-thirds of the Board voted for Steve Noakes, as recommended by Executive Committee).*

**OVERVIEW OF MEMBERSHIP MANAGEMENT ROLL OUT STRATEGY:**

WHEREAS the Board of Directors of the Global Sustainable Tourism Council was presented an overview of the GSTC Membership Strategy and reminded of the role Board Members can play in strengthening the strategy:

***BE IT RECOMMENDED to:***

* *Develop a membership package for Board Members*
* *Develop a template email for all BM to use to be consistent in communication (mass outreach)*
* *Send regular reminders to members*
* *Develop a matrix for BM to include names of individuals who have been invited, have joined, and/or potential members for the EC to track*

***SUMMARY OF RESOLUTIONS***

**ELECTION OF FINANCE CHAIR:**

WHEREAS the Board of Directors of the Global Sustainable Tourism Council voted via email on the selection of the new Finance Chair:

***BE IT RESOLVED*** *to appoint Richard Edwards as the new Finance Chair after simple majority vote*

**SELECTION OF 5 ADDITIONAL BOARD SEATS:**

WHEREAS the Board of Directors of the Global Sustainable Tourism Council was reminded by the Executive Committee of the process to select the remaining available Board seats:

***BE IT RESOLVED:***

* *To nominate candidates for 3 seats – the additional 2 seats were reserved for funders*
* *New members must be selected for strategic purpose; therefore quorum is to be judged based on the elected and permanent members.*
* *That the Board takes into consideration the criteria agreed upon during the last Board meeting when revising candidates.*
* *Additional nominations taking into consideration the agreed upon criteria must be submitted by Monday January 3rd*
* *Board members can make a decision at the next Board Call on Thursday January 13th.*
* *Additional criteria: The candidate should submit a letter of intent stating their interest in participating on the Board and what they can bring to the table*