

BYLAWS FOR EuroCHRIE

**A FEDERATION OF THE INTERNATIONAL COUNCIL ON HOTEL
RESTAURANT AND INSTITUTIONAL EDUCATION
(I-CHRIE)**

APPROVED BY THE GENERAL ASSEMBLY

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Article I: NAME

Section 1: This organisation shall be known as EuroCHRIE a federation of the International Council on Hotel, Restaurant and Institutional Education (I-CHRIE).

Article II: GEOGRAPHIC BOUNDARIES

Section 1: EuroCHRIE shall represent all I-CHRIE members with mailing addresses within Africa, until such time when they will form their own chapters/federations; the European Union, the European Continent, and the countries of the Mediterranean basin. This includes specifically the countries listed in Annex A.

Article III: PURPOSE

Section 1: The purpose of EuroCHRIE derives from the desire of members to associate themselves regionally, nationally and internationally in the belief that, by doing so, the attainment of certain educational and professional objectives for hospitality and tourism will be advanced.

Article IV: OBJECTIVES

Section 1: The primary objective of EuroCHRIE shall be to use an international network to foster the general advancement of teaching, learning, research and practice in the field of hospitality and tourism operations and management, to encourage the assessment and enhancement of quality hospitality and tourism education programs, and to encourage the extension of knowledge pertaining to hospitality and tourism education regionally, nationally and internationally.

Section 2: The secondary objective of EuroCHRIE shall be to represent its members interests on a Federation wide basis, provide leadership for human resource development through the fostering of teaching, learning, research and industry practices complementary to occupational standards in the sectors of the hospitality and tourism industry.

Article V: AFFILIATION STANDARDS

Section 1: The Federation shall acknowledge the objectives of I-CHRIE as set forth in the I-CHRIE Constitution and Bylaws, and shall take such action as is appropriate to implement such objectives and to enhance the reputation and goodwill of I-CHRIE.

Section 2: The Federation shall comply with and conform to all of the terms and provision hereof and to all amendments, revisions and modifications to the I-CHRIE Constitution and Bylaws that shall be duly promulgated by the I-CHRIE Board of Directors.

Section 3: Nothing in these Bylaws or any policies or procedures adopted under these Bylaws shall supersede the Constitution, Bylaws or policies of I-CHRIE.

Article VI: MEMBERSHIP POLICIES AND CLASSIFICATIONS

Section 1: Federation Membership Policies

- a) The Federation shall maintain a roster of I-CHRIE members representing no less than the number of individuals and institutional/corporate members at the time of federation.
- b) Only members of I-CHRIE shall be included as Federation members.
- c) All members of the Federation shall be voting members.
- d) Any resident of the countries covered by the Federation who becomes a member of I-CHRIE also becomes a member of EuroCHRIE.
- e) Individual members of EuroCHRIE are eligible to participate in EuroCHRIE activities, to serve on the Board of Directors, and have voting privileges.

Section 2: Federation Membership Classifications

- a) The basic requirement for any class of membership shall be that the candidate is interested and engaged in advancing the theory, philosophy and research, practice or publication of the primary objectives of EuroCHRIE and I-CHRIE.
- b) Candidates shall share the goals of EuroCHRIE and I-CHRIE.
- c) Candidates for membership shall be as follows:
 - i) Educators and administrators from programs granting associate degrees, diplomas and certificates; and from institutions granting baccalaureate and graduate degrees in hospitality and/or tourism studies.
 - ii) Educational programs granting associate degrees, diplomas and certificates and institutions granting baccalaureate and graduate degrees in hospitality and/or tourism studies.
 - iii) Hospitality and tourism industry professionals and other individuals who have a special interest in hospitality and tourism professions/sectors.
 - iv) Companies, associations, government and industry agencies, and similar organisations who have a special interest in hospitality and tourism professions/sectors.
 - v) Retirees who have held I-CHRIE membership in one of the above categories.
 - vi) Graduate students enrolled in hospitality and tourism programs or related fields of study.

Article VII: TERMINATION OF MEMBERSHIP

- Section 1:** Membership of EuroCHRIE, as an individual member, shall be terminated by failure to pay annual I-CHRIE dues for the ensuing year.

Article VIII: ORGANISATION

Section 1: The Federation shall operate in accordance within the generally accepted principles of non-profit business organisations, it being the intention that the primary objective of EuroCHRIE is to serve its members.

Section 2: The structure of EuroCHRIE shall include any individual members within the boundaries of the countries covered by the Federation. Chapters may be formed within the Federation of EuroCHRIE under the I-CHRIE Bylaws for the Formation of a Chapter and following a resolution of EuroCHRIE to support the formation of chapters.

Section 3: Board of Directors

a) **Appointment.** A Board of Directors shall govern EuroCHRIE. Officers elected by members of the Federation; directors recommended by the Nominating Committee for election and appointed by the Board of Directors following election. All terms will normally commence during the Annual I-CHRIE meeting.

b) **Membership:** The membership of the Board of Directors shall be composed of the following officers: President, Vice-President/President Elect, Secretary, Treasurer immediate Past President and the following director positions: Four Directors elected from the membership and who will sit for a period of two years, with two Directors standing down each year, and a Director to ensure an industry link along with Directors at Large, who will be appointed by the President with the agreement of the Board of Directors on an annual basis.

c) **Responsibilities:** It shall be the responsibility of the Board of Directors to guide the development, operation and activities of the Federation to accomplish the objectives and goals of EuroCHRIE and to support the general objectives, goals and philosophies of I-CHRIE. The Board shall formulate policies and plans for the Federation. The Board shall also oversee elections; set dates for meetings; review operating budgets, and see that they are adhered to; receive and act on committee reports; and make decisions that are reasonable and necessary in the conduct of the business of the Federation.

d) **Executive Committee:**

i) The Executive Committee shall be composed of the Officers of the Federation. When the Board of Directors is not in session, the Executive Committee can act for the Board, but must report all such actions to the full Board, which may then, at its discretion, approve or disapprove such actions. The Officers shall meet or confer as necessary to provide for the management of the Federation, but in no case less than twice per year.

ii) Each member of the Executive Committee shall be provided with a complete and accurate copy of all bylaws, policies and procedures. It will maintain records in an orderly and accessible manner, promote member understanding of the structure and governance of I-CHRIE and EuroCHRIE and assist leadership by developing, complying with and refining governing documents.

Section 4: Officers

a) **Past President:** Upon completion of a one-year term as President, a person becomes a Past President of EuroCHRIE and a member of the EuroCHRIE President's Presidium. During the first year as Past President he/she shall act as a resource person to the President of EuroCHRIE in conducting the business of the Federation and will chair the Nominating Committee for the EuroCHRIE Board of Directors.

b) **Federation President:** The President shall serve a one-year term commencing during the I-CHRIE Annual Meeting. The Federation President shall serve on the Executive Committee of I-CHRIE as a member-at-large and attend Executive and Board Meetings of I-CHRIE.

The Federation President or a nominee (any Past President, any Officer or any of the Directors in the second year of office) shall represent the interests of all EuroCHRIE members and their regional, national and international concerns; shall be responsible for reporting back to EuroCHRIE on matters of concern to the Federation and individual members. The President shall be responsible for the conduct of the Federation's affairs in a manner that will ensure the accomplishment of the Federation's objectives, subject to the provision of the I-CHRIE's Constitution and Bylaws and the EuroCHRIE Bylaws, and in concurrence with policy decisions made by I-CHRIE's and EuroCHRIE's Board of Directors. The President shall preside at all business meetings of EuroCHRIE, but may delegate this responsibility to the Vice-President at his/her discretion. The President shall set the agenda for all Executive, Board and membership meetings of the Federation. The President shall present a report on the status and progress of the Federation at its Annual Business meeting.

The President shall perform all tasks associated with administering the Federation not specifically delegated to another individual or prohibited by these guidelines. The President, upon completion of his/her term, will become Past President. If financially possible, and when the person's employer is unable to contribute, travel EuroCHRIE will support expenses up to 100% for the Federation President to attend regular and special meetings of the I-CHRIE Executive and Board as well as the EuroCHRIE Annual Meeting.

c) **Vice President/President Elect:** The Vice President of the Federation shall serve a one-year term commencing during the Annual I-CHRIE and will succeed the current President at the termination of the President's term of office. He/she will attend all Board meetings and all business meetings of the Federation; will act for the President in his/her absence or disability. The Vice President shall be responsible for planning and implementing the programs of the Federation to reflect I-CHRIE's vision and strategic plan; co-chair the Conference Committee; co-ordinate all formal relations / associations of the Federation in co-operation with allied associations, societies, and industry and government organisations. If possible, and when the person's employer will not contribute, travel expenses will be supported by EuroCHRIE up to 100% for the Vice President to attend the EuroCHRIE and I-CHRIE Annual Meetings.

d) **Secretary:** The Secretary of the Federation shall be elected before the Annual I-CHRIE Meeting and serve a one-year term commencing during the Annual I-CHRIE Meeting, and succeed the current Vice-President at the end of the Vice President's term of office. He/she will attend and keep the minutes of all Board meetings and all

business meetings of the Federation, and act as the corresponding secretary of the Federation.

He/she shall maintain the current records of the Federation, provide for mailings to the membership, keep an up-to-date directory of the Federation membership, and assist with the collection of all dues and debts owed the Federation.

The Secretary, in consultation with the Vice President and President, shall prepare a written report to submit to the I-CHRIE Board of Directors, to be approved during the I-CHRIE Board of Directors' meeting at the Annual I-CHRIE Conference, that summarises the activities and programs during the past year and provides a proposed budget and action plan for the ensuing year.

The Secretary shall notify the Federation membership of all Federation meetings or programs through a semi-annual calendar of events when possible and via notices for specific activities at least six weeks in advance. If possible, and when the person's employer will not contribute, travel expenses will be supported by EuroCHRIE up to 100% for the Secretary to attend the EuroCHRIE and I-CHRIE Annual meetings.

e) Treasurer:

The current President will appoint he/she for a four-year term. This individual will be responsible for keeping all accounts for EuroCHRIE in the respective bank account. He/she will coordinate the transfer of money from the I-CHRIE office for federation membership. In addition, they will coordinate the payment from the host conference committee to the EuroCHRIE account for the total number of attendees at the annual EuroCHRIE conference. This position is responsible to insure the payment of invoices approved by the Board of Directors in a timely manner from EuroCHRIE funds. The Treasurer will present a detailed report of the incoming and outgoing funds at each Board Meeting. The individual will be responsible to provide the Board of Directors and membership a preliminary budget of the expected cash flows of the EuroCHRIE account for the current year. The Treasurer will be a non-voting member of the Executive Committee.

Section 5: Directors

a) **Number of Directors:** There will be four Directors drawn from the membership of EuroCHRIE. In addition there will be one Director to ensure an industry link and Directors at Large to promote I-CHRIE and EuroCHRIE

b) **Appointment of Directors:** Directors, other than the Executive Committee who become members of the Board through election, shall be nominated by the Nominating Committee and will be appointed by the EuroCHRIE Board of Directors during their annual meeting at the I-CHRIE Annual Meeting. Each of these Directors will serve a two year term with one-two year extension being possible, to a maximum of four years, if agreed upon by the individuals concerned and the Executive Committee. Normally two directors will stand down each year.

In addition to the four Directors elected in this way there will be additional Directors, Director for Industry Relations and Directors at Large, who will be appointed annually by the President following agreement of the Board of Directors. The appointed Directors will not have any voting rights on the Board, but act in a consultative manner.

c) **Roles and Responsibilities:** All Directors shall serve as liaison to the EuroCHRIE Board of Directors for matters pertaining to activities and interests of their respective constituencies. They shall also foster the advancement of hospitality and tourism education and support the purpose, vision, goals, objectives, and philosophy of EuroCHRIE and I-CHRIE. They are expected to attend the EuroCHRIE Annual Board of Directors Meeting held in conjunction with the EuroCHRIE Autumn Meeting. In addition, Directors will be expected to attend the Spring Directors meeting held at the site of the up coming Autumn EuroCHRIE conference

i) **Director for Industry Relations:** He/she works to bring EuroCHRIE closer to entities in the industry and to encourage their giving support through financial resources or other means. More specifically, this involves inducing corporations to join I-CHRIE as corporate sponsors as well as recruiting corporate and individual industry members. The Director continues the work of his/her predecessors in making companies, associations, and government and industry agencies aware of the mutual benefits reaped when working with EuroCHRIE. These relationships can take the form of assistance for EuroCHRIE with contacts for faculty internships, donation of industry training materials for classrooms and student placements for I-CHRIE member schools, and the proposal/sponsoring of speakers for EuroCHRIE conferences. The Director works to obtain funding or other sponsorship for the EuroCHRIE Newsletter. He/she works closely with the Awards Committee (described in Article X: Section 3d) regarding corporate sponsorship of awards. He/she keeps the Public Relations Director informed of his/her activities for timely publication in the Newsletter.

ii) **Director for Membership:** He/she works to increase the number of I-CHRIE members of the various types in EuroCHRIE's jurisdiction and to retain current members. As such, he/she chairs the Membership Committee (described in Article X: Section 3b). The Director works with the Director of Industry Relations and other Board members regarding membership data. To boost current member retention, he/she will personally welcome new members by letter or other means. He/she will target I-CHRIE membership "drives" to the following groups, using professional/industry directories and information from area consultants; educators and administrators, educational institutes, hospitality and tourism professionals, retirees from the industry and education, students, corporations, associations and government/industry agencies (in tandem with the efforts of the Director for industry relations). He/she keeps the Public Relations Director informed of his/her activities for timely publication in the Newsletter.

iii) **Director for Conference Planning:** He/she plays a vital role in EuroCHRIE's educational role by ensuring that EuroCHRIE conferences are tuned in to members' aspirations in terms of theme, speakers, and paper presentations - as well as ensuring the smooth running of more mundane aspects of conference organisation. He/she works closely with the Vice President, chair of the Conference Committee, and as co-chair of the Committee (Article X: Section 3c) steers it towards the common goal, for which the Conference Bid Document acts as action plan. The Director also keeps track of conference finances by working closely with the current conference organisers, and assists with the development of the mini market place by inviting exhibitors and sponsors. For this he/she will obtain information and support from the Director of Industry Relations as well as the

local Area Consultant. He/she will maintain open channels between the Directors for Public Relations, Membership, and Industry Relations and the current conference planner to help ensure the success of the conference. He/she keeps the Public Relations Director informed of his/her activities for timely publication in the Newsletter.

iv) Director for Communications and Marketing:

He/she will work to ensure effective communications and a constructive relationship between I-CHRIE and EuroCHRIE, and the various officers, and members within EuroCHRIE itself. He/she will ensure that EuroCHRIE's communication goals are attained through good contact with the media, liaison with "allied" organisations and dissemination of information through the newsletter, (Article XIV: Section 7a) and other media channels. He/she works with the Board of Directors to oversee the processes involved in sponsorship of the newsletter and getting newsworthy articles to raise the profile of organisation and its members. The Director promotes participation of activities which are of mutual benefit to members of EuroCHRIE and I-CHRIE. For effective internal relations, the Director is responsible for member 'services: keeping track of member suggestions, queries and concerns, whilst answering them where possible. The Director works to promote and market EuroCHRIE through "allied" organisation's events and conferences. The Director for Communication and Marketing will be a member of the I-CHRIE Marketing Committee.

v) Directors at Large

He/she plays a role in promoting I-CHRIE and especially EuroCHRIE in their travels. The position will facilitate communication with the Board from members outside of the normal role of the Director for Internal Relations. Typically this Director will have a global network of travel and or contacts that they can work through to promote I-CHRIE activities and membership. The Director will play a supporting role for the board through past experience and awareness of other organizations.

Section 6: Area Consultants

Are members that are appointed by the Board of Directors for their area of expertise to address issues that are deemed to be necessary for the advancement of EuroCHRIE. Typically Area Consultants responsibilities will be with membership or other areas deemed appropriate by the board.

Membership Area Consultants:

The (minimum) three Area Consultants represent membership populations from which they come and are formed on a voluntary basis. From within EuroCHRIE's geographical boundaries, the 'Areas' are formed from adjacent or roughly compatible language and cultural groups. As such, Area Consultants have specialised knowledge about the concerns and aspirations of their members, information resources which could be used to locate potential members, suggestions regarding possible corporate sponsors, and communication channels to reach them. In addition, each Area Consultant would have his/her own professional network which could be activated for EuroCHRIE. Area Consultants will play an active role in the planning

and organisation of future events, grooming them for a future role in the higher echelons of the EuroCHRIE executive.

Suggested Area Consultant territories are as follows:

Area I: France, Belgium, Luxembourg, Italy, Monaco, Switzerland, San Marino, Spain and Portugal.

Area II: The United Kingdom, Ireland, Sweden, Denmark, Norway, Finland, Iceland, Germany, Austria and The Netherlands.

Area III: Greece, Cyprus, Turkey, Malta, Africa, Eastern Europe, Latvia, Poland, and the Middle East.

Section 7: Federation Administrator

A contractual administrative service provided by an organisation, or individual, within the boundaries of EuroCHRIE, may be established to complement the operational and member support services provided by the I-CHRIE headquarters office. Such services shall be negotiated annually prior to the EuroCHRIE Annual Board Meeting and the Board will approve the contract on a yearly basis. The Federation Administrator shall provide a permanent address for EuroCHRIE; a telephone contact number and answering service; a location for small meetings; and other such services as may be agreed upon and approved by the EuroCHRIE Board and I-CHRIE. The contracted Federation Administrator will operate under the supervision of the EuroCHRIE Executive Committee and will provide it with an annual report on the service provided and a financial statement for the EuroCHRIE annual Meeting and a financial statement for the I-CHRIE Annual Conference.

Article IX: NOMINATIONS AND ELECTIONS

Section 1: Nominating Committee

The President and Past President of EuroCHRIE plus one other voting member of the Federation named at the Federation meeting held at the Autumn EuroCHRIE meeting shall comprise the Nominating Committee. The Nominating Committee shall present a slate of candidates to the Board at the EuroCHRIE Annual Meeting of the Board of Directors.

Section 2: Nomination of Candidates

a) **Slate of Nominees.** Candidates will be submitted each year for the position of Secretary and for not more than 50% of the Directors not included in the Executive Committee. At least two nominations will normally be submitted for each position.

b) **Nominations** for any executive positions and Directors, will be called for through a EuroCHRIE newsletter in advance of the Annual Board Meeting. Nominations received from members with signed acceptance of the nomination by the nominee, in addition to those proposed by the Nominating Committee, will comprise the slate of nominees to be accepted by the Board.

Section 3: Elections and Appointments

a) Following certification that all nominees are I-CHRIE members in good standing, positions will be filled through election or appointment. When an election is held, the candidate receiving a majority of the votes cast will be declared as elected. In the event no candidate receives a majority of the votes and there are more than two candidates running for office, a run-off election between the top two vote recipients shall be held immediately.

b) All members shall be entitled to vote annually for the position of Secretary and any other executive position if the Officer is unable to progress to the next position on the Executive Committee. Elections shall be conducted by mail, fax or E-mail with the ballots mailed 60 days prior to the I-CHRIE Annual Meeting. Ballots will be collected up to 30 days prior to the I-CHRIE Annual Meeting. Should the balloting result in a tie vote, the EuroCHRIE Board of Directors will vote by ballot to break the tie.

Section 4: Vacancies

a) When the Past President is unable to carry out their duties, the President will assume the duties in addition to the duties of President until the end of the term.

b) When the President is unable to carry out their duties, the Vice President will assume the duties of that office in addition to the duties of his/her office until the end of the term.

c) When the Secretary is unable to carry out their duties, the Executive Committee shall appoint a Secretary pro tempore to serve until the end of term.

d) When a Director is unable to carry out their duties, the Executive Committee shall appoint a pro tempore replacement to serve until the end of the term.

e) A special election to fill a vacancy shall be conducted under the process identified in Article IX, Section 3.

Article X: COMMITTEE STRUCTURE

Section 1: Role of Standing Committees. The President of the Federation shall be assisted in policy formulation and operation of the Federation by such standing and ad hoc committees as are authorised by the EuroCHRIE Bylaws. The committees will perform such duties as are specified in the Bylaws under the immediate direction of the committee co-ordinators.

Section 2: Standing Committees

The standing committees of the Federation shall be: the Nominating Committee, the Membership Committee, the EuroCHRIE Conference Committee, the Awards Committee, and the Presidium Committee. Members of the Board of Directors will be designated annually to serve as ex-officio members of specific standing committee's. The President shall be an ex-officio member of all committees. Co-Chairs for standing committees will be appointed for a two year term at EuroCHRIE's Annual Board Meeting and co-ordinators will establish membership for the respective committees within sixty days. One Co-Chair of each Standing Committee will be renewed or replaced for a two-year term annually. A person may serve as Chair of a committee for up to four consecutive years. Membership on committees will begin immediately after the Annual I-CHRIE Meeting and composition of such committees shall expire at the following Annual I-CHRIE Meeting.

Section 3: Function of the Standing Committees

a) **Nominating Committee.** The composition and charge of the Nominating Committee is covered under Article IX, Sections 1 and 2.

b) **Membership Committee.** A member of the Board shall serve as the Chair of the Membership Committee. The committee shall co-ordinate all the membership marketing activities with the I-CHRIE headquarters office.

c) **EuroCHRIE Conference Committee.** The Conference Committee shall be responsible for planning, making the necessary arrangements for, supervising activities at all the EuroCHRIE conferences and making arrangements for the Board of Directors Meetings and the Annual Meeting. The Vice President/President Elect will chair the committee and will act as liaison with the Board of Directors. A conference chair from both of the locations where the next two conferences will be held shall be appointed by the Board at the Annual Meeting. The conference chair from the location of the current and the immediately previous conference will also be a member of the committee. Conference chairs can appoint other members to serve on the conference committee to assist in the conference organisation and the promotion of the up-coming EuroCHRIE conference.

d) **Awards Committee.** The committee shall consist of three members of EuroCHRIE and represent education and industry. They will be responsible for establishing awards and determining recipients of awards at the EuroCHRIE Annual Conference, I-CHRIE Annual Conference, or at other occasions within the educational arena and industry.

e) **Presidium.** The Standing Committee of Past Presidents shall be composed of all persons that have served as President of EuroCHRIE. The Committee will provide

resource persons and guidance to EuroCHRIE as well as a pool of I-CHRIE members with international experience who could be nominated for positions in I-CHRIE.

Section 4: Ad Hoc Committees

a) The President of the Federation may establish Ad Hoc Committees as deemed appropriate. Each committee will have a name, stated purpose, composition of membership, duration and organisational structure.

b) Ad Hoc committees will be disbanded once their charge is completed or they may be terminated based upon review by the Board.

Article XI: FISCAL OPERATIONS

Section 1: The Federation shall conduct its financial affairs in accordance with the policies and procedures established by the EuroCHRIE and I-CHRIE Boards of Directors.

Section 2: The fiscal year shall run parallel to the International I-CHRIE annual cycle.

Section 3: At the annual Business Meeting of the Federation, the Officers shall present a proposed operating budget and action plan for the ensuing year to the members for their approval.

Section 4: The Federation and its Officers shall be responsible for any financial obligations incurred without the prior approval of the I-CHRIE Board of Directors.

Section 5: Two Officers shall approve all financial commitments for expenditures not previously budgeted.

Article XII: DUES AND OTHER REVENUE

Section 1: a) The Federation shall receive dues as a credit in its bank account from I-CHRIE based on a percentage of the total dues revenue collected from I-CHRIE members with membership mailing addresses within the geographic area of EuroCHRIE in accordance with the procedures and schedule set forth from time to time by the I-CHRIE Board of Directors.

b) EuroCHRIE members shall remit dues on the annual basis to the I-CHRIE Administrator in US dollars or in an amount equivalent to the membership dues set in US currency.

Section 2: While the Federation shall be prohibited from charging additional membership dues, the Federation may levy a fee for participation in meetings, conferences and programs of the Federation.

Section 3: Upon approval by the I-CHRIE Board, the Federation may seek financial support for designated activities initiated by the EuroCHRIE Board.

Article XIII: SPECIAL INTEREST SECTIONS

Section 1: EuroCHRIE shall support I-CHRIE established Special Interest Groups Sections (SIGS) and encourage petitions to establish such sections when interests are identified. Other SIGS may be established from membership requests. To petition the Board for the formation of a SIG, a minimum of five signatures are required from current EuroCHRIE members.

Article XIV: MEETINGS AND PROGRAMS

Section 1: Conferences

a) There will be one EuroCHRIE conference per year. This will usually be held in the Autumn of each year and will be considered the Annual EuroCHRIE Meeting.

b) A Conference Chair shall be appointed. The Conference Chair will assemble a Conference Committee and assign duties to cover members' responsibilities.

Section 2: Annual Board Meetings and Annual General Meeting

a) **Time and Place.** These meetings will be held at the time of the EuroCHRIE Annual Conference. In addition, the Board of Directors will meet each Spring at the location of the upcoming Autumn Conference.

b) **Co-ordination.** These meetings will be co-ordinated by the Executive Committee and the Conference Committee.

c) **Notice and Agenda.** The Secretary shall give 21 days notice of all meetings; the President will develop the agenda for each meeting; the Secretary will provide a copy of the agenda to each member of the Board and other appropriate members.

Section 3: Membership Meeting

a) **Time and Place.** The Annual Membership Meeting shall be held as part of EuroCHRIE Annual Meeting. Membership meetings will also be held at the at the I-CHRIE conference.

b) **Co-ordination.** The meeting(s) will be conducted by the Executive Committee, in consultation with the I-CHRIE Conference Chair.

Section 4: Special Meetings

Special meetings may be held at such times and places as the President shall determine. A special meeting of the Board of EuroCHRIE shall be called by the President upon the request of three members of the Board.

Section 5: Meeting Procedure

Insofar as possible and except as otherwise provided in the Constitution and these Bylaws, procedure at all meetings of the Board shall be in accordance with standard committee procedures.

Section 6: Quorum

A quorum shall not be required for transaction of business of the Federation at the Annual Meeting or any Membership or Special Meetings.

Section 7: Programs

a) **Newsletter.** A newsletter will be produced for EuroCHRIE with at least two issues per year following the I-CHRIE Annual Meeting and EuroCHRIE's annual meeting. If possible or required, the newsletter will be published more frequently and will be distributed directly to EuroCHRIE members and the I-CHRIE Board of Directors. An editor will be appointed annually to co-ordinate the publication and distribution of the newsletter. Sponsorship will be sought to support the publication.

b) **Other Programmes.** The Federation may organise international or regional programmes or collaborate with other groups on programs that support the goals and objectives of EuroCHRIE and are compatible with the vision of I-CHRIE.

Article XV: GOOD BUSINESS PRACTICES

Section 1: The Federation shall keep accurate minutes of all Officers, Board and Federation meetings. These shall be available for inspection.

Section 2: The Federation shall not deny membership in order to exclude certain groups of competitors.

Section 3: The Federation shall avoid certain commercially sensitive topics in their meetings including, but not limited to: prices, profit levels, market share and terms of credit.

Section 4: The Federation shall act in compliance with the spirit of the laws of the land in eliminating discriminating practices whenever and wherever it falls within the Federation's jurisdiction, specially in Federation activities, programmes, projects and awards.

Article XVI: RESTRICTION ON ACTIVITIES

Section 1: No part of the net earnings of the Federation shall inure to the benefit of, or be distributable to, its members, directors or other private persons, except that the Federation shall be authorised and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in these Bylaws. No substantial part of the activities of the Federation shall be concerned with the carrying on of propaganda, or otherwise attempting, to influence legislation and the Federation shall not participate in, or intervene in (including the publishing or distribution of statements) political campaign on behalf of any candidate for public office.

Section 2: Notwithstanding any other provision of these Bylaws, the Federation shall only carry on activities permitted in the US and in the EuroCHRIE member countries for a non-profit organisation and respecting the government requirements of member countries.

Article XVII: INDEMNIFICATION

Section 1: I-CHRIE shall indemnify Federation Officers in accordance with all current I-CHRIE Bylaws and practices, against any and all expenses as a result of pending or completed action in connection with official activities of EuroCHRIE.

Article XVIII: LOSS OF FEDERATION CHARTER

Section 1: The Charter granted to EuroCHRIE to be a Federation shall remain in effect as long as the Federation maintains itself according to Article IV, Section 7 of the Bylaws of the Council on Hotel, Restaurant and Institutional Education. The Federation Charter will be revoked if EuroCHRIE is in violation of the standards of I-CHRIE. It shall be deemed to have violated the standards of I-CHRIE if the Federation fails or refuses to comply with the Federation Charter, and Affiliation Agreement, and/or the I-CHRIE Constitution and Bylaws. The procedure to be followed in the event of the revocation of the Federation's Charter will be that outlined in Article IV, Section 8 I-CHRIE Bylaws.

Article XIX: PROCEDURE FOR AMENDMENT TO THE BYLAWS

Section 1: Any members may propose an amendment(s) to these Bylaws by submitting the proposed amendment(s) to the President of EuroCHRIE at least ten (10) days prior to the Annual Business Meeting of the Federation.

Section 2: The proposed amendment(s) and the recommendation of the Board shall be read and discussed at a Board of Directors meeting of the Federation.

Section 3: Within thirty (30) days following the reading and discussion of the proposed amendment(s), a copy of the proposed amendment(s) shall be mailed and/or posted electronically for all members of the Federation to read.

Section 4: The proposed amendment(s) shall be adopted by a two-thirds majority of the votes at the next Annual Membership Meeting.

ANNEX A: Geographical Boundary of EuroCHRIE

Albania, Algeria, Andorra, Austria, Belgium, Bulgaria, Cyprus, Czechoslovakia, Denmark, Egypt, Eire, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Isle of Man, Israel, Italy, Jordan, Latvia, Lebanon, Liechtenstein, Lithuania, Luxembourg, Libya, Malta, Monaco, Morocco, Netherlands, Norway, Palestine, Poland, Portugal, Romania, San Marino, Spain, Sweden, Switzerland, Syria, Tunisia, Turkey, United Kingdom, Vatican City, plus those states recognised by the United Nations from the former states of Yugoslavia and USSR (west of the Ural range of mountains), and countries in the Middle East and Africa. Please refer to Article VIII section (6) for a regional breakdown.