

EXECUTIVE SUMMARY

AAHOA GOVERNANCE MODEL

Following several months of comprehensive research, discussions and deliberations, the AAHOA Governance Committee (AGC) and the AAHOA Board of Directors are happy and proud to present the new proposed Governance Model for AAHOA member comment.

This is an Executive Summary of the proposed Model. Full details of the plan are posted on the AAHOA web site for an in-depth review.

1. FOUNDATION PLANNING PRINCIPALS

- AAHOA shall be governed through Strategic Plans
- The Governance Model does not address the following issues which shall be addressed through the Strategic Planning process:
 - Current Mission Statement
 - Current AAHOA Objectives as outlined in the AAHOA By Laws
 - Implementation and transition time lines
- The Governance Model shall ensure that AAHOA is governing itself with
 - Clarity of purpose
 - Role clarity
 - A lean-mean structure
 - An efficient process
 - Sustainable policies

2. GOVERNANCE MODEL

- **ROLE OF THE AAHOA BOARD OF DIRECTORS**
 - Set guidelines and/or policies
 - Assess and hold AAHOA Management accountable for the Association
 - Enforce AAHOA By-Laws, Rules & Regulations
 - Ensure that AAHOA operates through an approved AAHOA Strategic Plan
 - Allocate and ensure the proper use of AAHOA resources and hold the Board, the members and management accountable
- **ROLE OF EXECUTIVE COMMITTEE**
 - No relevant function of Executive Committee as currently structured
 - AAHOA Officers and the AAHOA President shall serve this function
- **ROLE OF CHAIRMAN**
 - Conduct Board deliberations
 - Appoint Board liaison to committees

- Be AAHOA's official internal spokesperson
 - Be AAHOA's support (to President) external spokesperson
 - Hold Management and Volunteer Leaders (Board & Committee members) accountable
 - Ensure the execution of the AAHOA Strategic Plan
 - Guardian of all fiduciary, moral and ethical areas of the Association
- **ROLE OF VICE CHAIRMAN**
 - Co-Chair of the Strategic Planning Committee
 - Chair of AAHOA in the absence of the Chairman
 - Chairman of the Annual Convention Committee
- **ROLE OF SECRETARY**
 - Keeper, Advisor and Enforcer of:
 - Process
 - Records, minutes, etc.
 - By Laws
 - Rules & Regulations
 - Policies & procedures
- **ROLE OF TREASURER**
 - Ensure:
 - Fiscal reporting
 - Regulatory compliance
 - AAHOA portfolio is well managed
 - Management is operating within approved budgetary and fiscal guidelines
 - Internal/external audits are conducted
 - Board approves all contracts prior to execution
- **ROLE OF PRESIDENT**
 - Develop, implement and be accountable for AAHOA operations
 - Be AAHOA's official external spokesperson
 - Be AAHOA's support (to AAHOA Chairman) internal spokesperson
 - Implement Strategic Plan through the annual Business Plan
- **ROLE OF COMMITTEES**
 - Investigate and report on AAHOA initiatives and/or Board directives
 - Serve as a resource for management (membership sounding board)
 - Implement approved Strategic Plan initiatives and participate as determined
- **COMMITTEE GUIDELINES**
 - Ensure:
 - Continuity
 - Consistency

- Allow for:
 - Member Participation
 - Advisory to the Board
- Shall not commit AAHOA resources
- Shall not direct management and staff

- COMMITTEE STRUCTURE
 - Minimum 1 Board Member non-voting liaison
 - 1 Management voting liaison
 - Voluntary participation (within size constraints)
 - Committee elects Chair
 - Maximum committee size 11 voting members
 - Recommend minimum committee size of 5 members
 - Objective criteria for qualification to serve

- STANDING COMMITTEES
 - By Laws & Governance
 - Strategic Planning
 - Education & Professional Development
 - Nominating
 - Elections
 - Finance, Budget & Audit
 - Membership
 - Industry Franchise Relations
 - Legislation
 - Convention & Meetings
 - PR & Communications
 - Awards & Recognition
 - Ethics & Enforcement
 - Revenue Enhancement

- SPECIAL INTEREST GROUPS
 - Women's Group
 - Youth Group
 - Independent Hoteliers
 - Brands

3. NEXT STEPS

- Member comments reviewed and addressed
- Board approval of Governance Model
- AAHOA Strategic Planning process commences and continues
- By Law changes prepared for membership vote and approval
- Policies and Procedures developed to support the Governance Model

- Transition and implementation plan and time line developed, approved and executed

4. DETAILED MODEL

- Available for review on the AAHOA web site at AAHOA.com

ADDENDUM

2005 AAHOA Board of Directors

Manhar P (MP) Rama – Chairman
Mukesh Mowji – Vice Chairman
Dilipkumar (Danny) Patel – Secretary
Ashwin (Ash) Patel – Treasurer
Fred Schwartz – President
Kaushik S Patel
Hemalata (Hema) Patel
Tarun S Patel
Surekha C Patel
Saroj K Patel
Ketan Patel
Naresh (Nash) Patel
Paresh Bhakta
Chandrakant (CK) Patel
Suresh (Sam-Sarpanch) Patel
Vipin Patel
Kirit Bhakta
Anil N Patel
Anil R Patel
Jayesh (Jay) Patel
Jay Trini Patel
Devang Patel
Mehul (Mike) Patel
Dinesh (Dinsha) Patel
Alkesh Patel
Bankim M Patel
Hasu Patel
Sanjay Patel
Satish (Sunny) Gabhawala
Shailesh (Sly) Patel
Mark M Davidoff

AAHOA Governance Committee (AGC)

Co-Chairmen: Ravi Patel
M P Rama

Committee:

- All Past Chairmen of AAHOA
- 2005 AAHOA Officers and the AAHOA President
 - M P Rama, Chairman
 - Mukesh Mowji, Vice Chairman
 - Danny Patel, Secretary
 - Ash Patel, Treasurer
 - Fred Schwartz, President
- Five (5) 2005 Board members appointed by the AAHOA Chairman
 - Alkesh Patel
 - Hema Patel
 - Mehul Patel
 - Nash Patel
 - Tarun Patel
- Industry Professionals
 - A V Patel
 - Ramesh Gokal
 - Tarun Kapoor