



Dear Presidents, Club executives and Club members,

As you will recall, outgoing Chairman, Jack Mullen, wrote to all club presidents on October 6, inviting your views on three measures your Board was proposing to set FFI on a sustainable course. You responded with useful feedback and suggestions, in all 176 responses from 135 clubs, by and large well distributed geographically thus adding validity to the feedback. Here is how you responded and the steps and timetable leading to implementation.

**1. Fill-the-seat policy** - In a nutshell, you gave a robust 84% endorsement to the introduction of a fill-the-seat policy whereby under-subscribed exchanges must be listed on the FFI catalogue 100 days before departure. This measure is so critical to the achievement of our mission and the growth and sustainability of FFI that we will pilot it as of 2015 with a starting date of April 1st that will give the Atlanta office a chance to provide detailed guidelines. It will not be perfect the first year, we will have to learn along the way, but the sooner we make a start, the sooner we will reap the results.

A few points to respond to questions and suggestions:

1.1 *Defining a full exchange for the purpose of this fill-the-seat policy* - A full exchange will be defined by the hosting capacity of a club, subject to a maximum of 25. The requirement to post under-subscribed exchanges on the FFI Catalogue 100 days before departure will apply to international exchanges only.

1.2 *Hosting capacity* -. The most recent listing will be provided in late January from the process of the 2016 planning exercise. For multi-club exchanges, the hosting capacity of the smaller club will determine the overall hosting capacity. Expanding hosting capacity will take far more effort and creativity and will be addressed under the 2015-2018 Strategic Plan.

1.3 *Giving priority to regional or same-country club members*: Many of you have cited the successful website and regional specific efforts such as 'E-Flyer' models and national council groups put in place by FF leaders in Canada, Australia, New Zealand and Brazil as a way of publicizing under-subscribed exchanges and giving priority to same-country clubs or regional members in filling such exchanges. This approach is encouraged and we have asked the responsible leaders to put together a short document outlining the steps to take to set up a focused website or 'E-Flyer' and run it effectively with the anticipated availability of such a document by the end of February.

1.4 *Lead time for listing under-subscribed exchanges in the FFI catalogue*. The great majority of respondents agree that 100 days before departure date is about right. This step will require vigilance on two counts: a) that clubs set definite exchange dates earlier in the process; and b) that host clubs confirm programs ahead of the 100 days. FFI program managers will work with you to meet those targets by focusing on communication.

1.5 *Minimizing Exchange cancellations*: In addition to the '100 days' listing policy, in order to minimize exchange cancellations, Exchange Directors (be they Host or

Ambassador ED's) will be required to contact and alert FFI (ideally your Program Manager or the Planning Manager) BEFORE cancelling an exchange on their own. The sooner FFI is informed of a possible exchange cancellation, the better the chances to save that exchange and avoid the disappointments engendered by such cancellations.

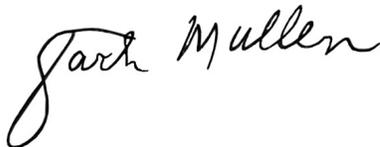
**2. E-membership** - The proposed introduction of an e-membership also got a strong 73% endorsement with many respondents commenting that 'we have to move with the times'. This being said, vetting the applicants and clarifying the responsibilities and privileges of e-members are so critical to our mission that implementation of this initiative will be postponed to January 2016. A full e-membership policy will be announced at the Vancouver International Conference in late August, 2015.

**3. Adopting an equitable user-fee policy for domestic/in-country and EU inter-club exchanges** – 77% of respondents agree that applying user fees to all exchange ambassadors is the most equitable way of supporting overhead costs. Likewise, you have told us that \$10 a night strikes a reasonable balance between sustaining the organization we love and favouring in-country cooperation. Accordingly, the Board will endorse this revised fee as part of a comprehensive fee review at the March Board meeting for implementation in January 2016. At that meeting, the Board will also review what constitutes a domestic exchange.

Before we conclude, let us say that a few individuals questioned whether setting a sustainable course is not at risk of overshadowing our mission to build friendship and peace around the world. The Board decided to take action and seek your input precisely because club-hosted exchanges are losing ground to other FF programs while 80% of you indicated in the June Survey that home hosting is paramount to your interest in FFI and paramount to the achievement of our mission. This made clear to us that numerous opportunities to participate in exchanges were being missed for lack of better planning, better communication and better inclusiveness.

On behalf of your CEO and the Board, we thank you for the efforts you have made to engage your club members in this search for sustainable solutions to the challenges we face. We stand a far better chance of sustaining our mission of friendship and peace by opening up to diversity in exchange participation and thus ensuring economic sustainability.

Yours sincerely,



Jack Mullen, Outgoing Chair, FFI Board of Directors



Cécile Latour, Chair, FFI Board of Directors, as of January 1, 2015