



Executive Committee Meeting

Brussels, 29 October 2010

MINUTES

The EMAC President, Veronica Wong, welcomed the attendees and opened the meeting.

Apologies: J. Rossiter, A. Diamantopoulos, S. Reid, K. Möller, P. Papastathpoulou, J. Fahy, R Peres, E.Montaguti , H. Aoki, R. Lawson, T.Andreassen, G. Ognjanov, V.Zabkar, S. Burgess, S. Ruiz, A. Gustafsson, , E. Karaosmanoglu, R. Rust

AGENDA

1. Minutes of previous meeting - June 2010, Brussels
2. Issues requiring decisions
 - 2.1. 2nd EMAC Journal – Search for Editor (*Hubert Gatignon*)
 - 2.2. EMAC Newsletter – Replacement of Newsletter Editor (*Veronica Wong*)
 - 2.3. EMAC Business Model Task Force Report (*Veronica Wong*)
 - 2.4. EIASM Service Level Agreement (*Veronica Wong & Gerrit Van Bruggen*)
3. Issues for reporting and updating
 - 3.1. EMAC Electronic Resource (*Hubert Gatignon*)
 - 3.2. IJRM Report (*Marnik Dekimpe*)
 - 3.3. Membership (*Udo Wagner*)
 - 3.4. International Journal of Research in Marketing (*Marnik Dekimpe*)
 - 3.5. External Relations (*Gary Lilien*)
 - EMAC-ANZMAC Initiatives (*Veronica Wong*)
 - 3.6. Financial Report (*Gerrit Van Bruggen*)
 - 3.7. Conferences
 - Report on EMAC Conference 2011 in Ljubljana (*Maja Makovec Brencic*)
 - Doctoral Colloquium 2011 in Ljubljana (*Gabriele Troilo/.Andreas Hermann*)
 - Arrangements for EMAC 2012 in Lisbon (*Paulo Rita*)
 - CEE Regional EMAC Conference (*Gabriele Troilo*)
 - Future annual conferences (*Gabriele Troilo*)
 - 3.8. Conference Process (*Gabriele Troilo*)
 - Conference review process
 - Conference paper submission & registration
 - 3.9. EMAC Climber Community (*Veronica Wong*)
 - 3.10. EMAC Fellows (*Gilles Laurent*)
4. Any other business
 - EMAC Elections

Date and time of next meetings

- Ljubljana, May 24, 2011 – 14.00 – 17.00
- Brussels, October 28, 2011 10.00 – 16.30

LIST OF ATTENDEES

PRESIDENT	Veronica WONG
PAST-PRESIDENT	George J. AVLONITIS
VICE PRESIDENTS:	
CONFERENCES	Gabriele TROILO
DEVELOPMENT	Udo WAGNER
EXTERNAL RELATIONS	Gary LILIEN
PUBLICATIONS	Hubert GATIGNON
IJRM EDITOR	Marnik DEKIMPE
TREASURER	Gerrit VAN BRUGGEN
EXECUTIVE SECRETARY	Nina PAYEN

NATIONAL COORDINATORS

AUSTRALIA	John ROSSITER
AUSTRIA	Adamantios DIAMANTOPOULOS
BELGIUM	Luk WARLOP
BRAZIL	Claudia ACEVEDO
CANADA	Susan REID
CROATIA	Durdana OZRETIC DOSEN
DENMARK	Suzanne C. BECKMANN
FINLAND	Kristian MÖLLER
FRANCE	Wolfgang ULAGA
GERMANY	Manfred KRAFFT
GREECE	Paulina PAPASTATHPOULOU
HUNGARY	Zsofia KENESEI
IRELAND	John FAHY
ISRAEL	Renana PERES
ITALY	Elisa MONTAGUTI
JAPAN	Hirota AOKI
KOREA	Kyuang HOON KIM
NETHERLANDS	Gerrit VAN BRUGGEN
NEW ZEALAND	Rob LAWSON
NORWAY	Tor W. ANDREASSEN
PORTUGAL	Claudia SIMOES
ROMANIA	Daniel SERBANICA
RUSSIA	Maria SMIRNOVA
SERBIA	Galjina OGNJANOV
SLOVENIA	Vesna ZABKAR
SOUTH AFRICA	Steven BURGESS
SPAIN	Salvador RUIZ
SWEDEN	Anders GUSTAFSSON
SWITZERLAND	Harley KROHMER
TURKEY	Elif KARAOSMANOGLU
U.K.	Robin WENSLEY
U.S.A.	Roland RUST

DC 2011 Chair	Andreas HERRMANN
EMAC Dean of Fellows	Gilles LAURENT
University of Ljubljana	Maja MAKOVEC BRENCIC & Monica LAPLANJA
EMAC Regional conference Chair	Corneliu MUNTEANU

Action Points from Meeting

ACTIONS POINTS	WHO	WHEN
EMAC Electronic Resource Thorsten Hennig-Thurau, Editor, to report on the progress of the Electronic Resource	Thorsten Hennig-Thurau	Report at next EMAC Executive Committee
Heads of Marketing Forum – Questionnaire - To send to the Executive Committee - To post the questionnaire as well as report on the website	Nina	Immediate
Climber Community Project to be implemented at the EMAC 2011 Conference Veronica to inform Melanie Zaglia Nina to coordinate with Melanie and EMAC 2011 Conference team	Veronica Wong Nina Payen	Immediate Immediate

MINUTES

The President Veronica Wong opened the meeting by welcoming all members present. The agenda will be slightly changed to accommodate for some points to be discussed first.

1. Minutes of previous meeting - October 2009, Brussels

Minor correction (2 typos) to the minutes on page 8. This will be corrected. No other comments were made. The minutes were approved.

Annex 1: Minutes of Executive Committee Meeting – June 2010 - Copenhagen

3.2 IJRM

Marnik Dekimpe, IJRM Editor, was pleased to report on the IJRM. The journal is doing fine.

- Number of submissions is increasing. If the trend continues the estimated number of submissions will be approximately 397 at year end.
- The impact factor has increased; it is higher than JCR.
- Response time: 58 days
- Total decisions made: 481 of which
Desk rejects: 33% which is consistent over the year
and 13% to the second round
- Acceptance rate is 9-10%. This is consistent with all main journals.
- Special issues:
Special issue on Global Brand Management
Special Issue on Consumer Identities

Veronica thanked Marnik and mentioned that IJRM will be seen as an A Journal thanks to the hard work of the editor.

Annex 2: IJRM report

2. Issues requiring decisions

2.1. 2nd EMAC Journal

Hubert Gatignon VP Publications reported on the 2nd EMAC journal. He indicated that further to the call for editors for the second journal and many conference/telephone calls, one person was identified and Hubert is in discussion with him.

2.2 EMAC Newsletter

Veronica indicated that the EMAC newsletter is looking for a new editor. Paulina Papastathopoulou will be stepping down as editor. Veronica thanked Paulina for the good job achieved and made a call for a new editor. Suggestions should be sent to Veronica by email.

Annex 3: Report on EMAC Newsletter

3.6 Financial report

2.3/2.4 EMAC Business Model Task Force & EIASM Service Level agreement

The agenda has been changed to discuss several points which are related - the EMAC financial report, the EMAC business Model task force report and the EIASM Service level agreement.

Gerrit Van Bruggen, EMAC Treasurer reported on EMAC Financial situation. One main point underlining EMAC finances is that EMAC is expecting a loss of about 10.000 Euros for 2010. This is mainly due to the significant increase in the contribution to EIASM. There is also a low interest rate currently earned on EMAC reserves.

Structurally EMAC will be running a deficit over the coming years. The loss that EMAC will be facing this year will be recurrent. The costs to EIASM will increase in the next 3 years. The services that EIASM is providing to EMAC have increased and EMAC is now paying for these services. The proposal is fair. Sönke Albers, EMAC former Treasurer has negotiated a transition period. The transition period is 3.5 years.

EMAC now needs urgently to find ways to balance its budget, by increasing its revenues and cutting costs. However in the coming years EMAC would need to dip in the reserves.

- Cost cutting actions: Several actions have already been taken, namely:
 - The Chronicle will not be printed but will, as of October 2010, be published in its online version only.
 - As of 2011 Conference, a reduction of 50% in the value (€) of the bursaries awarded to doctoral students (NB: maintain the 20 bursaries awarded but with 50% off the conference fee).

However EMAC has limited opportunity to further cut costs

- Increase revenues: EMAC has also little opportunity to increase revenues
 - Increase in membership fee: the fee for 2011 and 2012 have already been fixed and published; the increase in membership fee by €10, previously approved by Executive Committee, can only be implemented at the 2012 Conference for the 2013 membership fee

- The Steering Committee The Steering Committee has asked the EMAC Fellows to appoint a task force to reflect and make proposals on new business models. Several proposals were made based on effort and impact factors,
 - Low effort/low impact
 - o Reducing the number of meetings of the Steering Committee
 - Medium effort/low impact
 - o Increasing membership by setting targets for the emerging/developing countries
 - High effort/low impact
 - o Reducing the number of national representatives
 - Low effort/medium impact
 - o Increase in EMAC fee
 - Medium effort/medium impact
 - o Create council with leading practitioners
 - o Seek sponsorships for awards
 - High effort/medium impact
 - o Institutional membership
 - o Practitioners track at EMAC Conference
 - Low effort/high impact
 - o Increase contribution from conference
 - High effort/high impact
 - o Explore practice meeting with ESOMAR
 - o Organise seminars for practitioners with help of ESOMAR
 - Asking for funding from EU

The different models show some high impact strategies, some immediate generating revenues, and some risky strategies

The only immediate means to increase rapidly EMAC revenues would be to increase substantially the contribution from the Conference host.

The contribution from EMAC 2011 conference has already been fixed and agreed to 6.000 Euros. For the 2012 Conference, the contribution agreed and approved is 10.000 Euros. The proposal for 2013 has also been communicated for 10.000 Euros. So the proposal for a substantial increase could only be implemented for the 2014 conference.

Suggestion that EMAC should move to the model of Marketing Science conference, that is a high revenue conference, was proposed.

Some suggestions for increasing revenues were made:

- Develop special interest conference
- Collaboration with associations like ESOMAR – It was mentioned at this point that EMAC has tried in the past to organise a special session with ESOMAR; however the fee was too high and the project was not a success.
- Look for company sponsorship. This would ‘diversify’ the sources of revenues for EMAC.

Maja Makovec Brencic, as chair of the 2011 Conference mentioned that due to current economic conditions it is now more and more difficult to obtain sponsorship. The market has changed. Organising a conference is a high cost activity. Today there are new legal regulations like VAT which makes the costs even higher.

- EMAC is the only conference which is not managing to get the surpluses that other conferences are getting. Maybe EMAC should look into other ways of organising its conference, find a new approach - for example negotiate with conference host for locations that are cheaper.

Paulo Rita, conference host for the 2012 conference, indicated that organising a conference at an outside location, like a hotel can be more expensive. For example, ISCTE has the facilities to organise the EMAC conference and it would be more difficult and expensive to organise it at an outside location.

Gerrit Van Bruggen mentioned, in order to avoid some confusion, that it is still the conference host who decides where to hold the conference. May be in the long run if the conference gets too big, then school facilities might not be appropriate. EMAC should get the mindset that the conference is the event where EMAC can make some revenues. EMAC needs to stay healthy.

- Marnik Dekimpe suggested that one way to move forward is to do a formal comparison on what EMAC offers at its conference versus what are being offered at other conferences. Then EMAC can decide objectively the way to go forward.

Veronica Wong explained that EMAC is facing a tough time. The costs are increasing disproportionately more than the projected revenues, assuming that the EMAC Conference attracts a lot of people.

The EMAC Fellows task force has looked into some alternative models as can be seen in their report. However it is a fact that EMAC revenue is highly dependant on the conference. EMAC should think in the short term of a mechanism to increase its revenues substantially in order to generate the surplus so that it can continue to finance its new initiatives. In short EMAC needs to think of ideas of increasing revenues not as a one-off, but as a basis for a more sustainable model.

Manfred Krafft suggested to look into the AMA business model. But AMA is different from EMAC in that AMA is more practitioner-focused, whereas EMAC is more academic.

Wolfgang Ulaga suggested that EMAC should raise revenues from difference sources – for example providing services to companies. What can EMAC offer to companies that they would value and would be likely to support.

This suggestion led to the reporting on the EMAC Electronic Resource – **Point 3.1** on the agenda. The EMAC Electronic Resource can be of interest to practitioners.

Hubert Gatignon indicated that there is now a new positioning of the Electronic Resource.

The objectives of the Electronic Resource are:

- To share material relevant to EMAC members
- To attract new group of people to EMAC. So far most EMAC members are academic. Hopefully the Electronic Resource might attract more practitioners.

Hubert mentioned that Thorsten Hennig-Thurau, the new editor did not have time to prepare a report for the Executive Committee meeting but will report at the next meeting.

To end the discussion on this important topic of EMAC finance, Veronica summed up the main points discussed and stressed that:

- In the short term, to run EMAC on the current business model, but need to find ways to maximise return on investments of conferences
- EMAC should explore the proposal 9 described in the Fellows task force report, that is, exploring larger contribution from conference organisers.
- In the medium term EMAC will need to dip into its reserves to sustain its activities
- EMAC should explore ideas on how to increase EMAC revenues.

Annex 4: Financial situation

Annex 5: Report from EMAC Business Model Task Force

3.3 EMAC membership

Udo Wagner, VP Membership reported on 3 points

- Overview of the membership situation.
The membership situation is good. EMAC has currently 1007 members versus 935 in 2009. There is a decline in membership for countries like Spain, Netherlands, Italy, Belgium, and Greece. The top countries are Germany, France, U.K., U.S.A. and Netherlands
- Heads of Marketing Department Forum

The forum held at the EMAC Conference in Copenhagen was successful. The report would be published in the Chronicle.

The next step is to establish a platform for networking and exchange of information for marketing department head as a decision maker.

- Proposals for membership growth
 - o Increase number of regional conferences
 - o Expand activities in Central and Eastern European countries
 - o Offer special service for new members.

To the question where it is a possibility to make some money from the Heads of Marketing Department forum, the answer was no, at least not in the short term.

The discussion centred on how to increase membership

- Regional conference is a good way to increase membership from specific countries, for example the Regional Conference in the CEE region.
Maria Smirnova explained the situation in Russia. Only the big schools are represented at EMAC. The others are fragmented and can even lose their name of universities in the coming years. She does not see any dramatic increase in membership from Russia. May be one possibility would be to organise a regional conference in Russia.
- Regional conferences could open up to countries like Brazil or even China and India. The EMAC 2012 Conference in Lisbon could attract Brazilians.
- There is a need for greater commitment from national representatives. George Avlonitis pointed out that less than half of the national representatives are present at this meeting.

Veronica Wong concluded by adding thanks to the past President Jozsef Beracs who did a great job by opening EMAC to the CEE block.

EMAC should consider ways to reshape its services to increase membership, for example by organising more mini-conferences.

However it would be interesting to set some target conversion rates.

Annex 6: Report from V.P. Membership

3.5 External Relations EMAC-ANZMAC Initiatives

In absence of Gary Lilien, Veronica Wong reported briefly on the EMAC-ANZMAC initiative. She explained that further to the proposal from ANZMAC and several communications and follow up, she did not have any response so far. The 5 initiatives proposed by ANZMAC could be done at no costs as they are embedded in the conference. Consequently these initiatives, except for the 5th one, can be implemented easily.

- ANZMAC to award the top student attending the ANZMAC doctoral colloquium with a place in the EMAC doctoral colloquium. ANZMAC will provide funding up to \$5,000 to cover costs of airfare and accommodation.
- At each ANZMAC and EMAC conference there will be an informal lunch/dinner where Fellows of each association meet to discuss how the academy's can work together. ANZMAC Fellows will be invited to the EMAC Conference and vice versa for EMAC Fellows to the ANZMAC Conference.
- Formalising networks, e.g. expanding the role of the EMAC International Relations Vice-President to include relationship management with associations including ANZMAC.
- Develop website linkages between the two organisations.
- Begin discussions on how best to utilise BigMac, e.g. increase the frequency of conferences, improved promotion, clarifying the purpose and objectives of BigMac,

officially appoint officials from both organisations, better linkages between BigMac and the colloquium to foster network between junior researchers.

Annex 7: Report from V.P. External Relations

Annex 8: Proposal from ANZMAC

3.7 EMAC Conferences

EMAC 2011 Conference – Ljubljana

Maja Makovec Brenčič, host for the 2011 conference made a brief progress report. She gave an overview of the programme, the special sessions, the poster sessions. It was suggested to keep the poster session accessible during the conference and to organise it by themes. Maja would consider this suggestion, if there are facilities available.

Maja pointed out that the financial aspect of the conference is an issue. She explained that when the fee was negotiated and contract signed, the VAT was not included. With this new information the financial situation is completely different. The conference would be short of approximately 30.000 Euros.

One suggestion to cut cost would be to cut the Wednesday event. Maja indicated that this is a possibility but on the other side they would like to offer a good event.

She indicated that she would do the calculations and see if it is more advantageous for them to do the registration. She would also see how much VAT they would be able to recuperate.

Annex 9: Report on EMAC Conference 2011

EMAC 2012 Conference

Paulo Rita, Conference Chair for the EMAC 2012 conference presented the progress report. He explained the rationale behind the conference theme – which is based on the world increasing population, consumption and sustainability.

The potential themes identified are on 2 levels:

Citizenship

- Marketing to Citizens: Beyond Customers and Consumers
- Turning Marketing towards Citizens: Going Beyond Customers and Consumers
- Breaking New Grounds: Marketing Role in Developing Citizenship

Sustainability

- Beyond Customers and Consumers: The Role of Marketing in Sustainability
- Shaping Behaviors for the better: The Role of Marketing in Sustainability

He gave an overview of the main dates and information of the conference

- Dates and deadlines
Conference dates: May 22-25, 2012

Deadlines

Paper Submission

- Submission of papers: December 1, 2011
- Submission of proposals for SIG Track: December 1, 2011
- Notification to the authors: March 12, 2012

Registration

- Start of Registration: October 17, 2011
- Early bird online registration: April 16, 2012
- Latest online registration: May 10, 2012
- An overview of the tracks
- The ISCTE organising Committee

- An overview of the location with the details on accessibility. Detailed report can be found in the annex.

Annex 10: Report on 2012 EMAC Conference

EMAC 2010 Regional Conference

Zsofia Kenesei gave a brief overview of the 1st EMAC Regional Conference which took place in September in Budapest hosted by the Corvinus University. The conference fulfilled its vision. It is a conference which continues the MTC series, but adds a broader background and EMAC standards. The governance structure worked well. Furthermore the conference has allowed EMAC to introduce itself and increase membership in the region – At least 60 % of papers come from Non-EMAC members, around 50 % of participants are new to EMAC

Some figures:

- 82 papers from 22 countries
- 57 papers from CEE
- 52 reviewers from 19 countries
- Below 70 % acceptance rate
- 46 presentations
- 7 posters
- 82 participants

Annex 11: Report on 1st EMAC regional Conference

3.8 Conference Activities

Gabriele Troilo, V.P. Conferences reported on the different conference activities

EMAC Doctoral Colloquium

A new DC Chair has been appointed: Prof. Andreas Herrmann, University of St Gallen. Some improvements have been made to reduce the burden on the conference host. These will be discussed with the new Chair.

BIGMAC

The next BIGMAC which will take place at the conference in Ljubljana will be devoted to measurement issues in marketing research. For ANZMAC, the Chair will be John Rossiter. For EMAC, a potential candidate has been identified and will be invited soon.

Next conferences

- EMAC 2013 Conference: there is a proposal for hosting EMAC 2013 annual conference by Istanbul Technical University (ITU) (see report in annex).
- For EMAC 2014 some preliminary contacts have been started with University of Valencia.

It was mentioned that the 2013 dates might overlap with the Marketing Science Conference. Nina will check with Gary Lilien and inform the committee.

Improvement for the main conference

- Process improvements implemented are:

- Review process: To enhance even more the quality of reviewers, reviewers are requested to list 3 of their publications so that the track chair can better allocate the paper.
- Paper format: A new paper format has been implemented –All papers are limited

to seven (7) pages (everything included: the cover / title page, references and tables and figures). This was done in an effort to make the paper submission easier and avoid non-compliances with regards to number of pages.

- EIASM database
 - o All reviewers' names and affiliations will be listed in the excel sheet provided by EIASM for the conference proceedings
 - o Authors name and affiliations: the EIASM system has been improved so that no author will be without affiliation and his/her latest affiliation will be the one taken in the data provided (except for all authors who register and make changes to their affiliation after EIASM has sent the list for the conference proceedings to the conference host).
- Online payment: Further improvements in payment – implementation of online credit card payment (of course bank transfer is still possible but on a case by case basis) – result: no/extremely few outstanding payments after conference

One comment was made with regards to the evaluation scale. It was indicated that the 1-5 scale as implemented for the 2010 conference is rather confusing compared to the -4 to +4 scale. Gabriele will look into that.

It might also be useful to clarify conceptual papers versus empirical papers.

Thematic conferences

Two proposals have been received:

- Conference on Marketing and Design, with Prof. Tore Kristensen of CBS
- Conference on multi-stakeholder interactions in value creation and value from Prof. Hans Muehlbacher.

Both contacts are fruit of the great success of two SIG tracks, at CBS Conference.

On suggestion was that these conferences could benefit from EU funding.

Annex 12: Report form V.P. Conferences

Annex 13: Proposal from Istanbul for 2013 conference

EMAC Regional conferences

The first Regional Conference was successfully held in Budapest, Corvinus University (see report in annex). The second Regional Conference will be held in Alexandru Ioan Cuza University of Iasi, Faculty of Economics and Business Administration (see report).

Corneliu Monteanu, conference chair of the 2nd EMAC regional Conference gave a brief overview of the conference:

Theme: Marketing Myths and Methodology.

Date: Iasi, Romania, 21-23 September

Aim: To continue the initiative started a few years ago to develop marketing research in the CEE region, to attract researchers in marketing issues in transition economies.

Format: Doctoral Seminar: 1 day

Conference: 1.5 days

Corneliu presented the AICU, the first modern Romanian university, ranking first in the country in terms of research, education. AICU is a member of 2 networks - the Coimbra network and the Utrecht network.

Travelling to Iasi: Iasi is quite easily accessible; it has an international airport and several international airlines operate to Iasi.

Corneliu indicated that he would need the assistance for the scientific part of the conference. He is currently looking for a chair for the conference committee and would like to ask Berend

Wierenga. He is also looking for a chair and co-chairs for the Doctoral seminar. He would like to have some big names and academics to lead the discussions. He will aim at attracting more delegates from the ex-Yugoslavia and Bulgaria.

The fees as indicated on the flyer need to be adjusted.

3.9 EMAC Climber Community

EMAC has received a proposal made from Melanie Zaglia from University of Innsbruck for an EMAC Climber Community.

The Climber Community aims at developing a special community within EMAC for the target group of postdocs and researchers at the beginning of their career.

The aim is to:

- set up a platform to communicate and interact
- set up a community meeting in the form of a get-together or special session at the Annual conference with a keynote speaker

Melanie is asking the support of the Executive Committee for networking purposes.

The Steering Committee has discussed the proposal and is not opposed to the idea. It supports the initiative, in so far as its initial implementation will have no additional costs for EMAC.

It would be quite easy to implement at the EMAC conference. Decision was reached to pilot the project at the next EMAC Conference in Ljubljana.

Annex 14: Proposal for Climber Community

3.10 EMAC fellows

Gilles Laurent, new Dean of the EMAC fellows was happy to report on the following:

- Two new EMAC Fellows were elected - George Avlonitis and Marnik Dekimpe. The election was organized by Gilles Laurent and Susan Douglas.
- Three EMAC Fellows have become Honorary Fellows, following their retirement (Graham Hooley, John Saunders, and Berend Wierenga).

The Executive Committee approved the election and congratulated the newly elected Fellows.

Annex 15: Report from Dean of Fellows.

4. Any other business

The EMAC election was brought up, given the importance of the next elections where some important functions will become vacant. Veronica made a call to the Executive Committee to encourage nominations.

There would be election for President –Elect as well as for V.P Membership, V.P External Relations, and V.P Publications.

5. Date and time of next meetings

- Ljubljana, May 24, 2011, 14.00- 17.00
- Brussels, October 28, 2011, 10.00 – 16.00

The President thanked all members for their attendance.

The meeting was adjourned.

ANNEXES:

Annex 1: Minutes of Executive Committee Meeting – June 2010 – Copenhagen

Annex 2: IJRM report

Annex 3: EMAC Newsletter

Annex 4: Financial Situation

Annex 5: Report from EMAC Business Model Task Force

Annex 6: Report from V.P. Membership

Annex 7: Report from V.P. External Relations

Annex 8: Proposal from ANZMAC

Annex 9: Report on EMAC 2011 Conference

Annex 10: Report on EMAC 2012 Conference

Annex 11: Report on Ist EMAC Regional Conference

Annex 12: Report from V.P. Conferences

Annex 13: Proposal from Istanbul for 2013 conference

Annex 14: Proposal for Climber Community

Annex 15: Report from Dean of Fellows