

**Minutes of Meeting of the Steering Committee**  
**International Association of Gaming Regulators (IAGR)**  
Saturday, 9 Oct 2010, 2pm  
The Senate Room, JW Marriott Hotel, Washington DC

**Agenda Item 1a - Opening**

1. IAGR Chair Peter Cohen welcomed members of the Steering Committee to Washington DC and opened the meeting at 2 p.m.
2. Chair Peter Cohen also welcomed Mike Hill (representing Steering Committee member Keith Manch, New Zealand), Mark Lipparelli (representing Steering Committee member Dennis Neilander, USA) and incoming IAGR Secretary James Chan (Singapore) to the meeting.

**Agenda Item 1b - Attendance**

3. Present at the meeting were:

Peter Cohen, Australia (Chair)  
Serobi Maja, South Africa (Vice Chair)  
Susan Hensel, USA (Secretary)  
Mike Sarquis, Australia  
Mike Hill, New Zealand (representing Keith Manch, New Zealand)  
Zukiswa Ntlangula, South Africa  
Trudy Smith, USA  
Mark Lipparelli, USA (representing Dennis Neilander, USA)  
Jenny Williams, United Kingdom  
Andre Wilsenach, Alderney, Channel Islands  
Atle Hamar, Norway  
T. Raja Kumar, Singapore  
James Chan, Singapore

4. Participating by telephone was:

Dennis Neilander, USA

5. Regrets:

Kaye McDonald, Antigua  
Keith Manch, New Zealand

**Agenda Item 2 - Approval of Minutes of Steering Committee Meeting Held in New York on 21 May 2010**

6. The minutes of the last Steering Committee meeting held in New York on 21 May 2010 were approved without amendments by the Steering Committee.

### **Agenda Item 3 - Report from the Chair**

7. Chair Cohen reported that in planning for the IAGR Conference 2010, he had established a good working relationship with Paul West (President, International Association of Gaming Advisors - IAGA) and that IAGA was committed to maintaining a positive relationship with the IAGR.
8. Chair Cohen updated the meeting that in reference to notifications about prizes and lotteries which claim to be licensed by the IAGR, a notice had been posted on the IAGR website to clarify that the IAGR was not affiliated with any company awarding any type of prizes or money.
9. Chair Cohen also reported that in his term as Chair, two newsletters were published on the IAGR website.

### **Agenda Item 4 - 2010/2011 IAGR Office Holders and Steering Committee members**

10. Chair Cohen said that we would be confirming the office holders for the next year at the Business meeting scheduled for 10 Oct 2010.
11. Chair Cohen will stand down as Chairman of IAGR and Serobi Maja (CEO of the Limpopo Gambling Board and current Vice-Chair of IAGR) will assume the Chairman's role. Serobi Maja confirmed that he would take on the role of Chairman of IAGR.
12. As earlier nominated by Steering Committee members, Susan Hensel (Director of Licensing, Pennsylvania Gaming Control Board and current Secretary of IAGR) will be the next Vice Chair. Under Article V, Section 3 of the by-laws, any other person can be nominated for the position of Vice-Chair as long as that nomination is endorsed with the names of not less than three members of IAGR and forwarded to the Secretary at least five days prior to the next election meeting of IAGR (i.e. in this case, the Business Meeting scheduled for 10 October 2010). Secretary Susan Hensel confirmed that no other nominations for Vice-Chair were received. Susan Hensel confirmed that she would take on the role of Vice-Chair of IAGR.
13. As Susan Hensel would likely become Vice-Chair, Chair Cohen said that the by-laws require that she relinquish her role as Secretary. He added that the by-laws allow the Chairman to appoint a person as Secretary and as such, he had invited James Chan from the Casino Regulatory Authority of Singapore to be the IAGR Secretary for two years from October 2010. Members of the IAGR Steering Committee endorsed the appointment. James Chan confirmed that he would assume the role of Secretary of IAGR. Chair Cohen thanked T. Raja Kumar (IAGR Steering Committee member and Chief Executive of the Casino Regulatory Authority of Singapore) for the Casino Regulatory Authority's support in allowing James Chan to take on this role.

### **Agenda Item 5 - 2010 IAGA/IAGR Conference**

14. Chair Cohen updated Steering Committee members that the IAGA/IAGR conference program was developed taking into consideration members' feedback from the last IAGA/IAGR conference in Rome. As such, there would be more diversity in the program for the 2010 IAGA/IAGR Conference. The 2010 IAGA/IAGR conference would also see more speakers from a number of jurisdictions and regions.

15. As earlier elected by the Steering Committee, Serobi Maja confirmed that he would be the emcee for the conference.
16. Chair Cohen said that the Business meeting was scheduled for 10 Oct 2010 and added that during his opening address on 10 Oct 2010, he would encourage the membership to attend the annual Business meeting scheduled for later that day, as the recommendations of the strategic review of the IAGR undertaken by the Steering Committee would be announced.
17. Jenny Williams (Chair of the E-Gambling Working Group) said that the E-Gambling working group meeting was open to all regulators and requested Chair Cohen to inform the membership of the working group meeting that was scheduled for 11 Oct 2010, 1545 hrs at the Congressional Room, JW Marriott Hotel, Washington DC.
18. Chair Cohen thanked all members for their contributions towards the organisation of the 2010 IAGA/IAGR Conference.

#### **Agenda Item 6 - Future of IAGR**

19. The Steering Committee discussed the strategic direction of the IAGR and its affiliation with the IAGA.
20. On the IAGR's affiliation with the IAGA, some members were of the view that the IAGR's membership has grown internationally at a pace faster than the IAGA's and that it was important to strengthen the network of regulators to enhance its international standing. It was also shared that more gaming regulators may decide to join the IAGR if it was an independent organisation.
21. On the annual IAGR/IAGA conference, some members observed that IAGA and the gaming industry provided financial support for the annual conference. Some members suggested that the international representation of regulators could lead to robust discussions on regulatory matters if a standalone conference for regulators was organised. Some members noted that if the IAGR was decoupled from the IAGA, the conference venue could then be decided by the IAGR, in the best interest of its members. Members also discussed and agreed that the IAGR conference should be organised back to back with another conference such as IAGA or another organisation in order to maximise the value of the conference and of member's travel.
22. Some members were however of the view that if the IAGR were to organise its own conference, there could be financial implications (e.g. who would cover the costs should the IAGR have to cancel its conference for unforeseen reasons? How much fees should the IAGR collect?). There would also be administrative work involved if the IAGR were to organise and run its own conference.
23. Chair Cohen reminded members that while there appeared to be majority support for the principle of decoupling from IAGA, it was important to also consider whether IAGR can operate alone in practice taking into consideration that IAGR has no budget, no administrative support and no legal structure.
24. The Steering Committee deliberated the pros and cons and agreed to put forth its

recommendation to the IAGR membership to: (a) Decouple from the IAGA; (b) For the IAGR to organise its own annual conference; (c) Establish and build up the IAGR as a community of regulators, with its own financial resources. In sharing the Steering Committee's recommendation, it was also agreed that the background of the strategic review as well as the pros and cons involved in the decoupling be made known to the membership.

25. The Steering Committee also discussed and agreed to form a Governance sub-committee, to establish the governance and operational framework for IAGR moving forward (e.g. to review the structure of the IAGR Steering Committee, to review whether there would be a need to appoint a treasurer, to review the systems and processes for the nomination and election of IAGR Steering Committee members, to set out corporate governance checks and balances within the Steering Committee, to identify proposed amendments to the IAGR by-laws, to work out the IAGR's financial arrangements).
26. The Governance sub-committee would be chaired by T. Raja Kumar and the members include Mike Sarquis, Susan Hensel and Mark Lipparelli. Raja Kumar said that as a start, the Governance sub-committee would work out its Terms of Reference for the Steering Committee's endorsement.
27. The Steering Committee also agreed to form a Conference sub-committee. The Conference sub-committee would be chaired by Serobi Maja and the members include Zukiswa Ntlangula, Atle Hamar and Trudy Smith.
28. The Steering Committee agreed that the Communications sub-committee (i.e. chaired by Susan Hensel, Jenny Williams and T. Raja Kumar as members) would continue to function so as to roll out its recommendations as listed in, Agenda Item 8.
29. As expertise in various areas may exist amongst the membership (e.g. in financial matters), Chair Cohen would encourage the membership to volunteer their services and provide inputs to the Steering Committee.
30. The Steering Committee agreed that there was no more need for the Strategic Review sub-committee as it had earlier completed its tasks. Chair Cohen and Steering Committee members thanked the Strategic Review sub-committee members (i.e. Steering Committee members Dennis Neilander, Atle Hamar and Andre Wilsenach) for their contributions.

#### **Agenda Item 7 - 2011 and 2012 IAGR conference**

31. The Steering Committee members discussed and agreed that the 2011 conference would be held in South Africa (likely to be Sep 2011) whilst the 2012 conference would be held in Singapore.
32. It was agreed that the membership should be given a heads up and as such, the conference venue for 2011 and 2012 should be made known to the IAGR members at the Business meeting scheduled for 10 Oct 2010.

## **Agenda Item 8 - Member Communications**

33. Susan Hensel (Chair, Communications sub-committee), Jenny Williams and T. Raja Kumar brought the meeting through the proposed Communications plan. While the primary opportunity for the members to meet and interact is the annual conference, the Communications sub-committee proposed to improve communications outside of the annual meetings as a means of facilitating an exchange of information and ideas between regulators on an ongoing basis. To accomplish these goals, the Communications sub-committee had listed out a number of ideas aimed at enhancing the existing forms of relationship and to promote the “virtual IAGR community”.
34. The following recommendations put forth by the Communications sub-committee were endorsed by the Steering Committee:

### Newsletter

- a) Identify regional points of contact who are responsible for submitting a quarterly article from their respective region. Articles should contain changes/developments in regulations and regulatory approaches that could benefit other regulators.
- b) The Communications sub-committee should be responsible for coordinating the drafting of the newsletter for approval by the Chair prior to distribution.
- c) The newsletters should be regularly distributed on a quarterly basis.
- d) The point of contacts should be notified of the quarterly deadlines for their regional updates.
- e) The newsletter should be moved to the portal as an incentive for members to sign in to view it.
- f) Instead of emails containing the newsletter which are currently sent out by the Secretary, emails should indicate to the membership that the newsletter is now available on the portal and invite members to visit the portal or sign up for a password if they have not yet obtained one.
- g) The regional point of contacts should be tapped to initiate and participate in portal discussions regarding their articles or other topics as well as to post information on the portal on an ongoing basis.

### Website

- a) The primary objectives of the IAGR website are
  - a. Inform the public/new members of the role/mission of the IAGR, the Steering Committee and its members, the list of IAGR members and the benefits of being an IAGR member;
  - b. Provide new members/IAGR members with updates on the annual conference (e.g. speakers, venue, discussion topics);
  - c. Inform the public/new members/IAGR members on gaming related matters (e.g. by providing weblinks/bookmarks to research articles, weblinks/bookmarks to each jurisdiction’s legislation, tech standards, etc).
  - d. Allow IAGR members/new members to renew/sign up as an IAGR member
- b) The website should encourage regulators to join by presenting a positive, professional image and a clear indication of the benefits membership offers, including access to the portal’s regulator only discussion forum and list of contacts.
- c) Content that is geared towards our target audience should be regularly updated. Fresh content

will encourage visitors to continue visiting the site.

- d) An individual, perhaps the Secretary, should be assigned to oversee the website and coordinate the addition of information and changes with New Jersey.
- e) A counter should be added to the website to track the number of visitors who are clicking on the link and if possible, traffic to particular links within the site. This information can be studied to enhance popular links with additional information and remove links that are not being used.
- f) We should explore using the website to showcase research works in various jurisdictions or weblinks to these works.
- g) The names of the IAGR Steering Committee members should be added to the website along with basic information on the members.
- h) The names of IAGR sub-committees and their members should be added to the website and the responsibilities of the sub-committees should be spelt out.
- i) The website should invite visitors who are regulators to sign up for the Members only portal and promote the benefits available to those who use the portal.

#### Portal

- a) The business meeting should be used to reintroduce the membership to the portal.
- b) The Communications sub-committee should have password applications available at the conference so that they can be completed and returned to the Secretary for processing.
- c) Members of the Steering Committee should offer new ideas for content to update the information currently posted.
- d) Following the business meeting, the Communications sub-committee should undertake a promotional campaign about the functionality of the portal. An email could be sent to the membership promoting a portal feature. The theme of these promotions could be “Did you know?” For e.g. “Did you know that you can chat in real time with your IAGR colleague through the IAGR portal?”
- e) Promotions of the portal should focus on how members can network and forge ties with one another (i.e. to provide IAGR members with a directory/contact information of regulators in the members-only-portal) and how the portal can be used to obtain regular updates on regulatory/industry matters.
- f) The Steering Committee should consider moving the Minutes of meetings to the portal instead of making it available on the website itself, which is the current practice.

#### Email

- a) The need for members to keep their email addresses updated should be an agenda item at the business meeting.
- b) The Communications sub-committee should collect email addresses during the business meeting through a sign in sheet or other appropriate means.
- c) The Communications sub-committee should identify additional opportunities for communication with the membership.
- d) The Communications sub-committee suggests that a list of email address and contact information of all IAGR members be made available in the portal so that regulators using the portal may contact each other. It is also recommended that the Secretary updates the email addresses and contact information every six months by working with each jurisdiction’s point of contact and at the annual conference.

### Marketing

- a) The Join IAGR portion of the website should be rewritten to include benefits for members.
- b) The Communications sub-committee should work with the Steering Committee to research and identify unrepresented jurisdictions. The Communications sub-committee should draft a letter to the head of the jurisdiction for signature by the Chair. The letter should advertise the benefits of IAGR membership and invite representatives of the jurisdiction to join.
- c) The Communications sub-committee should also identify underrepresented jurisdictions and send a separately drafted letter from the Chair to these jurisdictions inviting additional membership.
- d) The Communications sub-committee should develop a brochure and/or handout promoting the benefits of IAGR membership. These materials can be available on the website and can be made available at other conferences and trade shows to promote IAGR.
- e) The Communications sub-committee should look for opportunities to promote IAGR within other gaming related organisations and during gaming trade shows.
- f) Steering Committee members who serve as panelists during various conferences should be encouraged to mention IAGR as part of their presentations and offer the IAGR brochure to audience members.

### Points of contact

- a) A point of contact from each jurisdiction should be identified and agreed upon at the upcoming business meeting.

### Discussion on Communications plan

35. On whether IAGR members should speak at conferences as an IAGR representative, it was agreed that IAGR Steering Committee members should not speak on behalf of IAGR as the views may not be representative of all IAGR member jurisdictions.
36. To promote the IAGR, the Communications sub-committee could also consider reaching out to regional gaming regulators forums (e.g. Australasian regulators, Gaming Regulators European Forum, Gaming Regulators African Forum, North America Gaming Regulators).
37. On whether the IAGR newsletters should be printed to promote the IAGR, it was agreed that the IAGR newsletter should not be printed as it was likely to be more costly to do so compared to the printing of a brochure. The Communications sub-committee should instead develop and print a brochure, and to make the brochure available to members so as to enable them to promote IAGR at other conferences and trade shows. Mike Hill (NZ) offered his assistance to develop the brochure.
38. The following regions and points of contacts were suggested by Steering Committee members:

Region	Regional Point of Contact
North America and Canada	New Jersey
South America, Central America and Caribbean	Kaye McDonald, Antigua
Asia	Benny Wong, Singapore
Australia/New Zealand	Mike Hill, NZ
Africa	Pending
Europe	Pending

Chair Cohen and Members of the Steering Committee thanked the Communications sub-committee for their hard work and recommendations.

**Agenda Item 9 - Other Business**

- 39. Dennis Neilander informed the meeting that he would be stepping down from the Steering Committee when his current term of office as Chairman, Nevada Gaming Control Board ends in November 2010. He nominated Mark Lipparelli as a replacement to the Steering Committee.
- 40. The Steering Committee agreed to nominate Mark Lipparelli (Board member, Nevada Gaming Control Board) to the IAGR Steering Committee and would submit its recommendation to the membership at the Business meeting scheduled for 10 Oct 2010.
- 41. Chair Cohen thanked Dennis Neilander for his contributions to the IAGR Steering Committee.

**Agenda Item 10 - Next Steering Committee Meeting**

- 42. The next Steering Committee meeting was scheduled for 13 Oct 2010, 1330hrs.
- 43. The mid-year Steering Committee meeting was scheduled for January 2011 in London. Steering Committee members Jenny Williams and Andre Wilsenach were requested to organise the meeting.

**Conclusion**

- 44. There being no further business, Chair Cohen closed the meeting at 4.50 p.m. and thanked all members for their participation.

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Prepared by: James Chan  
18 Oct 2010

Reviewed by: Susan Hensel  
26 Oct 2010

Peter Cohen  
26 Nov 2010

Approved by: IAGR Steering Committee members  
26 Jan 2011