PUSAN

World Congress
Congreso Mundial
Congrès Mondial
世界会議

SG SPECIAL CIRCULAR

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

1

TO : All National Presidents, Junior Chamber International Board of Directors and Key Members

FROM : Benny Ellerbe, Secretary General

RE : **LI WORLD CONGRESS OF JUNIOR CHAMBER INTERNATIONAL (JCI), INC.**
Pusan, Korea, November 10-15, 1996

1. **FOR THE USE OF:** JCI Executive Committee, Vice Presidents and all national presidents (i.e. International Councillors). National presidents receiving this kit, who are not able to attend the Congress, should pass it to the member designated by their NOM to be their authorized representative (i.e., International Councillor) in terms of Article 6-5, Section 1, of the Constitution of Junior Chamber International.

2. **HEADQUARTERS HOTEL:** The Congress headquarters hotels are the Grand Hotel and the Paradise Beach Hotel. International Councillors wishing to stay at the headquarters hotels should advise JCI immediately. A room deposit of US$200 will be required with your reservation, and should be sent directly to the Pusan Congress Organizing Committee.

3. **RECEPTION AND REGISTRATION:** Members of the Congress Organizing Committee will be present on Saturday and Sunday, November 9th and 10th, at the Pusan Airport, and information desks will be established there and at the Grand Hotel to offer information and advice to delegates upon arrival in Pusan. Registration of delegates will take place on the 3rd floor of the Grand Hotel, November 9-15. Delegates should register as soon as possible after arrival and hotel check-in.

   NOTE: Only delegates who have registered will be allowed to participate in Congress events. Admittance to these events will be restricted to delegates wearing Congress badges and holding event entry tickets, where necessary.

4. **BUSINESS SESSIONS:** A detailed guide as to where each meeting is to be held will be provided to each delegate upon registration in Pusan. The major business meetings will be held at the Grand Hotel and the Marina Center.

5. **PROGRAM FOR INTERNATIONAL COUNCILLORS:** Please take particular note of the Program for International Councillors, No. 6 in this kit. This program lists the events/functions which International Councillors or their designated representative should attend. Please note that, per the directive of the 1995 Strategic Planning Committee, Congress has been made shorter by one day, and the scheduling of various events has been rearranged. Please review carefully the Congress Schedule of Events, No. 3 in this kit.

6. **AGENDA:** Perusal of the General Assembly and other agendas will show at which meeting motions and proposals are to be presented. If your NOM has submitted a motion or proposal, you will already have received from this office an official acknowledgement of receipt. If you have not received an acknowledgement, please notify this office IMMEDIATELY.

7. **MOTIONS AND PROPOSALS:** The International Councillor of a NOM, who has submitted a motion or proposal, should ensure that an authorized representative of the NOM is in attendance at the appropriate meeting to move and speak on the proposal.

8. **PROXY VOTING:** In any vote in General Assembly, a NOM may cast a proxy vote for another NOM, but no NOM may hold the proxy of more than one NOM. All proxies must be authorized in writing by the President or Secretary of the NOM so represented.

   NOMs are advised to forward their duly completed form to the Secretary General well before the commencement of the Congress, to ensure that it is admitted as valid for the purpose of voting, and so that receipt can be acknowledged. Telexed/cabled advice of a proxy is not valid.

   Elected officers of Junior Chamber International are not permitted to cast proxy votes.

9. **RULES OF PROCEDURE:** The business of Junior Chamber International is conducted according to the Constitution and, where not otherwise provided, Robert's Rules of Order, Revised. Delegates are advised to become familiar with at least the basic "Rules." General Legal Counsel Robert Go will serve as parliamentarian to General Assembly.

10. **NATIONAL DUES:** National presidents are reminded that all current dues to Junior Chamber International must be paid prior to Congress and details of the NOM membership registered with the JCI Secretary General on or before October 31, 1996 (see Bylaw and Policy 21-2), in order for NOMs to exercise their full voting rights, be seated and speak at General Assembly and be eligible to submit entries for the Awards program. If any national president or treasurer requires clarification of his NOM's dues position, please communicate with this office without delay to avoid any confusion or misunderstanding at the Congress itself.

11. **CANDIDATES FOR OFFICE IN 1997:** Presidents of national organizations which have nominated candidates for international office in 1997 are requested to advise these candidates about Policy 8-4 and the requirements regarding attendance at Executive, Board of Directors and Nominations Committee meetings and the Candidates' Training School prior to the General Assembly Meetings (see Schedule of Events).

12. **DRESS:**

    a. **Opening Ceremony:** Dress for national presidents (or designated International Councillors) and members of the Board of Directors at the ceremonial opening of the Congress, to be held at 1700 hours on Sunday, November 10th, will be national dress. If this is not possible, then formal attire ("black tie," tuxedo, cocktail or evening dress) is required. You are asked to be at the Sajik Gym by 1600h. for lineup and instructions/rehearsal for the Opening Ceremony.

       Dress for other persons in attendance may be national dress, dark business suit, or tuxedo, cocktail or evening dress.

    b. **Presidential Dinner:** Dress for national presidents and members of the Board of Directors is national dress, tuxedo, cocktail or evening dress, or dark business suit.

    c. **General Assembly and other business sessions:** It is appropriate for International Councillors to wear business suits or national dress to the meetings of General Assembly.

d. **National Parties:** Casual dress is acceptable for national parties.

e. **Awards Ceremony:** Tuxedo, cocktail or evening dress, dark business suit or national dress.

f. **Presidential Gala:** Tuxedo, cocktail or evening dress, dark business suit or national dress.

For the banquet, national presidents who would prefer to sit in the special guest section instead of with their delegations must exchange their vouchers at the JCI registration area in the 3rd Floor of the Grand Hotel by Tuesday, November 12th, at the latest.

13. **AWARD ENTRIES:** National presidents are urged to encourage their members to enter for Junior Chamber International awards. These will be judged by the Awards Judging Committee which will meet at the Congress.

Entries must reach the Congress before 1100 hours on Monday, November 11, 1996.

A reception desk for scrapbooks will be set up at the Glory Condominium on Sunday, November 10th, from 0900 - 1700 hours and on Monday, November 11th, from 0900 - 1100 hours. Please follow the instructions found in the JCI Awards Manual concerning the preparation and labeling of scrapbooks.

14. **SHIPMENT OF AWARD ENTRIES OR TROPHIES:** If award entries or trophies are not hand-carried to the Congress, they are to be sent by air parcel post to:

ATTN: Mr. Tae Eun Jang
Congress Director
LI World Congress
Marina Center, 2nd Floor
1434-1, Woo 1-Dong
Haeundae-Ku
Pusan, South Korea

NOTE: The parcel must be securely wrapped and must state clearly on the outside: "AWARD TROPHY (OR SCRAPBOOK) NO COMMERCIAL VALUE—MAY BE OPENED FOR INSPECTION."

You can also communicate with the Congress Director at:

TEL: (82)(51) 741-6871
FAX : (82)(51) 741-6870

15. **MESSAGES OF GREETING:** Written messages of greeting to the Congress from Heads of State/ government may be sent:

a. to reach the Junior Chamber International Headquarters no later than October 31, 1996:

The Secretary General
Junior Chamber International
P. O. Box 140577
Coral Gables, FL 33114-0577
U.S.A.
FAX: (1)(305) 442-0041

b. after October 31, 1996, hand-carry to Pusan and deliver to the Secretary General upon your arrival.

16. **MEMBERSHIP SUPPLIES:** Arrangements are being made to display a comprehensive range of Junior Chamber International membership supplies at the Congress. Purchases may be made there, or bulk orders placed for early delivery after Congress. The Membership Supplies will be situated in the 3rd Floor Lobby of the Grand Hotel.

17. **WEATHER:** The average temperature in Pusan in November varies from –1°C to 10°C, or 30°F to 50°F. Therefore, clothing for cool weather is advisable. You may also wish to take an umbrella.

We look forward to seeing you at Congress. We wish you a pleasant journey.

BENNY ELLERBE
SECRETARY GENERAL

REMEMBER . .
TAKE THIS MATERIAL
WITH YOU TO CONGRESS

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JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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14 1996/1997 Joint Board of Directors Meeting
15 1997 Board of Directors Briefing
16 1997 Board of Directors Meeting
17 1997 Executive Committee Meeting

REPORTS EXECUTIVE COMMITTEE

18 President Thomas J. Clear, III
19 Immediate Past President David Hide Oji
20 Executive Vice President Georges A. Bouverat (Area A)
21 Executive Vice President Yongsuk Choi (Area B)
22 Executive Vice President Karyn W. Bisdee (Area C)
23 Executive Vice President Petri Niskanen (Area D)

Kit Contents (cont.)

REPORTS EXECUTIVE COMMITTEE (cont.)

REF. NO.

24 Treasurer W. E. "Bill" Russell
25 General Legal Counsel Robert Go

REPORTS VICE PRESIDENTS

Area A:

26 Clairette F. Ah-Hen
27 N'Dri Jules Kouakou
28 Gavin C. Meikle

Area B:

29 Joey Darvin Livelo (No report has been submitted)
30 Santosh Rijal
31 Richard J. Rillera
32 Aldo Tobing

Area C:

33 Mayela Castro de Roquebert
34 Victor Giacobbo
35 Henrik Kuffner
36 Harold Martijn R.
37 Babajide Olatunde-Agbeja
38 Hachiro Nitta

Area D:

39 Mufthy Hashim
40 Margaret O'Neill
41 Patrizia Ronconi
42 Lilja Vidarsdóttir

REPORT SECRETARY GENERAL

43 Benny Ellerbe

SCHEDULE OF EVENTS



JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

PUSAN, KOREA

NOVEMBER 10-15, 1996

DATE/TIME		EVENT	ROOM	VENUE
Thursday, November 7, 1996				
0800 - 1800		EXCEL (English) - Preregistration necessary	Silla Room	Westin Chosun
0800 - 1800		EXCEL (Japanese) - Preregistration necessary	Paekche Room	Westin Chosun
Friday, November 8, 1996				
0730 - 0830		CARCOM Breakfast Meeting	TBC	Grand Hotel
0800 - 1800		EXCEL (English)	Silla Room	Westin Chosun
0800 - 1800		EXCEL (Japanese)	Paekche Room	Westin Chosun
0800 - 1800		EXCEL (Chinese)	Koryo Room	Westin Chosun
0900 - 1700		**REGISTRATION FOR JCI BOARD OF DIRECTORS AND CANDIDATES**	**3rd Floor**	**Grand Hotel**
0830 - 1200		Candidates Training (VP & EVP Candidates)	4th Floor, Marina #1 & 2	Marina Center
0900 - 1200		Executive Committee Meeting (1)	7th Floor, Board Room	Marina Center
1200 - 1400		Executive Committee Lunch	Amisan Restaurant	Marina Center
1400 - 1700		Executive Committee Meeting (2)	7th Floor, Board Room	Marina Center
1400 - 1700		Candidates Training (VP & EVP candidates)	4th Floor, Marina #1 & 2	Marina Center
1900 - 2100		Executive Committee Dinner	Unkai Restaurant	Marina Center
Saturday, November 9, 1996				
0730 - 0830		Salary Ranges Review Committee Breakfast	TBC	Grand Hotel
0800 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0800 - 1800		EXCEL (English)	Silla Room	Westin Chosun
0800 - 1800		EXCEL (Japanese)	Paekche Room	Westin Chosun
0800 - 1800		EXCEL (Chinese)	Koryo Room	Westin Chosun
0900 - 1200	*	Board of Directors Meeting (1)	7th Floor, Board Room	Marina Center
0900 - 1200	*	Candidates Training (VP Candidates)	4th Floor, Marina #1 & 2	Marina Center

Schedule of Events (cont.)

DATE/TIME		EVENT	ROOM	VENUE
Saturday, November 9, 1996 (cont.)				
0900 - 1700		Nominations Committee	Executive Board Room	Marina Center
1200 - 1400		Board of Directors & Candidates Lunch	Bono Boss Restaurant	Marina Center
1400 - 1700	*	Board of Directors Meeting (2)	7th Floor, Board Room	Marina Center
1400 - 1700	*	Candidates Training (VP Candidates)	4th Floor, Marina #1 & 2	Marina Center
1900 - 2100		Board of Directors Dinner	Dalmajer Restaurant	
Sunday, November 10, 1996				
0730 - 1130		APBA Meeting	Ballroom C	Grand Hotel
0800 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0900 - 1100		Finance Committee Meeting	Executive Board Room	Marina Center
0900 - 1200		Area Association Meetings		Marina Center
	*	AJA (French & English)	4th Floor, Marina #2	Marina Center
		APDC	7th Floor, Board Room	Marina Center
	*	ADC (Spanish & English)	4th Floor, Marina #1	Marina Center
		AEP	Grand Ballroom	Marina Center
0900 - 1700		Nominations Committee	TBC	TBC
0900 - 1700		Award Scrapbook Reception	18th Floor	Glory Condominium
1200 - 1400		Area Team Meetings		Marina Center
		Area A	4th Floor, Marina #3	Marina Center
		Area B	7th Floor, Board Room	Marina Center
		Area C	4th Floor, Marina #1	Marina Center
		Area D	Grand Ballroom	Marina Center
1230 - 1400		Foundation Meeting/Luncheon	Amisan Restaurant	Marina Center
1300 - 1500		JCI Training Institute Certification Commission	Marina #4	Marina Center
1600 - 1630		Opening Ceremony Rehearsal		Sajik Gym
1630 - 1700		President's UNICEF Reception		Sajik Gym
1700 - 1900	*	Opening Ceremony		Sajik Gym
1900 - 2300		Welcome Party - Rainbow Pusan Party		Sajik Gym
2100 - 2400		Presidential Dinner (by invitation only)	Ballroom	Paradise Beach
Monday, November 11, 1996		**INDIVIDUAL DAY**		
0800 -		World Presidents of the Day Briefing	2nd Floor Foyer	Grand Hotel
0900 - 1100		First Timers Briefing by Franson Tom, USJCC	Silla Room	Westin Chosun
0900 - 1100		Award Scrapbook Reception	18th Floor	Glory Condominium
0900 - 1200		Area NOM Presidents Meetings		
	*	Area A (French & English)	Marina #2	Marina Center
		Area B	Board Room, 7th Floor	Marina Center
	*	Area C (Spanish & English)	Marina #4	Marina Center
		Area D	Capri Room	Paradise Beach
0900 - 1200		Managing Cultural Synergy in International Projects by Dan Werbin, Volvo Car Corporation	Marina #1	Marina Center

DATE/TIME		EVENT	ROOM	VENUE
Monday, November 11, 1996 (cont.)				
0900 - 1200		The Media in the 21st Century by Bob Losure, CNN Headline News	Ballroom 2	Paradise Beach
0900 - 1200		Protecting & Commercializing Technology by IBN Associate, Australia	Ballroom 1	Paradise Beach
0900 - 1200	*	Local Chapter President's Summit by Junior Chamber International	Grand Ballroom, 1st Floor	Marina Center
0900 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0900 - 1700		Seven Habits of Highly Effective People (Japanese) by James Skinner & Shigeru Kawanishi-Covey Leadership Center, Japan	Marina #3	Marina Center
0900 - 1800		Membership Supplies	3rd Floor	Grand Hotel
0900 - 1800		IBN Business Contact Center	3rd Floor	Grand Hotel
1200 - 1800		Trade Show	Lobby	Grand Hotel
1230 - 1400		Delegates Lunch		Pusan Trade Exhib. Cntr.
1330 - 1400		Mottainai Grand Exhibition Opening Ceremony	Ballroom	Grand Hotel
1400 - 1700	*	General Assembly (1) - Opening Session	Ballroom	Grand Hotel
1400 - 1700		Influencing Without Thump or Thunder by Blaine Bartlett, Avatar Resources	Marina #1	Marina Center
1400 - 1700		Thriving Outside Your Comfort Zone by Duane Smotherman, Resource Realizations	Marina #2	Marina Center
1400 - 1700		Transactional Analysis by Gudrun Westin Goransson, SAG Training	Marina #4	Marina Center
1400 - 1700		Power and Leadership (French) by Jeune Chambre Economique Française	Grand Ballroom, 1st Floor	Marina Center
1400 - 1700		Awards Judging (1)	18th Floor	Glory Condominium
1730 - 1800		Training of the Day Review	Marina #3	Marina Center
1930 - 2300		Senate Dinner	Ballroom	Westin Chosun
2100 - 0100		Korea Night		Pusan Trade Exhib. Cntr.
Tuesday, November 12, 1996		**INTERNATIONAL DAY**		
0730 - 0900		Past JCI Presidents' Breakfast	Japanese Restaurant (TBC)	Grand Hotel
0800 -		World Presidents of the Day Briefing	2nd Floor Foyer	Grand Hotel
0900 - 1200		Jaycee-Like by Junior Chamber Switzerland	Marina #1	Marina Center
0900 - 1200		Solution-Focused Stress Management by Paul Koeck, Junior Chamber Belgium	Marina #3	Marina Center
0900 - 1200		Business Security Training by IBN Associate, Finland	Marina #4	Marina Center
0900 - 1200		IBN Council Meeting	Paekche Room	Westin Chosun
0900 - 1200		World Debating Competition by Junior Chamber International	Ballroom	Paradise Beach
0900 - 1230	*	General Assembly (2)	Ballroom	Grand Hotel
0900 - 1300	*	1997 Vice Presidential Caucus	Grand Ballroom, 1st Floor	Marina Center
0900 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0900 - 1700		Admissions Committee	7th Board Room	Marina Center
0900 - 1700		Awards Judging (2)	18th Floor	Glory Condominium

DATE/TIME		EVENT	ROOM	VENUE
Tuesday, November 12, 1996 (cont.)				
0900 - 1700		Seven Habits of Highly Effective People (Korean) by Ken Gimm-Covey Leadership Center, Korea	Marina #2	Marina Center
0900 - 1800		Membership Supplies	3rd Floor	Grand Hotel
0900 - 1800		IBN Business Contact Center	3rd Floor	Grand Hotel
1000 - 1800		Trade Show	Lobby	Grand Hotel
1230 - 1400		Delegates Lunch		Pusan Trade Exhib. Cntr.
1400 - 1600	*	1997 Executive Vice Presidential Caucus	Grand Ballroom, 1st Floor	Marina Center
1400 - 1700		National Leadership Academy - Let's All Have One by Junior Chamber The Netherlands and Junior Chamber Denmark	Marina #4	Marina Center
1400 - 1700		Train Your Brain to Perfection by Junior Chamber Germany	Marina #1	Marina Center
1400 - 1700		Electronic Excellence by Kerry Gleeson, Institute for Business Technology	Marina #3	Marina Center
1400 - 1700		Raul's Italian Restaurant by The United States Junior Chamber of Commerce	Ballroom	Paradise Beach
1600 - 1730	*	General Assembly (3) - 1997 Presidential Caucus	Ballroom	Grand Hotel
1730 - 1800		Training of the Day Review	Marina #3	Marina Center
2100 - 0100		International Night		Pusan Trade Exhib. Ctr.
Wednesday November 13, 1996		**BUSINESS DAY**		
0800 -		World Presidents of the Day Briefing	2nd Floor Foyer	Grand Hotel
0900 - 1200	*	Leadership 2000 by Blaine Bartlett, Avatar Resources	Grand Ballroom, 1st Floor	Marina Center
0900 - 1200		Electronic Excellence by Kerry Gleeson, Institute for Business Technology	Marina #1	Marina Center
0900 - 1200		Cast, Catch, Keep Fishing for New Members by Junior Chamber Finland	Marina #4	Marina Center
0900 - 1230	*	General Assembly (4)	Ballroom	Grand Hotel
0900 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0900 - 1700		Awards Judging (3)	18th Floor	Glory Condominium
0900 - 1700		Business Day Program by IBN Council Chairman George Lung	Marina #2	Marina Center
0900 - 1700		Seven Habits of Highly Effective People (English) by Ken Gimm - Covey Leadership Center	Marina #3	Marina Center
0900 - 1800		Membership Supplies	3rd Floor	Grand Hotel
0900 - 1800		IBN Business Contact Center	3rd Floor	Grand Hotel
1000 - 1800		Trade Show	Lobby	Grand Hotel
1230 - 1400		Delegates Lunch		Pusan Trade Exhib. Cntr.
1400 - 1630		Sister Junior Chamber Exchange Plaza by Japan Junior Chamber and Korea Junior Chamber	Ballrooms B & C	Grand Hotel

Schedule of Events (cont.)

DATE/TIME		EVENT	ROOM	VENUE
Wednesday, November 13, 1996 (cont.)				
1400 - 1700	*	Local Chapter Presidents' Summit by Junior Chamber International	Grand Ballroom, 1st Floor	Marina Center
1400 - 1700		Life Planning by Japan Junior Chamber	Sydney 1 & 2	Paradise Beach
1400 - 1700		Coaching Quartet by Hong Kong Junior Chamber	Marina #4	Marina Center
1600 - 1700		JCI Academy Reunion	Capri Room	Paradise Beach
1630 - 1800		Sister Junior Chamber Twinning Ceremony by Junior Chamber International	Ballrooms B & C	Grand Hotel
1730 - 1800		Training of the Day Review	Marina #3	Marina Center
1900 - 2030		Trainers/IBN Reception	Ballroom	Hyatt Regency
2100 - 0100		National Parties	TBC	Various
		Japan Night		Pusan Trade Exhib. Ctr.
Thursday November 14, 1996		**MANAGEMENT DAY**		
0800 -		World Presidents of the Day Briefing	2nd Floor Foyer	Grand Hotel
0900 - 1200	*	Honesty in the Workplace by Pamela Bartlett	Grand Ballroom, 1st Floor	Marina Center
0900 - 1200		Please Understand Me by IBN Associate, U.S.A.	Marina #4	Marina Center
0900 - 1200		The Chair by Aaron Saleh of Junior Chamber Finland	Marina #2	Marina Center
0900 - 1200		People Puzzles—Discovering Personality Types by The United States Junior Chamber of Commerce	Marina #3	Marina Center
0900 - 1230	*	General Assembly (5) - Elections/Debating Competition Final	Ballroom	Grand Hotel
0900 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0900 - 1700		Managing Junior Chamber to Success by Claus Japp of Denmark Junior Chamber	Marina #1	Marina Center
0900 - 1800		Membership Supplies	3rd Floor	Grand Hotel
0900 - 1800		IBN Business Contact Center	3rd Floor	Grand Hotel
1000 - 1800		Trade Show	Lobby	Grand Hotel
1230 - 1400		Delegates Lunch		Pusan Trade Exhib. Cntr.
1230 - 1400		1996/1997 Joint Board of Directors Lunch	Bono Boss Restaurant	Marina Center
1400 - 1600	*	1997 Board of Directors Meeting	Board Room, 7th Floor	Marina Center
1400 - 1600		Area Association Meetings		Paradise Beach
	*	AJA (French & English)	Marina #4	Marina Center
		APDC	Ballroom #1	Paradise Beach
	*	ADC (Spanish & English)	Marina #2	Marina Center
		AEP	Capri Room	Paradise Beach
1400 - 1700		Corporate Cultural Change by Duane Smotherman, Resource Realizations	Grand Ballroom, 1st Floor	Marina Center
1400 - 1700		Legal Aspects of Doing Business in the U.S.A. by IBN Associate, U.S.A.	Ballroom #3	Paradise Beach
1400 - 1700		Coaching the Coaches—Open Forum by JCI Training Institute	Ballroom #2	Paradise Beach

Schedule of Events (cont.)

DATE/TIME		EVENT	ROOM	VENUE
Thursday, November 14, 1996 (cont.)				
1600 - 1700		1997 Conference Chairmen/ Committees Briefing	Marina #3	Marina Center
1700 - 1800		Awards Judges Reception	Pearl Town Room	Glory Condominium
1730 - 1800		Training of the Day Review	Marina #3	Marina Center
1830 - 2030	*	Awards Ceremony	Ballroom	Grand Hotel
2100 - 0100		National Parties		
		Hawaii/USA Night		Marina Center
		Manila Night		Marina Center
		French Night		Hyatt Regency Hotel
Friday, November 15, 1996		**COMMUNITY DAY**		
0800 -		World Presidents of the Day Briefing	2nd Floor Foyer	Grand Hotel
0900 - 1200	*	General Assembly (6) Officer Assignments/TOYP Announcements	Ballroom	Grand Hotel
0900 - 1200	*	Leadership: The Shadow You Cast In Your Organization by Duane Smotherman, Resource Realizations	Grand Ballroom, 1st Floor	Marina Center
0900 - 1200		The Demographic Challenge by Jeune Chambre Economique Française - Guadeloupe	Marina #1	Marina Center
0900 - 1200		Team Tuning by Blaine Bartlett, Avatar Resources	Marina #2	Marina Center
0900 - 1200		TTT - Business-Oriented Computer Game by Junior Chamber Germany	Marina #3	Marina Center
0900 - 1200		The Power of Motivational Leadership in the 21st Century by Fiji Junior Chamber	Marina #4	Marina Center
0900 - 1600		**REGISTRATION/HOUSING/INFORMATION**	**3rd Floor**	**Grand Hotel**
0900 - 1800		Membership Supplies	3rd Floor	Grand Hotel
0900 - 1800		IBN Business Contact Center	3rd Floor	Grand Hotel
1000 - 1800		Trade Show	Lobby	Grand Hotel
1230 - 1400	*	1997 Executive Committee Meeting & Luncheon	Episode Restaurant	Marina Center
1230 - 1400		Delegates Lunch		Pusan Trade Exhib. Cntr.
1400 - 1600		NOM Presidents Meetings		Paradise Beach
	*	Area A (French & English)	Marina #2	Marina Center
		Area B	Ballroom #1	Paradise Beach
	*	Area C (Spanish & English)	Marina #1	Marina Center
		Area D	Capri Room	Paradise Beach
1400 - 1700	*	BEV - The Best Entrepreneur Vision by Junior Chamber The Netherlands	Grand Ballroom, 1st Floor	Marina Center
1400 - 1700		Developing Leaders, Creating Achievers by Australian Junior Chamber	Ballroom #2	Paradise Beach
1400 - 1700		Trust and Delegation (French) by Jeune Chambre Economique Française	Ballroom #3	Paradise Beach

Schedule of Events (cont.)

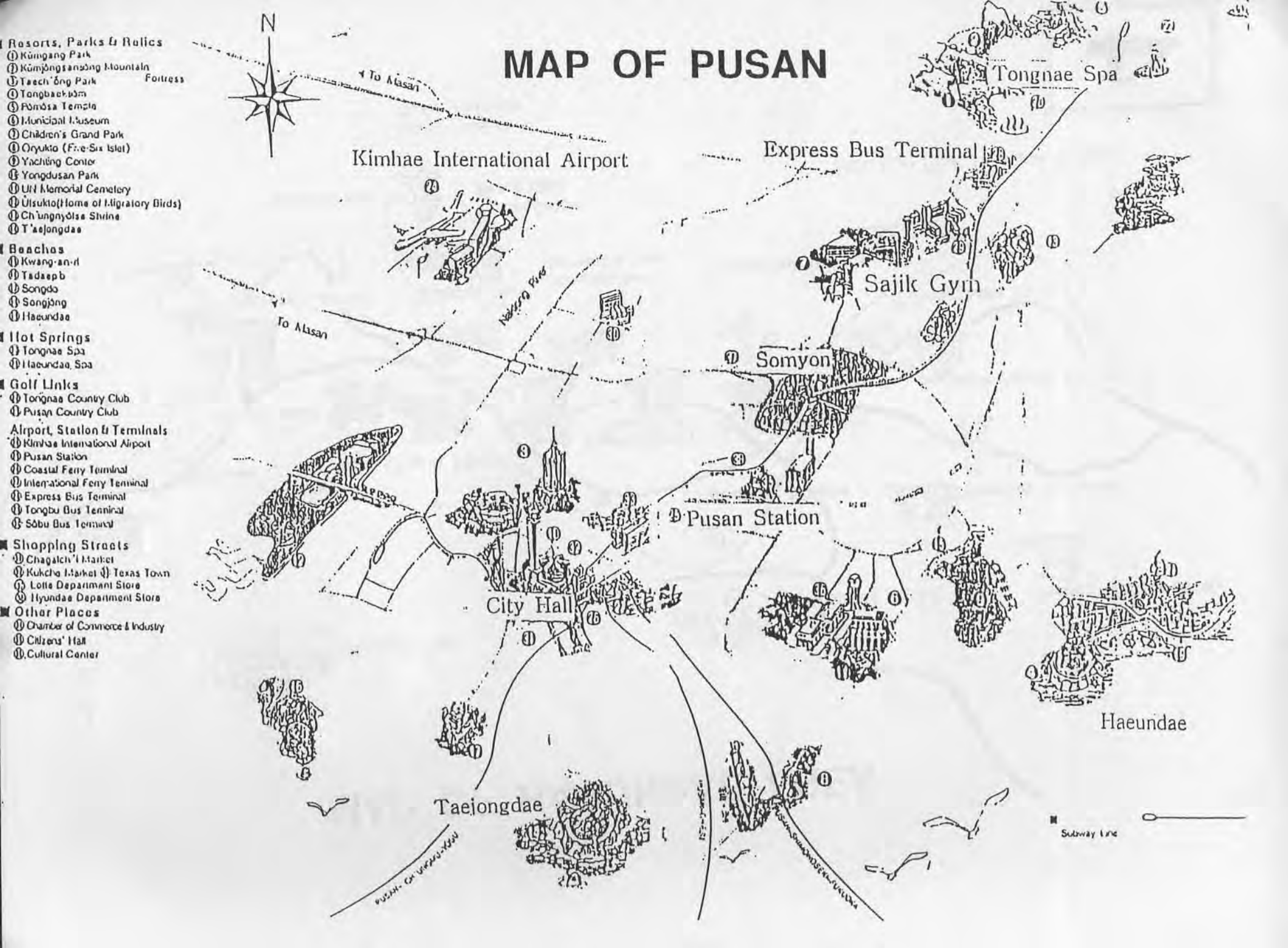
DATE/TIME	EVENT	ROOM	VENUE
Friday, November 15, 1996 (cont.)			
1400 - 1700	Create Success in Business (French) by IBN Associate, Cameroon	Marina #3	Marina Center
1400 - 1700	Body Language by Niels Kaisou, Junior Chamber Denmark	Marina #4	Marina Center
1730 - 1800	Training of the Day Review	Marina #3	Marina Center
1730 - 1830	Foundation Reception	Ballroom A	Grand Hotel
1900 - 0100	Presidential Banquet & Ball		Pusan Trade Exhib. Cntr.

* Denotes Simultaneous Interpretation

MAP OF HAEUNDAE AREA



MAP OF PUSAN


N
To Masan
Kimhae International Airport
Express Bus Terminal
Tongnae Spa
Sajik Gym
Somyon
Pusan Station
City Hall
Taejongdae
Haeundae
Subway Line
Resorts, Parks & Relics
Kümgang Park
Kümjöngsansöng Mountain
Taech'öng Park
Fortress
Tongbaekpöm
Pömösa Temple
Municipal Museum
Children's Grand Park
Oryukto (Five-Six Islet)
Yachting Center
Yongdusan Park
UN Memorial Cemetery
Ülsukto(Home of Migratory Birds)
Ch'ungnyölsa Shrine
T'aejongdae
Beaches
Kwang-an-ri
Tadaepb
Songdo
Songjöng
Haeundae
Hot Springs
Tongnae Spa
Haeundae Spa
Golf Links
Tongnae Country Club
Pusan Country Club
Airport, Station & Terminals
Kimhae International Airport
Pusan Station
Coastal Ferry Terminal
International Ferry Terminal
Express Bus Terminal
Tongbu Bus Terminal
Söbu Bus Terminal
Shopping Streets
Chagalch'i Market
Kukche Market
Texas Town
Lotte Department Store
Hyundae Department Store
Other Places
Chamber of Commerce & Industry
Citizens' Hall
Cultural Center

GUIDELINES FOR INTERNATIONAL COUNCILLORS

5

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

SPECIAL BRIEFINGS AT CONGRESS:

There will be a briefing and rehearsal for the Opening Ceremony on Sunday, November 10th from 1600 to 1630h. at the Sajik Gymnasium.

COMPOSITION OF GENERAL ASSEMBLY:

International Councillors (Chief Delegates) representing fully-affiliated NOMs are members of General Assembly and, therefore, constitute the supreme authority of Junior Chamber International.

The International Councillor, also known as the Chief Delegate representing a NOM at General Assembly, is usually the NOM president; however, that NOM is able to appoint an authorized representative to act as International Councillor, provided that the said authorized representative is an individual member of that particular NOM.

As there is only one International Councillor per NOM at Congress, he/she must realize that he/she is a member of the governing body of Junior Chamber International. The decisions that he/she takes will affect the entire organization and he/she must think accordingly.

You are reminded that Article 6-5 provides that only NOMs in good standing, as provided in Bylaw 3-18, may be represented in General Assembly. This means that all financial obligations to JCI must be paid and the 1997 membership registration must be made.

ANNUAL MEETING:

The annual meeting of General Assembly is held at the time of Congress. Each International Councillor (Chief Delegate) is required to attend the six (6) General Assembly sessions which are included in the Congress Schedule of Events.

EXCLUSIVE PREROGATIVES OF GENERAL ASSEMBLY:

General Assembly has the exclusive prerogative to vote on any or all the following:

1. Election of all elective officers.
2. Approval of appointments of Treasurer, General Legal Counsel, Secretary General (when applicable) and officers appointed to fill vacancies.
3. Affiliation of NOMs.
4. Approval of budget for the ensuing year.
5. Determination of the Congress site.

SPECIFIC RESPONSIBILITIES OF GENERAL ASSEMBLY:

The General Assembly:

1. Receives and acts upon reports of the President, Executive Vice Presidents, Treasurer and Secretary General.
2. Receives and acts upon reports and general policy recommendations from the Executive Committee and the Board of Directors.
3. Receives and acts upon recommendations from the Board of Directors with regard to activities and projects.

RULES OF PROCEDURE AT GENERAL ASSEMBLY:

The official rules used by Junior Chamber International are known as "Roberts Rules of Order, Revised." However, the most important rule in the conduct of any business meeting is the "rule of common sense." This means that it is the responsibility of the chairman to ensure that the business of the meeting is conducted efficiently and fairly.

Each International Councillor can help ensure that business is handled efficiently by observing the following:

1. When you wish to speak, hold up your voting stick until the chairman calls the name of your NOM. Keep the voting stick raised until the engineer in charge of the public-address system switches on your microphone.
2. Before speaking, state your name and NOM. Speak clearly and slowly to facilitate the simultaneous interpretation.
3. Do not repeat an argument which has already been expressed by a previous speaker, even though you may fully agree with what he has said.
4. Do not interrupt another speaker unless it is vital to the proper handling of the business before the meeting.

GENERAL ASSEMBLY BUSINESS:

Additional items: If an International Councillor has any items of business to raise in General Assembly that are not currently on the agenda, this information must be conveyed to the Secretary General prior to being brought forward for consideration.

Late submission of resolutions: Resolutions submitted late by NOMs, i.e., received by the Secretary General less than one hundred days prior to the Congress, will not be considered by General Assembly unless:

1. They are submitted in the appropriate form for action;

2. They are submitted in each of the main correspondence languages of Junior Chamber International, i.e., English, French, Japanese and Spanish; and

3. Bylaw 6-13, Section 4, is waived as provided for in Article 28-3, Section 2.

Requirements and entitlements: In any vote by General Assembly, all NOMs whose current dues are paid in full have a total number of votes based on their maximum entitlement as indicated under the schedules in Article 6-7.

In good standing: Prior to exercising a vote at Congress, NOMs are required to be in good standing with JCI as per Bylaw 3-18.

Proxies: In any vote in General Assembly, a NOM may cast a vote for another NOM, but no NOM may hold the proxy of more than one NOM. All proxies must be authorized in writing on an official proxy form by the president or secretary of the NOM represented. This form must be received by the JCI Secretary General prior to the commencement of Congress. Only International Councillors representing NOMs are permitted to cast proxy votes.

General voting procedures:

1. **Voting sticks:** Each NOM's voting stick has the NOM's total number of votes on it. When the chairman calls for a vote on any question, the International Councillor should raise the voting stick so it can be read easily by those at the head table.

2. **Voting in General Assembly:** On all general issues which require a vote at General Assembly, the voting will be done by raising your voting sticks.

   During the election of officers and the selection of the Congress site (Thursday, November 14th), International Councillors will vote by secret ballot. Additional detailed instructions will be provided in advance of the elections.

GENERAL ASSEMBLY SESSION 5:

This session is reserved, for the most part, for voting in connection with the election of officers and selection of the Congress site. It is therefore important that each International Councillor cooperate to ensure that no other business has to be held over from a previous session because of lack of time.

PRESENTATIONS:

Please note that there will be no presentations made to the JCI President or Board members during General Assembly this year. Therefore, International Councillors who wish to present a gift to the President or to a member of the Board of Directors should make arrangements to have the gift delivered to the individual's room at the Grand Headquarters Hotel, as you will not be able to make these presentations during the General Assembly sessions.

ADDITIONAL TIPS FOR GENERAL ASSEMBLY SESSIONS:

Documents to have on hand: At all sessions of General Assembly, International Councillors (Chief Delegates) should have the following documents:

1. Junior Chamber International Constitution and Policy Manual
2. Proposed Amendments to the Constitution and Policy Manual
3. 1995 Strategic Planning Committee Report "JCI Vision 2000"
4. 1997 Draft Budget and Revised Long-Range Financial Plan 1997-2001
5. Proposed 1997 Plan of Action
6. Congress Kit

Call to order: Because General Assembly sessions at Congress have a long tradition of starting on time, International Councillors (Chief Delegates) are reminded to be in their assigned seats ahead of time.

INTERPRETATION FACILITIES:

Simultaneous interpretation facilities will be available at each General Assembly session and as indicated, by an asterisk (*), in the Congress Schedule of Events.

ATTENDANCE AT BUSINESS SESSIONS:

General Assembly: All International Councillors (Chief Delegates) are expected to be in attendance at all sessions of General Assembly during the times indicated on the official Schedule of Events. This is their primary responsibility at Congress.

Reserved seating is being arranged for each International Councillor and one observer next to him.

If the International Councillor finds it necessary to leave General Assembly or to be unavoidably absent, he must notify the chairman of the name of the person who will be acting as the International Councillor during his absence.

Finance Committee:

1. **Duties:** The Secretary General prepares and submits to the Midyear Executive Committee his recommendations on Junior Chamber International's operating budget for the ensuing year. After review and possible revision, the Treasurer and Secretary General submit their proposal to General Assembly for consideration and suggested amendments. The suggestions received from General Assembly are then submitted, with the Junior Chamber International proposal, to the Finance Committee for review and recommendations. Although General Assembly has delegated to the Finance Committee the detailed review of the organization's finances for the forthcoming year, final budget approval is the responsibility of General Assembly, as prescribed in Bylaws 6-2(d) and 22-5. Accordingly, General Assembly should not spend a great deal of time with a detailed review of the budget.

2. **Composition and selection of members:** The Finance Committee at Congress consists of the Junior Chamber International Executive Committee and others appointed by the President, at least four (4) of whom are current NOM presidents, with the approval of General Assembly.

3. **Attendance by International Councillors:** Although the Finance Committee consists of official representatives (as indicated above), all International Councillors are welcome to attend the Finance Committee meeting, or send other delegates as observers.

Caucus Meetings: Included on the Schedule of Events are caucus meetings for the purpose of assisting International Councillors to evaluate candidates for Junior Chamber International elective offices. A timetable of candidates will be prepared and circulated at the Congress. Each NOM should be represented at all caucus meetings, which will be held on Tuesday, November 12th.

Seminars: Seminars may be attended by all delegates and accordingly, each International Councillor should ensure that sessions are covered by a representative delegation. In the majority of cases, any registered delegate has the right to participate fully. A NOM does not have an official "spokesman" at these sessions, as all delegates are treated equally.

MEETING NEWLY ELECTED ASSIGNED JUNIOR CHAMBER INTERNATIONAL VICE PRESIDENTS:

The NOM assignments of 1997 Junior Chamber International Vice Presidents will be announced during General Assembly Session 6 on Friday morning, November 15th. All International Councillors should be in attendance to meet their assigned Vice President for 1997.

Vice-Presidents-elect will contact International Councillors to set up a meeting before the conclusion of the Congress. IT IS IMPERATIVE THAT YOU ATTEND THIS MEETING.

To assist the Vice President, it would be helpful for the International Councillor to give him/her some useful "handover" material, including the names and addresses of the NOM's executive committee and board; scheduled NOM meetings; minutes of recent executive, board and annual general meetings; organizational structure and responsibilities of NOM officers; plan for the forthcoming year, etc. Prior to leaving the Congress site, it is important for each International Councillor to set up an additional meeting with his NOM's assigned Vice President for 1997 for the purpose of discussing specific plans, suggested visitation dates, etc.

Since elections of 1997 officers are held on Thursday, November 14th, in order to allow NOM presidents more time to meet with their assigned Junior Chamber International officers, it is imperative that these meetings be held prior to your departure from the Congress site.

SUGGESTED CONGRESS ARRIVAL/DEPARTURE DATES:

In order to be at those Congress functions normally attended by International Councillors, it is recommended that those who are not candidates for Junior Chamber International elective office try to arrange their travel plans along the following schedule:

1. Arrival in Pusan by late afternoon or early evening, Saturday, November 9th.

2. Departure from Pusan, Saturday, November 16th. ☐

PROGRAM FOR INTERNATIONAL COUNCILLORS



JUNIOR CHAMBER INTERNATIONAL
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As the International Councillor of your national organization, you are expected to attend various events at the Pusan World Congress. To facilitate your task, Junior Chamber International is providing you the following information on the events you should attend.

Please note that transportation between the Congress venues and the Congress hotels will be provided. Details will be included in the delegates' kits.

DATE / EVENT	TIME	VENUE
Saturday, November 9, 1996		
• **Registration**	**0800 - 1600h.**	**3rd Floor Lobby, Grand Hotel**

A special National President/VIP area has been designated for you. Please pick up your badge and kit at that booth. JCI staff will be there to provide you the necessary information, invitations and ribbons for the Congress.

Sunday, November 10, 1996		
• **Registration**	**0800 - 1600h.**	**3rd Floor Lobby, Grand Hotel**

A special National President/VIP area has been designated for you, where you can pick up your badge and kit. JCI staff will be there to provide you the necessary information, invitations and ribbons required for the Congress.

• **Area Association Meetings (AJA, APDC, ADC & AEP)**	**0900 - 1200h.**	**Various, Marina Center (Please refer to Schedule of Events)**
• **Rehearsal for Opening Ceremony**	**1600 - 1630h.**	**Sajik Gym**

PLEASE NOTE: Members of the Opening Ceremony stage party who are not at the rehearsal WILL NOT BE INTRODUCED ON STAGE!

Program for International Councillors (cont.)

DATE / EVENT	TIME	VENUE

Sunday, November 10, 1996 (cont.)

• **President's UNICEF Reception**	**1630 - 1700h.**	**Sajik Gym**
• **Opening Ceremony**	**1700 - 1900h.**	**Sajik Gym**

You must be at the VIP backstage line-up area by 1600h. for confirmation of your name on the script and line-up for presentation at the Opening Ceremony. Any JCI officer or national president NOT registered in the backstage area by 1630h. WILL NOT BE INTRODUCED ON STAGE. THERE WILL BE NO EXCEPTIONS TO THIS RULE!

* Dress for this event is national dress, tuxedo or evening dress.

PLEASE NOTE: Delegates should be advised to wear national dress to the Opening Ceremony, if possible.

• **Welcome Party—Rainbow Pusan Party**	**1900 - 2000h.**	**Sajik Gym**
• **Presidential Dinner**	**2100 - 2400h.**	**Ballroom, Paradise Beach Hotel**

This dinner, hosted by President Tom Clear, is for JCI officers and national presidents in attendance. Transportation will be available from the Sajik Gym to the Paradise Beach Hotel.

* Dress for this event is national dress, tuxedo or dark business suit for the gentlemen and evening dress for the ladies. Since this event is by invitation only, please bring the invitation card that will be in your registration kit.

Monday, November 11, 1996 **INDIVIDUAL DAY**

• **Area NOM Presidents' Meetings**	**0900 - 1200h.**	**Various (Please refer to Schedule of Events)**
• **Opening Ceremony Mottainai Grand Exhib.**	**1330 - 1400h.**	**Ballroom, Grand Hotel**
• **General Assembly (1) (Opening Session)**	**1400 - 1700h.**	**Ballroom Grand Hotel**
• **Senate Dinner**	**1930 - 2300h.**	**Ballroom Westin Chosun Hotel**

Tuesday, November 12, 1996 **INTERNATIONAL DAY**

• **General Assembly (2)**	**0900 - 1230h.**	**Ballroom, Grand Hotel**
• **JCI Vice President Caucus**	**0900 - 1300h.**	**Grand Ballroom, 1st Floor Marina Center**

PLEASE NOTE: As the VP Caucus will be held at another venue at the same time as General Assembly (2), you should appoint someone to represent you and your NOM at this caucus.

Program for International Councillors (cont.)

DATE / EVENT	TIME	VENUE
Tuesday, November 12, 1996 (cont.)		
• JCI Executive Vice President Caucus	1400 - 1600h.	Grand Ballroom, 1st Floor Marina Center
• General Assembly (3) — JCI Presidential Caucus	1600 - 1730h.	Ballroom, Grand Hotel
Wednesday, November 13, 1996	**BUSINESS DAY**	
• General Assembly (4) (Congress presentations)	0900 - 1230h.	Ballroom, Grand Hotel
Thursday, November 14, 1996	**MANAGEMENT DAY**	
• General Assembly (5) (Elections for JCI officers, Congress site selection, & Debating Competition Final)	0900 - 1230h.	Ballroom, Grand Hotel
• Area Association Meetings (AJA, APDC, ADC & AEP)	1400 - 1600h.	Various (Please refer to Schedule of Events)
• Awards Ceremony & Presidential Inauguration	1830 - 2030h.	Ballroom, Grand Hotel
* Dress for this event is national dress, tuxedo or evening dress.		
Friday, November 15, 1996	**COMMUNITY DAY**	
• General Assembly (6) (Officer assignments and TOYP Announcements	0900 - 1200h.	Ballroom, Grand Hotel
• Meetings with Assigned Vice Presidents		Various (Venues to be agreed with your assigned JCI VP)

Program for International Councillors (cont.)

DATE / EVENT	TIME	VENUE
Friday, November 15, 1996 (cont,)		
• **Presidential Banquet and Ball**	**1900 - 0100h.**	**Pusan Trade Exhibition Center**

* Dress for this event is national dress, tuxedo or evening dress.

If you wish to be seated in the special guest section instead of with your delegation at the Presidential Banquet & Ball, please see JCI staff at the Congress Information desk located in the 3rd Floor Lobby area of the Grand Hotel, by Tuesday, November 12, 1996, to exchange your Presidential Gala ticket for a table assignment. ☐

PROGRAM OF SEMINARS AND SESSIONS OF INTEREST TO DELEGATES

7

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

EXCEL: THE JCI PROFESSIONAL TRAINERS COURSE

0800 - 1800h., Thursday, November 7, 1996
0800 - 1800h., Friday, November 8, 1996
0800 - 1800h., Saturday, November 9, 1996
Various, Westin Chosun
(Please refer to the Schedule of Events)

NOTE: PARTICIPANTS FOR THIS COURSE MUST BE PREREGISTERED WITH JCI HEADQUARTERS. MEMBERS CANNOT REGISTER ON SITE. Only members who have documented 50 hours of training with the JCI Training Institute qualify for participation in EXCEL; The JCI Professional Trainers Course. This is an exciting three-day program offered only at World Congress and Area Conferences. EXCEL explores a wide range of training issues, from motivational techniques for the local community to promotional opportunities in the international marketplace. It examines the roles of the professional trainer as developer, manager and marketer of the adult learning experience.

Presented by : Junior Chamber International
NOTE : In English and Japanese

INDIVIDUAL DAY

Monday, November 11, 1996

FIRST TIMERS BRIEFING

0900 - 1100h., Monday, November 11, 1996
Silla Room, Westin Chosun

This session is designed to encourage members who are attending their first JCI World Congress to participate in many activities and events staged at the congress in Pusan. Through their involvement in this program, they will gain a better understanding of Junior Chamber International. Members will be challenged to fulfill tasks set for them to become the most outstanding First Timer.

Presented by : Dr. Franson Tom,
United States Junior Chamber of Commerce

MANAGING CULTURAL SYNERGY IN INTERNATIONAL PROJECTS

0900 - 1200h., Monday November 11, 1996
Marina #1, Marina Center

Mr. Dan Werbin, Senior Vice President of Volvo Car Corporation and President of Volvo Cars Japan Corporation, will share with participants at this session a wealth of insights into the art of establishing and running cross-country and cross-cultural projects, from his personal experience in this area.

Presented by : Dan Werbin, Senior Vice President, Volvo Car Corporation, and President, Volvo Cars Japan Corporation

THE MEDIA IN THE 21ST CENTURY

0900 - 1200h., Monday, November 11, 1996
Ballroom #2, Paradise Beach Hotel

Award-winning CNN Headline News anchorman Bob Losure looks at how the world of satellite technology is changing the news you get around the world. He will also examine how Ted Turner and Time-Warner are pairing up to expand CNN's Bureaus globally, and how CNN determines what stories to cover. He will tell you some of the humorous stories "behind the scenes" at CNN when "live" breaking news does not always get on the air the way is was intended. Bob will also explain the do's and don'ts of getting the right "spin" on your message to the media, even when there is a raging fire storm of controversy swirling around your company.

Presented by : Bob Losure, CNN Headline News

PROTECTING & COMMERCIALIZING TECHNOLOGY

0900 - 1200h., Monday, November 11, 1996
Ballroom #1, Paradise Beach Hotel

Identify the valuable intellectual property of your business and consider the different forms of protection that exist. You will be informed of the different avenues available to you to commercialize such property through licensing, joint ventures, marketing and distribution.

Presented by : Natalie Stoianoff, IBN Associate, Australia

LOCAL CHAPTER PRESIDENT'S SUMMIT

0900 - 1200h., Monday, November 11, 1996
1400 - 1700h., Wednesday, November 13, 1996
Grand Ballroom, 1st Floor, Marina Center

This session is for all local chapter presidents. This summit will encourage the exchange of ideas and experiences and will follow up from the summits which were staged at the 1996 Area Conferences. This session promises to be stimulating and motivating, and will encourage you and your chapter to reach new heights during the remainder of your year in office.

Presented by : Junior Chamber International
NOTE : Simultaneous interpretation will be provided.

SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE (JAPANESE)

0900 - 1700h., Monday, November 11, 1996
Marina #3, Marina Center

The way you do business will never be the same! Learn to deal effectively with many of the problems common to all organizations. This course will teach you the "Seven Habits" through cognitive learning and application exercises. The Seven Habits are based on a single premise: effective change starts from the inside out.

Presented by : James Skinner, Chairman, and Shigeru Kawanishi, President, Covey Leadership Center, Japan

NOTE : This seminar will be presented in Japanese

INFLUENCING WITHOUT THUMP OR THUNDER

1400 - 1700h., Monday, November 11, 1996
Marina #1, Marina Center

A manager's ability to influence others is the key to professional success. This session demonstrates how the power of influence is the ultimate team-building skill. You will master the ability to motivate subordinates and win the respect of your fellow managers.

Presented by : Blaine Bartlett, Avatar Resources, Inc.

THRIVING OUTSIDE YOUR COMFORT ZONE

1400 - 1700h., Monday, November 11, 1996
Marina #2, Marina Center

Imagine the impact of enhancing the effectiveness of your leadership in ways which allow you to consistently make things happen and to operate from an accountable perspective. In this session, you will challenge your attachment to antiquated perspectives by reshaping attitudes, beliefs and behaviors which constrict abundant choice-making and performance. Learn to tap into your own creative imagination as a strategy for making a contribution in every area of your life.

Presented by : Duane Smotherman, Resource Realizations

TRANSACTIONAL ANALYSIS

1400 - 1700h., Monday, November 11, 1996
Marina #4, Marina Center

See how your upbringing has made its imprint on you and how cultural differences are formed. The structure of human personality and the different ways to communicate will be explained in a relaxed atmosphere, allowing you to see yourself more clearly and improve your understanding of others.

Presented by : Gudrun Westin Goransson, SAG Training, AG

POWER AND LEADERSHIP (FRENCH)

1400 - 1700h., Monday, November 11, 1996
Grand Ballroom, 1st Floor, Marina Center

This seminar will teach participants some new and efficient leadership tools from Neuro-linguistic programming (NLP), a current communication and personal development model which is immediately applicable.

Presented by : Michèle Annonay,
Jeune Chambre Economique Française
NOTE : This seminar will be presented in French.

TRAINING OF THE DAY REVIEW

1730 - 1800h., Monday, November 11, through Friday, November 15, 1996
Marina #3, Marina Center

Junior Chamber International will offer a new opportunity for all trainers presenting seminars in Pusan, by setting time aside to evaluate the various sessions offered in the Congress program. This will help JCI stay on the leading edge in the field of training and education— through international teamwork and the exchange of ideas amongst our international trainers, JCI will continue to make improvements to its international training endeavors.

Presented by : Junior Chamber International
NOTE : This session will be offered Monday through Friday at the same time and venue.

INTERNATIONAL DAY

Tuesday, November 12, 1996

JAYCEE-LIKE

0900 - 1200h., Tuesday, November 12, 1996
Marina #1, Marina Center

Are you Jaycee-Like? This session will outline the styles to be employed when you welcome guests at official functions, including how to treat them and what to observe. A style-guide with "live" examples—including interactive sessions—will be offered, experiences will be shared, and you will be given the opportunity to practice your newly acquired skills.

Presented by : Daphne M. Rohr, Junior Chamber Switzerland

SOLUTION-FOCUSED STRESS MANAGEMENT

0900 - 1200h., Tuesday, November 12, 1996
Marina #3, Marina Center

This workshop will present the new concept of stress management as developed by Paul Koeck. Discover how translating problems into solutions rapidly resolves distress. This concept is recognized as a major innovation in the field of stress management. Paul Koeck will, himself, present the basic concept and provide you with an easy exercise and homework to enable you to improve your personal skills.

Presented by : Paul Koeck, Junior Chamber Belgium

BUSINESS SECURITY TRAINING

0900 - 1200h., Tuesday, November 12, 1996
Marina #4, Marina Center

Join your fellow members at this corporate- level security seminar which will target acute security issues and threats for corporate leaders and entrepreneurs worldwide. You will gain security awareness and knowledge to share with other local business partners and fellow Junior Chamber members. Simple self-defense techniques will also be included.

Presented by : Niko Visuri, IBN Associate, Finland

THE WORLD DEBATING COMPETITION

0900 - 1200h., Tuesday, November 12, 1996
Ballroom, Paradise Beach Hotel

This competition will be offered for the first time at World Congress. The themes for debate will be: Globalization of the Economy-a worldwide market without tariffs. For the final round, the topic will be Globalization of Citizenship - a worldwide community without passports. Each team must have three speakers, and must have preregistered with JCI by September 30, 1996.

Presented by : Junior Chamber International
NOTE : NOMs must have preregistered to participate.

1997 VICE PRESIDENTS' CAUCUS

0900 - 1300h., Tuesday, November 12, 1996
Grand Ballroom, 1st Floor, Marina Center

Dedicated young members will present to the delegates their qualifications for the position of Junior Chamber International Vice President. All candidates will be subjected to a question-and-answer period from delegates.

Presented by : Junior Chamber International officers
NOTE : Simultaneous interpretation will be provided.

SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE (KOREAN)

0900 - 1700, Tuesday, November 12, 1996
Marina #2, Marina Center

The way you do business will never be the same! Learn to deal effectively with many of the problems common to all organizations. This course will teach you the "Seven Habits" through cognitive learning and application exercises. The Seven Habits are based on a single premise: effective change starts from the inside out.

Presented by : Ken Gimm, Covey Leadership Center, Korea
NOTE : This seminar will be presented in Korean.

1997 EXECUTIVE VICE PRESIDENTS' CAUCUS

1400 - 1600h., Tuesday, November 12, 1996
Grand Ballroom, 1st Floor, Marina Center

This session is for the dedicated members who will present to delegates their qualifications for the position of Junior Chamber International Executive Vice President. All candidates will be subjected to a question-and-answer period from delegates.

Presented by : Junior Chamber International officers
NOTE : Simultaneous interpretation will be provided.

NATIONAL LEADERSHIP ACADEMY— LET'S ALL HAVE ONE

1400 - 1700h., Tuesday, November 12, 1996
Marina #4, Marina Center

Discover how organizing your own National Academy will benefit local chapters. National Academies are held throughout Europe in order to prepare Junior Chamber members for their year on LOM boards. Increase the success of your LOM by establishing a National Leadership Academy while stimulating and contributing your ideas for the improvement of existing academies.

Presented by Kees Bangma, Junior Chamber The Netherlands
Annette Brødegaard, Junior Chamber Denmark

TRAIN YOUR BRAIN TO PERFECTION

1400 - 1700h., Tuesday, November 12, 1996
Marina #1, Marina Center

Develop a fabulous memory! Learn how your memory works and how you can affect it positively. You will learn techniques easily applied to everyday life and many exercises to help "train your brain." Improve self confidence in your own memory by knowing how your brain works.

Presented by : Gabriele Sick, Junior Chamber Germany

ELECTRONIC EXCELLENCE

1400 - 1700h., Tuesday, November 12, 1996
Marina #3, Marina Center

The Internet, pagers, mobile telephones, computers: "How do I organize the tools that are supposed to organize me?" It used to be that all you needed was a pencil and a piece of paper to get along. It is not that simple anymore. You may have highly useful organizational systems in place for past ways of working. But new technology requires new ways of working and organizing information. These new technological tools require new ways of approaching work. Gain insight into work practices that can double your personal productivity. Do not miss this highly informative and entertaining training program.

Presented by : Kerry Gleeson, Institute for Business Technology

RAUL'S ITALIAN RESTAURANT

1400 - 1700h., Tuesday, November 12, 1996
Ballroom, Paradise Beach Hotel

This seminar will focus on customer service—both inside the Junior Chamber organization and externally. You will learn tips on how to provide excellent service and about the rewards that will come to you and your organization. Providing service at Raul's Italian Restuarant is an experience not to be missed.

Presented by : Richard and Diane Buck
The United States Junior Chamber of Commerce

JCI PRESIDENTIAL CAUCUS

1600 - 1730h., Tuesday, November 12, 1996
Ballroom, Grand Hotel

Any member running for the Presidency has a wealth of Junior Chamber experience. He or she has shown willingness to sacrifice for the organization and is clearly a leader. The caucus is a question-and-answer session where candidates are given the opportunity to present their views on the direction and future growth of our organization. Attend this session and learn more about Junior Chamber and your leaders.

Presented by : Junior Chamber International officers
NOTE : Simultaneous interpretation will be provided.

BUSINESS DAY

Wednesday, November 13, 1996

LEADERSHIP 2000

0900 - 1200h., Wednesday, November 13, 1996
Grand Ballroom, 1st Floor, Marina Center

As we move into the 21st Century, the dramatic nature of the changes in the world demands a fundamental redefinition of leadership activity. Learn the key elements of the "Leadership Mix" which today's leaders need to master if they are to lead tomorrow's organizations to success. This practical and thought-provoking program is a synthesis of the highly acclaimed four-day program presented at the 3rd International Academy.

Presented by : Blaine Bartlett, Avatar Resources, Inc.
NOTE : Simultaneous interpretation will be provided.

ELECTRONIC EXCELLENCE

0900 - 1200h., Wednesday, November 13, 1996
Marina #1, Marina Center

The Internet, pagers, mobile telephones, computers: "How do I organize the tools that are supposed to organize me?" It used to be that all you needed was a pencil and a piece of paper to get along. It is not that simple anymore. You may have highly useful organizational systems in place for past ways of working. But new technology requires new ways of working and organizing information. These new technological tools require new ways of approaching work - gain insight into work practices that can double your personal productivity. Do not miss this highly informative and entertaining training program.

Presented by : Kerry Gleeson, Institute for Business Technology

CAST, CATCH, KEEP FISHING FOR NEW MEMBERS **0900 - 1200h., Wednesday, November 13, 1996**
Marina #4, Marina Center

Training aims at producing high-quality marketing programs for membership marketing at the LOM level. During this session, you will be given ideas, tools, and techniques for planning and conducting long-term programs for increasing membership within your LOM.

Presented by : Niko Visuri, IBN Associate, Finland

BUSINESS DAY PROGRAM **0900 - 1700h., Wednesday, November 13, 1996**
Marina #2, Marina Center

This one-day program will include a presentation by JCI President Thomas J. Clear, III on the 5th Area of Opportunity - Business; a presentation on the International Business Network (IBN), and an open debate on the creation of National Business Networks (NBNs) by NOMs. The International Chamber of Commerce (ICC) is expected to present a one-hour session on "World Business Ethics."

Presented by : George Lung, IBN Council Chairman, and
JCI Business Commission Chairman, Hong Kong

SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE (ENGLISH) **0900 - 1700h., Wednesday, November 13, 1996**
Marina #3, Marina Center

The way you do business will never be the same! Learn to deal effectively with many of the problems common to all organizations. This course will teach you the "Seven Habits" through cognitive learning and application exercises. The Seven Habits are based on a single premise: effective change starts from the inside out.

Presented by : Ken Gimm, Covey Leadership Center, Korea
NOTE : This seminar will be presented in English.

LIFE PLANNING **1400 - 1700h., Wednesday, November 13, 1996**
Sydney Rooms 1 & 2, Paradise Beach Hotel

Would you like your dreams to come true? During this session, you will develop a plan of action for turning dreams into reality. Participants will experience holistic training and development exercises designed to increase awareness of their unrealized goals.

Presented by : Japan Junior Chamber, Inc.

COACHING QUARTET

1400 - 1700h., Wednesday, November 13, 1996
Marina #4, Marina Center

You will be presented with four different sessions on the Art of Leadership, including Square Wheels Leadership, Imagining Teamwork, The Human Fax Machine and Constructive Thinking. You will also take part in an experience-sharing session and games. This session will help you to identify major characteristics of effective leadership.

Presented by : Hong Kong Junior Chamber of Commerce

MANAGEMENT DAY

Thursday, November 14, 1996

HONESTY IN THE WORKPLACE

0900 - 1200h., Thursday, November 14, 1996
Grand Ballroom, 1st Floor, Marina Center

This interactive half-day program focuses on providing individuals with the hands-on tools and experience necessary to develop the types of relationships that are crucial to being effective in today's world. Participants will explore the power of telling the truth and how open relationships improve job efficiency, morale, and overall organizational effectiveness. Guaranteed to stimulate and challenge you, this program is a must for anyone who will be part of a successful 21st-century organization.

Presented by : Pamela Bartlett, Avatar Resources
NOTE : Simultaneous interpretation will be provided.

PLEASE UNDERSTAND ME

0900 - 1200h.,Thursday, November 14, 1996
Marina #4, Marina Center

Everyone has a special gift, and during this session, Dr. Franson Tom will use the Myers-Briggs Type Indicator (MBTI) to understand them. Once you discover your gifts, you will be able to maximize your potential and make a greater impact on our world.

Presented by : Dr. Franson Tom, IBN Associate, United States

THE CHAIR

0900 - 1200h., Thursday, November 14, 1996
Marina #2, Marina Center

An innovative new training program for PRIME and EXCEL graduates, The Chair presents insights into the moral and ethical dilemmas which are faced by today's professionals both in the workplace and in the family.

Presented by : Aaron Saleh, Junior Chamber Finland

PEOPLE PUZZLES—
DISCOVERING PERSONALITY TYPES

0900 - 1200h., Thursday, November 14, 1996
Marina #3, Marina Center

At this session you will learn how to discover the personality traits of others, which will help you to relate to them better and lead them more effectively, both in Junior Chamber activities and at work. You will also learn that by understanding yourself, you can understand better how others relate to you, and you will learn how to communicate with others in ways that will obtain the best results.

Presented by : Gary B. Minor, IG
United States Junior Chamber of Commerce

MANAGING JUNIOR CHAMBER TO SUCCESS

0900 - 1700h., Thursday, November 14, 1996
Marina #1, Marina Center

Discover all of the possibilities within the management area! As we focus on membership, learn how to recruit members and develop marketing awards. Local chapter and NOM management will also be discussed. Be a part of this seminar which will demonstrate what JCI can do for its members.

Presented by : Claus Japp, Chairman,
JCI Management Development Commission,
Denmark

CORPORATE CULTURAL CHANGE

1400 - 1700h., Thursday, November 14, 1996
Grand Ballroom, 1st Floor, Marina Center

Learn how you can thrive in the face of change and chaos. Experience what it means to operate from a demanding sense of purpose together with a compelling vision to create breakthrough results. This high-impact learning experience will prepare you to successfully engage in major change efforts, despite the presence of "unfreezing" attitudes and beliefs which sabotage progress. Gain insight into shaping, clarifying and sustaining a powerful sense of personal and organizational alignment.

Presented by : Duane Smotherman, Resource Realizations

LEGAL ASPECTS OF DOING BUSINESS IN THE U.S.

1400 - 1700h., Thursday, November 14, 1996
Ballroom #3, Paradise Beach Hotel

This session will cover many aspects of doing business in the U.S.—focusing mainly on the legal aspects. It will help you look at picking the right product for import and export, choosing the right buyer/seller (business partners). You will also learn about the terms of doing trade with the U.S., the method of delivery and the legal details of signing contracts and agreements. This is a session not to be missed.

Presented by : Alexander Akopiete, IBN Associate, United States

COACHING THE COACHES—OPEN FORUM

1400 - 1700h., Thursday, November 14, 1996
Ballroom #2, Paradise Beach Hotel

The Junior Chamber International Training Institute will offer a new program at the World Congress where some of the coaches who conduct seminars at the Congress will conduct a special session for those who want to learn how to conduct the same training back in their respective chapters or National Organizations. Topics will be selected focusing mainly on subjects which are of great interest to the local members and that will strengthen the local chapters. This session will allow you to learn and exchange ideas with some of the best coaches in Junior Chamber. Coaching guides will be provided by the coaches.

Presented by : JCI Training Institute

COMMUNITY DAY

Friday, November 15, 1996

LEADERSHIP:
THE SHADOW YOU CAST IN YOUR ORGANIZATION

0900 - 1200h., Friday, November 15, 1996
Grand Ballroom, 1st Floor, Marina Center

Examine and clarify the sources of power you hold in the organization and find out how to channel that power effectively. Identify both formal and informal strategies for creating a more productive and cohesive environment. Learn to distinguish enrolling others versus controlling them. Develop an understanding and appreciation of feedback as a tool to increase accurate perception, reduce misunderstanding and increase results-producing behavior.

Presented by : Duane Smotherman, Resource Realizations
NOTE : Simultaneous interpretation will be provided.

THE DEMOGRAPHIC CHALLENGE

0900 - 1200h., Friday, November 15, 1996
Marina #1, Marina Center

This seminar will offer a full and up-to-date view of the demographic challenge. You will discover and deepen your knowledge on survey techniques. By the end of this session, you may choose to live this worldwide dimension by entering the International commission and working further on the subject.

Presented by : Gérard Pradal, Jeune Chambre Economique Française - Guadeloupe

TEAM TUNING

0900 - 1200h., Friday, November 15, 1996
Marina #2, Marina Center

"Getting good players is easy. Getting them to play together is the tough part." The primary goal of this program is how to channel the individual's desire for meaningful contribution into the collective project. A must for supervisors, managers, and anyone who must develop and work with teams.

Presented by : Blaine Bartlett, Avatar Resources, Inc.

TTT—BUSINESS-ORIENTED COMPUTER GAME

0900 - 1200h., Friday, November 15, 1996
Marina #3, Marina Center

This session presents TTT, which will stimulate the transition from a dependent, command-market-oriented cost center, to an independent profit center, based on the principles of market economy. Learn decisions in the fields of marketing, investment and production.

Presented by : Dr. Heinz Lothar Grob and Ralf Ahlemeyer, Junior Chamber Germany

THE POWER OF MOTIVATIONAL LEADERSHIP IN THE 21ST CENTURY

0900 - 1200h., Friday, November 15, 1996
Marina #4, Marina Center

This seminar will show how communication, motivation and strategic leadership are the keys to success, progress, peace, and global citizenship in the 21st century.

Presented by : John Sauer and Gabriel Chang Lee, Success Association International/Fiji Junior Chamber

BEV - THE BEST ENTREPRENEUR VISION

1400 - 1700h., Friday, November 15, 1996
Grand Ballroom, 1st Floor, Marina Center

Find out about this local project which touches all five JCI Areas of Opportunity! BEV presents a trophy to the company in the region with the best performance in a highlighted aspect of business. Highlighted aspects can be environment, innovation, customer service, marketing, communication and internal entrepreneurship.

Presented by : Peter den Bremer, Junior Chamber The Netherlands
NOTE : Simultaneous interpretation will be provided.

DEVELOPING LEADERS, CREATING ACHIEVERS

1400 - 1700h., Friday, November 15, 1996
Ballroom #2, Paradise Beach Hotel

In this session, you will learn what the Leadership 2000 Program is and how it has refocused and revitalized the Australian Junior Chamber to become more relevant to the community, as well as how it has helped the NOM focus on developing leaders and creating achievers.

Presented by : Tony Park, Australian Junior Chamber

TRUST AND DELEGATION (FRENCH)

1400 - 1700h., Friday, November 15, 1996
Ballroom #3, Paradise Beach Hotel

Delegation implies trust and is an intelligent action that does not rule out control. This seminar will make the participants aware of the necessity of trust in achieving successful delegation. It will explain the advantages and disadvantages of delegation. It will establish the distinction among three levels of different delegation.

Presented by : Philippe Dubois,
Jeune Chambre Economique Française
NOTE : This seminar will be offered in French.

CREATE SUCCESS IN BUSINESS (FRENCH)

1400 - 1700h., Friday, November 15, 1996
Marina #3, Marina Center

This seminar will assist participants to overcome the typical difficulties of founding and developing a business. This session will give you an insight on how easy it is to succeed in business and will motivate you to become business leaders in your communities.

Presented by : Guillaume Nde Tene, IBN Associate, Cameroon
NOTE : This seminar will be presented in French.

BODY LANGUAGE

1400 - 1700h., Friday, November 15, 1996
Marina #4, Marina Center

What is body language? This session will help you learn to interpret body language and will teach you about inborn and inherited characteristics, as well as acquired and cultural signals. You will discover how to control body language, make use of the skill and what the basic body language gestures and their origins are.

Presented by : Niels Kaisou, Junior Chamber Denmark

1996 EXECUTIVE COMMITTEE MEETING

8

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

7th Floor, Board Room, Marina Center, Pusan, Korea
Session 1: 0900 - 1200, Friday, November 8, 1996
Session 2: 1400 - 1700, Friday, November 8, 1996

CHAIRMAN: THOMAS CLEAR, III
President, Junior Chamber International

NOTE: • Item No. 6 on this agenda is a time certain

AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call and establishment of a quorum (Bylaw 15-3)
2. Chairman's opening remarks
3. Introductions
4. Adoption of agenda
5. Confirmation of Minutes of previous Executive Committee meeting (June 24-27, 1996, as circulated)
6. Report of LI World Congress Director and discussion of Congress events (1030 hours, Friday, November 8, 1996)
7. Reports on special committees and officers' assignments:
   a. Nominations Committee (Bylaw 8-13)
      i. Recommendation of members to General Assembly
      ii. Consideration of plans for committee (IPP)
      iii. Review of list of candidates for JCI office in 1997

1996 Executive Committee Meeting Agenda (cont.)

b. Admissions Committee (Policy 3-4 (b))

i. Recommendation of members to Board of Directors
ii. Review of applications for affiliation (GLC)

c. Finance Committee (Bylaw 22-6)

- Recommendation of additional members to General Assembly

d. Constitutional Amendments Review Committee (CARCOM) (Policy 28-1)

- Notification of appointment of additional members

e. Awards Judging Panel

i. Appointment of chairman and deputy chairman (Awards Manual Rule 7.a.iv.)
ii. Appointment of other members of the panel (Bylaw 18-4 a & b)

f. Ratification of appointment of Scrutineers for elections

8. Review of bid for LIV World Congress (1999)

9. Unfinished business:

a. Junior Chamber International World Congress (Glasgow, 1995)

- Submission of audited statement of accounts/return of bid bond

b. Junior Chamber International Conferences:

i. 1996 Conferences:

- Report on fulfillment of contractual obligations

ii. 1997 Conferences:

- Receipt of conference directors' reports

iii. 1998 Conferences:

- Approval of sites and dates

c. Consideration of NOMs for possible DISQUALIFICATION (Article 3-19) or TERMINATION (Bylaw 21-5)

d. Report on JCI UNESCO Global Affairs Leadership Conference

i. Rounding the Cape Project

e. Recommendation for 1997-2001 JCI Major Emphasis Theme

1996 Executive Committee Meeting Agenda (cont.)

f. Internet / JCI Home Page implementation progress report

g. Development grants

h. NOM Secretariat Development Program

i. Review of proposed Constitutional amendments

- Report by CARCOM on items referred by MYE

j. JCI-endorsed programs reports:

i. Mottainai III Movement (Japan)
ii. Zero Future (Denmark)
iii. New proposal—The Demographic Challenge (France/Guadeloupe)

k. "The Right Decisions" progress report

l. Report on 9th JCI Academy

m. Report on JCI European Academy

n. International Business Network (IBN)

o. Senatorship revocation (USA)

p. Development Task Force

q. Proposed amendments to conference contract

r. AEP name change

s.

t.

10. New Business:

a. Annual review of JCI cooperative activities with outside organizations (Policy 8-8-3)

b. New award proposals

c. SG Status Report

d. Secretary General Evaluation

e. Area Association Reports

f.

g.

1996 Executive Committee Meeting Agenda (cont.)

11. Open forum
12. President's closing remarks
13. Announcements
14. Adjournment

NOTES:

1996
BOARD OF DIRECTORS MEETING

9

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

7th Floor, Board Room, Marina Center, Pusan, Korea
Session 1: 0900 - 1200, Saturday, November 9, 1996
Session 2: 1400 - 1700, Saturday, November 9, 1996

CHAIRMAN: THOMAS CLEAR, III
President, Junior Chamber International

NOTE: • Items No. 16 & 17 on this agenda are times certain

• Simultaneous interpretation will be provided

AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call and establishment of a quorum (Bylaw 14-3)
2. Chairman's opening remarks
3. Introductions
4. Adoption of agenda
5. Confirmation of Minutes of previous Board of Directors meeting (February 1, 1996, as circulated)
6. Report of President (including report of activities of Representatives, Special Assistants):
   a. President
   b. Representatives
   c. Executive & Special Assistants
   d. Commission Chairmen
7. Officers' reports:

(SPECIAL NOTE: After other officers' reports, Vice Presidents will be called upon in alphabetical order, according to their surnames, to submit their written reports. Verbal comments are limited to specific recommendations only.)

1996 Board of Directors Meeting Agenda (cont.)

8. Report of Secretary General

9. Report of Junior Chamber International current financial status

   a. Audited accounts as at December 31, 1995
   b. Statement of condition as at September 30, 1996
   c. Review of accounts receivable
   d. Draft Budget for 1997

10. Applications for affiliation

    a. Approval of members of Admissions Committee (Policy 3-4-b)
    b. Review of applications received

11. Consideration of recommendations to the Board by the Executive Committee (arising from pre Congress meeting of this committee)

12. Consideration of NOMs for possible DISQUALIFICATION (Article 3-19) or TERMINATION (Bylaw 21-5)

13. Review of proposed amendments to the Constitution & Policy Manual

14. Review of proposed 1997 Plan of Action

15. Unfinished Business:

    a. Items referred from Midyear Executive Committee Meeting not covered elsewhere on this agenda

    b. JCI-endorsed programs reports:

       i. Mottainai III Movement (Japan)
       ii. Zero Future (Denmark)
       iii. New Proposal—"The Demographic Challenge" (JCEF)

    c. Recommendation to General Assembly of 1997-2001 JCI Major Emphasis Theme

16. Report of LI World Congress Director (1400 hours, Saturday, November 9, 1996)

    * Registrations (delegates and NOMs in attendance)

17. Presentation by city bidding for the site of the LIV World Congress (1999) (1500 h., Saturday, November 9, 1996)

    (TIME LIMIT: Maximum time for the presentation is ten (10) minutes. A further ten (10) minutes will be allowed for questions.)

18. Review of the General Assembly agenda

1996 Board of Directors Meeting Agenda (cont.)

19. Report on nominations for Junior Chamber International office in 1997

20. Other business:

    a. Report of JCI - UNESCO Global Affairs Leadership Conference

        i. Rounding the Cape

    b. New award proposals

    c. Report of Salary Ranges Review Committee

    d. Open forum

21. President's closing remarks

22. Adjournment

NOTES:

CANDIDATES TRAINING

10

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

FOR JCI VICE PRESIDENT AND
EXECUTIVE VICE PRESIDENT CANDIDATES
4th Floor, Marina #1 & 2, Marina Center, Pusan, Korea
0830 - 1200, Friday, November 8, 1996
1400 - 1700, Friday, November 8, 1996
0900 - 1200, Saturday, November 9, 1996
1400 - 1700, Saturday, November 9, 1996

*** Friday, November 8, 1996: training for EVP and VP candidates**
*** Saturday, November 9, 1996: training for VP candidates only**

CHAIRMAN: DAVID HIDE OJI
Immediate Past President
Junior Chamber International

SPEAKERS: Junior Chamber International officers

TRAINER: BLAINE BARTLETT,
President, Avatar Resources, Inc.

NOTE: Simultaneous interpretation will be provided on Saturday, November 9, 1996

AGENDA

The Candidates Training is designed for candidates for the office of JCI Vice President and Executive President. The course will cover various matters dealing with leadership and expected performance of an international officer. Candidates will also learn what is expected of them as candidates and be briefed on campaign and election rules and procedures.

1. Opening exercises:

   a. Call to order
   b. Creed
   c. Chairman's opening remarks
   d. JCI President's remarks
   e. Introductions
   f. Course outline

Candidates Training School (cont.)

2. The candidates during the World Congress:

   a. Nominations Committee
   b. Caucus
   c. Campaigning and promotional material
   d. Elections

3. The Vice President's plan of action and budget:

   a. Plan of Action
   b. Travel plan
   c. Budget

4. Team building

5. Leadership (Blaine Bartlett, President, Avatar Resources, Inc.)

6. Open forum

7. Adjournment

NOTES:

FINANCE COMMITTEE

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Executive Board Room, Marina Center, Pusan, Korea
0900-1100, Sunday, November 10, 1996

CHAIRMAN: W.E. "BILL" RUSSELL
Treasurer, Junior Chamber International

11

AGENDA

1. Opening exercises:
   a. Call to order
   b. Roll call
   c. Introductions
2. Chairman's opening remarks
3. Voting rights and procedure
4. Adoption of agenda
5. Receipt of audited accounts for the year ended December 31, 1995
6. Review of accounts and reports for nine months ended September 30, 1996:
   a. General review
   b. Investments
   c. Unpaid NOM schedule(non-financial NOMs/payment plan schedule/membership report)
   d. Board-designated funds
   e. Projections to 12/31/96
   f. Cash flow analysis
   g. India
7. Review of NOMs for termination (Bylaw 21-5)
8. Review and approval of proposed budget for 1997:
   a. Income
   b. Expenditure
   c. Appropriations

Finance Committee (cont.)

9. Forecast budgets 1997 - 2001

10. Other business

11. Adjournment

NOTES:

NOM PRESIDENTS MEETING
AREA A

12
A

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Marina #2, Marina Center, Pusan, Korea
0900 - 1200, Monday, November 11, 1996

CHAIRMAN: GEORGES A. BOUVERAT
Executive Vice President
Junior Chamber International

NOTE: Simultaneous interpretation (French/English) will be provided

AGENDA

This meeting is for JCI officers and Area NOM presidents, and discussions will center on NOM activities and Area development for 1996 and plans for 1997.

1. Opening exercises:
   a. Call to order
   b. JCI Creed
   c. Introductions
2. Chairman's opening remarks
3. Messages of greetings
4. Establishment of a quorum:
   a. Roll call of NOMs
   b. Announcement of current financial status
   c. Certification of quorum
5. Adoption of agenda
6. Minutes:
   - Adoption of the minutes of 1996 Area A Conference General Assembly in Durban

NOM Presidents Meeting - Area A (cont.)

7. NOM and JCI officers reports:

   a. NOM Presidents (NOM presidents are requested to submit written reports—a maximum of 2 minutes each will be allotted for additional comments)
   b. Vice Presidents (3 minutes each)
   c. Executive Vice President (5 minutes)

8. Other reports (maximum 2 minutes each):

   a. Special Assistant for Growth & Development
   b. Special Assistant for Sponsorship
   c. Executive Assistants
   d. IBN Coordinator
   e. AJA Chairman
   f. International Training Schools (ITS)
   g. Area A Director (NOM assistance)

9. 1996 JCI Area A Conference: Durban, South Africa

   a. Conference Director's report
   b. Resolutions and recommendations for General Assembly
   c. Recommendations to JCI for future Area A Conferences

10. 1997 JCI Area A Conference (Ouagadougou, Burkina):

    a. Conference Director's report
    b. Discussion and recommendations

11. Introduction of candidates for JCI office in 1997 (Time certain item—time to be announced at Candidates Training School; all VP candidates to be introduced at only one time)

12. Other business:

    a. Presentations
    b. Special EVP awards
    c. Africa's participation in International Night

13. JCI President's remarks

14. Chairman's closing remarks

15. Announcements

16. Adjournment

NOM PRESIDENTS MEETING
AREA B

12 B

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Boardroom, 7th Floor, Marina Center, Pusan, Korea
0900 - 1200, Monday, November 11, 1996

CHAIRMAN: Yongsuk Choi,
Executive Vice President
Junior Chamber International

AGENDA

This meeting is for JCI officers and Area B NOM presidents. Discussion will center on NOM activities and membership growth in Area B for 1996 and plans for 1997.

1. Opening exercises:
   a. Call to order
   b. JCI Creed
   c. Roll call
   d. Introductions
2. Establishment of quorum
3. Chairman's opening remarks
4. Adoption of agenda
5. Area B Conference Directors' reports:
   a. Kanazawa (1996)
   b. Pattaya (1997)
6. National Presidents' reports:
   a. Membership update
   b. Activities

NOM Presidents Meeting - Area B (cont.)

7. APDC Report:
   a. Development plan
   b. Extension targets
8. JCI Vice Presidents' reports
9. SPC Report "Vision 2000"
10. Congress activities:
    a. Program
    b. National parties
    c. Other
11. Other business
12. Chairman's closing remarks
13. Adjournment

NOTES:

NOM PRESIDENTS MEETING
AREA C

12 C

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Marina #4, Marina Center, Pusan, Korea
0900 - 1200, Monday, November 11, 1996

CHAIRMAN: KARYN W. BISDEE,
Executive Vice President
Junior Chamber International

NOTE: Simultaneous interpretation (Spanish/English) will be provided

AGENDA

This meeting is for JCI officers and Area NOM presidents. Discussion will center on NOM activities in 1996 and plans for 1997.

1. Opening exercises:
   a. Call to order
   b. JCI Creed
   c. Roll call
   d. Introductions
   e. Chairman's opening remarks
2. Adoption of agenda
3. Reports:
   a. NOM presidents
   b. JCI Vice Presidents
   c. JCI Executive Vice President
4. Report on 1996 Area C Conference (Martinique)

NOM Presidents Meeting - Area C (cont.)

5. Report on 1997 JCI Area C Conference (Pereira, Colombia)

6. 1998/1999 Area C Conferences

7. American Development Council (ADC) Report

8. Other business:

   a.
   b.
   c.

9. Congress matters

10. Closing remarks

11. Adjournment

NOTES:

NOM PRESIDENTS MEETING AREA D

12 D

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Capri Room, Paradise Beach Hotel, Pusan, Korea
0900 - 1200, Monday, November 11, 1996

CHAIRMAN: PETRI NISKANEN,
Executive Vice President
Junior Chamber International

AGENDA

This meeting is the forum for JCI officers and Area D NOM presidents to discuss NOM activities in 1996 and plan for the development of Area D NOMs in 1997.

1. Opening exercises:
   a. Call to order
   b. Creed
   c. Roll call
   d. Introductions
2. Adoption of agenda and approval of minutes:
   a. Amendments to the agenda
   b. Adoption of agenda
   c. Approval of minutes from 1996 Area D NOM Presidents Meeting at the European Conference
3. Chairman's opening remarks
4. Year-end reports:
   a. Vice President Mufthy Hashim
   b. Vice President Margaret O'Neill
   c. Vice President Patrizia Ronconi
   d. Vice President Lilja Vidarsdottir
   e. Executive Assistant Timo Haapaniemi
   f. Executive Vice President Petri Niskanen

NOM Presidents Meeting - Area D (cont.)

5. 1996 European Conference: Porto Carras, Greece

   a. Report of Conference Director Vasilis Loukas
   b. Adoption of minutes of General Assembly
   c. Resolutions/recommendations from European Conference
   d. Remarks of conference chairman

6. Development in Europe

   a. Report on European Development
   b. Report of the first JCI European Academy
   c. 1996 JCI Plan of Action
   d. Training and programs

7. Association of European Presidents (AEP)

   a. 1996 Chairman's remarks: Ewen T. Mackie
   b. 1997 Chairman's remarks: Hans van Holstein

8. Area D NOM presidents' reports

9. Any other business

10. Chairman's closing remarks

11. Adjournment

NOTES:

GENERAL ASSEMBLY

13

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Ballroom, Grand Hotel, Pusan, Korea
Session 1: 1400 - 1700, Monday, November 11, 1996
Session 2: 0900 - 1230, Tuesday, November 12, 1996
Session 3: 1600- 1730 Tuesday, November 12, 1996
Session 4: 0900 - 1230, Wednesday, November 13, 1996
Session 5: 0900 - 1230, Thursday, November 14, 1996
Session 6: 0900 - 1200, Friday, November 15, 1996

CHAIRMAN: THOMAS CLEAR, III,
President, Junior Chamber International

NOTE: • Item Nos. 11, 18, 19, 20, 21, 22, 28, 29, 32, 33, and 34 on this agenda are times certain

• **Simultaneous interpretation will be provided.**

AGENDA

1. Opening exercises:
   a. Call to order
   b. Creed
   c. Mission
   d. Invocation
   e. Introductions
2. Chairman's opening remarks
3. Messages of greeting
4. Establishment of a quorum (Article 6-9)
   a. Announcement of current financial status of NOMs
   b. Confirmation of proxies
   c. Roll call of National Organization Members
   d. Announcement of current voting strength of General Assembly
5. Adoption of agenda

General Assembly Agenda (cont.)

6. European Academy/Volvo

7. Statement of policy on releases to the press during Congress (General Legal Counsel) (Policy 7-6)

8. Confirmation of Minutes of General Assembly at the L World Congress (Glasgow) Sessions 1- 5, November 6-10, 1995

9. Approval of appointments to:

    a. Finance Committee (Bylaw 22-6)
    b. Nominations Committee (Bylaw 8-13)

10. Applications for affiliation:

    a. Consideration of recommendations to Admissions Committee
    b. Report of Admissions Committee

11. Report of LI World Congress Director and discussion of Congress events (1500 hours, Monday, November 11, 1996)

12. World Speaking Competition

13. Receipt of reports of the President, EVPs, General Legal Counsel, Treasurer and Secretary General

14. Reports of Commission Chairmen:

    a. Individual Development/JCI Training Institute (Méjia)
    b. Management Development (Japp)
    c. International Development (Nagai)
    d. Community Development (Rizvi)
    e. Business Development /IBN Council (Lung)

15. Referrals from the Executive Committee or Board of Directors during this Congress which require the approval of General Assembly in terms of Bylaw 6-2 or Bylaw 6-3

16. Consideration of NOMs for DISQUALIFICATION (Article 3-19) or TERMINATION (Bylaw 21-5)

17. Major Emphasis Theme:

    a. Economic Development
    b. Environment
    c. The Future of Children
    d. Associate Organizations:

        i. CARE
        ii. UNICEF

            - ORT
            - Water Day at World Congress

General Assembly Agenda (cont.)

iii. ICC
iv. UNESCO - Report of JCI UNESCO Global Affairs Leadership Conference

- Rounding the Cape

v. AIESEC

e. JCI-endorsed programs:

i. Mottainai III Movement (Japan)
ii. Zero Future (Denmark)
iii. Presentation of new JCI-endorsed program proposal—The Demographic Challenge (JCEF)

f. Adoption of new Major Emphasis Theme

18. Presidential Caucus (1600h., Tuesday, November 12, 1996)

19. Bid to host LIV (1999) World Congress (1000 h., Wednesday, November 13, 1996)

a. Certification of eligibility
b. Bidding city's presentation

TIME LIMIT: Twenty (20) minutes will be allowed to the bidder, plus a maxium of ten (10) minutes for questions

20. LII World Congress presentation (Hawaii) (1997) (1030h., Wednesday, November 13, 1996)

21. LIII World Congress presentation (Manila) (1998) (1100h., Wednesday, November 13, 1996)

22. Future World Congress announcements (1130h., Wednesday, November 13, 1996) Taipei 2000 Tbilisi 2001

23. Consideration of proposed Constitutional amendments and resolutions

24. Strategic Planning Committee implementation report

25. Consideration of Proposed 1997 Plan of Action

26. Report of Finance Committee and consideration of proposed Junior Chamber International Budget for 1997 (Treasurer)

- JCI Foundation

27. Report of Nominations Committee

28. LIV World Congress site selection (0930h., Thursday, November 14, 1996)

General Assembly Agenda (cont.)

29. Officer elections (0945h., Thursday, November 14, 1996)

    a. Voting procedures

        i. Establishment of voting strength of General Assembly
        ii. Announcement of election scrutineers
        iii. Explanation of voting system (Chief Scrutineer)

    b. Elections

        i. Vice Presidents
        ii. Executive Vice Presidents
        iii. President

30. Debating Competition Final

31. Remarks by President-elect

32. Announcement of 1997 officer assignments (0930h., Friday, November 15,1996)

33. JCI Foundation--Phil Pugsley Patron presentations (1000h., Friday, November 15,1996)

34. TOYP announcements (1030h., Friday, November 15, 1996)

35. Report of Local Presidents Summit

36. Announcements and reports (NOTE: This item may be taken during each General Assembly session)

    i. Expo 2000 (Junior Chamber Germany)
    ii. Trees for Humanity (Junior Chamber Germany)
    iii. 9th JCI Academy
    iv. 10th JCI Academy

37. Adjournment

NOTES:

AreaB : VP Wills (USJC)

EVP Teresa Alberto (Malaysia)

GLC Gary (US)

HT Youngsuk Choi (Korea)

1996/1997 JOINT BOARD OF DIRECTORS MEETING

14

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Bono Boss Restaurant, Marina Center, Pusan, Korea
1230 - 1400, Thursday, November 14, 1996

CHAIRMAN: THOMAS J. CLEAR, III
1996 President,
Junior Chamber International

AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call
   e. Introductions
2. President's opening remarks
3. Remarks by 1995 President
4. Final remarks by 1996 President and handing over to 1997 President
5. Remarks by 1997 President
6. Bank signatories
7. Any other business
8. Adjournment

1997 BOARD OF DIRECTORS BRIEFING SESSION

15

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Board Room, 7th Floor, Marina Center, Pusan, Korea
1400 - 1445, Thursday, November 14, 1996

CHAIRMAN: 1997 PRESIDENT
Junior Chamber International

SPEAKERS: Staff Officers
Junior Chamber International

NOTE: Simultaneous interpretation will be provided

AGENDA

This session is to acquaint the newly-elected officers of Junior Chamber International with the various procedures, programs, and systems of the organization to help them successfully carry out their functions.

1. Opening exercises:

   a. Call to order
   b. Creed
   c. Roll call
   d. Introductions
   e. Remarks by 1997 President
   f. Photographs

2. Administrative matters:

   a. Reporting schedule
   b. Finance
   c. NOM visitation schedule

3. Your organization—Junior Chamber International

   a. Programs and services of the JCI Headquarters for NOMs
   b. Services to JCI officers

4. Question-and-answer period

5. Adjournment

NOTES:

1997 BOARD OF DIRECTORS MEETING

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

16

Board Room, 7th Floor, Marina Center, Pusan, Korea
1445 - 1600, Thursday, November 14, 1996

CHAIRMAN: 1997 PRESIDENT
Junior Chamber International

NOTE: Simultaneous interpretation will be provided

AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call
   e. Introductions
2. Chairman's opening remarks
3. Certification of a quorum
4. Adoption of agenda
5. Confirmation of minutes of pre-Congress Board of Directors Meeting at LI World Congress
6. Announcement and approval of assignments to 1997 Executive Vice Presidents and Vice Presidents
7. Announcement of 1997 Junior Chamber International appointments
8. Matters referred to this meeting from previous Board Meetings, or by the Executive Committee or General Assembly
9. 1997 Presidential Emphasis Program
10. Report of LI World Congress Director

1997 Board of Directors Meeting (cont.)

11. Report on sites and dates of 1997 and 1998 Junior Chamber International Conferences

12. 1997 Junior Chamber International Plan of Action -- assignments and deadlines

13. New business:

    a. Dates of 1997 January Executive Committee and Board of Directors' Meeting
    b. Dates of 1997 Midyear Executive Committee Meeting
    c. Recommendations of Awards Judging Panel
    d. Approval of LII World Congress Theme (Honolulu, 1997)

14. Outline of policies and special instructions for 1997

15. Adjournment

NOTES:

1997
EXECUTIVE COMMITTEE MEETING

17

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

Episode Restaurant, Marina Center, Pusan, Korea
1230 - 1400, Friday, November 15, 1996

CHAIRMAN: 1997 PRESIDENT
Junior Chamber International

AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call
   e. Introductions
2. Chairman's opening remarks
3. Certification of a quorum
4. Adoption of agenda
5. Confirmation of minutes of pre-Congress Executive Committee Meeting at LI World Congress
6. Matters referred to this meeting from previous Executive committee Meetings, or by General Assembly or the Board of Directors
7. Report of LI World Congress Director
8. Dates of 1997 January Executive Committee and Board of Directors' Meeting
9. Dates of 1997 Midyear Executive Committee Meeting
10. Report on sites and dates of 1997 and 1998 Junior Chamber International Conferences

1997 Executive Committee Meeting Agenda (cont.)

11. Other business:

    a. Ratification of appointment of Representatives and Special Assistants to international organizations

        i. Ratification of Representatives' terms of reference

12. Adjournment

NOTES:

THOMAS J. CLEAR, III

PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

As the leader of a most dynamic team of Rainbow-builders, I am extremely proud of the many victories we have achieved this year! I am both thankful and extremely fortunate, to have had such hard-working and dedicated teammates as the members of the 1996 JCI Executive Committee and our JCI Vice Presidents. The outstanding enthusiasm that has been shown by NOM presidents and officers, as well as our local chapter presidents and members, towards my presidential theme and plan of action has also been extremely gratifying.

In keeping with the mission: "To contribute to the accomplishment of the purposes of Junior Chamber International by providing leadership, vision, energy and motivation to the officers, national organizations and members of Junior Chamber," I hereby submit this report, reviewing the progress made to date, as highlighted below:

MAJOR ACCOMPLISHMENTS

Local Chapter Presidents: In recognition of "The Year of the Local President," our approach this year for boosting morale within the ranks of our local chapter presidents has been right on target. Great strides were made in the areas of training, professionalism and visibility of chapter presidents. A lot was also done to develop forums in which to elicit communications, suggestions and directions from chapter presidents. For instance, the Local President Summit Meetings held at our four Area Conferences were a great success. The attendance at the summits was impressive for the first such meetings to have been held at an international level. Here is a brief breakdown on the attendance of local presidents at each event: 40 in Durban at the Area A Conference, more than 300 in Kanazawa at the ASPAC Conference, 50 in Martinique at the Area C Conference, and 150 in Thessaloniki at the Area D Conference. Additionally, nearly 100 local presidents attended a modified summit during the national convention of the United States Junior Chamber of Commerce in Lexington, Kentucky, U.S.A.

At each of the Local President Summit meetings, our local leaders shared experiences, received training, and developed the action steps that will ensure success for local presidents each day. New friendships were made that resulted in increased international activity and awareness at the local level. Our Local Presidents concluded the Summit Meetings with serious discussions on the greatest problems facing each local community, represented with action steps for adoption by our Local Organization Members to make Junior Chamber be a piece in the solution puzzle for community problems.

The tremendous success of the Local President Summit Meetings resulted in the development of a two-day Local President Global Summit to be held during the Pusan World Congress (to involve both 1996 and 1997 LOM presidents in attendance).

One important aspect of these Summits was the response to the meetings that took place between our LOM presidents and their local community mayor or senior government official. For this most important meeting, many LOM presidents took with them my personal letter addressed to the government official to discuss community problems and the role of Junior Chamber in helping with solutions to the problems. I am most happy that many of the local presidents received recognition as international leaders at the local level as a direct result of these meetings and attendance at the Local President Summit.

I want to give my thanks to all of the coaches, leaders and organizers who contributed to the success of each Local President's Summit Meeting, and in particular, to the following Rainbow Bridge Builders:

AREA A

VP Babajide Olatunde-Agbeja
VP Clairette F. Ah-Hen
VP N'Dri Jules Kouakou
1995 VP Karen Smythe
1992 VP Rees Mann
Past JCI Area Director Vernon Matthysen

AREA B

Japan JC President Naohisa Kashihata
Executive Assistant Timo Haapaniemi
1987 VP Peter S.J. Sim
Executive Assistant Sue S. Chiu-Yen
Sandy K.S. Lau

AREA C

JC Venezuela IPP Fernando Sánchez
JCI Training Institute Chairman Franklin Mejía
EVP Petri Niskanen
Director Desmond Alufohai
Manuel Bordey

AREA D

Executive Assistant Timo Haapaniemi
EVP Petri Niskanen
JC Catalonia IPP Salvi Batlle
JC Sweden EVP Björn Håkansson

USJCC

VP Babajide Olatunde-Agbeja
VP Richard J. Rillera
1995 EVP George Lung
1992 EVP Sukhathep Chansrichawla
IBN Council Vice Chairman Arondino Croes
USJCC International Affairs Commission:
Tricia Evert (Chairman), Kathryn Cox, Donna Hill

Another feature that was created this year, was the new JCI European Academy (sponsored by Volvo), which, as you know, was an historic Junior Chamber event that took place this August in Göteborg, Sweden. The mission of this year's Academy was to increase understanding and cooperation among young local leaders representing almost all European countries. From the excitement and enthusiasm that I witnessed at the closing of the four-day event, I know that the success of this program is guaranteed. President Johan Nyren of Junior Chamber Sweden, through you, I want to especially thank Kenneth Andreasson, Stefan Thorberg, the members of the JCI European Academy Organizing Committee, the members of Junior Chamber Sweden, and Volvo, for the vision, commitment, and hard work to make this project become a most successful reality. You

are the builders of most beautiful Rainbow Bridges of Opportunity for Junior Chamber. I am so very proud of all that you have accomplished, and I sincerely hope that the JCI European Academy will become an annual event and role model for other Areas.

Management/Administration: I am pleased to note that the 1996 JCI Plan of Action and strategies have been implemented according to schedule. The same can also be said for the implementation of the 17 SPC directions.

Another key area in which the organization has advanced is the International Business Network (IBN), where Associate members now have access to the IBN home pages, directory and advertisements. The leadership of Chairman George Lung has given a breath of fresh air to IBN. Our challenge in the coming years is to continue the development of IBN into a true value of membership in Junior Chamber for an even larger majority of members worldwide. Other business opportunities are also being provided to Junior Chamber members. With the establishment of forums and exchanges such as the very successful Kenya Business Conference (held from April 24-27th), chaired by GLC Robert Go, and the Business Day Program at the European Conference, chaired by IBN Council Vice-Chairman Aaron Saleh Michelin, members/delegates are becoming more enlightened about the business world and business opportunities that exist through Junior Chamber. By attending seminars, being exposed to other cultures, exchanging business cards and making acquaintances, this opportunity is a great opening for many business prospects.

Education and Training: The areas of education and training have continued to flourish. This was evident during each of the conferences this year (including the Kenya Business Conference), the 9th JCI Japan Academy, the JCI European Academy, and GALS. Both PRIME and EXCEL Programs have proceeded in a most positive fashion. This is due in most part to the impressive leadership of JCI Training Institute Chairman Franklin Mejía and other high-caliber trainers/coaches selected this year. Additionally, I have been most excited about the translation of PRIME and EXCEL into languages other than our four official correspondence languages. Witnessing the excitement of our graduates from the first EXCEL course conducted in the Portuguese language during the Brasil national convention in September, made a real impression upon me, as I was able to see the effect of offering this great training opportunity to our coaches who do not speak English, Japanese, French or Spanish.

Communications: As modern technology becomes more accessible to our members, and as the demand to maintain contact persists, so does the need to improve communications within the organization and externally. To date, many new features have been added to address this fundamental area: for instance, aside from telephone calls, faxes, and mailings, members can be kept current by logging into the Internet and scanning through the various Home Pages of JCI and other member organizations. (We hope to continue implementing linkage to all national organizations as part of an ongoing project.)

I have been most impressed with the development of Home Pages at the national and local levels of our organization. I have experienced this development first-hand during my travels. Certainly, communication within Junior Chamber will become more networked and advanced in the next few years. This phenomenon should strengthen our Five Areas of Opportunity with increased awareness and flow of information, along with enhanced networking opportunities.

In 1996, we have also strengthened our communications, particularly with local presidents—since the start of this year, the JCI INFO newsletter and the newly launched *Leader* magazine and its subsequent edition, have been mailed directly to all local chapters. The success of *Leader* magazine in providing our members with more information and better awareness of Junior Chamber opportunities mandates the implementation of a future

plan to provide this publication to each member worldwide. My congratulations to Publisher Benny Ellerbe for giving our members this tool to help construct beautiful Rainbow Bridges in Junior Chamber.

A strong protocol has been established within the JCI Headquarters to answer members' inquiries within 24 hours. I have received positive feedback from members in this regard throughout my travels, and I feel it's only fitting to thank Secretary General Benny Ellerbe and the department heads, namely, Executive Directors Peggy Fisher, Günther Meyer and Anita Mattner, and Financial Controller Ana Gonzalez, for having enforced this important policy.

Visits: To date, this Rainbow Bridge Building year has provided me the unparalleled opportunity to visit 90 countries, territories and states representing each of the four geographic Areas of JCI. The warm hospitality and receptiveness of our members, both at the national and local levels, have made my mission of encouraging Rainbow Bridge Building a very educational experience, with better awareness, understanding and many new friends. The planned programs for each of my visits have been very impressive. I have been able to better understand the Junior Chamber condition at each destination, and have also been given the precious opportunity to get acquainted with my fast-growing Junior Chamber family, while learning about each distinct culture. You have given me more education and happiness than you will ever know. I am truly the luckiest person in the world this year!

The promotion of the "JCI World President of the Day Program" has been an astounding success. This unique program has been a special part of each day of my year as JCI President, as it created a stimulus to personal growth within young Junior Chamber leaders to reach their fullest potential, and to congratulate more experienced Junior Chamber leaders for their successful leadership and love for Junior Chamber. I am delighted to note that so far, I have personally recognized and awarded over 300 Junior Chamber leaders as "JCI World President of the Day." To witness the joy and positive impact that this honor brings to a member, even for just a day, is, in my estimation, worth far more than precious gold! Of added significance is the special oath of office that each "JCI World President of the Day" has taken, whereby there is a commitment for continued Rainbow Bridge Building for Junior Chamber for all of 1996 and the rest of the life of each "World President for a Day." This sharing of my experience as JCI President has definitely been one of the highlights of this year for me.

Growth and Development: With the assistance of the JCI Headquarters, along with that of this year's presidential team, extensive efforts were put into helping all national organizations to develop, activate, involve, retain, and recruit membership. We will all have the chance to take a more in-depth look at our current growth after reviewing all the reports submitted during the week of the Congress. With the leadership of the Executive Committee and our four hard-working and excellent Area Directors of Growth and Development, Directors Desmond, Jongtae, Edson and Kim, we have achieved worldwide growth in membership declarations.

Finances: I am extremely satisfied with the positive progress reports submitted periodically by Secretary General Benny Ellerbe, Financial Controller Ana Gonzalez and Accountant Valerie Kniffin. Again, we will have ample opportunities to discuss and review our current standings in all financial areas (including Sales, Foundation and sponsorship, etc.) during our meetings. I am looking forward to an anticipated surplus in our operating budget for the Rainbow Bridge Building Year. I am also excited about the results of our promotion of the JCI Foundation. The hard work of Directors David D. Chua-Unsu, Karel Dierick, and Clyde K. Unno will help to provide Junior Chamber International with many more Rainbow Bridges of Opportunity into the new millennium.

Marketing: In this competitive era, as we endeavor to rank on top as far as non-profit organizations are concerned, more emphasis has been placed this year on visibility. An enormous amount of effort has been placed on encouraging all endorsed programs of JCI; recommitting to the RJR The Right Decisions Program; enhancing our relationships with UNESCO, UNICEF, CARE, AIESEC, ICC and the United Nations; and in creating new marketing instruments for individual Members, including distribution of the new membership card for 1996.

To add more prestige to the organization, the JCI Headquarters has compiled, among other items, a very professional promotional public relations brochure which highlights much impressive information about Junior Chamber. Plans are already in progress to produce other top-quality materials for future distribution.

Future: Further to the recommendations of the Strategic Planning Committee, we have been implementing a majority of the strategies. I am proud of the accomplishments of the Rainbow Bridge Building Team and our JCI Headquarters staff, led by Secretary General Benny Ellerbe, in the implementation of these new strategies for the advancement of JCI. 1992 President Albert Hirribarrondo and the Strategic Planning Committee gave us the Vision 2000, and we have successfully endeavored to create the necessary changes to make Vision 2000 become Action 2000 in1996.

Pusan World Congress: A tremendous amount of hard work has been put into making this year's World Congress a great success. My thanks for the tremendous team efforts of many key individuals, but particularly to the members of the 1996 Congress Organizing Committee led by Tae Eun Jang. I have no doubt that we will host the best World Congress in the history of JCI. We are also very fortunate to have additional leadership for our Rainbow World Congress from JCI Executive Vice President Yong-Suk Choi, who has provided his experience and guidance to assist the organizing committee from his home chapter in their preparations. My heartfelt thanks and congratulations to EVP Choi for all his hard work and dedicated commitment to the success of this World Congress. I am indeed fortunate that my Korean brother has been working as an on-site Congress Chairman while I have been traveling around the world of Junior Chamber International.

I feel confident that our members will receive the best experience of their Junior Chamber career during the World Congress. With the hard work of the Congress Organizing Committee, the JCI Headquarters staff—under the leadership of Secretary General Benny Ellerbe and Executive Director of Meetings Anita Mattner, the members of the JCI Board of Directors, and our excellent group of national presidents, the Pusan World Congress will be long remembered as the "Pot of Gold" at the end of the year of the Rainbow Bridge of Opportunities!

Commissions: The Commissions for each Area of Opportunity have worked arduously in developing ways in which Junior Chamber International can better bring the experience of each Area of Opportunity to our local members. The close coordination between the Commission Chairmen and the assigned Executive Committee member has resulted in tremendous success in continuing our work to establish a commission system that will be of great help in Rainbow Bridge Building between JCI and the local members for years to come.

Finally, each commission has been involved in helping to develop the program for one particular day of the Pusan World Congress. The goal for each Commission is to make their World Congress Day be an extraordinary day for their Area of Opportunity.

1996 JCI Global Affairs Leadership Summit & Celebration of 50th Anniversary of UNESCO: Another spectacular event was the 1996 JCI Global Affairs Leadership Summit (GALS) and the celebration of the 50th Anniversary of UNESCO held this past September in Paris, France. The exciting program gave chief delegates from most of our national organizations, and a large number of observers, the opportunity to better understand the relationship between Junior Chamber International and UNESCO. Delegates and observers were involved in one of three workshops under the chairmanship of EVP Petri Niskanen, VP Hachiro Nitta, VP Babajide Olatunde-Agbeja and Jeune Chambre Economique Française Past President Yannick Moati.

The Summit also afforded delegates the opportunity to visit the headquarters of the International Chamber of Commerce (ICC) and to participate in a workshop under the leadership of EVP Yong Suk Choi that explored the possibilities which exist in our relationship with the ICC.

Special thanks and congratulations to our UNESCO Representative, Jean-Eric Fray, and our ICC Representative, Claus Thonbo, for their dedicated hard work and leadership in making the GALS programs such a great success. My most sincere appreciation to President Pierre Fichter and the members of Jeune Chambre Economique Française, as well as to Claudine Corne and all the members of Jeune Chambre Economique du Paris, for their hard work and wonderful hospitality—you gave each delegate a memory they will treasure for the rest of their lives. Finally, I would like to thank SG Ellerbe, ED Mattner, Staff Officers Alufohai, Gonner, and Vandewalle for their great contribution in making this event such an outstanding achievement!

CONCLUSION

In concluding my Congress report, I would like to thank each of you for your extraordinary efforts this year. It is indeed an honor and a pleasure to have worked alongside such dedicated Rainbow Bridge Builders. I especially want to thank Immediate Past President David Hide Oji for paving the way by teaching us to take "One Step Ahead" on our Rainbow Bridge of Opportunities. Our organization was clearly impacted by David, and the members that he touched in1995 love him!

Finally, I must thank my JCI staff who helped in making my Rainbow Bridge Building so much easier: especially Vivian, Karen and Maria Olga, who were always there to help no matter what; Anita and Gunther, who were my sounding boards and my friends; Becky Novak, who helped to make the World Presidents of the Day realize their importance; Peggy, who helped me share my message through effective communications; Ana and Valerie, who helped to ease my many worries when it pertained to our finances; Desmond, Jongtae, Edson, Kim and Mary Jo, who are great Jaycees, great leaders and friends; and Benny, my mentor, who has been with me every step of the way.

To everyone, congratulations on all your successes this year and good luck in your continued construction of Rainbow Bridges to your future through this Junior Chamber experience. Remember that there isn't anything that you can do that cannot be done. All is possible. It is indeed easy if you remember that all you need is Love. Junior Chamber is people: the sixth color of the Rainbow Bridge of Opportunities is you, and the seventh color is me! As we work together for a better tomorrow, for a happier world and for an everlasting world peace, never forget the power of Love. Love will truly keep the smile on your face and in your heart—it's contagious and goes a long way! I have truly loved being your President. I am the luckiest person alive!

Building Beautiful Rainbow Bridges in Junior Chamber. □

DAVID HIDE OJI

IMMEDIATE PAST PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

It has been a distinct pleasure to work with JCI President Tom Clear and his Rainbow Bridge-Building Team for 1996. The team, under the leadership of the President, has been a tremendous vehicle to spread throughout the world Rainbows of Opportunities provided by Junior Chamber.

MAJOR ACCOMPLISHMENTS

This year, being able to spend more time in Japan, I have been invited by numerous LOMs and district organizations in Japan to speak about Junior Chamber. Some of the local chapters I visited have been very supportive in making donations to the JCI Foundation. As of September 20th, donations amounting to ¥973,915 (approximately US$9,000) have been received.

On behalf of President Clear, I will be visiting Malaysia Junior Chamber on the occasion of their national convention in October, as President Clear will be on an official visit to Colombia for the NOM's 40th anniversary.

Aside from providing any assistance as requested by President Clear, I have also served as JCI Senate chairman.

In May, I was invited to be the keynote speaker for the Asia-Pacific Senate Conference, which took place during the Kanazawa Area B Conference, and was able to address the Senators from this Area.

Senate applications processed year-to-date as of the end of September are 1,000, bringing the total number of Senators worldwide to 56,500.

Following the directive of the 1995 Strategic Planning Committee, two issues of the Senate Newsletter have been published and distributed to new Senators, and to other Senators who have subscribed to the newsletter.

CONCLUSION

Taking this opportunity, I would like to thank all members for making Junior Chamber the most dynamic organization for young people. □

GEORGES A. BOUVERAT

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

First of all, I wish to extend my sincere gratitude to 1996 JCI President Thomas J. Clear, III, for being given the honor to be assigned to Area A and chair the 1996 Area A Conference held in Durban, South Africa; as well as for his support and understanding for Area A, which needed it so much. I truly enjoyed giving my best for Africa, for my Area Team, and for JCI. I would also like to state that any accomplishment in Area A during 1996 has not, and will not, be due to any individual, but to the commitment and hard work of a whole team, the AAA-Team. Therefore, I wish to recognize my three assigned Vice Presidents, Clairette Ah-Hen, Jules N'Dri Kouakou, and Gavin Meikle; my Area Director, Desmond Alufohai and his assistant Ghislaine Marinelli; Area Conference Director Estelle Lötter and her organizing committee, chairman of the Kenya Business Conference Robert Go, Sylvia Gonner-Boyd and the Kenya organizing committee for bringing another successful conference into Area A; Klaus Kalbermatten, my Executive Assistant, for his friendship and continuous support, all NOM presidents and boards in Area A for their exceptional work; Japan Junior Chamber Inc. for the immeasurable support; Michel Flaig, 1996 president of Junior Chamber Switzerland, for giving me much more than the necessary assistance from my own NOM; each and every single Jaycee who made this Rainbow Bridge of Opportunities happen; any and all of my friends in Junior Chamber, in my business and, of course, my family for understanding my numerous travels and countless hours behind the computer and telefax.

MAJOR ACCOMPLISHMENTS

Most of the goals set for the year of office have been met. In the following section, let me elaborate on the main results:

1. **Area A Conference—Durban, South Africa:** This year's Area A Conference was in many respects a very successful event. There were 298 participants from 34 NOMs in attendance. PRIME and EXCEL were conducted, both in French and English, and 17 seminars were given. General Assembly was very lively through the use of multimedia equipment, and the LOM Presidents Summit, chaired by JCI President Tom Clear, turned out to be a tremendously well-attended event. The encountered success was for sure due to a committed conference organizing committee and the leadership of Conference Director Estelle Lötter, the hard-working officers, and the charisma of our Rainbow President Tom—thank you all so much for your involvement.

2. **NOMs:** Two of the incentive programs are still running (communication and 100% efficiency) and the conference participation award was won by Junior Chamber Côte d'Ivoire. At the conference, 20 NOMs out of 23 were present, and only 3 were nonfinancial at the time of the conference. The cooperation with AJA during this term of office was efficient and positive.

3. **Executive Committee:** Communication occurred on a regular basis, and in both ways with all Executive Committee members, as well as with the JCI Headquarters. The JCI President's theme has been promoted in any and all correspondence and at every possible meeting.

4. **Board of Directors:** The particularly good team spirit, not only within each Area Team, but also between Area Teams, must be mentioned.

5. **AAA-Team:** Communication flew regularly between all team members. The constitutional requirements have been met in all terms possible. Everyone has done a tremendous job, and I want once again to commend the members of my team for a job well done.

6. **Kenya Business Conference:** This event also brought a special dimension to Area A. The close cooperation between both chairmen and the excellent mutual promotion allowed both conferences to be successful. I truly enjoyed taking part in the successful Kenya Business Conference.

7. **International Training Schools:** Four International Training Schools were sponsored by JCI. They were held in Benin, Cameroon, Ghana and Malawi, and are a contribution to the future of this Area.

Further to the above-mentioned activities, the following visits have been accomplished:

1. **Senegal:** In order to clear internal problems, a special visit was ordered by the JCI President and ended successfully. The agreement reached during this challenging trip is still respected and should provide a solid base to this NOM. A special mention to Mouhamed Kebe who accepted the challenge to lead Senegal under these circumstances.

2. **Area B Conference, Kanazawa, Japan:** It was for me a pleasure and an honor to be part of this tremendously successful conference. Congratulations to Matsumoto-san for his fantastic work, and thank you to President Kashihata-san for his warm hospitality and support.

3. **Area D Conference, Porto Carras, Greece:** I wish to express my gratitude to my fellow EVP Petri Niskanen for providing me with the opportunity to offer a seminar during his successful conference.

COMMUNICATIONS

Communications have not only been countless, but also efficient and of excellent quality. I am pleased to report that my assigned Vice Presidents, Area Director, JCI staff, Executive Assistant, Conference Director, and NOM presidents, as well as my fellow Executive Committee members, kept mainly my fax machine going throughout the year and allowed me to break my personal record in fax paper use—more than 360 meters of faxes arrived at my home. Let me highlight the professionalism of the JCI staff: Benny, you have the very best possible team in Miami.

MAJOR WEAKNESSES

- **Self:**

  Sometimes a year can be long, but for me, this year was just too short. I wish I had had something like a 700-day term of office, because there are so many other things I would like to have done.

- **NOMs:**

1. **Structure:** In many NOMs in Area A the structure still needs still to be stabilized and especially, the tasks of NOMs and LOMs clearly separated.

2. **Finance:** This is the main challenge to be faced.

3. **Communication and contacts:** In terms of contacts between NOMs and solidarity between NOMs, special efforts need to be made in the near future.

4. **Training:** Within the NOMs only few resources are used, although EXCEL and PRIME graduates are available in small, but sufficient, numbers in the Area.

RECOMMENDATIONS

1. That the SPC recommendation of a merger of the Areas A and D Conferences be deleted. Area A needs to keep its identity.

2. That follow-up be done on training teams from Area A especially, and also from other Areas, to train all over Africa and at the Area Conference.

3. That each year the International Training School be part of the official JCI activities in Area A.

4. That further support be provided to Area A financially and with manpower, especially in the area of training (Development Fund).

5. That the focus during any and all JCI officers' visits to Area A NOMs be on NOM structure and NOM officers training.

6. That the special awards and incentives which enhance better communication between the assigned officers and Area A NOMs be continued.

7. That the programs sponsored by NOMs outside the Area (Mottainai from Japan, Jaycees for Children from Switzerland, sponsored training at the Area Conference) be further implemented inside Area A.

8. That the JCI Headquarters take into special account the long time needed for mailed communications to reach many African countries.

9. That the problem which many Area A countries encounter to remit their dues to JCI be taken especially into account, by briefing the assigned Vice Presidents and eventually informing NOMs that their dues could also be remitted to the assigned officer, who will take care of remitting them to JCI.

CONCLUSION

Once again, thanks to everyone who has given me and the AAA-Team support, advice and friendship. It has been a pleasure and an honor to serve the wonderful continent of Africa and to lead a team that indeed deserves the AAA rating.

I am looking forward to seeing you all in the future somewhere around the world, while we all build Rainbow Bridges of Opportunities together for our world. □

YONG SUK CHOI

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL LI WORLD CONGRESS

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INTRODUCTION

The year 1996 was a great year for Area B, and I consider myself so fortunate that I was assigned to the most important Area among the four Areas in JCI. There were many important events—the 1996 Kanazawa Conference, the 9th JCI Academy, the APDC Mission, and the Pusan World Congress—and all of them were successfully completed. The year 1996 was a very energetic and active year, which can be recognized as a step into a more successful year in 1997.

MAJOR ACCOMPLISHMENTS

1. **1996 Area B Conference (ASPAC):** The 1996 Area Conference was held in the beautiful city of Kanazawa, Japan. With an attendance of 15,278, the Area Conference was the biggest event in Area B. Per the goal I set in Glasgow, the highest number of foreign delegates—2,815—attended the Kanazawa Conference, more than for any previous conference held in Japan. Truly, it was the best Area B Conference ever.

   The opening ceremony was the most important event among the many events of ASPAC. The presence of Princess Norinomiya, the district governor, the city mayor, and many other important figures, made the conference more prestigious. A total of 14,000 delegates were present at the opening ceremony.

   Under the theme, "The Tradition and Innovation," the biggest party came from the host country, Japan Junior Chamber. There were many promotional booths of local chapters throughout Japan. The party added to its excitement by the performance of Taiko Drums, Synthesizers, Shamisen and Koto dances. International Night, combining the nights of many Area B NOMs, was a big success, even though it was the very first attempt to mix them.

   During the three sessions of General Assembly, many excellent reports were made by key JCI officials, including Vice Presidents, the APDC chairman, and the conference director. During the second session, an extraordinary speech and forum by keynote speaker, Gunter Pauli, was conducted on "Zero Emission in the Age of Global Citizenship."

2. **JCI Programs (Mottainai):** As part of JCI's programs, there is a very strong and interesting program, "Mottainai Spirit to the Children." In order to present the Mottainai spirit to the young generation, a

drawing exhibition is planned during the 51st World Congress. This exhibition was promoted many times throughout the year by me and the four Vice Presidents.

3. **The 9th JCI Academy:** The 9th JCI International Academy was successfully held in Kurashiki, Japan. Many fellow Jaycees had a good chance to learn more about internationalism.

4. **1996 GALS:** The 1996 Global Affairs Leadership Summit was held September 12-15 in Paris. Many delegates from Area B were present to participate in the program and to promote it at the NOM and LOM levels.

5. **Pusan World Congress:** For the success of the Pusan World Congress, there was an active promotion not only by Pusan Junior Chamber, but from the JCI level as well. Throughout their visitations, the four Vice Presidents and I put much emphasis on promoting to many delegates from Area B attendance at the 51st World Congress in November.

COMMUNICATIONS

- **APDC Mission:** To more effectively assist Junior Chamber activities in Vietnam, APDC has requested a two-year extension of the APDC mission to Vietnam. With the consent of the Japan and Korea Junior Chambers, the extension was granted.

RECOMMENDATIONS

- **To incoming officer and the JCI Headquarters:**

  1. **Membership recruitment:** Many Area B NOMs have an unstable financial background, and it is mainly caused by a drop in the membership. To overcome this problem, the incoming EVP needs to stress to the Vice Presidents and the NOM presidents the importance of membership recruitment, bringing up the renewal rate for those countries.

  2. **Training material:** The incoming Vice Presidents need to prepare training materials for NOMs prior to their visitation. Translation in their own language would be advisable for some cases. The incoming EVP and VPs should bring up some fund-raising ideas which would help NOMs financially.

  3. **Assisting APDC:** Working closely with APDC, the incoming officers need to pay special attention to Vietnam (contact nation), and the Pacific and Mongolia Junior Chambers. It is also important that former communist countries never be neglected nor left out.

CONCLUSION

Being assigned to the most important Area in JCI, I would not have successfully completed my term this year unless I had received so much assistance from many people around me. My thanks to the NOM presidents and the hard-working Vice Presidents—Joey, Santosh, Richard, and Aldo. A special thanks to Conference Director Matsumoto and JCI Director for Area B Jongtae. My deep appreciation to SG Benny and all the JCI staff who are taking good care of our beloved organization. Most of all, my special thanks to our JCI President Tom Clear and other JCI executives who led the whole world under their strong leadership. With all your help, I was able to complete my part of the Rainbow Bridge in 1996. Thank you. □

KARYN W. BISDEE

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

President Clear, members of the Board, NOM presidents, members and all those who carry the spirit of JCI in your hearts:

It is usual to save the words of gratitude until the end. However, in a break from tradition (if we do what we have always done, we will get what we have always gotten!) I am putting my appreciation first, because success in Junior Chamber is about people and putting people and principles first.

President Clear—the man who has inspired us to build vibrant, colorful Rainbow Bridges of Opportunity this year—I am deeply honored to have served you, learned from you, shared with you and known you. You remain my friend, my leader.

To the Area C Team—the greatest construction team ever! What can I say about Baba, Mayela, Vitor, Hachi, Henrik, and Harold—expect you are . simply the best Vice Presidents, all six of whom touched the lives and futures of our members. Your attitude to work, to fun, to learning, and to life made the Area C achievements of 1996 what they are. My friends, I thank you.

Mitchell Hill, as chairman of the American Development Council (ADC), you have been a hard-working, dedicated officer. There is no doubt that the ADC moved onto the next level of success with you at the helm.

JCI Headquarters—the wheels within the wheels, providing support and service. To SG Ellerbe, the great rock of our operations, my continuing respect and admiration for the work that you do and the team that you lead. Special to Area C, of course, is our own superman, Edson Kodama. Words cannot adequately describe the pleasure of working with you, together, for the progress of Area C. To Christine Mas-Palmason, your personality was an Area C asset that we treasured—at least, JCI still has the benefit of that.

Daniel Robin and the Martinique Area C Conference team are some of the most wonderful people with whom I have ever had the honor of working. My friends, together we saw the challenge of the dream of hosting the largest-ever Area C Conference become a reality—a reality to be very proud of—thank you.

Bruce, Lydia, and Julia Rose—they say when life is hectic, the family is the constant. You have happily supported every step of my Junior Chamber career. Bless you for your love, your faith in my ability, and belief in my dreams. They are shared with you.

MAJOR ACCOMPLISHMENTS

1. Successful site inspection of Martinique in January. Local LOM visits, including induction of new members. Meetings with civic leaders.

2. Chairman of the largest Area C Conference ever. Again, I offer my congratulations to the LOM of Martinique and the NOM of France for your commitment to a spectacular event—professional and accomplished.

3. Maintained a regular correspondence system with members, particularly through the Building Rainbow Bridges of Opportunity postcards that I developed. Many were distributed by JCI Vice Presidents during their travels.

4. Promoted growth and LOM and NOM development throughout the year with the Presidential theme. Encouraged the establishment of new NOM opportunities. Congress will be an important membership-growth event for Area C, as we are seen to strength before the Admissions Committee!

5. Attended the January Executive/Board Meeting and the Area B Conference, where I also coached a number of sessions and copresented the Awards Ceremony. Due to illness, I was unable to attend the Area D Conference, much to my personal disappointment. Participated in MYE in Hawaii and visited LOMs. I was privileged to be invited to act as a chairman for the UNESCO GALS event in Paris. I will remain deeply disappointed for a lifetime that, due to my nomination for parliament in New Zealand, I was unable to serve JCI at this event.

6. Will act as chairman of the JCI EVP Caucus in Pusan, and chairman of the World Speaking Competition.

7. Active and enthusiastic participation of members throughout Area C and the renewal of pride in accomplishments and excitement about the opportunities.

8. Motivated members towards all JCI programs—great support for Mottainai III and awards. World-class training conducted throughout the Area on an ongoing basis.

- **Personal:**

1. I have been a member of Junior Chamber International for 12 years. I have dreamed dreams, developed goals, created a vision for my own life and the world as we would like to see it and live in it. Most importantly, I have shared experiences, learned to lead and made treasured friendships. Through Junior Chamber, we become skilled and capable leaders, with finely-tuned talents and communication abilities.

2. I was privileged to be selected by the New Zealand government as a parliamentary candidate at the elections of October 12. By the time we arrive to celebrate 1996 and welcome 1997 in Pusan, my huge task will be complete. My campaign has dominated recent months, as full mental and physical commitment has been required. I have at all times tried to ensure that my duty to Junior Chamber has been maintained. Whatever the result, I wish to officially record my acknowledgment of the fact that without the experience, opportunities and training that this great organization has offered me, I would not have been privileged to receive such an honored invitation.

   I will be committed to serving this organization for the remainder of my life in whatever role the organization requires of me.

- **General:**

I do not like to comment on weaknesses, for they are the stepping stones to success. My team of VPs and I have worked to eradicate weaknesses (or perceived ones) in Area C.

We need to continue to grow. My warmest congratulations to NOMs such as Mexico, which has undergone significant growth this year.

To the United States Junior Chamber of Commerce—to Kelly and Mike— you have seized the initiative and put deeds before words. The results are at your doorstep to be harvested. Be proud of your grit and determination, which will give you the success you deserve. To my longest-serving NOM president, Colleen Neill of Canada—another forward-looking leader—you assumed, at the request of your NOM, the mantle of leadership for a longer-than-normal term. It does take dedication and attitude to make positive change happen.

We have many stars in full shine or rising in Area C, but one was lost to us in deeply tragic circumstances this year. No one could have imagined that the last time we would see our president of Paraguay Junior Chamber, Gregorio Benítez, would be in Martinique, as a road accident stole him, his lovely wife and two children from us all. Deepest sympathies to their families as they struggle still with this tragedy.

Area C presidents, congratulations to you all. We have provided a large volume of nominations for the JCI Board. I wish you all well. May the leadership from Area C continue!

RECOMMENDATIONS

1. There is a wealth of opportunity for growth in Area C and it is important that our Staff Officer Edson Kodama continue his additional travel work in support of VP efforts in the next 12 months. There is much to be accomplished.

2. ADC is still developing in many ways and has been the subject of much discussion among Area C leaders this year. The task is a challenging one, and it takes total commitment to the ideals that ADC was established to achieve.

3. Communication is the key to success. I would like to promote an award or recognition of NOM communication with assigned officers/JCI Headquarters to encourage fuller participation.

4 The Area C Conference this year encouraged EXCEL participants to act as chairmen for the seminars. This is a wonderful idea for their exposure and recognition, and a chance to use their newly developed skills as soon as possible. Participants should be recognized in this manner. It worked very well, indeed.

5. I endorse and support the commission system as reintroduced and promoted by President Clear. As we have seen, this has unlimited potential and I applaud his foresight.

CONCLUSION

Finally, Junior Chamber members, if you look towards the rainbow, it really never ends. It leaves an indelible impression of color, and of eternity of hope on the horizon. I saw many real rainbows this year. They were a timely reminder of the path we have to walk.

May the rainbows from your hearts link beyond the continents of our lives. From Area C, we know that our rainbow and yours will unite to light up the skies of the world—true colors shining through. Don't be afraid to let them shine. □

PETRI NISKANEN

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

My fellow Jaycees, you and I, we are the lucky ones. We have found Junior Chamber and we have taken the opportunity given us to accept challenges in this organization. Together we have had a positive impact in our communities, as well as in our own lives. By building colorful Rainbow Bridges and by believing in what we are doing, the world has changed—maybe not dramatically, but step by step, and stone by stone. This year we have continued our years' long Junior Chamber journey. I believe our journey is never going to reach its terminal station, but every year, and every day, it is leading us towards a brighter world for us, and what is more important, for our children. It has been a privilege and an honor to travel this memorable journey with you during the Rainbow year of 1996.

MAJOR ACCOMPLISHMENTS

- **Attendance:**

1. Conducted the site inspection for the Area D Conference in Porto Carras, Greece, January 5-7.
2. Attended the January Board Meeting in Miami and Orlando, U.S.A., January 27-February 4.
3. Attended the Association of European Presidents´ Meeting in Krakow, Poland, February 15-18.
4. Attended the program of JCI President Thomas Clear during his visit to Finland, March 25-26. The program included discussion with Paavo Lipponen, the Prime Minister of Finland.
5. Met with JCI Vice President Patrizia Ronconi and Special Assistant Ole Karlsen during the national convention of Junior Chamber Finland, April 19-21.
6. Attended the Area C Conference in Martinique, May 13-19.
7. Attended the Area B (ASPAC) Conference in Kanazawa, Japan, May 22-26.
8. Chaired the 34th JCI European Conference in Porto Carras, Greece, June 5-9.
9. Attended the Midyear Executive Committee Meeting in Honolulu, Hawaii, June 23-27.

10. Visited six chapters in Hawaii after the MYE meeting, June 28-30.

11. Acted as one of the six coaches in the first JCI European Academy in Gothenburg, Sweden, August 4 - 7.

12. Chaired the Education Workshop at the Global Affairs Leadership Summit (GALS) in Paris, September 11-14.

- **Performance:**

1. Succeeded, together with the conference organizing committee, the JCI Staff, the Area D Team and the wonderful people in Area D, in building an excellent Rainbow Conference in Porto Carras, Greece, with 1,500 delegates from around Europe and the rest of the world.

2. Conducted training sessions at several events:

   a. Association of European Presidents' Meeting:

      i. JCI Business Area of Opportunity
      ii. Value-based planning

   b. Area C Conference:

      * Local Presidents' Training, together with Thomas J. Clear, Franklin Mejia, Fernando Sanchez and Desmond Alufohai

   c. ASPAC Conference:

      i. Naked Leadership Seminar, together, with Thomas J. Clear and Crispin Dy
      ii. Public Speaking and Personal Dynamics Seminar, together with Karyn Bisdee

   d. European Conference:

      * Local Bridge Builders Program together with Thomas J. Clear and Timo Haapaniemi

   e. JCI European Academy:

      * Three-day leadership training, together with Ian Thomson (Head Coach), Idi David, Annette Thiesen, Kees Bangma, and Aaron Saleh Michelin

3. Appointed Ole Karlsen to be the Special Assistant responsible for the third European Open Forum—which was an excellent session in Porto Carras—and Anne Lagus to be the Personal Assistant to the EVP.

4. Served as contact person and communicated regularly with Management Commission Chairman Claus Japp.

5. Created, together with the national and deputy presidents, the Area Dproposals to Business Commission Chairman George Lung, to develop the JCI Business Area of Opportunity.

6. Promoted the Presidential Rainbow Bridge of Opportunities theme and its message throughout all activities.

7. Encouraged Area D NOMs to increase their membership and emphasized the importance of effective orientation for new members.

8. Whenever possible emphasized meeting members.

9. Emphasized JCI President Clear´s Year of the Local Presidents theme at all functions.

10. Delivered a lot of JCI information to the NOMs.

11. Worked hard to tighten the cooperation between JCI and AEP officers and to develop the activities of these two bodies to "play better together."

12. Promoted Junior Chamber and its opportunities to the interest groups and to the cooperation partners.

13. Emphasized— in talks and in actions—the importance of fun, smiling faces, and having a good time at all Junior Chamber functions and events.

COMMUNICATIONS

1. Communicated on a regular basis with the European Conference organizing committee to build up an excellent event.

2. Communicated on a weekly basis (or more often) with the assigned Vice Presidents and JCI Director Kim Castellano.

3. Produced five issues of Bridge Builders, the 1996 Area D Presidential Newsletter for national presidents and officers; the sixth is going to come out after the Pusan World Congress. One issue of the newsletter was mailed also to all the local presidents in Area D.

4. Corresponded actively with Area D national presidents.

5. Used and promoted e-mail as an effective way to communicate in the future, but also helped the paper and telephone companies to achieve more prosperity.

RECOMMENDATIONS

1. To develop even further the excellent idea and realization of the first JCI European Academy as an opportunity for the local leaders. This concept could be benchmarked also in other Areas. Thank you, organizers, coaches, cooperation partner Volvo, and the committed, positive and talented participants from 34 European countries.

2. The need for effective orientation should be strongly emphasized in all materials and in the actions of officers at all levels.

3. The JCI officers should be given comprehensive material to promote the Congress and the Conferences from the beginning of their term.

4. In the official program leaflets of the JCI Congress and the Conferences, more could be explained about the contents of the training program. This would give our members extra motivation to attend the international events and also give an even more professional picture of Junior Chamber to our interest groups and to the employers of many Jaycees. It could also motivate more trainers to submit program entries to train internationally.

5. The incoming National Presidents would benefit a lot from a briefing session covering all the services and programs available from the JCI Headquarters. The easiest place to do it would be at Congress, prior to their year in office.

6. For the Business Area of Opportunity, more concrete JCI programs should be developed. The national organizations should be encouraged to deliver information about their business programs to JCI. These programs and other ideas coming from JCI, the Business Commission and the IBN Council, could be distributed to all NOMs as an idea source.

A WORD OF THANKS

Old and new friends around the world, thank you for your support and friendship and thank you for your smiles throughout the year. Thank you, national presidents of Area D. It has truly been wonderful to be a European Bridge Builder together with you. You have done a tremendous job in leading your national organizations and developing an extraordinary atmosphere of cooperation in our versatile continent of Europe.

To Porto Carras Conference Director Vassilis and the COC, you made it easy for me and enjoyable for all of us in June. Thank you for your committed and outstanding work.

Very special thanks to Junior Chamber Finland, NP Rane, DP Make, Riitta, Anne, Steffi, Henkka and all the great Jaycees and friends.

To the JCI Board of Directors and the Executive Committee, thank you a lot.

To the Area D Team—Lilja, Maggie, Patrizia, Mufthy and Timo, do you know what the "D" stands for? If not, I will tell you: Dream! You are a Dream Team. Thank you, my friends.

To the JCI staff in Coral Gables, you are just great. To the Viking—the one and only Viking of Junior Chamber, Kim Castellano—thank you for your continuous excellence. You have been my right hand and sometimes the left and sometimes the brains. Thanks, buddy. It is good to have a working partner with whom you share more than the things that need to be done.

SG Benny, you are a rock. You are always there to help, to look after, to take care, to manage and to share the latest jokes. Thank you for your high professionalism and warm friendship.

My big brother Tom—long ago I hoped that you would be the JCI President some day. I hoped that I could be on your team, and my wish came true. And it was even better than I could imagine. Thank you for your leadership and encouragement and for being here for all of us Jaycees, and thank you for being you.

Thank you, to my own jewels, Kirsi-Marja, Akusti and Samppa. We have achieved another wonderful year together.

EVP Niskanen's report (cont.)

FROM STONES TO JEWELS IN ALL COLORS OF THE RAINBOW

One night a group of nomads were preparing to retire for the night when suddenly they were surrounded by a great light. They knew they were in the presence of a celestial being. With great anticipation, they awaited a heavenly message of great importance that they knew must be especially for them. Finally, a voice spoke. "Gather as many little stones as you can. Put them in your saddle bags. Travel a day's journey and tomorrow night will find you glad and it will find you sad." And the voice vanished.

The nomads shared their disappointment and anger with each other. They had expected the revelation of a great universal truth that would enable them to create wealth, health and purpose of life. Instead, they were given a simple task that made no sense to them. However, the memory of the celestial visitor caused each one to pick up a few stones and deposit them in their saddle bags while voicing their displeasure.

They traveled a day´s journey and that night while making camp, they reached into their saddle bags and discovered that every stone had become a diamond. They were glad they had some diamonds and they were sad they had not gathered more stones.

That is how it happens in Junior Chamber, also. This year has changed the stones we have gathered into diamonds and rubies, emeralds, and sapphires, and we have gathered a lot of them. Concerning what we have achieved, there is no need to be sad— just glad. All these jewels shine together from our Rainbow Bridge of Opportunities and make the views and the scenery and the world around us colorful and beautiful. The journey of us "JC-nomads" continues in 1997. Let's continue gathering more stones.

Still Building Bridges! ☐

W.E. "BILL" RUSSELL

TREASURER

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

It has been a real privilege serving as Treasurer as we have built beautiful Rainbow Bridges of Opportunity throughout the world. I wish to express my gratitude to JCI President Tom Clear, SG Benny Ellerbe, the members of the Executive Committee and Board of Directors, and the staff at JCI for making this a memorable year. I would also like to express my deep appreciation to Financial Controller Ana Gonzalez and Accountant Valerie Kniffin, whose skills, commitment, and hard work do not go unnoticed.

FINANCIAL HIGHLIGHTS

The last couple of years have been financially healthy, as illustrated by the audit of 7 June 1996, prepared by Coopers & Lybrand. Much of this can be attributed to the consistent leadership on the part of JCI and the dedicated staff of our headquarters. Conference registrations, product sales, rent, sponsorships, and dues income are the basis of income, and all are reliant upon successful LOMs and NOMs and the participation of our membership in programs and meetings. While non-dues income is crucial to our fiscal stability, membership dues and the growth of our organization cannot be overly stressed.

INCOME

1. **Membership:** The membership challenges of the U.S. Junior Chamber of Commerce have affected JCI cash flows, but because of the healthy environment brought about by sponsorships and Foundation contributions, it has not had a significant adverse effect. The USJCC passed on a US$3 dues increase to its membership which should alleviate much of their financial deficiencies with JCI. At the midyear meeting of the Executive Committee, our year-to-date membership dues actually exceeded budgeted figures by US$10,322.

2. **Sponsorships:** This year has been extremely blessed by the benevolence of our alumni and members through our JCI Foundation. JCI is indebted to Karel Dierick for his hard work at the Glasgow World Congress, bringing recognition to Phil Pugsley Patrons and Henry Giessenbier Fellows and enlisting more members to participate in the program. While income from the donors does not directly go to JCI operations, the annual interest income is used by JCI to offset development grants and NOM/LOM assistance. This year JCI received a significant grant from R.J. Reynolds Corporation in the sum of US$195,000. JCI looks forward to a continued and beneficial relationship with this sponsor.

3. **Development grants to NOMs:**

   Total funds approved ..... US$95,000
   Number of countries 30

4. **World Congress Income:** The World Congress in Pusan, Korea, is projected to gross US$245,000. Actual Congress revenues from the Glasgow World Congress were US$93,237.

5. **Investment income:** JCI has investments in Citibank totaling US$1,624,879.79 as of July 3,1996.

6. **Senatorships and product sales:** As of this report for the period ending July 31, 1996, Senate and product sales exceeded year-to-date budget figures by US$6,634. This increase can be attributed to the attractiveness of JCI's new line of clothing and apparel. NOMs should encourage the local organization members to award JCI's Senatorship to deserving members. Total budget for Senate and product sales is US$288,839.

EXPENSE

There has been a concerted effort at the JCI Headquarters to increase efficiency in every department. While SG Ellerbe implemented cost-cutting procedures, it has not decreased the communication links of programs of the organization. Case in point is the attractive membership card for members, new JCI promotional materials, and Leader Magazine. Total expenses for 1996 as of 7/31 is US$2,036,541, which is US$102,282 under budget for the year.

AUDIT OF 1994 & 1995 FINANCIAL STATEMENTS

An audit of fiscal years 1994 and 1995 was conducted by Coopers and Lybrand. A consolidated report declared that JCI was operating in conformity with generally accepted accounting principles. Key points of the audit showed receivables decreasing from US$578,333 to US$419,003. Also of significance was an increase of cash, cash equivalents, and investments from US$1,312,430 to US$1,609,196.

BUDGET

The 1997 Draft Budget was approved at the Midyear Executive Committee Meeting in Honolulu, Hawaii, and will be presented to General Assembly in Pusan for final approval. The total budget for 1997 is US$3,467,002.

OTHER ACTIVITIES

1. I have actively worked with the United States Junior Chamber of Commerce Blue Ribbon Partnership with the March of Dimes Organization since 1992. In March of this year, I traveled to Washington, D.C., on behalf of the March of Dimes to encourage the U.S. Junior Chamber to accept March of Dimes as an external program of the organization. At their March board of directors meeting, the March of Dimes was unanimously approved.

2. I served as a trainer and speaker at the February board meeting of the Texas Junior Chamber and the August board meeting of the Louisiana Junior Chamber.

3. In August I was asked to be the keynote speaker at the annual meeting of Junior Optimist International (the auxiliary organization of Optimist International) at their meeting in St. Louis, Missouri, U.S.A. Henry Giessenbier, founder of Junior Chamber, was also an original founder of Optimist.

4. Attended the JCI Global Affairs Leadership Summit.

CONCLUSION

Special significance should be placed on the fiduciary responsibility the leadership of JCI has exercised in regards to the management and operations of Headquarters, its programs, and staff. Reflecting on the audit conducted on consolidated years 1994 and 1995, net assets at the beginning of 1994 were US$3,552,531 and US$4,622,274 at the end of 1995—an increase of US$1.1 million through sound management practices. Policy 22-1 of the JCI Constitution and Policy requires JCI to maintain a surplus of not less than three (3) percent of dues income. The JCI midyear revised budget shows a net surplus of US$75,449 revenues over expenses, less the US$70,584 required by policy.

Our 1997-2001 forecast budgets actually begin to forecast a deficit in the year 1998 based upon current membership trends. The alternative to that situation is increasing net income through membership dues (dues making up roughly 67.9 percent of the overall revenue). Two methods may achieve the desired outcome of a positive financial statement—a dues increase from JCI or an increase in the number of members registered with JCI. As we look to the future and long-range financial health of this organization, we should reflect on the words of our founder over three-quarters of a century ago: "In your hands lies the destiny of a great organization. Let us build it to prominence and let us not fail in that task." □

ROBERT GO
GENERAL LEGAL COUNSEL

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

This year the challenge given to the office of General Legal Counsel is unique and colorful in the sense that it has maximized the five Areas of Opportunity and, indeed, crossing the Rainbow Bridge. It will be forever etched in the corner of my thoughts, for this experience will prove to be a lifelong memory. I would like to thank President Clear for giving me the opportunity to serve as a member of the Executive Committee and to chair the Kenya Business Conference. The confidence you have entrusted to me has given me the new light and transformation to be a truly "go" man. Thank you for all the challenges. Your leadership has truly been outstanding, which motivated us to strive for more. To my friends on the Executive Committee, thanks for the continued support you have given me. To the Board of Directors, congratulations to all of you. This year has proven to be very successful.

MAJOR ACCOMPLISHMENTS

- **As General Legal Counsel:**

1. Constitutional amendments:

   Directed the wording and wrote proposed bylaw and policy changes in the following areas:

   a. Bylaw 3-7, "Specific Requirements of Applicants for Affiliation as a Potential NOM"
   b. Bylaw 3-8, "Rights and Services"
   c. Bylaw 3-9, "Renewal"
   d. Section 1 of Bylaw 3-11, "Specific Requirements of Applicants for Affiliation as a Provisional NOM"
   e. Section 1 of Bylaw 3-16, "Specific Requirements of Applicants for Full Affiliation"
   f. Policy 3-5, "Application for Potential Affiliation"
   g. Policy 3-7, "Application for Provisional Affiliation"
   h. Policy 3-9, "Application for Full Application"
   i. Bylaw 10-2, "Specific Qualifications for Executive Vice President"
   j. Bylaw 19-1, "Purposes (of Conferences)"
   k. Bylaw 19-8, "Further Conferences"
   l. Section 3 of Bylaw 24-1, "Correspondence Languages"

GLC Go's report (cont.)

2. Constitutional Amendments:

   Reviewed, reworded and presented proposals in the following areas:

   a. Bylaw 16-2, "(Secretary General) Term of Office"
   b. Policy 8-8, Section 2, "Organizations with Formal Relations"

3. Corresponded with Junior Chamber Panama, Junior Chamber South Africa, and Jeune Chambre Economique Française regarding JCI bylaw interpretation and various opinions on amendments to their respective national constitutions.

4. Served as the parliamentarian during the 1996 Kanazawa JCI Conference.

5. Served as speaker at the Rainbow Bridge of Opportunity seminar entitled, "Business Opportunity," at the recent ASPAC.

6. As overseer of the "Business Commission," assisted the IBN Chairman and the IBN Council on the Business Commission's policy and implementation.

7. Was speaker at the National Officers College during the Junior Chamber of the Philippines national convention in Davao City.

8. Attended JCI GALS program in Paris, France, celebrating the 50th anniversary of UNESCO.

9. Chaired the presidential reception during the JCI GALS in Paris.

10. Set up the affiliation process of Cebu Chamber of Commerce and Industry to the ICC during the JCI-GALS meeting. My chapter, Metro Cebu Uptown Jaycees, is an affiliate of the former, in line with the 5th Area of Opportunity.

11. Replied to correspondence and mail ballots.

12. Attended the Junior Chamber of the Philippines Special National Convention on Constitutional changes and assisted the General Assembly with the amendments to the national constitution.

13. Was appointed as chairman of the Admissions and Constitutional Amendments Review Committees.

14. Facilitated the forging of a sister-city pact between my city, Cebu, and Yochon of Korea. The mayor of the latter is the past president of my sister chapter, Yosu Jaycees, which formerly signed the original sisterhood pact with Metro Cebu Uptown and helped organize trade visits between the two mayors, councillors, businessmen of each industry, and members of Jaycees.

15. Visited the Belgian boys choir, Cantate Domino, in Brussels to organize a Philippine choral tour sponsored by the Jaycees in Cebu and Manila, Philippines.

16. Visited and inducted the officers and board of directors of Kauai Fil-Am Jaycees during their installation in Hawaii, U.S.A.

17. Visited various chapters and attended the close-out meeting of Hawaii Junior Chamber in conjunction with the JCI Midyear Executive Meeting in Honolulu.

- **As chairman of the Kenya Business Conference:**

1. Chaired the largest conference ever to be held in the continent of Africa (Area A).
2. Promoted the 5th Area of Opportunity and encouraged an awareness of "Business."
3. Increased the IBN membership as a result of the Kenya Business Conference.
4. Successfully promoted the Business Conference in Asia, which brought about 439 delegates from Area B, comprising 83 percent of the total conference attendance.
5. Created a business program appropriate to the objective of the conference, which had never been done in the history of JCI, due to the non-existence of a standard form of program, as this was just the second time a business conference was held.
6. Guided the conference organizing committee on how to conduct the conference, from programs, budget, expenses, finance, and logistics to final implementation.

RECOMMENDATIONS

If the Business Area of Opportunity is to be successful, more related programs should be organized during conferences and congresses. Providing business seminars should be compulsory for each conference and congress organizing committee. This could also increase awareness of the IBN and increase its membership. The IBN Lounge should be situated in the conference/congress hotel and located in a conspicuous place. It should be given an equally high-traffic location as JCI Sales. It could definitely help recruitment in most of the NOMs.

CONCLUSION

I would like to take this opportunity to thank SG Ellerbe. Your outstanding leadership at the Headquarters and tremendous support made our job a lot easier. Your achievement and dedication as Secretary General is incomparable. I really salute you! To the staff in Coral Gables, all of you are just outstanding. To Maria, Anita, Günther, Ana, Desmond, Kim, Peggy, Vivian, Mary Jo and Val, you have done an outstanding job. To Director Kodama-san, Area B welcomes you! To all the national presidents, you are the source of light to this powerful organization. You are truly the spirit of Junior Chamaber International! □

CLAIRETTE F. AH-HEN

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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MAJOR ACCOMPLISHMENTS

1. Made visits to all assigned NOMs before the Area Conference
2. Met as many individual members as possible during my travels
3. Conducted training sessions
4. Met government leaders, sponsors, international organizations and the media
5. Encouraged participation in general and promoted JCI programs and the Area Conference

COMMUNICATIONS:

In response to the challenge of establishing adequate communication with the NOMs in Area A, a combination of the different means available—fax, mail and telephone—was used. However, the fax was the most commonly used. Being bilingual helped to have direct communication with my assigned NOMs. At times, fax communications were transmitted to the NOM via the JCI Headquarters, thanks to the support of Director Desmond Alufohai and his assistant Ghislaine Marinelli.

Some NOMs answered my correspondence promptly and copied theirs to me. I am happy to say that I received replies to my letters, though in some cases, with some delay.

There was continuous communication among the AAA Team members, especially with EVP Georges Bouverat. Also, the letters and postcards from JCI President Tom Clear were always uplifting.

MAJOR WEAKNESSES

- **Self:**

  Due to the fact that the travelling was undertaken before the conference in one trip, my motivation was reduced after coming back from my journeys, and I had to work doubly hard to maintain the dedication and momentum.

- **NOMs:**

  There is still a lot to be done in terms of communication in the Area. Because of bad communication systems in some parts of Africa, it is at times easier to communicate overseas than internally in the same country. All assigned NOMs need to maintain regular mailouts to their LOMs and the LOMs should communicate the information from JCI to their members.

  Funding is another challenge. When looking at the GDP of some countries, the funds required to attend a JCI Conference are beyond comparison.

RECOMMENDATIONS

- **To NOMs:**

  1. **Madagascar:** The geographical location of the LOMs, especially those in the south, pose logistical problems to the national board. On the project side, JCE Madagascar needs to be less ambitious and not try to do too much at one time. Select projects that are achievable within a given time frame and which are within the reach of the members.

  2. **Congo:** Effective ways of overcoming transportation and communication challenges need to be sought and more LOMs need to be created. JCE Congo must continue to work on well-conceived projects for the benefit of both members and the community at large.

  3. **Mali:** Enthusiasm, as well as professionalism, should be maintained. Be careful with growth. Collaboration with neighboring NOMs should be encouraged, not only at the NOM level but also at the LOM level. Mali should carry out a long-term plan that will ensure continuity and work on more community projects for the benefit of the community and members.

  4. **South Africa:** Find a solution to stop the membership decline. The corporate membership recruitment and the Area A Conference may give a boost to the development of the LOMs and the NOM. Try to improve the knowledge of the organization in the whole country. Use the high-quality and experienced members to train new ones in the organization.

  5. **Botswana:** Try to realize a better structure in the organization. Work on better internal relationships, for together, it is much easier to reach goals. Use the knowledge of former national officers.

  6. **Zimbabwe:** The NOM must aim at establishing a permanent secretariat. The programs to reactivate weak LOMs and training of members should be continued.

  7. **Zambia:** Lack of funds to settle arrears is a major challenge for all incoming boards. Our special friend, Stiv Daka, firmly believed that it can be done and let all members strive to achieve this goal. Please do not hesitate to request the assistance of experienced and former members.

  8. **Reunion:** Maintain the existing friendship among members, and at the same time, try to increase membership. The NOM must make use of the members who are also high-calibre trainers.

- **To incoming officer:**

  1. Careful planning of visits (time of year, day of the week, etc.) is required. Try to get as much information as possible from the chief delegate before leaving the Congress.

2. That assistance be given to improve the financial balance in general.

3. That communications between NOMs and LOMs, as well as with the JCI Headquarters, be improved. Convince NOMs that communication goes in two directions.

4. Enjoy your term of office and the kind hospitality you will receive in those beautiful countries.

5. When travelling, bring along souvenirs and training materials from JCI.

- **To JCI Headquarters:**

1. Continue to support the training actions in Africa and in the NOMs.

2. Continue to send training materials and JCI information to the NOM boards and LOMs.

3. Improve communication with the NOMs. Not all countries in Africa can have access to the Internet, but all the countries can make use of a fax machine. Each NOM should possess a fax machine and not merely count on that of the officers' workplace.

CONCLUSION

As my mandate as Vice President draws to a close, I would like to say that it has been a job and a tremendous experience. I want to thank all the individual members I have met during my stay in their countries for their kindness and the hospitality I received. I would also like to mention here Stiv Daka, who has left this world. He was indeed a dedicated Jaycee and a true friend.

My thanks go to the AAA Team, my fellow Board members and also to the JCI staff. I am grateful to the JCI members who elected me to serve as an international officer and who gave me this opportunity to serve Junior Chamber. My gratitude also goes to the members of JCE Maurice, who have given me tremendous encouragement and support during this year. □

N'DRI JULES KOUAKOU

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

As 1996 JCI Vice President, I have had great pleasure in belonging to a dynamic and ambitious team. I wish to thank President Thomas Clear, EVP Georges Bouverat, Secretary General Benny Ellerbe, Director of Growth & Development Desmond Alufohai and all the members of the JCI staff for their support. I would also like to thank the members and the national presidents of the following NOMs for their great collaboration: Benin, Burkina Faso, Cameroon, Gabon, Guinea, Morocco, Senegal, Togo and Zaire. But mostly, I want to express my sincere gratitude to the Jaycees of Côte d'Ivoire, who gave me the opportunity to serve JCI.

MAJOR ACCOMPLISHMENTS

- **General:**

1. Visited all the NOMs that were assigned to me.
2. Met a great number of Jaycees and political, administrative and economic figures.
3. Promoted JCI's philosophy, values, programs and activities through interviews in the press as well as on television.
4. Worked effectively with all the NOM boards of directors concerning their administration, finances, programs and activities.
5. Worked as speaker and professional trainer in all the organizations I visited, and conducted more than 30 training sessions.
6. As a member of the "Bridge Builders" Team, I promoted the "Rainbow Bridge of Opportunities," as well as local international leaders.

- **Personal:**

Outside of my duties as Vice President and those related to official meetings at the JCI Headquarters and throughout Area A, I:

1. Participated in the IBN Meeting in Kenya as chairman of the "Global Business Market" session.
2. Conducted two EXCEL courses in Durban (South Africa) and Cotonou (Benin).

3. Conducted a PRIME course in Yamoussoukro (Côte d'Ivoire) and training sessions in Mali and Congo (between flights).

4. Participated in the inauguration and installation of officers in the NOM of Mali.

5. Published a bulletin, "L'Excellence," edited and distributed every trimester.

COMMUNICATIONS

Communications with the NOMs have been quite regular and efficient. However, they could have been better, as in order to reach certain NOMs, for example, Zaire, I would have to go through Europe (e.g. Belgium). Communications with EVP Bouverat and the JCI Headquarters were the most efficient of all.

MAJOR WEAKNESSES

All the NOMs, except Guinea, have many strengths that certainly compensate for their weaknesses. However, for the sake of improving on the present, I will point out certain weaknesses which I witnessed.

1. **Benin:** Problems exist with the extension of our movement to that country's interior.

2. **Burkina Faso:** Lack of a permanent secretariat.

3. **Cameroon:**

   a. Leadership problems among the Douala LOMs.
   b. Insufficient number of trainers.

4. **Gabon:**

   a. Insufficient number of trainers.
   b. Limited activities in Libreville.

5. **Guinea:**

   a. Lack of participation in international events.
   b. Financial problems.
   c. Lack of basic documents as well as lack of motivation.
   d. Threat of disaffiliation.

6. **Morocco:**

   a. Lack of trainers and basic documents.
   b. Presidency and membership not renewed.

7. **Senegal:** Lack of leadership, finances and motivation among the membership.

8. **Togo:**

   a. Insufficient basic documents.
   b. Lack of permanent secretariat.

9. **Zaire:**

a. Communications and financial problems as well as lack of basic training.
b. No membership renewal.

RECOMMENDATIONS

- **To NOMs:**

1. That collection of fund-raising projects be conducted in the NOMs in order to meet financial obligations.
2. That renewal of membership—particularly in Morocco—be encouraged.
3. That Junior Chamber be implanted in the countries' interior.
4. That PRIME courses be organized at the national level.
5. There is One Year To Lead! This concept must be valid at all levels.

- **To incoming officer:**

1. That the assigned VP take into consideration the risky business of traveling in Africa—in particular the cancellation of flights and the lack of seats in spite of having a flight reserved and confirmed.

2. That all NOM officers be contacted and informed prior to a visit.

3. That all assigned NOMs be visited because each NOM has its own characteristics.

4. That the need for a special training session with each NOM be considered.

5. That the incoming officer bear in mind that Africa is a passionate experience. Each trip brings a new and different challenge, and upon each arrival, a warm welcome from that country's people.

- **To JCI Headquarters:**

1. That international training schools continue to be organized in the subregions of Africa—including PRIME and EXCEL courses—in order to send training to the members, because traveling to another country to participate in an international event poses a real financial problem to most members here.

2. That being too quick to recognize NOMs in development be avoided.

3. That visits to contact countries be budgeted for the Vice President so that he can be present on site.

CONCLUSION

It has been a real pleasure for me to work with a team of winners under the leadership of EVP Georges Bouverat. I have lived exceptional moments and I always believed in my lucky star, even during difficult moments in my travels: airplanes, automobiles and boats.... Dynamic Jaycees were always there to welcome and to exchange experiences with their JCI ambassador. I thank Leonard, Suzanne, Salomon, François, Fofana, Kalil, Kebe, Theophile and Massamba for all the good times and the great memories. □

GAVIN MEIKLE

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

I have been privileged to serve seven very dynamic and enthusiastic national organizations—Ghana, Côte d'Ivoire, Nigeria, Tunisia, Kenya, Malawi, and Mauritius, and I would like to place on record, at this time, my thanks to all my assigned NOMs for their friendship, hospitality, and honesty. As well as having superb NOMs, I have also been part of an excellent Area Team, and I would like to recognize the support and encouragement of my EVP Georges Bouverat, my fellow Vice Presidents Clairette and Jules, and our Area Director Desmond. Their help kept me going when I faced challenges.

MAJOR ACCOMPLISHMENTS

- **Financial:**

  1. Assisted Malawi Junior Chamber to secure a promise of US$4,000 from the State President to clear the outstanding JCI dues and thus avoid disaffiliation.

  2. Ghana Junior Chamber has prepared and agreed on a payment plan with JCI to ensure dues payment.

- **Training:**

  1. Conducted numerous LOM/NOM training programs covering the following subjects: Junior Chamber mission, strategic planning, team building, motivation, recruitment and retention.

  2. Conducted two public training courses for Jeune Chambre Economique de Maurice to assist with fund-raising.

  3. Helped coach a PRIME course for 30 participants at the Area Conference in Durban.

- **Public relations:**

  1. Met with various local and national government leaders and promoted the aims and objectives of JCI and Junior Chamber in the NOM—Deputy Regional Minister for Greater Accra, British High Commissioner to Ghana, Minister of Information and Culture for River State, Nigeria; Vice President of the Republic of Mauritius, Provincial Governor of Tataouine (Tunisia), Minister of Youth for Malawi, State President of Malawi.

2. Met various sponsors, e.g., president of Utica (Tunisia), deputy chief executive of press corporation (Malawi), CEO of Candlex (Malawi), and PR manager for Carlsberg (Malawi).

3. Met with UNICEF representatives in Ghana and Mauritius and encouraged further cooperative projects between both organizations.

4. Commissioned a Jaycee billboard in Port Harcourt, Nigeria.

5. Promoted JCI events and programs, the IBN Conference, the Area A Conference, the AJA Forum, IBN, the "Year of the Local President," and the Rainbow Bridge of Opportunities.

- **NOM development:**

1. Conducted NOM board training in Ghana (public relations, financial planning), and in Malawi (recruitment and retention and financial planning).

2. Had discussions with all NOM presidents to assist with opportunity/problem identification and development of potential solutions.

3. Assisted with planning for the Business Conference in Kenya and the 1998 Area A Conference (Abidjan, Côte d'Ivoire) by sharing experiences gained from involvement in the organization of the Glasgow World Congress.

- **Area Conference (Durban):**

1. Served as awards program chairman and emcee for the Awards Ceremony.

2. Coach for PRIME.

3. Assisted NOM president of South Africa with sponsor visit.

COMMUNICATIONS

- **VP communications summary:**

NOM	SENT	RECEIVED	COMMENTS
Côte d'Ivoire	6	4	Generally good, some telecom problems
Ghana	8	3	OK up until visit—afterwards no response
Nigeria	6	3	Lots of telecom problems—difficult to get through
Tunisia	8	8	Generally good
Kenya	8	7	Generally good. Responded to requests for information in a timely manner.
Malawi	16	3	Lots of telecom problems. After my visit, little response to faxes or letters.
Mauritius	9	8	Generally replied and met deadlines as requested. Sent newsletters.
EVP	20	10	Excellent
Area Director & other team members	32	18	Excellent, prompt response to requests for information & materials.

MAJOR STRENGTHS

Summary of strengths and areas for improvement:

- **Self:**

  I am a trainer, enthusiastic and a good listener; however, I should have had more voice communication and follow-up on action plans.

- **NOMs:**

  1. **Côte d'Ivoire:** Professionalism, strong membership, high public profile.

  2. **Ghana:** Enthusiastic core membership. They need to increase membership, fund-raising, financial management and communications.

  3. **Nigeria:** Collegiate LOMs, financial stability, broad range of projects, and strong regional structure. Communications with assigned Vice President should improve.

  4. **Tunisia:** Membership growth, financial security, links with government and professionalism.

  5. **Kenya:** Experienced membership, international profile, top-quality NOM trainers. They need more "African" members. Membership growth is low, and there exists a risk of burnout with older members.

  6. **Malawi:** Enthusiastic core membership. They need to improve in the areas of financial management and communications.

  7. **Mauritius:** Professional, strong membership. There is a broad range of projects and a high public profile.

RECOMMENDATIONS

- **To NOMs:**

  1. **Côte d'Ivoire:** That membership growth be maintained, that support work for Niger be continued, and that more support for neighboring NOMs be provided.

  2. **Ghana:** That financial management and dues collection procedures be reviewed to ensure sufficient funds for dues payment. Increase membership, concentrating on quality and commitment.

  3. **Nigeria:** That there be more regular communications with the JCI Vice President, and that they build on the success of collegiate LOMs.

  4. **Tunisia:** That planned procedures to deal with "political involvement" of Jaycees be implemented.

  5. **Kenya:** That membership growth and activation must be the priority.

6. **Malawi:** That financial management and dues collection procedures be reviewed to ensure sufficient funds for dues payment.

7. **Mauritius:** That the current high standards be maintained.

- **To incoming officer:**

1. **Côte d'Ivoire:** That there be a minimum four full-days' visit to allow time to visit outlying LOMs, and that work with neighboring NOMs be supported.

2. **Ghana:** That the Vice President ensures that financial systems are in place, that the national training team be supported and that guidance and training on chapter and project management be provided.

3. **Nigeria:** That the collegiate LOMs be visited, that the interface with the NOM be reviewed and that the Vice President meet with the board and review the plan of action with them.

4. **Tunisia:** That ongoing encouragement and support to the NOM and LOMs be provided.

5. **Kenya:** That time be allowed to visit the Mombasa LOM, and that a recruitment drive be supported and encouraged.

6. **Mauritius:** That Rodrigues be visited to continue LOM development.

- **To JCI Headquarters:**

1. That other activities of UNICEF be promoted, as well as ORT and water wells.

2. That more NOM-to-NOM cooperation projects via UNICEF be encouraged.

3. That fuller Vice President CVs/bios be provided to NOMs soon after World Congress.

4. That a NOM guide to making the most of your Vice President be produced.

5. That the European Academy be encouraged to make at least two places available for African Jaycees.

6. That sponsorship be sought for fax and computer equipment to assist Area A and Eastern Europe.

CONCLUSION

I have enjoyed the assignments immensely and would take this opportunity to wish my NOMs and my successor good luck for an even better year ahead. My major disappointments at the time of writing this report are that the AJA Forum in Tunisia had to be cancelled, that Malawi and Ghana are still in serious financial difficulties, and that Côte d'Ivoire is currently nonfinancial. I hope that by the time of the World Congress in Pusan, these three situations will have been resolved. □

JOEY DARVIN LIVELO

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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NOTE: VICE PRESIDENT LIVELO'S REPORT HAS NOT BEEN RECEIVED. ☐

SANTOSH RIJAL

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

It gives me great pleasure to present this report to General Assembly on the activities completed as a Vice President assigned to the NOMs of India, Pakistan, Sri Lanka, and Thailand.

I hold this office with pride, respect, and humility. It has been an experience of a lifetime to work for this great organization at the international level.

MAJOR ACCOMPLISHMENTS

1. Visited assigned NOMs prior to the Area B Conference in Kanazawa.
2. Encouraged NOMs to work hard to strengthen Junior Chamber International.
3. During my visits, I presented JCI training activities, and encouraged LOMs to hold a JCI PRIME training course.
4. Promoted Junior Chamber to members, business people and government offices and through all forms of the media.
5. Marketed JCI through the press media.
6. Conducted training in NOMs.
7. Held meetings with NOM boards and discussed NOM development.
8. Encouraged members to attend the Area B JCI Kanazawa Conference and World Congress.
9. Visited 86 LOMs in India.
10. Kept in constant communication with my assigned NOMs through telephone, fax and letters.
11. Made courtesy calls to government officers in my assigned NOMs.
12. Inducted new members in India, Pakistan, and Sri Lanka.

COMMUNICATIONS

I have tried to communicate on a regular basis with my assigned NOMs, and I am very happy with their effective and prompt response. I also enjoyed the efficient and active communication from Junior Chamber International. I am in constant contact with my Area B EVP Yong Suk Choi and also Area Director Jongtae Kim.

MAJOR WEAKNESSES

- **Self:**

  There are times when things do not work out the way we want. However, every day is a learning experience, and learning from mistakes has helped me to be a stronger person and to work as part of a team towards the achievement of common goals.

- **NOMS:**

  1. **India:** A drop in membership and financial limits.
  2. **Sri Lanka:** Financial problems. JCI should provide some training materials.
  3. **Pakistan:** Financial problems. JCI should provide some training materials.
  4. **Thailand:** JCI should provide some finances for translating training material.

RECOMMENDATIONS

The weaknesses mentioned above can be eliminated by determined efforts and commitments by the leaders of the NOMs. I am confident that there is always room for improvement.

- **To incoming officer:**

  1. That the VP visiting his assigned countries should be prepared for training.
  2. That the VP assist with ideas for fund-raising and payment of dues.
  3. That the VP have a lot of training materials with him when he conducts his visitations, as all the NOMs expect training.
  4. That the VP try to visit chapters not previously visited by other VPs.
  5. That the travel itinerary be planned well with your NOM.
  6. That the VP study the file of his predecessor and contact assigned NOM presidents at the end of Congress, in order to prepare for the visits.

CONCLUSION

What a wonderful year it has been, and I just can't believe that it has gone by so fast. I would like to thank Presidents Udai, Naeem, Ajit and laisarak for their kind and warm hospitality. I shall always treasure your friendship.

To my boss EVP Yong-Suk Choi, it was a pleasure to be on your team this year. I deeply appreciate your advice and guidance, and I shall treasure it always.

My deep appreciation to Area Director Jongtae Kim, for his help and constant willingness to advise and cooperate. To SG Ellerbe and the JCI Headquarters staff, thank you very much for your help and support.

To President Clear, it was a great year working together building Rainbow Bridges. I am really very proud and glad to be on your Board of Directors.

To Nepal Junior Chamber, thank you for giving me this opportunity to serve.

To my LOM, thank you for your support.

To all those who have advised, guided, and cared for me throughout the year, thank you and God bless you. □

RICHARD J. RILLERA

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS

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INTRODUCTION

What a wonderful year it has been! We've travelled a long journey and brought our mission to each NOM we visited. We've learned a lot and shared so much; yet, we remain determined to seriously and resolutely expand the Jaycee movement. Never a dull moment, always excited to do more. It is to you, the JCI leader and the global networker, that I offer to share my experience through this report.

MAJOR ACCOMPLISHMENTS

- **Travel:**

  Completed all of my official visits to my assigned NOMs by June 2, 1996. Travelled a total of 75 days in 1996. Met Junior Chamber leaders and members in more than 100 LOMs, some of which had never met or been visited by a JCI officer. Conducted several training sessions and orientations, shared information and ideas and met with local dignitaries and news media. Attended the USJCC Congress of Ten Outstanding Young Americans in Washington, D.C., in March; the Area B Team Meeting in Pusan, Korea, in April; the Asian-Pacific Conference in Kanazawa, Japan, in May; and the USJCC national convention in Lexington, Kentucky, in June. Also attended the JCI Board Meetings in Glasgow, Scotland; Coral Gables, Florida, and Pusan, Korea. In addition, travelled within the United States, recruiting, training, marketing and promoting JCI and its programs. Served as Awards chairman during the Asian-Pacific Conference and as Sergeant-at-Arms at the Presidential Caucus at the Pusan World Congress.

- **Highlights of NOM visits:**

  In these visits, discussed with each national president the importance of membership (recruitment, orientation, activation and retention), ASPAC/JCI 9th Academy, Vision 2000, Local President's Summit, team communication and reports, list of performers, dues deadlines, national plan of action, JCI's 100% Efficiency Program, Eagle Team Rainbow Program, World Congress, training and the Eagle Team plan of action.

  1. **New Zealand - March 28-April 1:** Met with the presidents or their representatives from 14 LOMs in Christchurch, Auckland and Wellington. Met with the CEO of Canterbury Chamber of Commerce, mayors of Ashburton and South Waikato District Council, a member of Parliament for Tongariro, and a public relations manager of a large manufacturing firm for potential corporate recruitment or sponsorship. Interviewed by a newspaper reporter. Motivated and inspired LOMs on the importance of membership growth, individual development and community service. Set membership growth goals for each LOM and regional area.

2. **Fiji -April 1-4:** Met with the presidents or their representatives from 12 LOMs in Nadi and its surrounding communities, Suva and surrounding communities and Labasa and its surrounding communities. Met with the mayors of Suva, Nadi, and Labasa, town councils of Labasa and Nadi, chief of police of Nadi, school teachers and administrators and government education officials. Interviewed by TV and radio reporters. Met with national board members, past national presidents and national officers and other Jaycee leaders and discussed at length the importance of leadership, national unity and vision, membership recruitment and development. Set membership growth goals for each LOM and regional area. Motivated and inspired LOMs on the importance of membership growth, individual development and community service. Conducted training on Team Leadership.

3. **Vanuatu - April 4-6:** Met with the national president and conducted a one-on-one orientation and training on NOM management, including potential national programs, fund-raising ideas, extension and affiliation of new chapters, incentive/recognition program and JCI opportunities. Set membership growth goals.

4. **Australia - April 7-13:** Met with the presidents or their representatives from 18 LOMs in the states of Queensland, New South Wales and Victoria. Met with the mayor of Maroochy Shire Council, president of the Chamber of Commerce in Nambour, executive director of the Australian Chamber of Commerce & Industry, Philippine ambassador to Australia, Philippine community leaders and representatives from the foreign diplomatic corps to Australia. Also met with state presidents of New South Wales and Victoria. Motivated and inspired LOMs on the importance of membership growth, individual development, community service and creating a leadership vision for Australian Junior Chamber members.

5. **Philippines - April 13-19, 22-23 and May 28-June 1:** Met with the presidents or their representatives from 85 LOMs in the Metro Manila area, Cavite, Pampanga, and Cebu. Met the national board at its first meeting in Baguio where Junior Chamber of the Philippines launched its Jaycee Week project. Met with the mayor of Baguio. Addressed Jaycees and residents of Baguio at the People's Park, highlighting JCI and the achievements of JCP, its continuing efforts to develop leaders and its service to humanity. Set membership goals of LOMs. Conducted training on "World-Class Leadership" in a Metro Manila Area Jaycees-sponsored event.

6. **Pacific - April 19-21:** Met with the national board and representatives from three LOMs and reviewed NOM management, goals, recruitment efforts and current programs and activities. Conducted training on "What's a JC?" at a Japan Junior Chamber APDC mission-sponsored seminar. Met with the wife of the Governor of Guam, a past JCI President and Japan JC's APDC mission group.

7. **Korea - April 23-26:** Met with the EVP to report on my NOM visitation objectives, activities and results. Also, met with some COC staff and visited the LI World Congress site. Visited the Seoul Jaycees and discussed IBN opportunities and the LOM's potential involvement in enhancing IBN.

8. **Japan - May 27, 1996:** Visited the Tohoku District and the Sendai Jaycees on behalf of the New York State Junior Chamber. Celebrated the Twinning/Friendship Agreement between the Tohoku District and the New York State Junior Chamber.

9. **United States:**

a. **Lowell, Massachusetts - November 17-19, 1995:** Keynote speaker at its Autumn State Convention highlighting JCI's recently-concluded World Congress and the new JCI President's theme of "Rainbow Bridge of Opportunities."

b. **Wisconsin - December 1-3, 1995:** Recruitment activities and spoke at the Wisconsin Jaycees Executive Board Retreat emphasizing membership growth, communications and leadership. Met with the Executive Director of the Cambodian Community Service for potential affiliation. Interviewed by TV and radio reporters.

c. **New York City, NY - March 9, 1996:** Conducted training on "Vanguard Leaders" for Region 1, New York State Jaycees.

d. **Lake George, NY - May 10-12, 1996:** Conducted training on "Fast Track" and spoke about JCI and internationalism to incoming LOM officers of the New York State Junior Chamber during its year-end convention.

e. **Liverpool, New York - June 14-15, 1996:** Conducted training on "World-Class Leadership" and "Junior Chamber Opportunities" at the New York State Junior Chamber Local Officers Training School (LOTS).

COMMUNICATIONS

Communicated actively with national presidents. Sent letters, postcards and faxes to LOM members and officers of assigned NOMs before and after visits—dealing with motivation, encouragement, information and thanks. Coordinated with JCI Area Director on reports, needs, etc., of NOMs. Reported regularly to Area B EVP Yong-Suk Choi. Published and distributed to national presidents the Eagle Team's newsletter.

MAJOR WEAKNESSES

- **Self:**

  Not having the opportunity to visit assigned NOMs, except for the Philippines, for a second time, due to work constraints.

- **NOMs:**

  Some NOMs 1) lack membership growth strategy and recruitment training programs; 2) lack a written strategic plan; 3) allow LOMs to stay under 20 members indefinitely—do not follow through with its plan of action; 4) VPs do not travel to offer orientation or training; 5) have limited financial resources; 6) do not have a national roster of its membership; and 7) do not have a dues collection system.

- **LOMs:** The number of chapters with under 20 members.

RECOMMENDATIONS

- **To NOMs:**

1. Create a vision for the future
2. Think strategically; provide tactical plans.
3. Develop and implement membership recruitment, orientation, activation and retention programs for your LOMs.
4. Continue to learn and share the experience.
5. Be always positive and imagine the possibilities.

- **To incoming officer:**

1. Review and analyze all information contained in the handover files.
2. Stress the importance of membership recruitment, orientation, activation and retention to ensure NOMs' and LOMs' success.
3. Plan visitation itinerary with the national presidents to cover as many areas as possible.
4. Require written quarterly reports from national presidents.
5. Communicate regularly with NOMs, LOMs, EVP, and the JCI Area Director.
6. Provide consistent coaching and motivation to national presidents throughout the year.
7. Zealously promote the 100% Efficiency Program, JCI Academy, Congress and conferences, and the Training Institute.

- **To JCI Headquarters:**

1. Develop more membership recruitment and development programs for NOMs.
2. Continue to promote and strengthen the IBN.
3. Continue to develop and strengthen Vanuatu and Pacific through the Asia-Pacific Development Council (APDC).
4. Pursue plans of reestablishing ties with Jeune Chambre Economique Française (JCEF).
5. Pursue plans of affiliating the Solomon Islands.
6. Explore the possibility of using TOYP Honorees in promoting JCI to each NOM through public service announcements.
7. Explore the possibility of having all JCI training programs made available through computer disks.

CONCLUSION

A special thank you to the Eagle Team—National Presidents Tony, Anand, Malcolm, Jerry, Bobby, and Nadia. You are indeed Eagles! Thanks for your hard work, dedication, cooperation, and support. I will always treasure your warm hospitality and friendship. Thanks to Secretary General Benny Ellerbe, Jongtae Kim and the ever courteous, friendly and hard-working staff of JCI for your help, support and outstanding work, as always. Thank you, my fellow VPs and fellow members of the "Bombers Team"—EVP "Coke" Choi, Ki Hwan and the Pusan COC staff and to Santosh, Joey and Aldo—we really had a good time together; and finally, to President Tom, a big special thank you for your leadership, vision and commitment to share the Rainbow Bridge of Opportunities with the world. You've made all of us so special and coached us well to bring JCI closer to the member. God bless! □

ALDO B. TOBING

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

It gives me great pleasure to present this report to General Assembly on my activities as a JCI Vice President during 1996.

It is my honor and a real challenge to be assigned to the countries of Nepal, Malaysia, Mongolia, Singapore, and Vietnam (contact nation).

MAJOR ACCOMPLISHMENTS

1. Visited all my assigned NOMs and attended the national convention of Junior Chambers Singapore and Malaysia
2. I was the first JCI VP who visited all four areas of Nepal Junior Chamber.
3. Encouraged NOMs to work together to strengthen Junior Chamber in my assigned NOMs.
4. Assisted in promoting JCI programs, the Kanazawa ASPAC Conference, the Kenya Business Conference, and the Pusan World Congress.
5. Promoted the 100% Efficiency Program to all assigned NOMs.
6. Promoted Junior Chamber to members, business leaders, government officials and through all forms of the media.
7. Worked closely with the Asia-Pacific Development Council (APDC).

COMMUNICATIONS

1. Communicated effectively with national presidents.
2. Received efficient and active communication from the JCI Headquarters.
3. Had constant communication with EVP Yong-Suk Choi and Area Director Jongtae Kim.

MAJOR WEAKNESSES

1. **Nepal:** Financial base; internationalism.
2. **Malaysia:** Very young age of membership; internationalism.
3. **Mongolia:** Short on Junior Chamber resources; NOM management structure.
4. **Singapore:** Small-size NOM in membership; challenges from other youth organization

RECOMMENDATIONS

- **To NOMs:**

  All the weaknesses mentioned above can be improved through the strong determination and commitment of the leaders in each NOM and continuing to build Rainbow Bridges together through the five Areas of Opportunity. I am positive that, with the enthusiasm and spirit that you have shown me during my official visit, all the weaknesses can become the strengths.

- **To incoming officer:**

  1. Be ready to assist your assigned NOMs with fund-raising ideas, taking new ideas on projects.
  2. Visit the chapters that have never or seldom been visited by JCI officers.
  3. Please give special attention to Mongolia Junior Chamber as our baby in the Jaycees family and to Vietnam as our contact nation.
  4. Promote the Business and International Areas of Opportunity.
  5. Provide more JCI information and basic training.
  6. Work closely with APDC (Asia-Pacific Development Council).

CONCLUSION

Being the first-ever JCI Vice President from Indonesia has been an unforgettable experience. The opportunity to share ideas, thoughts, experiences, travels, and adventures, as well as meeting many new friends and accomplishing the mission, have all been a source of great pleasure.

I would like to thank all of my great friends—National Presidents Surendra, Benny, Bold and Steve—for their trust and cooperation during my year as JCI Vice President.

To President Tom Clear, it was an honor to be on the "Rainbow Bridge Builders Team." Thank you for your guidance throughout the year, and thank you for selecting me as "World President of the Day."

To EVP Yong Suk Choi, it was a pleasure to be on the "Bombers Team." I appreciate very much your great leadership.

To SG Benny Eilerbe and all the staff of the JCI Headquarters, thank you for all the support and cooperation.

To Area B Director Jongtae Kim, thank you for all your help and assistance.

To APDC, thank you for sharing thoughts and working closely with me during the year.

To Indonesia Junior Chamber, thank you for your strong support year by year. We did it! □

MAYELA CASTRO DE ROQUEBERT

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

It has been an unforgettable experience to have been assigned to the NOMs of Costa Rica, El Salvador, Honduras, Mexico and Ecuador, and to the contact countries of Nicaragua, Guatemala and Belize. Together, their motivation and my intent of serving them, made the building of many Rainbow Bridges of Opportunity possible.

MAJOR ACCOMPLISHMENTS

1. Visited all my assigned NOMs twice. During my first visit, carried out the adjustments which each NOM requested of me, according to their needs and with the purpose of reaching the most members.

2. Also visited Nicaragua and Guatemala, and was in Belize once—all the contact countries. In Nicaragua and Guatemala, with the help of Senators and former members, potential groups were organized. Nicaragua will seek potential affiliation at the Pusan World Congress.

3. Conducted training during my visits to all NOMs and sent them JCI manuals and brochures to reinforce this area.

4. Promoted participation at the Area C Conference, the Japan Academy, GALS and the World Congress.

5. Urged NOMs to develop a national TOYP program, to implement a Local 100% Efficiency Program, and to initiate the process of strategic planning as an alternative to achieve permanent stability and improve administrative operations. Also promoted the recommendations of the Special Commission for Membership Growth (Cheju, Korea) and recommended permanent fund-raising projects.

6. During my visits, held meetings with all the NOM boards of directors, local officers, members and senators. Granted interviews to the media and met with government authorities and sponsors.

7. Placed much emphasis on the importance of the Business Area of Opportunity, and encouraged the creation of national business networks, as well as subscription to IBN.

8. Urged to regulate systematic member affiliation, and to establish "An Opportunity to Succeed" as a standard seminar.

9. Motivated members to set high goals and promoted the establishment of high-impact community projects to market the organization. Also, emphasized internationalism to get to know the experiences of other NOMs. I also underscored the MET, the Presidential theme and Vision 2000.

10. Attended the Area C Conference, where I had the opportunity to be the Awards Co-chairwoman and to teach PRIME in Spanish.

11. Also taught PRIME at the International Training School organized by Honduras and at the national convention of Mexico. Assisted El Salvador with a fund raising seminar. Was invited as a trainer to a regional event in the NOM of Colombia.

COMMUNICATIONS

I maintained constant communication with my NOMs through letters, faxes, telephone calls, and postcards. I submitted monthly reports to Executive Vice President Karyn Bisdee, with whom communication was excellent. Regarding the JCI Headquarters, communications are very efficient, especially on the part of Director of Growth and Development Edson Kodama.

I was also in contact with Fernando Sanchez, American Development Council officer; with Fabio Olmedo Palacio V., Special Assistant to the President for Growth and Development; and with Franklin Mejia, Chairman of the JCI Training Institute.

MAJOR WEAKNESSES

1. **Costa Rica:** There are problems with recruitment and retention of members, as well as economic limitations. The NOM may request an extension of its provisional status.

2. **El Salvador:** Its membership is too low to meet the economic commitments of the NOM, and the problems the country is undergoing; there is little NOM office turnover and a lack of projects.

3. **Honduras:** The economic situation of the country has been greatly affecting the NOM for years. There are difficulties in the administration of the NOM and an absence of high-impact national and local projects. The NOM lacks internationalism to make itself known among other NOMs.

4. **Mexico:** Has increased its membership considerably, thanks to a visionary program called "2000 for the year 2000." Its main weakness is the lack of a national secretariat.

5. **Ecuador:** The vicissitudes which the country is facing are causing membership desertion. The NOM needs more national projects to market the organization.

6. **Nicaragua (contact country):** Its main weakness may be the situation the country is facing. Nonetheless, this will not prevent our contact group from seeking potential affiliation.

7. **Guatemala (contact country):** The new group which has been formed is facing a large debt which the former NOM left with JCI ten years ago.

8. **Belize (contact country):** New contacts were established, but the projected group of young people has not been formed.

RECOMMENDATIONS

- **To NOMs:**

1. **Costa Rica:** Senators should cooperate in the reactivation of this NOM. Request a one-year extension as a provisional NOM, while conditions improve.
2. **El Salvador:** Form new chapters and establish permanent fund-raising projects. Request the support of Senators, with whom they do not maintain relations.
3. **Honduras:** Restructure national board of directors. Seek more internationalism. Support for neighboring NOMs and contact countries like Nicaragua, Guatemala and El Salvador.
4. **Mexico:** Continue the pilot program for recruitment. Reactivate the chapter in the capital. Create a permanent secretariat. Stay motivated as you have been so far.
5. **Ecuador:** Improve the recruitment system, looking after the quality of members. Carry out national community projects. Establish a career system for national leaders.
6. **Nicaragua:** Strengthen the chapter in the capital (Managua) for subsequent extension. Seek potential affiliation.
7. **Guatemala:** Strengthen the chapter in the capital for subsequent extension. Be careful with the type of persons that are recruited.
8. **Belize:** Motivate community leaders to support this initiative.

- **To incoming officer:**

1. Motivate NOMs to have a plan which will ensure their future success in all the key areas.
2. Train local and national officers.
3. Give guidance in organizing permanent fund-raising projects.
4. Urge the development of attractive and ambitious community projects.
5. Take many manuals and brochures, as well as information on JCI programs and projects.
6. Urge NOMs to be more creative and to maintain a positive attitude to solve the problems they face.
7. Participate in international JCI events to get to learn from others and to exchange experiences which will motivate them in their work at the national level.

- **To JCI Headquarters:**

1. Create a development plan for Area C, especially geared to support Central America.
2. Work with the excellence you have maintained up to now.

CONCLUSION

The end of a marvelous year is approaching. Beautiful Rainbow Bridges of Opportunity have been built. My gratitude to Marlin, Alejandro, Ramón Aristides, Lulú and Alfredo, for your special attentions and friendship; I congratulate you on your perseverance and desire to advance Junior Chamber in your countries.

VP Castro's report (cont.)

Many thanks to the "star" who illuminated our path, Karyn W. Bisdee, Executive Vice President, who, with her leadership and contagious charisma motivated us to give our best at all times.

Thanks also to my teammates: Vítor, Henrik, Harold, Baba and Hachi. All of them are extraordinary friends.

To Edson Kodama, thanks very much for your valuable support and formidable patience. It was a "super" pleasure to work with you.

To Benny and his Headquarters staff, the people who make the impossible possible, my deep appreciation.

Thanks, President Tom, for your friendship and motivational leadership. The 1996 team really has a "far out" President, who leaves a profound mark of originality and innovation.

To the Cámara Junior of Panamá, its president Erick, and to my LOM Acrópolis de David, thanks very much for your unconditional support.

I would like to conclude with a phrase from Henry Ford, which sums up the work of this year: "To meet is a beginning, to continue together is progress, and to work together is success." Therefore "Let's continue working together to build Rainbow Bridges of Opportunity in the world." □

VITOR GIACOBBO

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

As a JCI Vice President in 1996, I had the privilege of belonging to a formidable team of Rainbow-Bridge Builders who were very motivated and united in their search for positive changes for the world. Thanks to you, Thomas J. Clear, III, our organization's bastion; and to you, Karyn Bisdee, a star of Area C; to Benny Ellerbe, our Secretary General; to Edson Kodama, Director of Area C; and to all my colleagues on the Board of Directors for the support and friendship given to me. To the JCI Headquarters staff, my sincere thanks for their affection and the work carried out on behalf of Junior Chamber members around the world.I wish to record as well my deepest gratitude to my assigned NOMs—Argentina, Bolivia, Paraguay, Peru, and Uruguay—for their cooperation and support. It was a real privilege to have been able to serve you during this year. Without doubt, 1996 was the most moving and challenging year of my Junior Chamber career, the maximum test of balance among my family, my profession and Junior Chamber.

MAJOR ACCOMPLISHMENTS

1. Attended the January JCI Board of Directors Meeting in Miami and Orlando, Florida, U.S.A.
2. Visited the NOM of Paraguay three times, the NOM of Argentina twice, and the NOMs of Bolivia and Peru once.
3. Participated in the Area C JCI Conference in Martinique.
4. Consolidated the NOM of Argentina.
5. Increased the motivation of at least 700 members during official visits.
6. Contributed to the creation of at least ten new LOMs.
7. Assisted on the bid of the Santa Cruz (Bolivia) chapter for the 1998 JCI Area C Conference.
8. Encouraged large delegations from Brazil, Paraguay, Argentina, Bolivia, and Peru at the Martinique Area Conference.
9. Ensured a large number of award entries from my assigned countries.
10. Conducted two seminars in Uruguay with the participation of the Junior Chambers of Brazil and Argentina, as well as staff officers from JCI Headquarters.
11. Offered training to all the chapters I visited.

COMMUNICATIONS

I maintained regular communications with the NOMs, JCI and the Executive Vice President, by means of innumerable letters, faxes, and primarily the telephone, for reasons of time.

1. To date (August 30, 1996), I have received 82 letters and faxes from my NOMs and other team members.
2. To date (August 30, 1996), I have sent 75 letters and faxes to the NOMs, JCI and other colleagues.
3. The telephone was used more than 200 times for the best communication.

MAJOR WEAKNESSES

1. The movement in Uruguay is facing many difficulties.
2. There are air transportion problems and I was not in Uruguay on the confirmed dates.
3. Members lack training on Junior Chamber matters.
4. Events start very late.
5. Active-membership numbers are low.
6. There are economic problems.

RECOMMENDATIONS

- **To NOMs:**

  1. **Argentina:**

     a. Present more courses and seminars on Junior Chamber matters.
     b. Train next year's national board of directors.
     c. Carry out economic projects, to overcome the lack of funds.

  2. **Bolivia:**

     a. Train next year's national board of directors.
     b. Start events on time.
     c. Conduct a new-member recruitment program in the chapters.

  3. **Uruguay:**

     a. Carry out programs to mobilize and motivate individual members.
     b. Increase the number of individual members in the LOMs.

  4. **Peru:**

     a. Conduct a program to increase the number of LOMs.
     b. Increase active membership in existing chapters.

- **To incoming officer:**

  1. Stress membership training.
  2. Support the restructuring of the NOM of Argentina.
  3. Support the training institute of Bolivia.
  4. Emphasize the formation of new LOMs in Peru.
  5. Continue searching for new persons for a new Junior Chamber movement in Uruguay.

- **To JCI Headquarters:**

1. Continue support to Uruguay and Argentina, which need training on key JCI programs.
2. Maintain regular contact with national officers.
3. Accompany the NOM in the creation of new chapters in Peru, calling on the commitment made by that NOM.

CONCLUSION

My term as a JCI Vice President has been a unique experience—an opportunity to put internationalism into practice, an opportunity for personal improvement by contributing with others, sharing ideas, thoughts, experiences, days of training.

With deep sadness and reflection, we suffered the loss of our great friend, a true brother who will be remembered always, Gregorio Benitez, and his family. The Junior Chamber movement of Paraguay and the world is in mourning. Your example will be followed by many young people until the end of time.

My thanks to all the individual members who extended their warm affection to me during my visits to their cities, and to NOM presidents and officers for their company, understanding and support.

Thanks to Camara Junior del Brazil, and to my chapter, Marechal Candido Rondon, its president Ademar Rohers, and all my colleagues.

Above all, thanks to my most loved ones—Eva, Wiliam and Giovana—for having supported and encouraged me at all times this year, for your affection and love, and for your understanding during my absences from home.

Congratulations to all my friends and colleagues. □

HENRIK KUFFNER

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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MAJOR ACCOMPLISHMENTS

In general, I got the impression that it is possible to give NOMs a positive change for the new future of JCI.

Concerning the main goals in my plan of action, I worked especially hard in the fields of internationalism and business. Some of the significant results are as follows:

COMMUNICATIONS

Communication sometimes was very difficult, especially with the Latin American countries. With the United States Junior Chamber, it was better, but often there was no interest in communication. There was good communication with the Area Team and there was also extra good communication all year with many of the VP and EVP colleagues.

MAJOR WEAKNESSES

- **NOMs:**

1. **Brasil:**

   Brasil has a number of good projects, particularly in the field of community work dealing with infrastructure projects. They are changing the NOM strategy and are now strongly promoting internationalism and business. This year's national board and state officers are of a very high calibre, and they are already working very hard on all the recommendations received thus far. Brasil has never had an international conference, and after procedures were explained, the NOM is very motivated to bid for the 1998 or 1999 Area C Conference. Further, Brasil has shown an interest in organizing a bid to host a World Congress in the future. The NOM is now in the process of establishing business commission groups on chapter, state and national levels. They want to initiate a plan—sponsored by chapters, together with companies—whereby every chapter president would get a free ticket to the World Congress. In addition, Brasil is planning new projects, working with the good political connections they have (for example, a project that would provide government assistance to young professionals starting their own company).

2. **Colombia:**

They have many good projects in the field of community work and social aid—of special mention is a very high-level project, "Best Mayor of the region/department," whereby they collaborate with a TV station and several big industrial companies to ascertain voters' satisfaction with the mayors of cities throughout the country, and based on results, one mayor per region/department receives the award. Thus, they are giving awards to the best 30 national mayors each year. This project is giving Colombia Junior Chamber good public relations, and it shows that they are already working well together with politics and the economy.

In the international area the NOM is in good shape at the state and national levels. The organization of the Area C Conference next year is going well.

3. **U.S.A.:**

They have many very good projects in the field of community work, but unfortunately, they do not go public with them on an international level. They are very professional in fund-raising, and have started a sponsoring concept with the Chrysler corporation which allows members to get a discount if they buy a Chrysler car. This is a good base from which to start working more closely with the economy. In Pennsylvania they are now beginning to go international with the idea of bidding for the 1999 or 2000 Area Conference. Further, New York is thinking of bidding to host a World Congress. In addition, New York has begun to establish its own "New York Business Chapters." This came about as a result of recognizing that with the current members, it would never be possible to increase the level of membership. This idea is probably the future for the USJCC, i.e., to create their own "Business Line of Chapters."

4. **French Departments:**

Of course, to organize the Area C Conference was the major activity of the French Departments this year, and they did a very professional job. Congratulations! They participated in the national convention which was held before the Area C Conference. I was very impressed with the professional manner in which they worked.

5. **Dominican Republic:**

I talked with the national president and board members during the Martinique Conference and found them to be working very professionally. Together with Colombia, they are probably the best-organized NOM in Latin America. Unfortunately, to date, I have been unable to visit the NOM, as my planned trip was cancelled because of the national congress and presidential elections being held in the country. I will try to visit the NOM later in the year.

6. **Haiti:**

I have talked a lot with the contact person in Martinique. They have received remarkable help from the French Federation and have made good progress in their efforts towards affiliation.

RECOMMENDATIONS

- **To JCI Headquarters:**

1. That, if possible, the Area C Director be given extra assistance by having someone responsible just for The USJCC, as better communication with The USJCC is needed.

2. That Area Directors make frequent visits to NOMs. I have received outstanding comments on the visit of Edson Kodama to Colombia and Brasil, where he provided a lot of positive input to the NOMs.

- **To incoming officer:**

That the VP work on basic options for the United States; and that in South America it is necessary to do very sophisticated work.

CONCLUSION

Thanks to all the officers and members in my assigned NOMs, to EVP Bisdee, to President Clear, to my VP colleagues, to Area Director Kodama and the Headquarters staff, to German Junior Chamber, and especially to my family, for giving me the possibility and base to do the best work for JCI. ☐

HAROLD R. MARTIJN
VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

It was a real treat being an international Vice President. Most of the perceptions I had concerning this position have been satisfied. I have learned a lot and am pleased that I have been able to give much of the knowledge gained through Junior Chamber to others.

I have met many, many Jaycees who were more than happy to assist me during my visits, and it felt really great to be assigned to countries such as West Indies, Panama, Puerto Rico, Venezuela, Suriname, and Bermuda. The memories are many and very pleasant ones. Through this report, I will try to give you just a taste of my year as Vice President. I hope that it will be pleasant reading and understandable.

MAJOR ACCOMPLISHMENTS

I believe that many things have been achieved this year within my NOMs. Even though one or two have not grown or even have a decrease in membership, I really feel that at least they realized that by keeping paper members, they will never solve their membership problem. This is also an achievement, because it is the start of building new bridges.

1. Increase in membership in at least three of my assigned NOMs.

2. During my visits I met with approximately 50 percent of the membership of all NOMs together.

3. The JCI philosophy, theme and programs were successfully promoted to the membership and NGOs.

4. I had a well-planned visit, from which every NOM reaped benefits.

5. Motivation at its best, which resulted in very good attendance from all my NOMs to the Area C Conference.

6. **Suriname:** One NOM, even after not being present at the Kobe Congress in 1994, at the 1995 Paraguay Area Conference, nor at the Glasgow Congress, was present at the 1996 Area C Conference with a delegation of 18.

7. **Venezuela:** I was privileged to sign many agreements—that will benefit the Junior Chamber movement—and it seems that these agreements are already bearing fruit.

8. **Bermuda:** Successfully promoted the TOYP Project that resulted in a tremendous success.

9. **Puerto Rico:** Together with the NOM president, we have opened the doors for the Junior Chamber to have closer ties with the government of this country. Also, this will result in a complete new chapter for the area of San Juan.

10. **Panama:** We have opened the discussion for a trade cooperation between this NOM and two national companies: a container haul and dispatch company and the biggest free zone of the Caribbean.

11. **West Indies:** Opened talks between one chapter and this country's government to commence cooperation to conduct one major project survey on child abuse.

12. Visited nonstop a total of nine countries and had fun doing it.

COMMUNICATIONS

This year I had faith in believing that communication, when done professionally and on time, can produce wonders. The success of my official visits was due to early communications, starting from the moment I was elected, the meetings with the Board of Directors at Congress, and with my assigned NOMs. It was wonderful. The NOMs were really responding to my faxes and calls. After the Area C Conference, due to unforeseen circumstances, my level of communication dropped, but was back in place after eight weeks. With my fellow Board members, communication was outstanding, especially with my Executive Vice President Karen Bisdee.

MAJOR WEAKNESSES

- **Self:**

  My major weakness was not enough days for travelling. I have used about 75 days for travelling to different meetings and official visits. Still, I believe that if you want to do an outstanding job, you need more days available.

- **NOMs:**

  A general weakness I see within most of the NOMs is the finances and a very young membership that needs to be trained about our business.

RECOMMENDATIONS

- **To NOMs:**

  1. That a reinforcement of basic training seminars be put in place. The JCI Headquarters has most of them revised into one-hour seminars. Make use of them.

  2. That the NOM itself should not do fund-raising, but instead, leave it to the chapters and let them contribute to the NOM.

  3. That chapters be encouraged to have motivational talks for the membership during their general assemblies.

4. Put on documents that you are sending to your members, convocations, minutes and other invitations to activities, as well as inspiring phrases. Do it continually and consistently. You can use the same one 20 times and then change it.

5. That local chapters be encouraged to use the JCI Commission system. It's the best way to keep your members learning and busy.

6. That all five Areas of Opportunity be promoted to maintain a balance in the chapters.

- **To incoming officer:**

1. Start on time at this Congress. Put your plan together with your assigned NOMs.

2. Be prepared. There is no such thing as getting everything done without preparing yourself.

3. Be open to help in the smallest detail, whenever you can.

4. Talk with the national presidents about their challenges, but also talk to the local presidents and give advice. Use your experience. You have come a long way.

5. Be enthusiastic about what you are doing, even if you feel tired.

6. Don't ever say that you feel tired. Tell them you need to get some rest for tomorrow or for the evening activity. They love people who are always available to talk and offer guidance.

7. Challenge them to bring people to the conference, Congress and any other activity, so they can get involved internationally.

- **To JCI Headquarters:**

1. Remember to take days off for vacations. You are working too hard.

2. Please inform the Vice President in enough time if it is possible to arrange a cheaper fare by taking another route.

3. Since I still have a box full of letterhead and envelopes, you could lower the amount given to the Vice Presidents and other officers. It may even lower your expenses.

CONCLUSION

It has been wonderful working as an international Vice President. I have enjoyed it all the way. I must say that we have received a lot of help from the JCI Headquarters, especially from Benny Ellerbe, Edson Kodama, Gunther Meyer and Christine Mas-Palmasson. Thank you. It was wonderful working with you. Also, I would like to thank all the national presidents from my assigned NOMs—Wilfredo, Erick, Bill, Rudolph, Albert, and Miguel—for their cooperation and hard work in making this year an excellent Rainbow Bridge. Many thanks to my leader, Executive Vice President Karyn Bisdee, for her motivation and all the opportunities she has given me. To our President Tom—you have done it—congratulations and thank you for your leadership. It has been a wonderful year. My Rainbow Bridge is not finished yet; it just started and I hope to see all of you along the way.

Thank you and care with me. □

BABAJIDE OLATUNDE-AGBEJA

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

First of all, let me give thanks to God for making it possible for me to serve this noble organization as a JCI Vice President in 1996. It has been a year of friendship, opportunities, travels, training improvements, maturity, appreciating and understanding fellow human beings from all walks of life and, above all, having the opportunity to build numerous colorful and strong Rainbow Bridges from Nigeria, via the United States of America and Dutch Caribbean, to many members and organizations across the globe.

MAJOR ACCOMPLISHMENTS

1. Motivated members in my assigned countries to attend JCI Conferences and World Congress.

2. Conducted training at every available opportunity, coaching PRIME three times—twice in the United States and once in Ghana. Encouraged NOMs to conduct PRIME and utilize the JCI Training Institute manuals at local and national levels.

3. Marketed the new Business Area of Opportunity, together with the International Opportunity, creating an awareness amongst members of the great opportunities in international trade.

4. Assisted the Millard Jaycees in Omaha, Nebraska, U.S.A., in setting up the Carter Lake LOM in the neighboring state of Iowa, securing a charter fee sponsorship for them.

5. Encouraged the setting up of two new chapters in the Dutch Caribbean based on qualitative growth and extension.

6. Visited Jaycees in 22 states in the U.S.A. and 4 islands of the Dutch Caribbean, travelling over 10,000 kilometers by road.

7. Marketed the organization through the print and electronic media. Visited government officers, Chambers of Commerce, Jaycee patrons and captains of industry in all chapters and NOMs that I visited.

8. Encouraged members to seek local, national and international office to enable them to reap the benefits of the organization at all levels.

9. Encouraged Dutch Caribbean Junior Chamber to set up a national secretariat.

10. Promoted full participation in the 100% Efficiency Program throughout my tenure of office.

11. Encouraged chapters to seek information from their NOM and the JCI Secretariat, especially now that Junior Chamber International is on the Internet.

12. Was awarded four honorary citizenships in the U.S.A., one honorary mayor president of Baton Rogue, Louisiana, U.S.A., and one honorary Admiral of the Fleet of the Great Navy of the state of Nebraska, U.S.A.

ATTENDANCE

1. January Board Meeting at the JCI Headquarters in Coral Gables, Florida, in January.

2. The United States Junior Chamber of Commerce Leadership Conference in Tulsa, Oklahoma, in January.

3. The United States Junior Chamber of Commerce Ten Outstanding Young Americans Award Ceremony in March.

4. JCI Business Conference in Nairobi, Kenya, in April.

5. JCI Area A Conference in Durban, South Africa, in May.

6. JCI Area C Conference in Martinique in May, where I chaired the Awards Committee in English.

7. The United States Junior Chamber of Commerce 76th Annual Convention in Lexington, Kentucky, in June.

8. JCI-sponsored International Training School in Ghana in August, where I was the head coach for PRIME.

9. JCI/UNESCO Conference in Paris, France, in September.

10. JCI World Congress in Pusan, Korea, in November.

COMMUNICATIONS

I must commend the outstanding flow of communication from my Executive Vice President, Karyn Bisdee, which motivated me to effectively communicate with my NOMs. The overall communication level was very high, especially with JCI and my two NOMs—the U.S.A. and Dutch Caribbean.

It is highly commendable that state presidents, officers and chapter presidents and officials communicated directly with me after we met at their Leadership Conference in Tulsa, Oklahoma, U.S.A. There were 108 faxes, e-mail, letters and phone calls received. In addition, 154 faxes, e-mail, letters and phone calls were sent out by me as at August 20, 1996.

MAJOR WEAKNESSES

- **Self:**

1. I was unable to visit Dutch Caribbean the second time for their 35th anniversary celebrations due to financial constraints.

2. I failed in my attempt to improve in French and learn Spanish.

- **NOMs:**

1. **United States of America:**

   a. Lack of proper understanding of JCI and its operations at the local level.
   b. High membership turn over, which demotivates others.

2. **Dutch Caribbean:**

   a. High concentration of membership in a particular age bracket.
   b. Dearth of trainers and training modules.
   c. Lack of a permanent national secretariat.

RECOMMENDATIONS

- **To NOMs:**

1. **United States of America:**

   a. That the level of communication with JCI be increased.
   b. That prompt payment of dues be a priority for 100% Efficiency.
   c. That national and JCI officers must be mandated to visit new, young and small LOMs to encourage and motivate them. Visits should not be concentrated only on well-established and metro chapters.
   d. That qualitative and quantitative growth is essential.
   e. That PRIME and EXCEL courses be conducted more often and sponsored by JCI.

2. **Dutch Caribbean:**

   a. That setting up a permanent NOM secretariat be a priority for the effective administration of the NOM.
   b. That fund-raising projects to improve the financial strength of the NOM be carried out.
   c. That community projects be carried out in conjunction with local governments and parastatals to enhance their fantastic relationship with government.

- **To incoming officer:**

1. That a national secretariat is a must for Dutch Caribbean Junior Chamber.
2. That the opportunity of the January Board Meeting be used to attend The United States Junior Chamber of Commerce Leadership Conference and commence visitations to assigned states. This way, more time will be spent with this very large NOM.
3. That at least two full days be spent at the Dutch Caribbean Islands of St. Maarten,Curaçao, Bonaire and Aruba.

- **To JCI Headquarters:**

1. That more JCI-sponsored training be conducted.
2. That officers be allocated more funds to enable those who can afford the time, the opportunity to revisit their assigned NOMs to help in their developmental process.
3. That JCI research and produce recruitment manuals to assist NOMs in growth and development.
4. That all aspiring JCI officers be encouraged to be trainers.
5. That the Area C Conference be shifted to April annually to accommodate the largest NOM in the world—The United States Junior Chamber of Commerce—whose members attend their state conventions around the same period in May.

CONCLUSION

Opportunities abound in our organization, Junior Chamber International. It is there to be tapped at all times, 24 hours of the day. My sincere appreciation goes to the entire JCI membership for giving me this very rare opportunity to serve the organization which molded me to what I am during my early adulthood. Thank you, members of Nigeria Junior Chamber, for allowing me to serve internationally, and my sincere apologies to my NOM president, Felibens Okoro, for not being there to guide you always as your immediate past president. Thank you, Presidents Kelly Wills and Mike Marshall of The United States Junior Chamber of Commerce, for your hospitality, friendship and professional approach to Jaycee issues. To Tim Jackson and all staff officers of The USJCC—your commitment to excellence is motivating. To 1995/96 USJCC metro director, Stew Mones, your planning and administrative capability is worth emulating, as your flawless planning during my three trips crisscrossing the U.S.A. in January, March and June, has totally endeared me to that country called America.

Thank you, President Esmeralda Harreman of Dutch Caribbean Junior Chamber. I came to your country to impart knowledge and I also learned a lot from you and your members. My appreciation for a very wonderful time on all your four islands.

Thank you, JCI staff, led by Benny Eilerbe, assisted by Gunther, Ana, Anita, Sylvia, and most especially, Edson and Christine. Your words of encouragement and genuine assistance helped me to run the year out. Although not a member of Area C, my twin-tower Desmond was a pillar of support throughout the year. To our shining star in Area C, EVP Karyn Bisdee, you shone over my path throughout the year, and I am proud to have served on your wonderful team.

President Clear, words cannot express my thanks. It was wonderful serving on your Board, and I learned a lot in serving with you. I pray that you continuously reap the fruits of your kindness and large heart. Finally, my sincere appreciation to my wife, Fehintola, my children, and all members of my family, for their understanding and support throughout the year.

Let us all continue to believe in the first line of our Creed, "that faith in God gives meaning and purpose to human life." With this guiding principle at the back of our minds, together, we will continue to excel and aim for the best and be the best at all times. □

HACHIRO NITTA

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

The year 1996 has been the most remarkable one in my Jaycee career since joining my home LOM, Toyama Junior Chamber in 1985. It started in the summer of 1995 when I made up my mind to run for the Vice Presidency of JCI. From that moment, I spent a huge amount of time studying the JCI Constitution and preparing for the election, as well as brushing up on my English. Then, in Glasgow, I went through Candidates' Training, the Nomination Committee, the caucus meeting and the election. I learned to maintain a positive mind through the series of first dramatic events. When I think back on this year, I am proud to say that my decision was right. And I hope that the people who voted for me at the election are content with their decision as well.

MAJOR ACCOMPLISHMENTS

Attendance:

1. **January:**
   - United States Junior Chamber of Commerce (USJCC) Junior Chamber Leadership Conference — Tulsa, Oklahoma
   - Visited National Service Center of the USJCC — Tulsa, Oklahoma
   - JCI January Board Meeting — Coral Gables, Florida
   - Visited National Secretariat of Canadian Junior Chamber — Markham, Ontario
   - Kyoto Conference of Japan Junior Chamber — Kyoto, Japan
2. **March:**
   - The 55th TOYA Award Congress of the USJCC — Washington, D.C.
3. **April:**
   - JCI Kenya Business Conference — Nairobi, Kenya
   - Kobe Conference of Japan Junior Chamber — Kobe, Japan
4. **May:**
   - JCI Area C Conference — Fort de France, Martinique
   - JCI Area B Conference — Kanazawa, Japan
5. **June:**
   - The 76th annual meeting of the USJCC — Lexington, Kentucky
6. **July:**
   - The 61st national convention of Canadian Junior Chamber — Toronto, Ontario
   - Summer Conference of Japan Junior Chamber — Yokohama, Japan
7. **September:**
   - JCI Global Affairs Leadership Summit — Paris, France
8. **October:**
   - The 45th national convention of Japan Junior Chamber — Nagano, Japan

9. **November:** · LI JCI World Congress — Pusan, Korea

Performance:

1. Conducted training sessions in my assigned NOMs on Jayceeism, internationalism and JCI, new-member orientation, Japan Junior Chamber, and "Mottainai" spirit.

2. Promoted the concept of "Rainbow Bridges of Opportunity."

3. Promoted MET, services, awards, IBN and programs of JCI.

4. Promoted with great emphasis the "Mottainai Picture Diary" program in cooperation with Japan Junior Chamber.

5. Attended the "Prevention Through Service" Leadership Summit Meeting at the White House on behalf of President Clear, and gave a presentation about the activities and ideas of JCI to about 30 international organizations.

6. Chaired the "Mottainai Seminar" at the Kenya Business Conference.

7. Supervised all seminars conducted in English at the Area C Conference.

8. Assisted the Area B team at ASPAC.

9. Contributed an article three times to Canadian Junior Chamber newsletter, "The Jaycee Journal."

10. Gave a speech at 15 places in Japan and promoted JCI to Japan Junior Chamber members.

11. Visited Japan Airlines and American Family Life Assurance Company and asked for sponsorship for the 1997 World Congress in reply to a request from the Honolulu Chinese Jaycees.

12. Visited Nassau Junior Chamber unofficially and spoke with a contact person, Don Michell (former president of the now defunct Bahamas Junior Chamber) as well as with government officers and the president of the Chamber of Commerce, and requested their cooperation for Nassau Junior Chamber.

COMMUNICATIONS

Strove for good communication with the national presidents of my assigned NOMs, the national secretariat, my assigned EVP Karyn, my fellow VPs, the International Affairs Commission of the USJCC and the JCI Headquarters, in order to make my visitations more effective.

Communication through e-mail was quite effective because of its low cost, certainty and carefreeness regarding time differences. It will be an essential tool among JCI officers in the future.

MAJOR WEAKNESSES

1. **Canada:**

   a. Compared with its population and potential, the number of members and LOMs is small.

b. In accordance with the above reason, the amount of membership dues, which make up an essential part of their income, is small.
c. Diplomatic problem with French-speaking people in Quebec.

2. **United States:**

a. Little interest of members in JCI and internationalism at local and state levels.
b. Active recruitment is not followed by effective orientation, and it causes a low retention rate.
c. Lack of activities on global points of view.

RECOMMENDATIONS

- **To NOMs:**

1. **Canada:**

a. That new LOMs be created in order to increase membership (100 LOMs by the year 2000). It would be effective to focus on establishing Metro LOMs. On the other hand, it is important to maintain its current members' quality (it has many professional members).

b. That the increasing number of immigrants from Asia, many of which have professional careers, be recruited.

c. That the long-range plan approved at the 61st national convention be broken down into an annual plan of action and carried out.

2. **United States:**

a. That there be thorough orientation for new members at the LOM and state levels, with full use of JCI manuals and tools.

b. That the awards programs be reorganized (there are too many of them) to ensure that award-hunting is not the "purpose," but a "means" of revitalizing Junior Chamber activities.

c. That this NOM have a global point of view, recalling its great history of having sent delegations to South American countries. I suggest they join one of Japan Junior Chamber's projects, the Global Training School (I proposed the plan this year, but it was rejected).

d. That the International Affairs Commission be improved to make it more effective and self-sufficient.

- **To incoming officer:**

1. **Assigned to Canada:**

a. That NOM officers be assisted in handling the inconvenience caused by the change of term.

b. That the VP work on developing new LOMs. It would be more effective to focus on the metro area because of its vast expanse.

2. **Assigned to the United States:**

a. That there be good communication with the International Affairs Commission.

b. That the VP make much use of meetings at the national level in order to deal with the large size of more than 4,000 LOMs.

c. That work on changing their term to a calendar year be continued.

d. That attendance at the JCI Congress and conferences be encouraged.

- **To JCI Headquarters:**

1. That a full-time director for the USJCC be established. This will provide a better link between JCI and the USJCC, and also will help the USJCC promote internationalism effectively.

2. That JCI work on lessening the language barrier in Area C. The "Four Official Languages of JCI" seminar, arranged by Canadian Junior Chamber, will be useful as a first step in this matter.

3. That it be noted that the Internet Home Page of JCI, on the Adobe system, is not very popular. Therefore, it has an access problem.

CONCLUSION

There are two invaluable benefits that I have achieved through my 12-year Junior Chamber career—to be positive and to smile. I've encountered many new people through visitations and meetings, and smiling was a great ice-breaker on those occasions. Many times I have struggled with problems, but positive thinking helped me find out something, if not the solution.

As I have worked closely with President Clear, I have realized that he inherits these invaluable characteristics naturally. I appreciate him a great deal for what he has done for the organization. I feel honored to have had the opportunity to work with a great leader, and have enjoyed the privilege of being a JCI officer in 1996.

I would like to conclude my comments with this year's slogan of Colleen Neil, president of Canadian Junior Chamber: "Just do it!" with a positive mind and a smile, and we will see a beautiful "Rainbow Bridges of Opportunity" ahead. □

MUFTHY HASHIM

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

This has been a truly remarkable year in which many "Rainbow Bridges of Opportunities" were built and thousands of members benefited from the new vision and philosophy of a great leader. I feel honored to have been a member of this team and to have been allowed the opportunity to serve some of the fantastic NOMs in Europe. It was a challenge and an onerous task, yet I carry with me the wonderful memories of this great voyage, which will be treasured throughout my life.

MAJOR ACCOMPLISHMENTS

- **Attendance:**

  1. January Board Meeting at the JCI Headquarters in Coral Gables.
  2. Visited the assigned NOMs, Switzerland, Germany, Czech Republic, The Netherlands, Poland, and Hungary for a total of 30 days.
  3. Area D Conference in Porto Carras, Greece.
  4. Berlin State conference in Germany.
  5. Will be attending the GALS Conference in Paris in September.
  6. Will be attending the conventions of my assigned NOMs beginning in September.

- **Performance:**

  1. Conducted training sessions in the following NOMs:
     - Czech Republic
     - The Netherlands
     - AIESEC members in Poland and Czech Republic
     - Germany

2. Promoted the Junior Chamber concept to prospective members, city officials, sponsors and other governing bodies in my assigned NOMs.

3. Promoted the JCI President's theme "A Rainbow Bridge of Opportunities" among members of my assigned NOMs.

4. Increased the interaction between NOMs and laid the foundation for strong NOMs to assist the less privileged and weaker NOMs assigned to me.

5. Encouraged and motivated members to attend the Area D Conference and the World Congress.

6. Initiated the opening of the Prague Junior Chamber in the Czech Republic.

7. Conducted a training program on "Mind Mapping" at the Area D Conference in Greece in May.

8. Served as the Bid Certification Committee Chairman at the Area D Conference in Greece.

COMMUNICATIONS

1. Active and regular communication with the presidents of the assigned NOMs.

2. Letters, faxes and telephone calls to members and officers of assigned NOMs.

3. Letters, faxes and telephone calls to and from the JCI Headquarters.

4. Regular reports, letters and faxes to EVP Petri Niskanen and Area Director Kim Castellano.

MAJOR WEAKNESSES

- **Self:**

  1. Due to language barriers, it was difficult to communicate with some of the LOMs.

  2. Due to lack of funds and time, could not visit NOMs and LOMs many more times.

- **NOMs:**

  1. Membership sometimes consists of members who are over 40.

  2. In some NOMs, there is poor knowledge of Junior Chamber and its programs and lack of proper training for members.

  3. Project concentration sometimes is more on one or two Areas of Opportunity only.

  4. High turnover of members in some NOMs.

RECOMMENDATIONS

- **To NOMs:**

  1. That stronger NOMs should assist the weaker and newer NOMs in the region.
  2. That emphasis should be placed on all five of JCI's Areas of Opportunity.
  3. That NOMs must use the visiting JCI officer's time and assistance to emphasize to the local members and to the public that JCI is a strong international organization.

- **To incoming officer:**

  1. Be ready to conduct training programs at the request of the NOMs.
  2. Be ready to educate the members on the movement and its activities.
  3. Be thoroughly conversant with travel procedures before informing JCI of the planned itinerary.
  4. Prior to the visit, find out from the respective assigned NOMs their specific expectations for the visit and any other assistance they may require from their assigned officer.

- **To JCI Headquarters:**

  1. That JCI prepare and distribute to all NOMs a guideline on how to prepare for a JCI officer's visit, to help NOMs to maximize the use of these visits.
  2. That more training and promotional materials be made available, especially to weaker NOMs.
  3. That stronger NOMs be encouraged to assist and develop the weaker NOMs.

CONCLUSION

We are at the end of an eventful year and the experience gained, the love shared, the missions accomplished and the satisfaction of serving is a great potential and a reaffirmation of the pertinence and timelessness of the principles of a great organization.

At the end of this wonderful journey, let me thank all those who shared with me the vision of this great movement: the presidents of my assigned NOMs—Michel, Balazs, Penaz, Andrzej, Hans Dieter and Hans—and their members, for a very warm welcome and hospitality; Executive Vice President Petri Niskanen, for his wisdom and support; our leader, Tom Clear, for his new vision and showing us the path to success; fellow colleagues of the JCI Board of Directors, for their cooperation and friendship; the officers of the JCI Headquarters, for their support and guidance; SG Benny Ellerbe and Director Kim Castellano, for their never-ending communication and information; my home chapter Kandy Jaycees and Junior Chamber Sri Lanka, for being with me all the way in realizing my lifelong dreams; and my family, for their great enthusiasm and their understanding, love and patience. Thank you very much, all of you. I have come a long way because of your support and I wish each and every one of you all the very best and good luck! □

MAGGIE O'NEILL

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

This year as a Vice President of Junior Chamber International, was a once-in-a-lifetime opportunity which will stand out as one of the greatest experiences of my life.

My assigned countries—Austria, Bulgaria, Croatia, Cyprus, Greece, Italy, Romania, Slovenia, Turkey, and the Ukraine—provided a mixture of enthusiasm and commitment which was challenging, infectious and inspiring. Unfortunately, this report is incomplete, as my visits to Bulgaria and Romania are scheduled for late September/ early October.

MAJOR ACCOMPLISHMENTS

1. Promoted Junior Chamber International to members and potential members in my assigned countries.

2. Met with government officials, news media, sponsors, public figures and other voluntary organizations in assigned countries and promoted Junior Chamber to them.

3. Promoted international cooperation and twinning, especially among newly-established NOMs and their more experienced neighbors.

4. Promoted attendance at the European Conference and World Congress.

5. Promoted and chaired the Area D awards program. Hosting the Awards Ceremony at the European Conference in Thessaloniki was a particular highlight.

6. Promoted Junior Chamber International programs and training opportunities.

7. Attended the AEP Meeting in Krakow and developed contacts with all the European NOM presidents.

COMMUNICATIONS

Good communication is essential to the success of any undertaking, especially when long distances are involved and meetings are infrequent. Communication with the JCI Headquarters was regular and frequent, and queries were dealt with very promptly. EVP Petri and I communicated well by phone and by fax. The following chart shows the written communications which were exchanged with my assigned countries, mainly by fax:

NOM	OUTGOING	INCOMING
Austria	9	1
Bulgaria	8	2
Croatia	16	10
Cyprus	17	10
Greece	12	5
Italy	8	6
Romania	14	2
Slovenia	17	11
Turkey	9	6
Ukraine	3	0

MAJOR WEAKNESSES

- **Self:**

  I assume that everyone can give as much time to Junior Chamber as I have over the years. I have no patience with those who see Junior Chamber as dealing exclusively with one Area of Opportunity and who fail to see that our strength lies in the variety of opportunities we offer.

- **NOMs:**

  Many NOMs have uncertain public images with resultant difficulties in attracting media coverage and sponsorship.

  1. **Austria:** The greatest strength in this NOM is the potential for growth among the 15,000 members of Jung Wirtschaft from whom the current membership of 1,200 is drawn. The main weaknesses are the lack of awareness of, and involvement in, all five Areas of Opportunity. I hope that their outstanding campaign to host the European Conference in 1998 will stimulate the members towards more active involvement in JCI programs and activities.

  2. **Bulgaria:** My assessment of the strength and weaknesses of Junior Chamber Bulgaria will be circulated after my visit to Bulgaria at the end of September. I can say now, however, that one of their strengths is a very committed NOM president.

  3. **Croatia:** The motivation of the members has been affected by internal disagreements within the national board which resulted in the selection of a new NOM president and NOM board during the year. It is essential that all the members of Junior Chamber Croatia begin to work together for the good of the organization in Croatia. They must also realize that differing viewpoints present opportunities, not threats, and that cooperation is the key to survival.

  4. **Cyprus:** Unfortunately, despite a number of meetings and some initial progress, there are still two Junior Chamber organizations on the island of Cyprus. The great strength in Junior chamber Cyprus is the NOM president and NOM board who have kept the organization motivated in sometimes difficult circumstances. The major weakness is the need for training, which can be addressed at the World Congress in Pusan. The uncertainty about their future is, I suspect, a weakening factor on both sides of the island, but as the Northern part was not represented at the AEP Meeting or at the European Conference in Greece, their progress, etc., is more difficult to assess.

5. **Greece:** Junior Chamber Greece was host to an outstanding European Conference in Thessaloniki in June, and this gave them a tremendous base of enthusiasm and commitment on which to build. They have the advantage of a very committed and enthusiastic NOM president supported by a strong NOM board. Their great weakness remains the concentration of membership in Athens which contains five of the NOM's seven LOMs.

6. **Italy:** The spirit of unity and commitment in Junior Chamber Italy is enviable and is inspired by the outstanding leadership of the NOM president and NOM board. A country of its size and with such enthusiasm, however, should have more members.

7. **Romania:** My assessment of the strengths and weaknesses of Junior Chamber Romania will be circulated after my visit in early October. External communication is definitely a problem and internal communication may be equally poor. The list of NOM officers for 1996 finally arrived this week, so this may be a sign of improvement.

8. **Slovenia:** Slovenia's progress towards affiliation has been slower than expected partly due to internal bureaucracy and difficulties with a past member. Funding seems to be a major problem. They have had more training than most nonaffiliated NOMs and contacts with Junior Chamber Trieste in Italy should be of great benefit.

9. **Turkey:** Junior Chamber Turkey has a very strong relationship with the business community and a good public profile. This has helped them with an ambitious extension program. Training and good interchapter cooperation will be essential for the successful development of the proposed new chapters.

10. **Ukraine:** All efforts to develop contacts with the Ukraine have been unsuccessful, so unfortunately, there is still no Junior Chamber Ukraine.

RECOMMENDATIONS

- **To NOMs:**

  1. NOMs should start to prepare for a Vice President's visit at the start of the year so that the VP receives the program before the visit.

  2. NOMs should use their VP throughout the year and also trust their VP enough to admit to problems and be prepared to discuss them.

- **To JCI Headquarters:**

  Candidates' training should include practical advice on the reports, budgets, travel, etc., that are expected of a VP.

CONCLUSION

I could not have been a Vice President without the support of a great many people, and to all of them I say "thank you," especially to my friends, my family and my boss, who have tolerated my absences and preoccupation with great patience. My LOM, Junior Chamber Dun Laoghaire, has supported me totally, and I have tried to be the

best ambassador I could for them. The same is true of Junior Chamber Ireland, and I hope that a few more members at least now realize what internationalism can mean. No JCI VP could function without the help and support of all the staff at the JCI Headquarters, and I must pay special tribute to Secretary General Benny and Area D Director Kim, who were always available to help, guide and offer a friendly word. I have been lucky enough this year to have been part of the most wonderful team of Vice Presidents, led by our outstanding EVP Petri. To Petri, Lilja, Patrizia and Mufthy, thank you for being such good friends and for helping me so much. A special word of thanks, of course, to JCI President Tom, for giving me the support, strength, encouragement, and friendship which made everything possible.

Finally, to my assigned countries, thank you for your friendship, hospitality and support. I hope that Junior Chamber will be as good to you as it has been to me. □

PATRIZIA RONCONI

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
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INTRODUCTION

Some years definitively mark the life of an individual and 1996 has been for me one of the special ones. It has been a great task and challenge and I have learned a lot as a Junior Chamber member and as a person.

Serving Junior Chamber in Belarus, Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway, Russia and Sweden has been a great honor and a great privilege.

In this report I will make only general considerations, having prepared a detailed report after my visits and for MYE.

MAJOR ACCOMPLISHMENTS

1. By the end of the year I will have travelled for nearly 70 days and taken 70 flights.
2. Visited all my assigned NOMs before the Area Conference, highlighting the importance of the LOM presidents.
3. Promoted JCI programs, projects, twinnings and NOM-to-NOM assistance.
4. Prepared a kit on each assigned NOM with all the basic and interesting information for a VP.
5. Provided all the NOMs with a manual on "how to participate in international meetings."
6. Trained or lectured in each of my assigned NOMs (13 seminars, 40 speeches).
7. Provided the NOMs with training material and/or basic information on JCI.
8. Met several local and national government authorities; did TV interviews.
9. Encouraged participation in national conventions, the European Conference, and World Congress, PRIME and EXCEL.
10. Prepared an article to be printed in the Junior Chamber magazine of my assigned NOMs.

11. Sent four mailings to all my NOM presidents and two letters to my LOM presidents.

12. Helped to found new chapters in new NOMs.

13 Helped the NOMs to have a more international view.

14. Evaluated the status of the new NOMs (structure, membership, finance and plan of action).

15. Served as PRIME coach during the European Conference.

16. Served as vice chairman at the VP Caucus at the World Congress.

COMMUNICATIONS

There have been more than 350 communications (faxes, e-mails, letters) from and to my assigned NOMs, and more than 150 communications from and to the other members of the team, as well as many telephone calls. Communication with some NOMs could have been more effective.

MAJOR WEAKNESSES

- **Self:**

  I was always thinking that something could be done better and I wanted to have more time to dedicate to the NOMs.

- **NOMs:**

  These are only general considerations; I was more detailed in my MYE Report.

  1. Too many LOMs with membership under 20.
  2. Problems of finance, language, communication and distances inside the NOM.
  3. Low stage of development in new NOMs.
  4. Lack of motivation and misunderstanding of the JCI philosophy in new NOMs.

RECOMMENDATIONS

- **To NOMs:**

  1. **Belarus:** That JCI basic training be intensified. Find financial support and continue extension.
  2. **Denmark:** Strong leadership and structure—continue the excellent job.
  3. **Estonia:** That more emphasis be placed on JCI programs. Develop a national recruitment program and organize a PRIME course.
  4. **Finland:** Strong leadership and structure, continue the excellent job.

5. **Iceland:** That emphasis be placed on internationalism and extension.

6. **Latvia:** That emphasis be placed on JCI basic training and community projects.

7. **Lithuania:** That an effective NOM secretariat be created for future development and extension programs.

8. **Norway:** That emphasis be placed on extension programs and LOMs under 20 members.

9. **Russia:** That they engage in active recruitment of new members, found new LOMs, and promote national leaders training.

10. **Sweden:** Good national structure, priority for LOMs under 20 members.

11. When planning the visit of a Vice President, send him to small LOMs or LOMs that have never been visited by a VP.

12. Don't be afraid to make the VP work 24 hours a day in order to make the visit more efficient.

13. Ask the LOMs which will be visited by a VP to prepare a small written explanation of their programs, projects and commissions.

- **To incoming officer:**

1. During the World Congress, take the time to speak with your assigned NOMs, and get as much information as possible.

2. During the World Congress, speak with the previous VP, ask for advice and for the situation in the NOMs.

3. Have a well-planned itinerary of visits, including national flights for big NOMs.

4. Meet as many members and LOMs as possible, share your experience and motivate them.

5. Be ready to have an interpreter and no audiovisual aids during your training in some NOMs.

6. Go on a diet before your JCI VP year (being Italian it is very hard to admit that the food in all my assigned NOMs was excellent!).

- **To JCI Headquarters:**

1. That basic information be prepared for the NOMs, especially the new ones, on how to take the best advantage from the visit of a VP.

2. That some basic information be prepared on the steps and the main points to found a NOM.

3. That feedback of the staff's visits to the NOMs be given to the VPs.

4. That a booklet be prepared with useful and practical information on the NOMs for the VPs (I have already made it for my NOMs!).

5. That a project to ask financial support for eastern European countries be promoted (Council of Europe, European Community).

6. That the assigned staff officers periodically contact the NOMs, especially the new ones, to update the situation.

7. That the VPs be given the opportunity to make a second visit to the weak and/or new NOMs.

8. That the recommendations made by the VPs be followed.

CONCLUSION

In conclusion, I would like to say THANK YOU!!! Thank you, Tom, my President, with your smile and your charisma you were a shining star for all of us. Thank you to the members of the Executive Committe—with your experience you showed us the way. Thank you to the members of the staff—you worked really hard. Thank you to all the other Vice Presidents, together we shared many special moments. Thank you to the Area D team—our rainbow will be remembered for generations. Thank you, Petri, my Executive Vice President—you were always there when I asked for your advice. Thank you to the General Assembly which elected me and gave me the opportunity to serve our organization and to have this once-in-a-lifetime opportunity.

A special thanks to all my assigned NOMs and to their presidents; Alexander, René, Toomas, Rauno, Ari, Aigars, Egidijus, Ingunn, Sergei and Johan—working with you has been a great experience (you made me work hard and that's what I wanted), thank you to all your members for the friendship they showed me during all the year.

And for the rest of my life, every time I will see a Rainbow I will smile and I will think of all of YOU.

THANK YOU. □

LILJA VIDARSDOTTIR

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
LI WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

1. Provided general encouragement, speaking to as many members as possible during my travels. Encouraged membership development and discussion of ideas for increasing membership.

2. Spoke about Vision 2000, and that every NOM should adopt its directions as soon as possible. Introduced JCI programs in my NOMs and promoted JCI material.

3. Published a newsletter with news from my assigned NOMs—Belgium, BJC, Catalonia, France, Ireland, Luxembourg, Malta, Monaco, Scotland, and the contact nation of Portugal—which was distributed at the European Conference in June.

4. Wrote a letter to the chapter presidents encouraging them to attend the programs designed for them at the conferences this year. The letter was distributed in each NOM.

5. Encouraged more cooperation between the countries and NOM-to-NOM assistance where needed, such as for Malta and Luxembourg. Especially encouraged members from these two smaller countries to take part in JCI programs.

COMMUNICATIONS

- **NOMs:**

  Great communication—at least once a month! Not many problems of feedback. Several formal letters were sent out and quite a few replies were received in return. A combination of fax, phone, and e-mail communication was used.

  My sincere thanks to all national presidents, NOM international vice presidents, other board members and also secretariats in several of my assigned NOMs.

- **Area Team:**

  Especially good communication with EVP Petri Niskanen and also my co-VPs of Europe. We had great cooperation.

- **JCI Headquarters:**

  Very good communications, especially with Director Kim Castellano and also other staff members.

MAJOR WEAKNESSES

- **Self:**

  Sometimes thinking too much of how to do more or do it better—just a little too exacting.

- **NOMs:**

  Not too many written reports were put forward; a written strategic plan should be available in each NOM.

RECOMMENDATIONS:

- **To NOMs:**

  Long-term planning: That the Vision 2000 report be used and adapted to each NOM's strategic plan. Every chapter should also have a three- to five-year strategic plan.

  Chapter development: That the great tool of JCI—the Chapter Development Seminar—be used. Local chapters should know this seminar by heart and work with it to build an even stronger organization.

- **To incoming officer:**

  1. Prepare for the hard work of travelling, providing seminars, workshops, meetings, etc. Be ready for unexpected circumstances.
  2. Contact former Vice Presidents for information and advice. Ask questions!
  3. Contact your NOMs every month, provide information, guidance and encouragement.
  4. Encourage and speak to ordinary members whenever you can. Ask for key persons and prepare for special encouragement when needed.
  5. Attend the national conventions when possible; perhaps a second visit to some of the countries.

- **To JCI Headquarters:**

  That direct mailings to chapters, introducing the services of JCI to members, be continued.

CONCLUSION

First, I would like to thank the members in my assigned NOMs for their friendship during the year.

To National Presidents Domini, Barry, Ewen, Michael, Guy, Theo, Yannick, Pierre, Michel, Josep, Philippe and Alain, thank you for a very special cooperation. Thank you, also, for a great time during my visitation and for taking very good care of me.

To EVP Petri, and VPs Patrizia, Maggie and Mufthy, thank you all for being there—the great team of Europe. Many thanks also to Timo Haapaniemi and to Kim Castellano and other JCI staff for their cooperation.

Thank you all for the support and for this great opportunity! □

BENNY L. ELLERBE
SECRETARY GENERAL

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REPORT TO THE JUNIOR CHAMBER INTERNATIONAL LI WORLD CONGRESS

INTRODUCTION

This report summarizes the activities of the JCI Headquarters during the period since January 1st, 1996, and outlines the activities of the Headquarters staff to assist officers and members in the accomplishment of the 1996 Plan of Action.

We are pleased to report that to date, the year has been full of new achievements and accomplishments. Many of these are detailed in the sections of this report that follow, but you may wish to note the following:

- Production of two issues of the new *Leader* magazine—fulfilling the wishes of the majority of the membership.
- Production of the Spanish- and French-language versions of the new public relations brochure. Due to the great success and acceptance of this publication, the English-language version also had to be reprinted.
- Production and mailing of the 1996 JCI Membership Card.
- Development and holding of the successful 1996 Global Affairs Leadership Seminar (GALS), held in Paris September 11-14, in honor of UNESCO's 50th Anniversary.

EXECUTIVE DEPARTMENT

The department has been involved in the following:

- Updating and producing the 1996 Constitution and Policy Manual.
- Assistance to the President with general correspondence (approximately 400 communications in the form of letters, memos, messages of greeting and faxes) and preparation of Presidential itineraries, highlighted later in this report.
- Agendas, background papers, kits and minutes for the January Executive Committee and Board of Directors meetings, the Midyear Executive Committee Meeting, and the Congress Executive Committee, Board of Directors and General Assembly meetings.
- Training and coordination of minute-takers and taking and producing minutes of meetings of the corporation.
- Provision of appointment letters, terms of reference, name badges, etc., as well as reporting reminders, for Presidential appointees.
- Provision of support to the JCI Board of Directors, including preparation of press kits, business cards, letterhead, and travel arrangements (upon request).
- Preparation, processing, and acknowledgment of nominations for JCI office in 1997.

- LI World Congress Kit.
- Maintenance of staff records and coordination of staff incentives (at little or no cost to the organization.)
- Updating and producing the Headquarters Operating Policies and Procedures Manual.

Secretary General:

In January, the Secretary General traveled to Hong Kong and Macau, conducting a conference site inspection to the latter, the bidder for the 1998 JCI ASPAC. This was followed by an inspection visit to Pusan, Korea, site of this year's World Congress, and attendance at the Kyoto General Assembly Meeting in Japan. In February, he conducted bid site inspections to Cannes (bidder for the 1999 JCI World Congress) and Monaco (one of the bidders for the 1998 JCI Area D Conference), followed by attendance at the Association of European Presidents Meeting (AEPM) in Krakow, Poland, and a conference site inspection to Vienna (the other bidder for the 1998 JCI Area D Conference). During this same itinerary, the Secretary General traveled to Gothenburg, Sweden, to meet with Volvo officials and Sweden Junior Chamber to finalize plans for the first European JCI Academy held in Gothenburg. In mid-March, the Secretary General attended the United States Junior Chamber of Commerce 1996 Governmental Affairs Leadership Seminar/TOYA, held in Washington, DC. In May, he participated in the Area C JCI Conference in Martinique, as well as in the Area B Conference in Kanazawa, Japan. Following the Area B Conference, the Secretary General conducted another Congress site inspection to Pusan, together with the President and the Executive Director of Meetings. In June, the Secretary General attended the Area D Conference in Salonica, Greece, followed by travel to Honolulu, Hawaii to participate in the Midyear Executive Committee Meeting. In August, he conducted a Congress site inspection to Manila, Philippines, and participated, together with President Clear, in the Meeting of Minds Summit hosted by the Philippines' Convention and Visitors Corporation. The Secretary General then conducted his third site inspection visit to Pusan. In September, he attended the JCI Global Affairs Leadership Conference in celebration of UNESCO's 50th anniversary in Paris, and in early October, together with President Clear, he attended CARE International's Board of Overseers meeting.

Personnel:

The Meetings Department, recently part of the Executive Department, was established as a separate department with the promotion of former Director of Meetings Anita Matter, to Executive Director of Meetings. Aside from the Meetings function, the Executive Director of Meetings directly supervises Program and Marketing Officer Philippe Vandewalle and the area of IBN & NGO Relations. In June, former Assistant for Area C, Christine Mas-Palmason, became the Administrative Assistant to the Executive Director of Meetings, replacing Mary Fountain, who resigned. Assistant to the ED of Meetings Rebecca Novak was promoted to Marketing Assistant. In September, Director of IBN and NGO Relations Sylvia Gonner resigned, and her duties will continue to be handled by the department staff.

In the Finance Department, William Bronkan was hired as Information Systems Manager in June, filling a position which had been vacant for over nine months. He has extensive experience with LAN environments. Former Sales Manager Mary Jo Aizcorbe-Gunter was promoted to Director of Sales, and Accounts Assistant Valerie Kniffin was promoted to Accountant.

The Communications Department welcomed former Mail Coordinator Ricardo Bran (from the Member Development Department) in the new position of Production Assistant, to replace Printer Donna Gondron who left JCI after five years of outstanding service. In March, English Language Editor Regina Provost was the first employee to retire from Junior Chamber International after 20 years of exceptional service to the Communications Department. To fulfill her functions, a new position was created—Language Editing Assistant—filled temporarily by former Assistant for Area D Ivette Sanchez. In September, Brian Cronin was hired as Language Editing Assistant.

In the Member Development Department, Nadia Vitels was hired in April as Assistant for Area D, replacing Ivette Sanchez. The latter returned to the Member Development Department In September, as Bilingual Assistant for Area C, replacing Christine Mas-Palmason, who moved to the Meetings Department in June.

Special Recognition:

Congratulations are extended to Executive Director of Communications Peggy Fisher, who celebrated her 25th anniversary of service to Junior Chamber International in March, and to Financial Controller Ana Gonzalez, who observed her 20th anniversary of employment in June.

Presidential and other travel:

By October 30, 1996, 13 itineraries for the President will have been prepared, as well as 77 itineraries for various JCI staff and 9 itineraries for members of the JCI Board of Directors. The department prepared 410 faxes and/ or letters in conjunction with the coordination of these itineraries.

FINANCE DEPARTMENT

Accounting and financial services:

1996 Budget: The 1996 budget with revisions was presented to the Executive Committee and the Board of Directors at the January Board Meeting for review and approval and once again at MYE. It was approved and circulated to General Assembly in the August monthly mailing.

Audit of 1995 financial activity: The firm of Coopers & Lybrand Certified Public Accountants conducted the audit of the 1995 financial results of Junior Chamber International (JCI), Inc. and Jaycees International (JCI) Foundation, Inc. The firm spent three weeks at the headquarters conducting their field work.

The management letter was issued by Coopers & Lybrand itemizing some minor points and recommendations regarding our internal accounting and information systems controls and measures have been taken to implement these recommendations.

General accounting activity: Since January 1, 1996, the department has processed 1,811 disbursements in the form of checks written or wire transfers, totaling US$2,757,616. During that same period, the department processed 1,617 receipts and credit cards, totaling US$2,802,677. In addition, the department processed 1,430 other computer entries which involved several thousand transactions as of August 31, 1996.

Reporting systems: Aside from the revised budget preparation and the annual audit, the department produces a monthly financial report which is distributed to the Board of Directors and the headquarters staff for review. The department has submitted the first and second quarter operating results with an explanation of variances to General Assembly in three languages, as well as quarterly financial status reports to all JCI officers.

1997 Draft Budget: In April, the department prepared and distributed the 1997 budget detail worksheets to the headquarters staff for preparation of the 1997 Proposed Budget. A draft budget was presented to MYE for approval. The approved budgets were then circulated to the Board of Directors for their approval, then to General Assembly in August.

Dues/membership reporting: Dues billings were sent to all NOMs on December 1, 1995 and a reminder notice was sent again on January 15, 1996 for the 1996 dues and any previous balances.

At August 31, 1996, 63 NOMs had paid their dues in full, 10 NOMs had payment plans, and 19 NOMs were non-financial. However, we expect the majority of tthe latter to be paid in full by the world congress.

Regarding membership registrations, 19 NOMs were billed based on their latest registration since no 1996 registration was received. Additionally, 29 NOMs had membership increases, while 17 had a decrease in membership.

Investments: We are continuing to invest in certificates of deposit, money-market accounts, treasury bills and notes for both Junior Chamber International (JCI), Inc. and Jaycees International (JCI) Foundation, Inc.

Information systems:

- Replaced four old PCs with Pentium-type PCs.
- Replaced main network server with a Micron pentium 4G hard drive server.
- Purchased upgrades for Windows, Harvard Graphics and PageMaker.
- Replaced server modem with 28.8 baud modem.
- Replaced keyboards with natural curve keyboards for MACs and PCs.
- Replaced one MAC with Power Mac for Graphic Artist.
- Purchased Okidata Pacemark dot matrix printer for Sales Department.
- Updated the JCI Home Page.
- Created the JCI Headquarters web site.
- Both Novell servers were upgraded to Novell 4.1.
- A comprehensive backup system was installed.
- A complete registration system was purchased and will be deployed at the 1996 World Congress.

Membership supplies:

- Increased our contacts with manufacturing companies overseas to assist us in the development of products to meet the needs of our worldwide membership.
- Expanded our line of training resources to meet members' requests. These manuals/books are presently available.
- Currently researching and adding new products to be test marketed for future sales catalog.
- Enhanced our product line by adding to our Paintings of the Earth tie collection. We now have five ties in this collection, and US$2.00 from the sale of each tie is being donated to an environmental fund.
- Attended to the early processing of orders for membership supplies within 48 hours after confirmation of receipt of payment.
- As of August 31, mail-order product sales totaled US$53,600 and conference sales totaled over US$34,000.
- Conducted in-house inventory on January 2nd.
- Promoted membership supplies through LOM mailings.

JCI Senate:

- As of August 31, 935 Senatorships were received, for a total of US$187,000 in Senate sales.
- Designed new presentation folder for mailing of Senate documents.
- Produced two issues of the Senate Newsletter, which were sent to new Senators in March and August.

Building:

The following projects have been completed during 1996:

- Painted exterior.
- Tree trimming.
- Tile repair/2nd floor.
- Finalized air-conditioning installation.
- Replaced carpet/4th floor.

SG residence:

The following projects have been completed during 1996:

- Lawn replacement.
- Tree trimming.
- Painted exterior.
- Replaced garage door.
- Replaced sprinkler system.

MEETINGS DEPARTMENT

The Meetings Department has made tremendous progress to meet the objectives outlined in the Presidential Plan of Action, and any special assignments given by the Secretary General. The Department continues to further develop the marketing/public relations, sponsorship and special program activities assigned.

Executive Director:

Meetings:

General:

- Handled all daily correspondence relating to the Meetings department.
- Supervised the daily work of the Director of IBN/NGO Relations and the Program and Marketing Officer.
- Conducted site inspection to Paris, France for the 1996 Global Affairs Leadership Summit.
- Coordinated the 1996 Global Affairs Leadership Summit in conjunction with the Secretary General.
- Organized 1996 January Executive Committee and Board of Directors meeting.
- Organized 1996 Midyear Executive Committee meeting in Hawaii.
- Coordinated the 1996 TOYP program.
- Revised the NOM guidelines on 'How To Organize A National TOYP Program.'

- Prepared the 1995 Annual Report ready for production by March 1996.
- Arranged reprint of public relations brochure in English and first printing of brochure in Spanish and French.
- Prepared final report and new proposal for the Nippon Foundation/Japan.
- Managed the World President of the Day program.
- Oversaw the Right Decision program - visited Canadian Junior Chamber to assist with training for this initiative.
- Assisted the Secretary General with review of external speakers through various speaker agencies.
- Continued to foster close working relationship with external trainers.
- Supported the Secretary General with any special work assignments, including foundation and grant requests.
- Attended ASAE special site-inspection trip to Vienna, Austria and Geneva, Switzerland.

Area Conferences:

- Followed up with NOMs wishing to bid for future Area Conferences.
- Assisted with the preparation for the 1998 Area Conference bids.
- Assisted the Area Directors with execution of the 1996 Area Conferences.
- Followed up with all Area Conference organizing committees after the 1996 January Executive Committee and Board of Directors meetings.
- Worked at the 1996 Asian Conference in Kanazawa, Japan.

1995 JCI World Congress—Glasgow, Scotland:

Assisted the Glasgow Congress Organizing Committee to finalize their audited statements.

1996 JCI World Congress—Pusan, Korea:

- Answering and following up with all inquiries relating to the World Congress.
- Included promotional information on the World Wide Web.
- Prepared complete schedule of events for the 51st JCI World Congress.
- Conducted site inspections in May (with JCI President and Secretary General) and September, 1996.
- Arranged reprint of Congress registration form.
- Prepared promotional brochure in English and Japanese for distribution at the 1996 Area Conferences.
- Prepared registration brochure for distribution with confirmation letters in English and Japanese.
- Prepared and coordinated the training/business program to be offered at the Congress.

1997 JCI World Congress—Honolulu, Hawaii:

- Supported the Honolulu Congress Organizing Committee.
- Handled daily requests regarding 1997 JCI World Congress.

1999 JCI World Congress bidders:

Assisted with the preparations for the 1999 JCI World Congress bid.

NGO relations

Correspondence:

- Answered all correspondence received from members, NOMs, and LOMs regarding JCI's relationship with NGOs. Forwarded copies of our agreements where requested.
- Answered all correspondence received from NGOs (AIESEC, ICC, UNICEF, UNESCO, UN, WHO, CARE, US Committee for UNICEF, NGO Committee for UNICEF, Conference of NGOs).
- Completed questionnaires and paid dues where needed.

JCI Representatives to NGOs:

- Revised job descriptions for all Representatives to NGOs; added terms of reference for two new positions: JCI Representative to the European Union and JCI Representative to the European Council.
- Mailed nomination and endorsement forms to all JCI Representatives; prepared and forwarded to them their badges, business cards, letterhead, etc.
- On a regular basis contacted JCI Representatives via letters, faxes and telephone calls and answered all their requests.
- Assisted all JCI Representatives with programs and projects proposed by them, including mailings of promotional materials, questionnaires, etc.

GALS:

- Established contacts at UNESCO in relation to the 1996 Global Affairs Leadership Summit Celebrating UNESCO's 50th Anniversary. Secured location and dates for the conference.
- Prepared background documents and the program for GALS including briefing session, speakers program, and workshops sessions.
- Coordinated activities with the ICC and the UNESCO headquarters in preparation for GALS.

International Business Network (IBN):

Correspondence:

Answered all correspondence received via mail, fax or Internet from IBN Associates, Junior Chamber members, NOMs and LOMs regarding the International Business Network (IBN), National Business Networks and the Business Area of Opportunity.

Promotion:

- Included IBN brochures/application forms in the 1996 April JCI mailing to NOMs.
- Included IBN promotional articles all *JCI News* issues, and in two issues of *Leader* Magazine.
- Developed promotional materials for the IBN section of the JCI Home Page.

IBN services:

- **Directory:** Mailed the IBN Directory to all IBN Associates. Input in the IBN database all data from new members and any changes from current members. Produced and printed the 1996 Directory Updates, and the 1996 IBN Directory.
- **Newsletter:** Researched, wrote, designed and prepared four issues of IBN News, and mailed them to all active IBN Associates. Distributed IBN News at the Kenya Business Conference, Area Conferences and World Congress.

New and Renewal subscriptions:

Processed all new IBN applications and provided Associates with confirmation letter, IBN Directory and Updates, IBN card, IBN News, IBN Code of Conduct. On a monthly basis prepared mailing to all IBN Associates whose subscription expired, and sent second notice two months later. Upon receipt of renewal form, sent confirmation letter and new IBN card.

IBN Card and IBN Pin:

Designed and printed new IBN Cards and produced IBN pin for all Associates.

Internet:

Created materials for the IBN section of the JCI Home Page, including promotional article, short list of IBN Directory, and IBN News. Developed the IBN Bulletin Boards on the Internet for IBN Associates' notices and trade leads. Updated the IBN Home Page monthly.

MYE-JBM:

Prepared proposal for IBN and the affiliation of NBNs for approval by the Executive Committee.

Area Conferences:

- Assisted IBN Council Vice Chairmen in organizing IBN activities for the Area Conferences.
- Prepared presentation materials for IBN Council members holding IBN sessions at Area conferences.

Congress:

Planned and coordinated on site the IBN Congress program including IBN training program, Business Day, Business Card Exchange, IBN Suite, IBN Council meeting, and IBN reception.

IBN Council:

- Prepared badges, business cards and stationery for IBN Council members. Prepared minutes of the IBN Council meeting in Glasgow and mailed to IBN Council. Corresponded with Council Chairman and Vice Chairmen regarding business programs at the Area Conferences and World Congress and assisted with planning.
- Prepared agenda of the IBN Council and assisted the Chairman with preparations for the meetings for the Council meetings in Kenya and Pusan. Mailed minutes of the meetings to all IBN Council Members.

National Business Networks (NBNs):

Created form requesting information on existing NBNs for inclusion in the March and June JCI mailings to NOMs. Developed "NBN Guide" and mailed to all NOMs. Developed NBN database and included NBN list in 1996 IBN Directory.

Kenya Business Conference:

- In cooperation with the Conference Chairman and Director, worked on the planning of the Kenya Business Conference including: promotion, program of events, agendas for General Assembly and all business sessions, Opening Ceremony script, registration/badges, souvenir booklet, IBN Council Meeting, invitations for sessions chairmen and speakers, etc. Processed credit cards for KBC registrations at the JCI Headquarters.
- Included promotion about KBC in March JCI mailing to NOMs, January IBN News, *JCI News* 1/96 and February *Leader* Newsletter.
- Attended the Kenya Business Conference from April 20-29 as lead JCI staff officer. Prepared report on the KBC, including financial report and recommendations.

5th Area of Opportunity—Business:

Prepared badges and business cards for Business Commission members. Corresponded with and assisted Commission Chairman with background materials and recommendations for the January Board and Midyear Executive Meetings. Included article of Project Ideas on the Business Area of Opportunity for *Leader* Magazine and the April issue of IBN News.

PROGRAM & MARKETING OFFICER

R.J.R The Right Decision Program:

- Assisted with coordination between participating NOMs, RJRI and Fleishman-Hillard.
- Prepared training session for JCI VPs.
- Visited Poland and Spain and met with Jaycees and RJR staff.
- Prepared special session at Area D conference for RJRI representative.
- Attended a two-day meeting between JCI, RJRI director and FH representatives at JCI WHQ.

Marketing:

- Assisted with coordination of the translation into French and Spanish of the PR brochure and negotiated better price and quality with a new printing company for this brochure.
- Devised a concept for the enhanced *LEADER* magazine, devised an advertising acquisition concept, collected articles, supervised the translation into French and Spanish, selected printing company and coordinated the production schedule of two issues.
- Devised a concept for the marketing brochure "100 Best Projects of the World in 1996," designed a questionnaire, edited selected entries and surpervised design and production.

9th JCI Academy:

- Managed the administration of registrations in cooperation with Japan Junior Chamber. Over 80 NOMS sent nominations.
- Made mailings to the participants and answered correspondence.
- Assisted the Academy special committee in Japan.
- Negotiated refunds with each participant.

JCI Foundation:

- Took over the administration of this area from the Member Development Department.
- Prepared the Foundation report, printed the 1996 Foundation Directory.
- Updated and reprinted the Japanese and English promotion leaflets.
- Sent out a newsletter in English and Japanese.
- Worked on an incentive for increasing donations to the Foundation from chapters.
- Improved the plaque delivery system to save on overhead cost.
- Collected donations at Areas B & D conferences and at World Congress.

Sponsorship Acquisition:

Worked on a sponsorship acquisition concept together with sponsorship assistants and Secretary General.

General:

- Handled daily correspondence relating to above responsibilities
- Worked on improving communication with Japan Junior Chamber via Internet
- Worked on improving the work of the graphic designer by recommending better software
- Assisted Director of IBN and NGOs in improving service to IBN members
- Assisted Area D Director in servicing Germany and German-speaking NOMs
- Liaised with Germany to organize special tour from Paris (GALS) to the German national convention
- Attended: board meeting of Junior Chamber Germany, AEP Meeting in Krakow, Areas B & D conferences in Japan and Greece, French National Convention, 9th JCI Academy in Japan, GALS in Paris, and World Congress in Pusan
- Assisted the JCI President in Hungary and Spain
- Conducted a development trip to Romania

COMMUNICATIONS DEPARTMENT

Communications Kaizen Objectives:

- Implementing kaizen—a Japanese term for continuous, incremental improvement—striving to discover better ways of working to achieve greater quality and cost-savings in all areas of communication
- Providing strong promotion of JCI presidential themes.
- Producing quarterly *JCI News* text and graphics in English, Spanish and French for Junior Chambers to translate and include in their national publications.
- Increasing participation in the *JCI News* program.
- Making more cost-effective use of JCI's limited resources through all JCI communications vehicles (see Appendix).
- Cutting translation costs by urging originators to be as succinct as possible.
- Controlling costs, especially for supplies, *JCI News,* outside translation and overtime.
- Providing multilingual editing and translation services.
- Providing typesetting, graphics, and printing services to meet JCI communications objectives.
- Encouraging teamwork between Production and Language Editing staff.
- Implementing the SPC recommendations—especially relating to *JCI News* and all areas of communications.
- Implementing desktop publishing to meet WHQ information, publishing, and automation needs for the next five years and beyond.

***JCI News*—Reaching More Than 98 Percent of the Membership:**

The *JCI News* program is a radical, global communications success story whereby JCI communicates with individual members in their native languages.

There are 89 participants in the program, which means that JCI is reaching more than 98 percent of its worldwide membership through *JCI News.* Since the 1988 Sydney World Congress, JCI has tripled the number of participants in the *JCI News* program.

Via the program, JCI takes its message to the grass-roots level in languages and formats members know and eagerly await. *JCI News* reaches members directly in over 26 languages and dialects, including: Chinese, Danish, Dutch, Finnish, Flemish, French, German, Icelandic, Indian dialects, Italian, Japanese, Korean, Nepalese, Norwegian, Portuguese, Russian, Spanish, Swedish, Thai, and more.

Kaizen Savings:

JCI News saves JCI US$395,000 each year, and this amount is increasing annually. These savings are used for other membership services.

NOMs have the resources to get JCI's message efficiently and cost-effectively to members. Many are producing far more sophisticated publications than JCI can because of their stronger financial and human resources.

The program has achieved significant savings in time, cost, and resources by eliminating in-house production of *JCI News.* Copy and graphics are distributed exclusively to an increasing number of NOMs participating in the program, in line with SPC recommendations.

Benefits for NOMs:

- Enhancing their publications by adding an important international dimension.
- Receiving a subsidy of US$.50 per member upon proof of publication of a minimum of eight pages a year. (For example, the JCI subsidy enables India to mail directly to 13,000 readers.)
- Empowering NOMs with final editorial control.

Additional Advantages:

- Formerly JCI battled overwhelming challenges—costly dependency on obsolete mailing data, postal hikes, escalating printing costs and insufficient translation services. The *JCI News* program eliminated all these obstacles.

- Participating NOMs use the phrase, *"JCI News* pages are sponsored by Junior Chamber International." Thus, individual members are informed that their news is funded by JCI.

- Another advantage is that the program is not dependent on in-house production, which is often overloaded. Other than limited photocopying time, no Production manpower is required for *JCI News*.

Custom-Designed Service:

The copy and graphics packages rushed by UPS to *JCI News* participants quarterly are designed for maximum flexibility. *JCI News* stresses graphics to make articles more visually attractive to readers. Editors are urged to tailor the contents to meet their own national interests and needs. This option is in line with the demographic trend that the Junior Chamber age market prefers individualized services.

Outsourcing in the '90s:

By outsourcing *JCI News*—employing the production and translation resources of NOMs—JCI can:

- Stretch limited resources.
- Avoid hiring and its associated expenses.
- Survive in the competitive market forces of the new global economy.

Key *JCI News* Coverage:

- The JCI President and his themes
- The *JCI News* success story
- JC Vision 2000
- JCI meetings' promotion and coverage
- Training and education
- The JCI Major Emphasis Theme and JCI-endorsed programs
- The International Business Network
- NOM profiles
- "The Junior Chamber Exchange"—a regular feature designed for sharing information and motivational articles from NOM publications
- "The Winners' Circle"—success stories of outstanding members, inspiring passages, and other news and information of interest to members worldwide.

Human Resources:

Focus was placed on enhancing human resources and improving teamwork by such means as:

- Departmental appreciation luncheons
- Verbal communications, enhancing human relations and saving resources—Mottainai
- Extensive use of cc:Mail, saving time and resources
- Training on the Macs, PCs, and Production equipment
- Innovative print processes, cutting costs, and prepress time.

Language Editing Cost Control:

Staff Language Editing services were augmented by using outside Spanish and French translators. By not adding permanent staff, JCI avoided increased salaries, benefits and equipment costs. Free-lance translators were also used to prepare documents in Chinese, Korean, German, and Russian. Cost control and management of overtime were primary concerns.

Statistics:

English, French, Spanish, and Japanese (including *JCI News, Leader,* manuals, newsletters, publications, messages, correspondence, forms, etc.)

- Translating ..... Over 8,000 pages
- Editing ..... Over 18,000 pages
- Formatting ..... over 2,000 pages

Production Savings:

An estimated 556,000 pages were designed, printed or photocopied in the Production Department. Development of long-term and new projects required dedicated time from Production personnel as did continued training on desktop publishing equipment. Production focused on cost cutting and prioritizing jobs to achieve the best results without hiring additional staff, despite the significant increase in production demands and publishing needs.

The following new production equipment also dramatically increased productivity and achieved further cost-savings by doing more jobs in-house:

- A 27-bin collator with offset and straight stacker
- A fully automatic paper cutter
- A business card slitter
- GBC driller

In-house production of nearly all publications resulted from the Print Shop, the 9285 copier, and the expanded capabilities in electronic publishing using PageMaker, WordPerfect, Quark Express, and Freehand programs to the fullest.

Press Savings:

A lease-purchase agreement for an AB Dick 9810XCS press enabled JCI to achieve the following:

- Extra space for collating, binding jobs, and storage of stock
- Maintenance savings of US$2,800 (US$1,200 vs. US$4,000 annually) for the 1860
- Reduced, cost-effective setup time
- Less expensive to run than the 1860
- Swing out T-head—requires one printer to operate instead of two
- Superior registration
- Tracking (inking flaw) prevention.

The lease-purchase agreement eliminates the purchase expense of US$32,972 and avoids ownership of equipment—eventually obsolete—when it no longer meets JCI's needs.

Copier Savings and Upgrades:

JCI switched its copier leasing from Xerox to Saxon, achieving a number of productivity savings and upgrades. The heavy-duty 9285 Mita used by the Production Department replaced a 5100 Xerox. It has the added features of hole punching, 1,350 greater paper capacity, enhanced magnification/zoom capacity from 50-200 percent, editing, and much less noise, which had been a significant problem for the Production Team.

The package included an enhanced 8090 machine for the 4th floor with similar expanded capabilities over the Xerox 5065 it replaced. These enabled it to be used as a backup when the 9285 was down for service or maintenance. Also included were enhanced 4685 Mita copiers for the second and fifth floor, replacing a Xerox 5322 and 5334. The new lease covered maintenance and supplies for the machines, providing additional cost savings for JCI.

Capital Appropriations for Future Savings:

A 1997 capital appropriation was proposed for the purchase of a new black-and-white laser printer for the Graphics Designer with a DPI of 600 or higher, which would have the following advantages:

- Enhanced quality
- Less use of outside typesetting, saving time and money
- Capability of doing more high-end work in-house

Appendix

JCI Communication Vehicles:

- Annual Report
- Areas of Opportunity communications
- Audiovisual communications
- Certificates and logos
- Charters
- Congress brochures, kits, and registration forms
- Constitution, Amendments, and Resolutions

- Data-entry communications services
- Fax, telephone and correspondence responses
- Financial statements and communications
- Foundation newsletters, flyers, and communications
- Foundation Annual Report
- Future of Children brochure
- Glossaries
- Golden Anniversary Exhibit
- IBN communications
- Invitations
- *JC Vision 2000* communications
- JCI Directory and updates
- JCI meeting kits, minutes, and communications
- JCI Officer Administrative Binders
- JCI Awards Manual
- *JCI INFO*
- *JCI News*
- *Leader* Magazine
- Letterhead and business cards
- LOM communications
- *Mottainai News*
- Media releases
- Member services from directors
- Membership publications and supplies
- Messages of Greetings
- MET and Subtheme communications
- Monthly mailings
- Plans of Action
- Presidential Messages and communiques
- Presidential monthly NOM Newsletter
- Questionnaires
- Registration forms
- Sales information and promotion
- Senate communications
- Special sponsor communications
- *The Junior Chamber*
- TOYP communications
- Training publications
- VIP communications links via JCI President, officers, and professional JCI staff.

MEMBER DEVELOPMENT DEPARTMENT

Executive Director:

Department supervision:

- Supervised the daily work of the department in implementing the 1996 JCI Plan of Action.
- Handled the daily correspondence and requests from chapters, national organizations and Board members.

Travel:

- Attended the US Junior Chamber Leadership Conference and conducted PRIME in Tulsa.
- Attended the Trainers Convention in Brazil and conducted National Leaders to the national board and Local Leaders to the trainers.
- Attended the MYE meeting in Hawaii.
- Attended the US Junior Chamber of Commerce JOTS and conducted Local Leaders and State Officers training (Making Heroes of your People).
- Attended the 1996 GALS program in Paris, France.
- Attended the Baltimore EXCEL.

Training:

- Developed the following One-Hour Training Seminars: How to Win Any Debate or Argument, New Members Orientation, New Members Project, and The Successful Executive.
- Coordinated the development of the new PRIME course.
- Provided support to the Training Institute Certification Commission.
- Developed and published promotional brochures for the JCI EXCEL Courses.
- Developed and published brochures and application forms for the PRIME and EXCEL head coaches and assistant coaches.

Development Fund:

- Administered, promoted and coordinated disbursements from the Development Fund to National Organizations and Area Associations.
- Made recommendations for action to the Executive Committee for all requests received.

Membership cards:

Provided assistance with the development and production of the 1996 Membership Card and distributed the cards to NOMs and chapters.

JCI Plan of Action and strategic planning:

Followed up on the SPC recommendations and coordinated the production of the Vision 2000 poster.

Mailing supervision:

- Supervised the shipping of the monthly mailing *JCI INFO* and all other mailings.
- Coordinated and sent to all chapters, NOM presidents and national officers, and JCI mailing list, four editions of *Leader* Newsletter in English, Spanish, and French.
- Produced and shipped to all national presidents, secretariats, Board members and key members, the 1996 Administrative Binder.

Five Stars Chapter Program:

Coordinated the Five Stars Chapter Program and issued the certificates.

Department publications:

- Updated and published the *One Year to Lead* in English, Spanish and French, and sent it out to chapter Presidents.
- Published the JCI Areas of Opportunity Manual.
- Published the JCI Debate Guide.
- Updated and published all other publications for chapters and NOMs.

NOM Secretariat Development Program:

Coordinated the disbursement of subsidy payments to the national organizations.

100% Efficiency Program:

- Updated and promoted the 100% Efficiency Program.
- Sent the 100% Efficiency Chart in every monthly mailing.
- Prepared and sent certificates to national organizations with more than 90 points in 1995.

Mini Directory:

Updated and published the monthly Mini Directory.

GALS Program:

Coordinated the organization of the 1996 GALS Program in Paris in September.

DIRECTOR OF GROWTH & DEVELOPMENT, AREA A

Area Administration:

- Provided administrative support and services to JCI Board members and Area A team during JBM, and on a continuous basis throughout the year.
- Assisted in the translation of documents in French/English to the Board of Directors, Member Development Department and Sales Department.
- Assisted AJA and the Area A Team in implementing the Area A Development plan and membership strategy.
- Provided special assistance and updated information to the JCI President and assigned Vice Presidents in planning their itineraries and prepared guides for visitation to Area A national organizations.
- Provided on-site logistics support for the GALS/UNESCO Conference in Paris, France.

NOM Development & Support:

- Prepared and sent several messages of greetings to NOMs/chapters upon request.
- Maintained constant communication and handled requests, correspondence and queries with NOMs/chapters and individual members.

- Provided support to the Executive Director in the implementation of the NOM Secretariat Development Program in Nigeria.
- Created and distributed membership and demographic charts/ NOM growth patterns & trends to Area team and national presidents.
- Established new contacts in Jordan, Comoros, Ethiopia, Uganda, Central Republic of Africa.
- Conducted development visit to Uganda, Ethiopia, Cote d'Ivoire, Mali, Benin, Nigeria, Cameroun, Kenya, Congo, Gabon, Cameroun, Ghana, Malawi, Zambia, Senegal, and Togo.
- Promoted JCI philosophy, programs, events and Presidential theme "Building Rainbow Bridges of Opportunities" at all times, as appropriate.

1996 JCI Area A Conference, Durban, South Africa:

- Provided staff support to Area A Conference chairman EVP Georges Bouverat and on-site assistance to JCI Officers, Area A Team members, and national presidents.
- Monitored and coordinated the schedule of events, conference promotion & marketing, and on-site registration.
- Assisted in the organization of EXCEL & PRIME courses in English and French at the conference.
- Provided support (management & logistics) and assistance to the Conference Organizing Committee.
- Prepared and distributed conference kits to seminar speakers/chairmen and chief delegates with agendas, programs, travel information and relevant conference materials.
- Prepared the conference final report. Over 298 delegates from 34 countries were in attendance.

1996 JCI Area C Conference, Martinique (May 15 - 18, 1996):

- Attended Area C Conference from May 13 - 21, 1996. Provided staff support and on-site assistance to President Clear & JCI Officers, Director Kodama, the COC and delegates.
- Assisted in organizing the Area C World Speaking competition.
- Provided logistical and administrative support to the JCI sales booth managers—with total sales of over US$6,650.

1996 Business Conference, Nairobi, Kenya (April 24 - 27):

Attended Kenya Business Conference from April 20 - 26, 1996. Provided administrative, management and logistical support to Conference Chairman Robert Go, Director Sylvia Gonner Boyd and Conference Director Bhavna Shah.

Training:

- Designed and presented numerous training seminars upon the request of NOMs and chapters during development visits.
- Participated as coach in the following PRIME courses: Kingston, Jamaica from March 9 - 12, 1996; Lilongwe, Malawi from August 8 - 10, 1996; Accra, Ghana from August 29 - 31, 1996.
- Presented the National Leaders course to the NOM of Bermuda, from February 9 - 12, 1996.
- Presented professional training course in Iceland, from March 14 - 17, 1996.
- Conducted a three-day LOM President seminar in conjunction with President Tom Clear, Franklin Mejia, Fernando Sanchez and Petri Niskanen at the Area C Conference in Martinique.
- Conducted special visit to Haiti to assist them in preparing their affiliation process to JCI.
- Conducted four International Training Schools in Malawi, Ghana, Benin and Cameroun.

DIRECTOR OF GROWTH AND DEVELOPMENT, AREA B

- Conducted working visit to Area B Conference site, Kanazawa, Japan. Assisted with the coordination of plans, agendas, and speakers prior to conference. Attended and provided on-site staff support to the Area B Conference Chairman and Conference Organizing Committee.
- Provided administrative support to the Area B Team through ongoing communication and replied to any requests for assistance during NOM visitations.
- Conducted development trips to Philippines, India, Pakistan, Hong Kong and Sri Lanka.
- Attended APDC Meeting in Macau, assisting in NOM development.
- Conducted site inspection for Pattaya 1997 Area B Conference in Thailand.
- Prepared and sent messages of greetings to NOMs and LOMs for special occasions, meetings, and important events.
- Prepared travel guides for presidential visits to Area B.
- Updated and circulated the Area B Awards manual to all Area B NOMs and JCI officers.
- Responded to all requests for JCI materials from NOMs and, by case, LOMs and individual members, and provided administrative service to NOM secretariats.
- Circulated *Leader* in English/Japanese to all Area NOMs, LOMs, and JCI officers.
- Provided administrative service for NOMs to organize the PRIME course, including the shipping of PRIME manuals.
- Provided administrative support and assisted in APDC activities, especially for NOM extensions to Vanuatu, Vietnam & the Middle East.
- Attended 1996 GALS in Paris and provided on-site staff support

DIRECTOR OF GROWTH AND DEVELOPMENT, AREA C

Growth and Development:

- Provided administrative support, such as planning their development trips to assigned countries, to JCI Board Members and the Area C Team at the January Board of Directors Meeting (JBM) and throughout the first semester of the year
- Translated all reports from Area C Team to be presented to JBM from English to Spanish and vice versa.
- Provided translation and interpretation to the members of the Board at JBM, at meetings and/or VP Training.
- Prepared and translated introduction letters from EVP to all Area C NOM presidents.
- Prepared and sent messages of greetings for NOMs and LOMs in response to requests.
- Handled daily correspondence and requests from NOMs, LOMs and individual members.
- Updated, prepared, printed and sent to all Area C NOMs the Area C Awards Manual.
- Updated NOM profiles.
- Input newly elected NOM board information and updated LOM information in the Access Database.
- Provided support to the Executive Director in the implementation of the NOM Secretariat Development Program in Ecuador and Dominican Republic.
- Maintained regular contact with Area C national presidents, board members and secretaries general.
- Provided support and orientation to NOMs in organizing PRIME and National Leaders Training sessions.
- Provided support for training and education related to all of Area C.
- Assisted Executive and Special Assistants for Growth and Development.
- Assisted in translation of correspondence and materials for the Meetings Department.
- Prepared articles and cartoons published in *Leader* magazine.
- Provided support to the Executive Director in supervising training programs, National Leaders Seminar, Local Leaders Seminar, 100% Efficiency Program and development grants.
- Prepared and coordinated translation of correspondence among Area C Team Board Members.

- Prepared and conducted training sessions for officers, members and NOM/LOM sponsor representatives during development trips.
- Promoted growth whenever possible.

Area C Conference, Martinique:

- Provided staff support to the Area C conference chairman and on-site assistance to JCI Officers, Area C team members, NOM presidents and board members, and individual members.
- Intermediated and coordinated the process for obtaining entry visas for JCI Officers and NOM delegates attending the conference.
- Monitored, coordinated and prepared the conference training program by contacting NOM presidents, NOM training directors and trainers.
- Monitored, coordinated and prepared the conference schedule of events, promotion and marketing publications and information in both English and Spanish.
- Assisted in the organization of EXCEL, PRIME and National Leaders courses.
- Provided support (management and logistics) and assistance to the conference organizing committee.
- Prepared and distributed conference kits to seminar speakers, chairman and chief delegates (agendas, programs and relevant materials).
- Prepared individual certificates of recognition on behalf of EVP for all trainers, judges, etc. attending the conference.
- Prepared the Conference final report.

United States Junior Chamber of Commerce International Affairs:

- Prepared JCI information material binders for all USJCC International Affairs Coordinators and state presidents involved in international activities by preparing a database to send JCI publications regularly.
- Maintained fluent correspondence with the USJCC staff regarding JCI activities.
- Provided support and assistance to USJCC International Affairs Commissioner regarding the official visit of JCI officers assigned to the United States of America.
- Provided support and assistance to USJCC Training Task Force in the preparation of the JCI Training Program at USJCC Annual Meeting in Lexington, Kentucky.
- Provided support to USJCC International Affairs Commissioners for presentation of scrapbooks for Awards at Pusan World Congress.
- Handled daily correspondence and requests from states, LOMs and individual members.

Mottainai Movement:

- Prepared Mottainai articles included in JCI publications mailed to all NOMs and LOMs.
- Prepared and distributed Mottainai Picture Diary form and information to all JCI NOMs and LOMs.
- Coordinated the Mottainai Seminar presentations at the Areas A, C and D Conferences with Area Conference Directors.
- Coordinated and supervised the participation of Japan JC JCI Project Special Committee in charge of Mottainai Movement at national parties at the Areas A, C, D and Kenya Business Conferences.
- Coordinated and supervised the participation of Japan JC JCI Project Special Committee to conduct Mottainai Seminar at Brazil national convention.
- Maintained fluent correspondence with the Japan JC staff and special committee coordinators regarding the program.

- Prepared and coordinated the presentation of the seminar at the Area C Conference in Asuncion by intermediating the support from Dominican Republic NOM.
- Promoted the Mottainai Picture Diary Contest to members and during development trips.

ORT / Oral Rehydration Therapy Project (PAHO / WHO / UNICEF):

- Promoted the ORT Project mainly in priority countries in Area C based on the report provided from PAHO/ WHO.
- Maintained correspondence with NOMs and LOMs involved in the ORT Program.
- Maintained fluent correspondence with the PAHO/WHO Representative in Washington and the UNICEF Representative in New York.
- Prepared information on JCI activities and supported the PAHO/WHO Representative in preparing the report on Prevention and Control of Cholera and other Diarrheal Diseases in Latin America and the Caribbean, based on JCI / PAHO / WHO / UNICEF Resolution.
- Prepared and produced the JCI-ORT Information brochure.

Travel:

February/March: Conducted development/training and 1997 Area C Conference site inspection trip to Colombia.

March: Conducted development/training trip to Costa Rica and Honduras.

April: Conducted development/training trip to Dominican Republic.

May: Attended Martinique JCI Area C Conference and Kanazawa JCI Area B Conference.

June: Attended USJCC Annual Meeting in Lexington, U.S.A.; conducted training in Aruba, Dutch Caribbean.

August: Conducted training and 1998 Area C Conference site inspection trip to Bolivia; and training in Uruguay, Brazil, Argentina, and Dutch Caribbean.

September: Conducted development/training trip to Brazil and Argentina.

October: Conducted training in Dutch Caribbean.

November: Attended JCI World Congress in Pusan, Korea.

DIRECTOR OF GROWTH & DEVELOPMENT, AREA D

Administration and office support:

- Contributed with materials and articles for the production of the monthly *JCI INFO* and the *Leader* publications that were distributed directly to all chapters and national organization officers.
- Assisted Area D Executive Vice President Petri Niskanen in matters pertaining to the Area and provided information and articles for the EVP's newsletter.
- Produced documents in Russian, including a translation and final production of the publications "Individual Development 1"; "Individual Development 2" and "Project Planning."

- Finalized production of the German version of *One Year to Lead* manual
- Updated the 10-year membership charts and the Area D Awards Manual
- Provided updated information to the President for his visits to Area D NOMs
- Maintained regular contacts with NOM presidents and officers, and updated Area D NOM files
- Prepared and sent messages of greetings to national organizations for special occasions, meetings, and important events
- Serviced members and chapters concerning requests for publications, recommendations on twinning partners, and contact information for travel and business purposes
- Serviced members directly through e-mail/Internet, including correspondence, e-mail address lists and document transfers
- Serviced the Management Commission Chairman with correspondence and communication assistance

Growth and development:

- Responsible for the information and training program provided to members of Junior Chamber Russia at the JCI Headquarters in July.
- Provided the Area Team with administrative support in finalizing their preparations for NOM visits, guidance in implementing various objectives, and information related to the growth and development of assigned national organizations, and handled requests from national organizations.
- Provided service and support to the Executive Vice President, Vice Presidents, national organizations, Executive Assistant, and Commission members that conducted field work to affiliate or strengthen newer national organizations.
- Conducted development trips to Austria, Belarus, Bulgaria, Denmark, Germany, Finland, Hungary, Ireland, Italy, Latvia, Poland, Russia, Sweden, and Ukraine to assist in their growth and development, and conduct presentations and training seminars to enhance the communication and knowledge between JCI and NOMs.
- Visited the permanent secretariat in Hungary as part of the Secretariat Development Program and held meetings with the secretary general.
- Provided assistance to officers and trainers who visited national organizations with good potential for enhancement in membership quality and quantity.

Meetings:

- Participated in the AEP meeting in Poland where all the European Presidents met to discuss matters of mutual interest; provided on-site support to the assigned EVP; information in one of the development committees with respect to the services from JCI Headquarters; and conducted meetings with various NOM officers and the conference organizing committee.
- Conducted pre-conference site inspection to finalize logistical matters, seminar and training programs, and assisted the COC with their preparations.
- Provided staff support to the Area D Conference Chairman, coordinated schedule of events, training and seminar programs, PRIME, EXCEL and National Leaders courses, provided assistance to the Conference Organizing Committee and on-site staff, and advised the Award Chairman about Area judging procedures.
- Provided support to the JCI European Academy with respect to recommendations, handling of registrations and mailing preparatory manuals and material to all participants.

JCI Awards Program:

- Managed the JCI Awards Program by updating the Awards Manual, supervising inventory of trophies, and communicating with sponsors.
- Serviced members who contacted the JCI Headquarters to seek further information about the JCI Awards Program.
- Prepared the Awards Judging sessions and the handling of the trophies at the JCI World Congress.
- Provided on-site support to the Awards Chairman, the Awards Judging sessions and the Awards Ceremony at the JCI World Congress.
- Serviced and maintained the information and archives for the Awards Program. □

Globalization through young leaders
Globalización mediante líderes jóvenes
Globalisation par les jeunes leaders
若きリーダーを通じてのグローバリゼーション



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