16/10 Copy to Board

JCI AGENDA 21

On behalf of all 13 members of the 1994-1996 JCI Strategic Planning Committee, it is my pleasure to present the final report to be considered by the Executive Committee and General Assembly. Most of the results came from the many suggestions received from the SPC Survey questionnaires from every level of the Organization since November '93. After discussing all the suggestions from the membership and the survey, the SPC members felt that **17 directions** should be taken under each of the five Areas of Opportunity, as an overall simple and common vision for our Organization.



THE 1994-1999
JCI STRATEGIC PLANNING COMMITTEE

But the Committee also felt that some of the open questions could not be left out, even if they were the concern of the operations of the Organization, because they express the feelings of the members of the SPC.

Beyond the 17 directions, the Strategic Planning Committee has identified 21 Crossroads for the 21st century. Some of them are crucial for the future directions taken by the Organization. Others are mere suggestions (concerns) or possibilities.

Altogether, they constitute 21 items on the JCI agenda for the 21st century. They are left in the hands of the future leaders of the Organization at all levels, including JCI's supreme authority, the General Assembly.

The SPC members feel that some issues put forward were not strictly their responsibility, but they are nonetheless offered as contributions.

They are indications or crossroads for the future of the Organization and must be seen as the contribution of a very special group of people. 13 individuals with different backgrounds, cultures, experiences, doubts and beliefs.
But words are nothing without action. The commitment and action of every member of the Organization is needed if these directions are to be achieved. We hope you will share this vision and ask for your support in making this a reality.

Please pass the message to your members. We hope that this vision will help you and your members shape the future of our Organization.

Albert Hiribarrondo, SPC Chairman

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JCI VISION 2000
DIRECTIONS
THE WORLD IN THE YEAR 2,000

THE MISSION OF JUNIOR CHAMBER INTERNATIONAL

To contribute to the advancement of the global community by providing the opportunity for young people to develop the leadership skills, social responsibility, entrepreneurship and fellowship necessary to create positive change.

VISION

By the year 2000, Junior Chamber International will be the premier organization providing new leadership development opportunities to enhance the quality of life within a global network.

Individual Opportunities	Management Opportunities	Community Opportunities	International Opportunities	Business Opportunities
1. That 100 National Organizations be electronically linked.				
2. That all the activities of the organization be oriented to develop the potential and skills of the individual member.	5. That the minimum chapter membership be 25 members.	8. That every chapter be entitled to access and contribute to a JCI World Data Bank of projects conducted and concluded at all levels.	11. That JCI, through the World President, be prepared to take a stand on issues related to the JCI Creed and to comment publicly on these issues.	14. That entrepreneurship be part of the JCI Mission.
3. That new training programs be offered at each level—local, national and international—to enhance the contemporary communication techniques and business skills of the individual member.	6. That JCI minimize the negative effect of currency fluctuations within the organi-zation	9. That the corporate identity of Junior Chamber and its impact in the community at all levels be enhanced. In this perspective, that a worldwide JCI competition be conducted to adopt a short definition of JCI and its Vision 2000.	12.That stronger co-operations between Africa and Europe, as well as within the Americas and the Caribbean, be developed and that the potential for extension in large territories in Asia be addressed.	15. That the International Business Network (IBN) become a worldwide electronic network of members registering for business activities at World Congresses and Area conferences.
4. That Associate status be offered to current members when they reach the age limit.	7.That the JCI Senatorship include five years of communication from JCI and the fee be increased to US$250. That this service be offered to all Senators for a subscription of US$50.	10. That The Outstanding Young Persons of the World (TOYP honorees) receive their trophies from the JCI President at an event in their own countries.	13. That the JCI World Congress be condensed to five days in order to encourage maximum participation.	16. That a code of ethics be established for business activities within Junior Chamber.
17.That strategic planning (including JCI Vision 2000) be encouraged at all levels				

CROSSROADS FOR THE 21st CENTURY

1. **SERVICES AND PRIVILEGES:**

   a. That JCI negotiate discounts and services for membership cardholders

   b. That JCI Headquarters study a system to give members a permanent number by the year 2000

2. **EXTERNAL ORGANIZATIONS:**

   a. That, in addition to his relations with the NOMs, the President assume greater personal liaison with external organizations

   b. That more cooperative activities be pursued diligently

3. **VISION, MISSION AND OBJECTIVES:**

   a. That the above be marketed diligently to the individual member

4. **MARKETING AND PUBLIC RELATIONS:**

   a. That professional assistance be sought for global marketing

   b. That the JCI video be updated

5. **MINIMUM MEMBERSHIP:**

   a. That minimum membership required for the affiliation of a new chapter in a NOM be 25; no chapter with less than 25 members shall have voting rights at any level nor any of their members or activities be considered at JCI level

6. **SENATE:**

   a. That Senators receive a Senate Kit with Senatorship, including rights, expected contributions, etc.

   b. That new Senators receive the JCI newsletter with the "Senate News" newsletter for five years

   c. That the Senate fee be increased to US$250 to cover the additional cost of receiving a newsletter for five years

   d. That Senators be given an opportunity to subscribe to the JCI Newsletter for five years for US$50

7. **MEMBERSHIP RECRUITMENT:**

   a. That a guide with basic steps and standards for recruitment be published

   b. That "An Opportunity to Succeed" be adapted to national and local needs; all chapters to use it for membership orientation

8. **RETENTION:**

   a. That emphasis be put on the Commission System to increase the number and level of projects and activities

9. **TRAINING:**

   a. That ways be explored to ensure that all Junior Chamber activity is seen as training experience. That JCI publications be updated to ensure this perception, e.g., "An Opportunity to Succeed"

   b. That existing training program usage be reviewed and the content updated where necessary, based on the needs and feedback of NOMS and LOMs. This feedback to be collected from the Trainers Circle meetings at Area conferences and World Congresses

   c. That an individual member orientation program be developed and implemented by each NOM in line with the Cheju Membership Development Task Force proposals

   d. That each NOM be encouraged to develop a Training Institute responsible for activities such as:

      i. New program development
      ii. Promotion of International Trainer Exchange
      iii. Organization of programs for non-Jaycees for promotional and fund-raising purposes
      iv. Review and update of existing training programs

10. **INTERNATIONAL BUSINESS NETWORK (IBN):**

    a. That opportunities be created for trade stands at conferences and Congresses to allow display and promotion of goods of network members

11. PROJECTS:

a. That emphasis be on the belief that projects are the lifeblood of the organization, providing opportunities for training, fund raising and PR

b. That a project database be created from Award Entry Forms submitted at Area conferences and World Congresses. This database should contain basic information only—contact name, project title, and classification (Business, Community, International, Local, etc.), and this database should be accessible to members via fax from WHQ or JCInet.

c. That worldwide programs, such as the 1991 IMUN, be considered and promoted

12. TOYP:

a. That a new concept be considered in conducting the TOYP program at World Congress. Winners would be announced on the closing night of World Congress, and WHQ would prepare appropriate press releases.

b. That the JCI President, where possible, present the TOYP trophies to winners in their countries. JCI would encourage host NOMs and LOMs to hold a reception or ceremony in the country of the winner, with local press coverage and more impact on the NOM.

13. AREAS:

a. That Area A conferences be held in conjunction with Area D conferences after mutual consultation with both parties. All Area meetings, officers' sessions, etc., would still be held, but training opportunities for delegates would be enhanced and cost less.

b. That, in the case that no conference is held in one Area, JCI shall organize two Area training meetings for this specific Area.

c. That the Middle East be reassigned to Area B for development work

14. VICE PRESIDENTS:

a. That from the current 17 JCI Vice Presidents, one additional VP be assigned to the U.S.A.

15. HEADQUARTERS:

a. That the title of "JCI Director" be changed to "Development Officer" as the former normally refers to a voting position on a corporation Borad.

16. SIMULTANEOUS INTERPRETATION (SI):

a. That JCI set up a fee structure for NOMs to pay for SI services at World Congresses and Area conferences. This would allow for more languages and spread the cost to the NOMs requesting the added services.

17. MAGAZINE:

a. That JCI continue the *JCI News* program and continue to publish the quarterly newsletter mailed directly to chapters.

18. JAYCEES INTERNATIONAL (JCI) FOUNDATION, INC.:

a. That the name to be changed to "Junior Chamber International Foundation." Some deliberation is needed to increase the prestige of the program. Perhaps a Foundation Club or new chapter program would encourage funds from chapters in each NOM. The Foundation program should be recreated to provide more benefits or satisfaction to the member who joins. This could be accomplished by linking it to a meaningful project to give the Foundation a purpose and generate more interest among members.

19. MEETINGS:

a. That MYE be held later after the conferences, scheduling it in July or August possibly.

20. PAST MEMBERS:

a. That JCI create an Associate status for current members when they reach the age of 41. It would respond to the desire of past members who wish to remain in contact with the organization and also encourage members to remain in the organization. It could afford them an invitation to conferences and World Congresses.

21. AREAS OF OPPORTUNITY:

a. That the GLC and EVPs be assigned one of the five Areas of Opportunity

b. That Vice Presidents be assigned areas of impact within the Commission System.

C. That Vice Presidents may select a JCI representative in each assigned country

SPC Recommendations (*cont.*)

Ref: **SPC PROPOSAL NO. 7 and RECOMMENDATION NO. 6 (b, c, d): "That the Senate fee be increased to US$250, and include five years of communication from JCI. The same service would be offered to Senators for a US$50 fee."**

Recommendation:

That Bylaw 20-2, "(Senate) Application," be amended to read as follows:

"BYLAW 20-2. APPLICATION:

The application shall only be approved by the president of the LOM of the applicant; the president of his state organization, where the applicant's NOM is so structured; the president of his NOM, and the President of the organization, and no other approval shall be required or permitted. Prior to, or at the same time as the approval by the President of the organization is requested, a contribution of two hundred fifty dollars (US$ ~~200~~ 250) shall be made to the organization by the sponsoring LOM or NOM."

Action taken at MYE: Recommended

Ref: **SPC PROPOSAL NO. 14: "That 'entrepreneurship' be added to the Mission."**

Recommendation:

That Article 2-3, "Purpose of the Junior Chamber," be amended to read as follows:

"ARTICLE 2-3. PURPOSE OF THE JUNIOR CHAMBER:

The purpose of the Junior Chamber, inspired by the declaration of principles, shall be to contribute to the advancement of the global community by providing the opportunity for young people to develop the leadership skills, social responsibility, entrepreneurship and fellowship necessary to create positive change."

Action taken at MYE: Recommended

Ref: **SPC RECOMMENDATION NO. 13 (c): "That the Middle East be reassigned to Area B for development work."**

Recommendation:

That Article 4-1, "Boundaries of Areas," be amended to read as follows:

"ARTICLE 4-1. BOUNDARIES OF AREAS:

In order to ensure that the most effective service is given to NOMs, LOMs and Individual Members, NOMs shall be grouped in four (4) Areas in and around the following geographical limits:

Area A: Africa ~~and the Middle East~~
Area B: Asia, Australia, New Zealand, Oceania and the Middle East
Area C: North America, Central America, South America and the Caribbean
Area D: Europe."

Action taken at MYE: Recommended

AMENDMENTS TO JCI CONSTITUTION RESULTING FROM THE SPC PROPOSALS

Ref: **SPC PROPOSAL NO. 4: "That Associate status be created for current members when they reach the age of 41."**

Recommendation:

That a new Bylaw 5-4, "Associate Members," be added to the Constitution, to read as follows:

"BYLAW 5-4. ASSOCIATE MEMBERS:

SECTION 1. ELIGIBILITY: Any former Individual Member of the organization shall be eligible for Associate membership, which may be granted upon payment of the required annual dues.

SECTION 2. RIGHTS: Associate Members shall not be entitled to any of the rights and privileges of Individual Members, and shall have only such rights and privileges as may be determined by the Executive Committee from time to time.

SECTION 3. PROCEDURE: Guidelines for the solicitation of Associate Members, the procedure for membership and renewal, the dues payable, and the service to be given to Associate Members shall be established by the Executive Committee from time to time and circulated to all NOMs."

Action taken at MYE: Section 1 was amended as follows:

"SECTION 1. ELIGIBILITY: Any ~~former~~ Individual Member reaching the age limit of the organization shall be eligible for Associate membership, which may be granted upon payment of the required annual dues."

Ref: **SPC PROPOSAL NO. 5: "That the minimum chapter membership be 25 members by the year 2000."**

Recommendation:

That Section 1, "LOM Membership," of Policy 5-1, "Local Organization Members," be amended to read as follows:

"POLICY 5-1. LOCAL ORGANIZATION MEMBERS:

SECTION 1. LOM MEMBERSHIP:

a. The minimum membership required for the affiliation of a new LOM in a NOM will be twenty five ~~(20)~~ (25) members.

b. NOMs shall establish policies to require that a minimum membership of twenty five ~~(20)~~ (25) members in each LOM is maintained.

c. No chapter with less than 25 members shall have voting rights at any level nor shall any of their members or activities be considered at JCI level."

Action taken at MYE: Recommended

For implementation in: The year 2000