MIAMI



XLVII

JCI WORLD CONGRESS
CONGRESO MUNDIAL DE LA JCI
CONGRES MONDIAL DE LA JCI
国際青年会議所世界会議



JUNIOR CHAMBER INTERNATIONAL XLVII WORLD CONGRESS

Hosted By
The Coconut Grove Jaycees
Miami, Florida
November 7-14, 1992



WELCOME!

The Coconut Grove Jaycees and Junior Chamber International are excited to have you join us for the XLVII JCI World Congress. It is our goal that you experience true "Miami" hospitality during your short stay with us.

An exciting program has been designed to render your experience at the congress fun, informative and affordable.

The congress week is full of activities—it is therefore important that you read the enclosed material and plan your week in advance. You do not want to miss out on any of the opportunities offered to you! The schedule contained within the first 13 pages presents many highlights of the myriad World Congress programs and events that will take place. Please refer to the document following these pages for more detailed and the most up-to-date (at the time of printing) information regarding the Congress.

The entire Congress committee and Junior Chamber International are dedicated to make your experience with us an unforgettable event. Throughout the week there will be an information desk in the Merrick Room at the Hyatt Headquarters hotel. Come by for a visit or with a question. We want to make sure you enjoy what Miami and South Florida have to offer.

Albert Hiribarrondo
President, Junior Chamber International
John Kiskinis
Miami Congress Director

REDISCOVERING OURSELVES IN AMERICA

MIAMI OPENS ITS ARMS TO YOU!

Miami is a vibrant city gleaming in the subtropical sun. During your congress week you can expect an average temperature of 82°F (28°C). All the hotels are located downtown just minutes from the sandy shores and whispering palm trees of Miami Beach and Key Biscayne.

Most hotels are located about 12 minutes from Miami International Airport. They are in the midst of downtown Miami's famous international shops and department stores. Easy access to the Metro-Rail, Miami's rapid transport system will permit you to visit our racing track or the largest and most successful department store mall in Florida—Dadeland Mall.

The congress hotels are in the center of all the excitement. With a short walk you will be at Bayside, a complex on the Miami Intercoastal with its own Marina. Bayside features specialty shops, international restaurants and nightclubs. A short drive away you will be in Miami Beach's famous Art Deco district with its classy restaurants and Jazz clubs. South of downtown come and enjoy yourself in Coconut Grove and CocoWalk with its modern and trendy clubs and restaurants. Miami has it all! A city you will enjoy!

EVENTS

The following events are planned for your enjoyment. Please note that your congress badge is required for entry to all events. NO BADGE, NO ENTRY!!



Saturday, November 7 - Welcome Party - 20:00-24:00
Attend the Welcome Party for the best way to meet old friends or to make new ones! Celebrate with style at the famous Hialeah Park and Race Course—the most beautiful race track in the world. With graceful charm the clubhouse has welcomed members of European royalty and distinguished persons from all over the world. Come celebrate amidst the flowers, palms and pink flamingos, with tropical music, food and drink to be enjoyed by all.



Sunday, November 8 - Opening Ceremony - 17:00-19:00
The magnitude and pride of belonging to the third largest service organization in the world comes to life in the innovative and spectacular Opening Ceremony. The entertainment theme of the ceremony will be "Rediscover America." We promise the ceremony will be captivating and emotional as the JCI World President will welcome you to Miami.



Home Hospitality - 19:30-
Immediately following the Opening Ceremony, if you register for Home Hospitality on your registration form, you'll depart to a local residence or restaurant to sample a meal representative of the diverse cultures which call Miami home. Enjoy this meal with Jaycees from other countries and get their impressions of Miami hospitality. Pick up your Home Hospitality tickets at the Home Hospitality booth at registration. Please note it is customary to bring a small gift from your country for your host.

Monday, November 9 - 40th Anniversary JCI Senate Dinner - 19:00-21:00. This dinner is opened exclusively to our Senators, who are celebrating the 40th Anniversary of the JCI Senate. Our guest speaker is past JCI World President Ramon del Rosario (1950-1951) and JCI Senator #26. Senators who wish to attend the lunch must exchange their Monday delegate lunch ticket for the dinner at the Senate desk at registration on Saturday, November 7, Sunday, November 8 or at the Merrick room on Monday, November 9 up to 10am to obtain a dinner ticket. NO EXCHANGE OF TICKETS WILL BE ALLOWED AT THE DOOR.

40 1952 1992 SENATE SENADO SENAT セネター

TOYP

Tuesday, November 10 - TOYP Ceremony -19:30-21:30
Attend this gala event which recognizes the achievements of ten individuals in ten specific categories. You will learn their inspiring backgrounds and the ways in which they have helped improve world living conditions. A truly inspirational event high in drama and quality entertainment.

Saturday, November 14 - Awards Ceremony -18:00-20:00
During this gala event, delegates will recognize outstanding work done by individual members, chapters and member nations. Who knows, maybe your chapter will receive an award from the hands of the World President.



Presidential Gala - 20:30-24:00
This formal event follows the Awards Ceremony and serves as a final goodbye for all delegates. This event includes a formal dinner and dance for all to enjoy. See General Information section for table assignment information.

NATIONAL PARTIES: CONFIRMED AT THE TIME OF PRINTING:

MONDAY—France, Korea • TUESDAY—Hong Kong, Helsinki

WEDNESDAY—Japan, Frankfurt, Glasgow • THURSDAY—USA Night at Bayfront Park. **Featuring the Beach Boys' Mike Love and his Endless Beach Band, food and beverages from various regions of the United States will be provided! • FRIDAY—Europe Night, African Night.**

THEME SESSIONS

The Human Initiative for Responsible Living

The purpose of the Major Emphasis Educational Series developed for the World Congress is to provide primary instruction to members on what it is to be a Global Citizen. The approach is a creative, community or individually based instruction plan based on the goal that people can no longer solely depend on nation-states to decide for individuals the direction of the future.

The focus of the Major Emphasis Education Series, "Rediscovering Ourselves in America: The Human Initiative for Responsible Living," is on young adults who must assume leadership roles in grassroots movements to protect the very basic rights of the global citizen. The program is designed to encourage members to look to themselves for answers, and act on those answers in the best interests of the global community. Who is the global citizen? How does she make a living? Where does he live? How will they all protect their children from the development trauma of progress? What does the future hold for them in the Age of Global Citizenship?

Four days have been dedicated to the theme, each dealing with a key issue affecting our future. Tuesday, ***Economic Development Day***, Wednesday, ***Environmental Management Day***, Thursday, ***Safeguarding the Future of Children***. The series will culminate at the closing General Assembly on Friday morning, which will be dedicated to the ***Age of Global Citizenship.***



ECONOMIC DEVELOPMENT
TUESDAY, NOVEMBER 10, 1992

Panel Discussion:
The Power of the Entrepreneur in the New World Economic System 0900–1200
This panel will look at the unique role of entrepreneurship in economic development. Since most economists agree that it is small business that drives the development of an economy, newly emerging nations and mature economic powers can both benefit from strong entrepreneurial sectors in their economies.

Workshops:
Facing the Crisis of the 90's: The JCI/CARE Partnership 1400–1700
A look at the dynamic partnership between CARE's relief and development professionals and JCI's well-organized, well-positioned volunteers to address our planet's most pressing problems.

JCInet: Junior Chamber and Technology. Imagine that. 1400–1700
The first look at JCI's new simple and inexpensive global communications system for members to share experiences and information quickly and easily regardless of geographical location, time zones, or personal schedules.

Business Opportunities in Europe, Latin America, the Caribbean, and South Florida 1400–1700
These workshops will look at opportunities for investment, trade and small business development in each of these areas.



ENVIRONMENTAL MANAGEMENT
WEDNESDAY, NOVEMBER 11, 1992

Panel Discussion:
A Global Citizen's Action for the Environment 0900–1200
Macro-level issues of pollution and resource depletion are areas where the individual can have little impact. However, realistic roles for individuals to play can be developed to correct the environmental crisis. How Junior Chambers can develop these roles is the main focus of panel presentations

Workshops:
After UNCED. A follow-up to the Global Citizens Conference 1400–1700
Come and share the experiences of the 1992 United Nations Earth Summit in Rio de Janeiro with the alumni of Junior Chamber International's Global Citizens' Conference for UNCED. Learn to identify your community's needs and develop a plan of action for your local chapter.

An Open Forum: Junior Chamber and Local Environmental Projects 1400–1700
Come and share your local chapter's involvement in managing the environment. This session will allow members to interact with each other and develop new and exciting projects to take back to their communities. Facilitated by an environmental specialist, you can explore and respond to the environmental issues which affect us daily.



SAFEGUARDING THE FUTURE
OF CHILDREN—THURS., NOV. 12, 1992

Panel Discussion:
Town Meeting: Children of the Global Village Ask— "Can We Grow Up?" 0900–1200
The issues facing children today evolve from the fact that too often society develops at a rate which supersedes the advances it makes in caring for its youngest citizens. Both in the developed and developing worlds, issues of primary health care, education and human rights can be addressed by individuals working in their communities.

Workshops:
First Call for Children—The UNICEF and JCI Partnership 1400–1700
The United Nations Children's Fund and JCI have teamed up to safeguard the future of children. Discover the possibilities of a joint effort between your local organization and UNICEF. Take a closer look at how local Junior Chamber chapters, JCI UNICEF, and PAHO are working together to support activities for the control of diarrheal diseases.

Education and the Community Volunteer—How Individuals Can Help Educate a Child 1400–1700
It is said that without education, there can be no economic development. But, too often, local communities lack the resources to properly educate their young citizens. A volunteer effort to maximize scarce educational resources is often the only solution in many communities.

THE AGE OF GLOBAL CITIZENSHIP—General Assembly—FRIDAY, NOVEMBER 13, 1992 0900–1200

Come and participate in the wrap-up session for the theme series. Be present as JCI makes a commitment to the Age of Global Citizenship.



TRAINING HIGHLIGHTS

An outstanding training program has been planned for the 1992 JCI World Congress in Miami, Florida. The following are some of the trainers featured in what promises to be a first class training program.



DONNA LAYTON–*Zig Ziglar Corp.*
Donna is a trainer and speaker for the Zig Ziglar Corporation. Donna has shared her passion for excellent customer service with professionals across the country, with companies such as Radisson Hotels, AT&T and Mary Kay Cosmetics.



JEFF CONLEY - *Zig Ziglar Corp.*
Jeff is a professional speaker, author and seminar leader working with the Zig Ziglar Corporation. As a speaker, Jeff has shared the platform with President George Bush, CEOs of Fortune 500 companies and of course ZIG ZIGLAR.



ALLAN PEASE–*Pease Training Corp.*
Allan is one of the most entertaining trainers in the world—he is chairman of Pease Training Corporation, a sales training and communications company based in Sydney, Australia. He lectures extensively around the world and his books, films and training programs are used by organizations everywhere to train their staff and members in the skills of handling people.



BOB PIKE–*Resources for Org. Inc.*
Bob is one of the best in the nation. He leads sessions over 150 days a year covering topics of leadership, attitudes and motivation. He has addressed Junior Chamber members many times before and he was recently granted the professional designation of Certified Speaking Professional (CSP).



BLAINE BARTLETT–*Avatar Resources.*
Blaine is the president and CEO of Avatar Resources, an information, education and consulting firm. He is an internationally respected and sought-after management consultant and organizational expert. He serves clients in Europe, Australia, the US and Japan. Blaine has been involved with Junior Chamber International for several years.



DR. GAYLE CARSON
Dr. Gayle is a very personable, warm, enthusiastic and motivated woman. As a business person she understands the effective techniques for successful companies. Dr. Gayle enjoys what she does; put her in front of an audience and watch for immediate success.



BJØRN RINGOM–*IML*
Bjørn is from Norway and has worked with JCI for many years. He is the author of the books *Positive Thinking* and *Creative Mind-Maps*. IML has offices in Sweden and Denmark and is under establishment in several countries both in and outside Europe. *Mind-Mapping the Bjorn Ringom Way* is always one of the most popular sessions.



JIM GERMER
Jim Germer is a true professional. He has been interviewed by "Good Morning America," Sun Radio Network and ABC Radio. He is the author of *How To Make Your Boss Work For You.* His sessions should not be missed.

LEARNING SEQUENCES

The learning sequences are a new concept introduced into JCI training planning. The sequences have been designed to help you determine and achieve your own training objectives on an international level.

INDIVIDUAL SEQUENCE—Courses in this sequence focus on personal skills that can be applied to daily life at home, in business, or in any situation where you and your abilities are in the spotlight.

COMMUNITY SEQUENCE—Innovative thinking and insight on global, as well as local, issues builds better leaders. This sequence is for members whose skills and talents are best turned toward the needs of the community at large.

BUSINESS SEQUENCE—You don't have to be an entrepreneur to take advantage of courses designed to strengthen management and business skills. Whether your interests are in marketing, finance, networking or fundraising, this sequence has something for you or your company.

JUNIOR CHAMBER SEQUENCE—If you are an active member interested in developing skills that you can apply directly to your Junior Chamber involvement at any level, then this sequence is for you. Officers training, parliamentary procedures, chapter budgeting and project planning are all part of the Junior Chamber learning sequence.

PROGRAMS

BUSINESS EXCHANGE CENTER



The Business Exchange Center will be open to all registered delegates attending Congress from Monday to Friday 09:00 to 18:00 at the Stanford Room at the Hyatt Regency. Delegates interested in business exchanges will post basic information about their products or services on various bulletin boards. Samples and brochures may also be displayed (some restrictions apply).

One bulletin board will be reserved for business people interested in buying or importing.
Basic contact information such as name, address, phone-fax numbers and hotel and room number will be given to any delegate interested in trading or exchanging information.

A meeting area will be provided to those interested in conducting on-site business negotiations.
This in addition to the 80+ trade show booths already sold for the congress is an excellent business opportunity for you!
The Import-Export Center which operated during the Helsinki World Congress in Finland last November resulted in over 350 contacts being registered, 40 to 50 matches found, and negotiations completed on over US$100 million in revenues.

LET'S TOP THIS IN MIAMI!



JCI WORLD CONGRESS CHILDREN'S PROGRAM

ITINERARY (subject to change)
MONDAY: 9:30AM Parrot Jungle Tour - Here the children will be able to see a beautiful display of tropical birds and venture through nature trails. / LUNCH at YMCA Center / 2:00-5:30PM Various activities at the YMCA Center / 6:00-12:00PM International YMCA Night Program
TUESDAY: 9:30AM Miami Seaquarium - Four different shows showcasing the whales, dolphins and other sea animals. Also, walk through aquarium where children can see various sea life in their habitat / LUNCH at YMCA Center / 2:00PM Various activities at the YMCA Center / 6:00-12:00PM International YMCA Night Program
WEDNESDAY: 9:30AM Day of Culture - A visit to the Historical Museum of South Florida where children can have a "hands on tour" and learn about the early settlers of South Florida. / LUNCH at YMCA Center / 2:00 - 5:30PM Various activities at the YMCA Center / 6:00-12:00PM International YMCA Night Program
THURSDAY: 9:30AM Day of Science - A visit to the Museum of Science where children will explore the distant past and meet face to face with prehistoric creatures and vault into the future and the outreaches of space. / LUNCH at YMCA Center / 2:00 - 5:30PM Various activities at the YMCA Center / 6:00-12:00PM International YMCA Night Program
FRIDAY: 9:30AM Fun Day - Children will have loads of fun at the Malibu grand prix castle park where they can drive go-carts, play miniature golf and enjoy video games. / LUNCH at YMCA Center / 2:00 - 5:30PM Various activities at the YMCA Center / 6:00-12:00PM International YMCA Night Program

Program is directed toward children from 5 to 12 years of age. Capacity: 50 children. Program will be coordinated by International YMCA. Children's program DAY and NIGHT package price per child for whole week only: $175.00*. Children who wish to participate in Congress Events only: $125.00**
*Fee includes admissions to attractions as well as boxed or picnic lunch daily and a snack.
**Fee includes dinner and Children's "National Parties"



ACCOMPANYING PERSONS PROGRAM

ITINERARY (subject to change)
MONDAY: DOWNTOWN DAY— 1:00 PM, Historical Walking Tour of Downtown Miami, Meet at the Intercontinental Hotel
TUESDAY: "GEM OF A DAY" – Downtown— 11:00AM Center for the Fine Arts, Downtown Miami, Faberge Collection, 12:30PM— Lunch, 1:30PM– Tour of the Seybold Building and shopping for gems
WEDNESDAY: COCONUT GROVE DAY— Meet at the Intercontinental Hotel. 10:00AM– Shopping at CocoWalk, 12:00PM– Lunch at Coconut Grove, 2:00PM– Coconut Grove Playhouse matinee, a political satire entitled, "Give 'em hell, Harry"
THURSDAY: FREE DAY— Spend your time shopping at our various malls or enjoy our beautiful beaches
FRIDAY: CORAL GABLES DAY— fee: $20.00 paid at registration, 12:00PM– Champagne lunch and fashion show at the Hyatt, Colonnade or Biltmore, 2:00– Shopping and tour of Coral Gables' Miracle Mile

NOTE: Registration to Accompanying Person's or Children's Program can be made on Saturday and Sunday at their corresponding booths at the Registration area or at the Information desk in the Merrick Room throughout the week.



SENATORS' PROGRAM

GENERAL INFORMATION

The Senators Hotel is the Inter-Continental located in the heart of beautiful Miami.

The Inter-Continental is a deluxe hotel in every sense, offering a full range of amenities including the United States JCI Senate Hospitality Suite which will be the headquarters for all Senator functions.

A registration table for Senator events will be available during registration hours.

Participation in the Senators' Program is available only to those Senators and guests who have paid the registration fee for World Congress.

The Senators' Hospitality Suite will be open from 1000 Saturday, November 7 until 1500 Sunday, November 15. Daily hours will be from 0800 to closing. Complimentary light refreshments, coffee and tea will be available during the day; alcoholic beverages from cocktail time on.

40 1952 1992 SENATE SENADO SENAT セネター

SCHEDULE (TENTATIVE—SUBJECT TO CHANGE)

SATURDAY 7TH NOVEMBER
"Get Acquainted Party"
Renew old friendships and make new ones.

SUNDAY 8TH NOVEMBER
The Senate Hospitality Suite will be open from noon to 1630 and following opening ceremonies.
Opening Ceremonies—1700 to 1900

MONDAY 9TH NOVEMBER
1. **Business Program—Florida Power and Light Company**
(all day) Cost $10
Find out what makes this award winning Public Utility work so well. Learn about the impact of hurricane Andrew and efforts to recover. Tour includes plan facilities and corporate offices. Limited to 80
2. **Miami City Tour**
(morning) Cost $12/$6
A guided tour by trolley of the Miami area. Learn all there is to know about the largest city in Florida and the Commercial Capital of the Caribbean Basin.
3. **Sight-seeing Boat Tour**
(afternoon) $10
Take a cruise around Biscayne Bay and up the Miami River of the ISLAND QUEEN. See the Cruise Liners and one of the busiest ports in North America. Visit sparkling beaches.

4. **THE SENATORS' BANQUET**
(1730) Included in Registration
The 40th Anniversary of the JCI Senate. A special program is being prepared to commemorate this event. We expect many special guests including a number of the first one hundred Senators.

5. **Art Deco Building Tour**
(Afternoon) Cost $15
Miami Beach is noted for its wealth of Art Deco Buildings, over 800 in all. Pastel colors, porthole windows, etched glass and neon highlight this unique style of architecture.

TUESDAY 10TH NOVEMBER
1. **Business Program—Racal-Datacom Electronics, Inc.**
(0830-1330) Cost $10
This is a successful Miami based electronics manufacturing firm doing business internationally.
2. **Miami City Tour**
(morning) Cost $12/$6 (Same as #2 on Monday)
3. **John Pennekamp State Park**
(afternoon) Cost $30/$20
A unique state park in the United States. It's underwater! Rental equipment available for SCUBA and snorkel enthusiasts as well as tours of the park area.

WEDNESDAY 11TH NOVEMBER
1. **Business Program–Legal Tour**
(all day) Cost $10
Learn about the American system from beginning to almost the end. A tour of both the criminal and civil court system, the jury system and the process of civil law suits. Includes lunch and a reception.
2. **Miami Beach Antiques Show**
(afternoon) Cost $25
3. **Dinner Boat Tour**
(evening) Cost $50/$25

THURSDAY 12TH NOVEMBER
1. **Business Program—Miami Herald**
(0830-1330) $10
A visit to one of the biggest newspapers in the United States, publishing an English and Spanish edition simultaneously. An opportunity to see the media, up close and personal.
2. **Senate Golf**
(morning) $60
Day of golf, at one of many courses in the Miami area.
3. **Sightseeing Boat Tour**
(morning) $10
4. **Miami City Tour**
(afternoon) $12/$6
5. **Senate Night at Jai Alai**
(evening) $35 Adults only please.
Catch the breathtaking action of the worlds fastest sport. Players compete in this sport of the Basque country and the betting action is lively. Includes dinner in the Clubhouse.

FRIDAY 13TH NOVEMBER
1. **Senate Golf**
(morning) $60
2. **Sightseeing Boat Tour**
(morning) $10

SATURDAY 14TH NOVEMBER
1. **Senate Farewell Breakfast**
(0900-1200) $25 (Reserve Early—Limited Participation)
We revive a Continental tradition but with Southern flavor! Say so-long to all of your new found friends and make plans for future contacts.
2. **Annual Jaycees Volleyball Tournament**
(all day) No Cost
Enjoy this traditional end of the Congress festivity, on the beach and in the sun this year. Support your national team, or get up an impromptu game with fellow Senators.

Saturday and Sunday November 7 & 8



OPENING OF THE XLVII JCI WORLD CONGRESS

O B J E C T I V E S

You should make your way to the registration area at the Hyatt Regency. Register for the programs in which you wish to participate and obtain all INFORMATION you may need for the Congress.

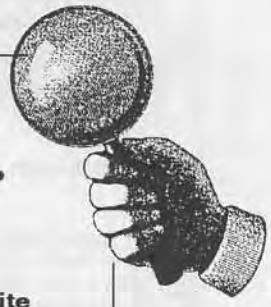
SATURDAY and SUNDAY HIGHLIGHTS

SATURDAY

- **Registration at the Hyatt from 1000 to 2200.**
- **Welcome Party**

SUNDAY

- **Registration at the Hyatt from 1000 to 2000.**
- **Opening Ceremony**
- **Home Hospitality**
- **Opening of the Senate Hospitality Suite**



SATURDAY, NOVEMBER 7

1000–2200 REGISTRATION
(Riverfront Hall C–Knight Center)
Obtain your delegate kit and register for your favorite training and Congress programs. Stop at the information booth for answers to all your questions.

2000–2400 WELCOME PARTY
Hialeah Race Track–Hialeah
Attend the Welcome Party for the best way to meet old friends or to make new ones! Celebrate with style at the famous Hialeah Park and Race Course—the most beautiful race track in the world. With graceful charm the clubhouse has welcomed members of European royalty and distinguished persons from all over the world. Come celebrate amidst the flowers, palms and pink flamingos, with tropical music, food and drink to be enjoyed by all.

SUNDAY, NOVEMBER 8

1000–2000 REGISTRATION
(Riverfront Hall C–Knight Center)

1700–1900 *OPENING CEREMONY
(James L. Knight Center)
The magnitude and pride of belonging to the third largest service organization in the world comes to life in the innovative and spectacular Opening Ceremony!

1930–2400 HOME HOSPITALITY
(Various homes in the Miami area)

* simultaneous interpretation provided

Monday, November 9

JCI SENATE DAY

1952 1992 40 SENATE SENADO SENAT セネター

O B J E C T I V E S

First day of the Congress is a familiarization day. Visit the Trade Show. Attend a training session and get a taste of the week to come. The day will culminate with the 40th Anniversary Dinner of the Senate.

MONDAY HIGHLIGHTS

- **Opening of the Trade Show**
- **Opening of the Paintings of the Earth Competition**
- **JCI Academy Network Meeting**
- **40th Anniversary JCI Senate Dinner**
- **National Parties—France (Biltmore Hotel) and Korea**
- **General Assembly 1**





THEME

1815–1900 –**JCI Senate Cocktail Reception** (Foyer/Ballroom–Inter-Continental)

1900–2100 –**40th Anniversary JCI Senate Dinner** (Ballroom–Inter-Continental)

1500–1700 –**Open Forum for Senators** (Theatre–Inter-Continental)

INDIVIDUAL

0900–1200 –***Body Language*** by Allan Pease (Monroe Room–Knight Center)
–**Creative Training Techniques*** by Bob Pike (Brickell Rm.–Knight Center)

0830–1800 –***EXCEL*** by JCI **[English]** (Escorial / Alhambra Rm.–Inter-Continental) **[Spanish]** (Michelangelo/Raphael Rm.–Inter-Continental)
–***PRIME*** by JCI **[Spanish]** (Balmoral Rm.–Inter-Continenatl) **[English]** (Windsor Rm.–Inter-Continental) **[French]** (Sandringham Rm.–Inter-Continental)

0900–1700 –***Mind-Mapping*** by Bjørn Ringom (Miami Lecture Hall–Knight Center)

1400–1700 –***A Phenomenon Called Laughter*** by Junior Chamber Finland (Tuttle Rm.–Knight Center)
–**Becoming an Appreciative Person*** and ***Effective First Impressions*** by Dale Carnegie Institute (Brickell Rm.–Knight Center)

COMMUNITY

1400–1700 –***Project Management*** by Junior Chamber The Netherlands (Orchid Rm. D–Knight Center)

1700–1830 –Opening of ***The Paintings of the Earth Competition*** by Japan Junior Chamber Inc. and ***Miami Childrens' Art Competition*** (Riverfront South–Knight Center)

BUSINESS

0900–1200 –***Team Development*** by the United States Junior Chamber of Commerce (Tuttle Rm.–Knight Center)
–***The Art and Psychology of Positive Humor*** by Dr. Christian Hageseth (Flagler Room–Knight Center)

0900–1700 –***Team Building*** by Blaine Bartlett (Ashe Auditorium–Knight Center)

1400–1700 –***Mastering Office Politics*** by Jim Germer (Monroe Room–Knight Center)
–***The Art and Psychology of Positive Humor*** by Dr. Christian Hageseth (Flagler Room–Knight Center)

JCI

0800–0845 –**New Delegate's Briefing Session** (Brickell Rm.–Knight Center)

0900–1200 –**Area NOM President's Meeting** *Area A (Hibiscus A) - Area B (Hibiscus B) - *Area C (Jasmine Rm.) - Area D (Orchid D) [All at the Knight Center]

0900–1200 –***JCQ 2001 . . . Calidad Total en Cámara Júnior*** by Cámara Júnior de Venezuela [Spanish only] (Orchid A Rm.–Knight Center)

1330–1700 –***General Assembly 1** (Knight Center)

1400–1700 –***Leadership Coaching, Counseling and Confronting*** by USJCC (Jasmine Rm.–Knight Center)
–***Don't Panic! Games to Play When Your Speaker Lets You Down*** by Junior Chamber Scotland (Hibiscus A Rm.–Knight Center)
–***Project Management*** by Junior Chamber The Netherlands (Orchid D Rm.–Knight Center)

1700–1830 –**JCI Academy Network Meeting** (Orchid A-B–Knight Center)

* simultaneous interpretation in Spanish, French, English and Japanese provided

Tuesday, November 10

ECONOMIC DEVELOPMENT DAY

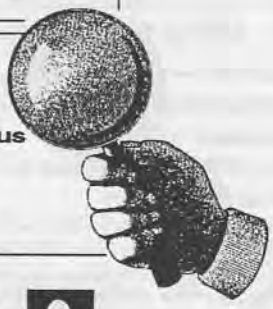


O B J E C T I V E S

Theme Session will highlight the importance of the entrepreneur in the new era of globalism. Workshops will highlight the opportunities available to Junior Chamber entrepreneurs in various parts of the world. By now you should have already visited all the stands at the Trade Show and have been to the Business Contact Center. The culmination of the day will be your participation in the TOYP Ceremony.

TUESDAY HIGHLIGHTS

- **Theme Session by Dr. John Dyer**
- **General Assembly 3 — Vice-Presidential Caucus**
- **TOYP Ceremony**
- **National Parties - Hong Kong and Helsinki (at the Hyatt)**





THEME

0900–1200 –**The Power of the Entrepreneur in the New World Economic System* with Dr. John Dyer of the University of Miami (Brickell Room–Knight Center)

1200–1400 –**International Business Network Luncheon** [by invitation only] (Bayfront "A" Rm.–Inter-Continental)

1400–1700
- –***Facing the Crisis of the 90's: The JCI/CARE Partnership*** (Hibiscus B Rm.–Knight Center)
- –***South Florida Business Opportunities*** by Florida International University (Orchid C Rm./Knight Ctr.)
- –***Focus on Saxony*** by Junior Chamber Germany (Orchid D/Knight Center)
- –***Business Opportunities in Latin America and the Caribbean*** by Florida International University (Orchid A–Knight Center)
- –***The Computer Trade Game*** by Junior Chamber Germany (Monroe Rm.–Knight Center
- –***Business Opportunities in Europe*** (Orchid B–Knight Center)

INDIVIDUAL

0900–1200
- –***Increase your Interpersonal Experience*** by Junior Chamber The Netherlands (Hibiscus B–Knight Ctr.)
- –***Motivacion La Clave del Successo*** by Cámara Júnior del Ecuador [Spanish only] (Orchid D–Knight Ctr.)
- –***Who Makes the Leader*** by BJC (Flagler Rm.–Knight Center)

0900–1700 –***The Spirit of Self*** by Janet Sue Rush of Zig Ziglar Corporation (Ashe Auditorium–Knight Center)

0830–1800 –***EXCEL*** by JCI **[English]** (Escorial/Alhambra Rm.–Inter-Continental) **[Spanish]** (Michelangelo/Raphael Rm.–Inter-Continental)
–***PRIME*** by JCI **[English]** (Balmoral Rm.–Inter-Continental) **[Spanish]** (Windsor Rm.–Inter-Continental) **[French]** (Sandringham Rm.–Inter-Continental)

COMMUNITY

0900–1700 –***Paintings of the Earth*** and ***Miami Childrens' Art Competitions*** (Riverfront South–Knight Center)

1400–1700 –***JCInet: Junior Chamber and Technology. Imagine That.*** by JCI (Gardenia A Rm.–Knight Center)

1930–2130 –**TOYP Ceremony** (James L. Knight Center–Knight Center)

BUSINESS

0900–1200
- –***Manejo del Conflicto*** by Cámara Júnior del Panamá [Spanish only] (Orchid A Rm.–Knight Center)
- –***Developing Human Resources*** by Success Motivation Institute (Monroe Rm.–Knight Center)
- –***Quality Management*** by QUALTEC (Jasmine Rm.–Knight Center))
- –***Influencing Without Thump or Thunder*** by Blaine Bartlett (Tuttle Rm.–Knight Center)

0900–1700 –***Tasting the Magic*** by Interesting Projects, Inc. (Miami Lecture Hall–Knight Center)

1400–1700 –****Marketing and Promotions*** by Bob Pike (Jasmine Rm.–Knight Center)

JCI

0900–1200 –***General Assembly 2** (Knight Center)

1400–1700 –***General Assembly 3** — Vice-Presidential Caucus (Knight Center)

* simultaneous interpretation provided

Wednesday, November 11

ENVIRONMENTAL MANAGEMENT DAY

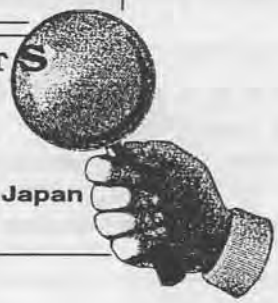
O B J E C T I V E S

By the end of the day your participation in the environment theme session and workshops will enable you to have a better understanding of the global environmental issues and how you can have an impact on safeguarding the environment. General Assembly will feature the bids for the future World Congress, the World Speaking Competition and in the afternoon the speeches of the candidates for JCI elected positions.



W E D N E S D A Y H I G H L I G H T S

- **General Assembly 4 and 5 — Congress Presentations, Executive-Vice-Presidential and Presidential Caucuses**
- **National Parties — Frankfurt, Glasgow and Japan**
- **JCI Golf Tournament at Doral**





THEME

0900–1200 –***A Global Citizen's Action for the Environment*** (Monroe Rm.–Knight Center)

1400–1700 –***After UNCED, a Follow–up to the Global Citizen's Conference*** (Hibiscus A & B Rms.–Knight Center)
–***An Open Forum: Junior Chamber and Local Environmental Projects*** (Orchid D Rm.–Knight Center)

INDIVIDUAL

0900–1200 –***Leadership Motivation and Attitudes*** by Bob Pike (Orchid A-B–Knight Center)
–***Body Language*** by Allan Pease (Jasmine Rm.–Knight Center)
–****Breaking Through the Glass Ceiling (Career Strategies for Women)*** by Jim Germer (Brickell Rm.–Knight Center)

0900–1700 –***Mind-Mapping for Beginning Instructors*** by Bjørn Ringom (Miami Lecture Hall–Knight Center)
–***EXCEL*** by JCI **[English]** (Escorial/Alhambra Rm.–Inter-Continental) **[Spanish]** (Michelangelo/Raphael–Inter-Continental)
–***It Begins With a Mentor*** by Donna Layton of Zig Ziglar Corporation (Ashe Auditorium–Knight Center)

COMMUNITY

0900–1700 –***Paintings of the Earth*** **and** ***Miami Childrens' Art Competitions*** (Riverfront South–Knight Center)

0900-1200 –***Developing Human Resources*** by Success Motivation Institute (Hibiscus A & B Rms.–Knight Center)

BUSINESS

0900–1200 –***Quality Management*** by QUALTEC [Japanese only] (Orchid D Rm.–Knight Center)

0900–1700 –***Assertive Management and Survival Skills*** by Dr. Gayle Carson (Tuttle Rm.–Knight Center)

1400–1700 –***Los Tres Primeros Minutos*** by Michel LeJeune [Spanish only] (Orchid B Rm.–Knight Center)

1400–1700 –****Leader or Manager?*** by Jeune Chambre Economique Française (Brickell Rm.–Knight Center)

JCI

0900–1200 –***General Assembly 4** — Congress Presentations and World Speaking Competition (Knight Center)

0900–1700 –***First Annual World Team MetroChapter Conference*** (Flagler Rm.–Knight Center)

1400–1700 –***General Assembly 5** — Executive-Vice-Presidential and Presidential Caucuses (Knight Center)
–***How to Make your NOM/LOM Drown in Money*** by Junior Chamber Finland (Monroe Rm.–Knight Center)
–***Still More Training Games to Play*** by Bob Pike (Jasmine Rm.–Knight Center)
–***NOM Secretary General Seminar*** by Junior Chamber Danmark (Orchid A Rm.–Knight Center)

1730–1930 –**APDC Meeting** (Miami Lecture Hall–Knight Center)

* simultaneous interpretation provided

Thursday, November 12

THE FUTURE OF CHILDREN DAY



O B J E C T I V E S

Our own future in large part depends on the future of our children. Theme Sessions will deal with how you can have an impact on the future of our children. You should plan to attend General Assembly when the JCI Plan of Action and Budget will be approved. The day will culminate in the election of the 1993 JCI President and Board of Directors as well as the location of the 1995 JCI World Congress.

THURSDAY HIGHLIGHTS

- **Participate in the unique experience of the World Game**
- **General Assembly 8**
- **USA Night at Bayfront Park**
- **JCI Golf Tournament at the Country Club of Miami**





THEME

0900–1200 –****Town Meeting: Children of the Global Village Ask, "Can We Grow Up?"*** (Brickell Rm.–Knight Center)

0900–1700 –The ***World Game*** **Workshops** by New Zealand Jaycees, Inc. (Grand Ballroom–Inter-Continental)

1400–1700 –***First Call for Children — The UNICEF and JCI Partnership*** (Flagler Rm.–Knight Center)
–***Education and the Community Volunteer — How Individuals Can Help Educate a Child*** (Monroe Rm.–Knight Center)

INDIVIDUAL

0900–1200 –***Body Language*** by Allan Pease (Jasmine Rm.–Knight Center)
–***La Tercera Idea*** by Michel Lejeune [Spanish only] (Orchid D Rm.–Knight Center)

0900–1200 –***The Spirit of Self*** by Janet Sue Rush of Zig Ziglar Corporation (Miami Lecture Hall–Knight Center)

1400–1700 –***Lend Me Your Ears*** by Jeune Chambre Economique Française (Jasmine Rm.–Knight Center)

COMMUNITY

0900–1200 –***Earth Our Home, Let's Re-experience the Vision of Children*** by Japan Junior Chamber, Inc. (Tuttle/Monroe Rm.–Knight Center)

0900–1600 –***Paintings of the Earth Competition*** and ***Miami Childrens' Art Competition*** (Riverfront South–Knight Center)

0900–1600 –***"Kids Swap Safely" (KI.S.S.)*** Children Exchange Program (Danish Corner–Trade Show)

BUSINESS

0900–1200 –***The Art of Leading a Self-Managed Team*** by Gayle Carson (Flagler Rm.–Knight Center)

0900–1700 –***The Difference Maker Environment*** by Jeff Conley of Zig Ziglar Corporation (Ashe Auditorium–Knight Center)

1400–1700 –****Developing Human Resources*** by Success Motivation Institute (Brickell Rm.–Knight Center)

1400–1700 –***Exito 2000*** by Cámara Júnior Venezuela [Spanish only] (Orchid B Rm.–Knight Center)

JCI

0900–1200 –***General Assembly 6** (Knight Center)

1400–1700 –***General Assembly 7** (Knight Center)

1800–2000 –***General Assembly 8** — Elections for JCI Officers and Congress (Knight Center)

* simultaneous interpretation provided

Friday and Saturday, November 13 & 14



GLOBAL CITIZENSHIP DAYS

O B J E C T I V E S

You should participate in the Closing General Assembly 9 which will conclude with a Charter of Global Citizens. Do not miss this! REDISCOVER YOURSELF as a GLOBAL CITIZEN.

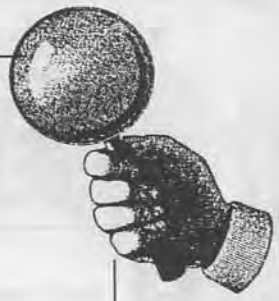
FRI DAY and SATURDAY HIGHLIGHTS

FRIDAY

- **Closing General Assembly 9 A "must" for each and every delegate!**
- ***Mind-Mapping***
- ***World Game***

SATURDAY

- **International Volleyball Tournament**
- **Twinning Ceremony Room**
- **Awards Ceremony**
- **Presidential Inauguration**
- **Presidential Gala**



FRIDAY, NOVEMBER 13

GLOBAL CITIZENSHIP DAY

THEME

1030–1200 –*GENERAL ASSEMBLY 9 (Knight Center)
This assembly will conclude with a Charter of Global Citizens. Do not miss it! This event will express the purpose of the World Congress with reports on each theme day. **REDISCOVER YOURSELF** as a Global Citizen who cares, shares and commits his or herself to make a difference for the 21st century.

INDIVIDUAL

0900–1700 –***Advanced Mind-Mapping*** by Bjørn Ringom (Miami Lecture Hall–Knight Center)
0900–1700 –***World Game*** by New Zealand Jaycee, Inc. (Grand Ballroom–Inter-Continental)
1400–1700 –****Body Language*** by Allan Pease (Brickell Rm.–Knight Center)

COMMUNITY

1400–1700 –***La Energia Humana*** by Cámara Júnior de Colombia [Spanish only] (Monroe Rm.–Knight Center)

BUSINESS

1400–1700 –***Excellence in Leadership*** by Gary Newborough of British Telecom (Ashe Auditorium–Knight Center)

JUNIOR CHAMBER

1400–1700 –***How to Succeed in the Awards Program*** by Junior Chamber Finland (Tuttle Rm.–Knight Center)
–**MetroChapter Presidents Meeting** (Jasmine Rm.–Knight Center)
–**Business Humor by Professor J.C.** (Orchid Rm.–Knight Center)

SATURDAY, NOVEMBER 14

GLOBAL CITIZENSHIP DAY

0900–1330 –**JCI International Volleyball Tournament** (Penrod's–Miami Beach)

1400–1600 –**Area Team Meetings with NOM Presidents** *Area A (Jasmine Rm.–Knight Center) - Area B (Hibiscus A Rm.–Knight Center) - *Area C (Brickell Rm.–Knight Center) - Area D (Hibiscus B Rm.–Knight Center)

1400–1600 –**Twinning Ceremony Room** (Hibiscus B Rm.–Knight Center)

1800–2000 –***Awards Ceremony and Presidential Inauguration** (Knight Center)

2030–0200 –**Presidential Gala** (Ballrooms–Knight Center)



* simultaneous interpretation provided

GENERAL INFORMATION

ENTRY INTO EVENTS

To have access to the services and entry into events a congress badge is required at all times. For entry into National Parties, trade show, training seminars, General Assembly, Senate events and programs, accompanying persons (e.g. spouses) and children's programs, tours, events etc. A BADGE IS NEEDED. NO BADGE NO ENTRY!

LUNCHES AND PRESIDENTIAL GALA

For entry into lunches your badge and ticket will be needed. For Presidential Gala you will need to exchange your Gala ticket for an assigned seat at the INFORMATION desk. The desk will be opened from Monday (11/9) 12 Noon to Thursday (11/12) 12 Noon at the Merrick Room. Block Booking with tickets is permitted.

REGISTERING FOR TRAINING SEMINARS

Most training sessions are on a first come first served basis with no limit entry. Other sessions such as Mind Mapping require a ticket for entry. For those sessions a total of 60% of available seats will be distributed at registration on Saturday and Sunday. No block reservations will be allowed only individuals and they must be present to receive their tickets. A total of 40% of the seats will be available at the door on a first come first served basis. All ticket holders will lose their right to their seat if not present five minutes prior to the opening of the seminar. A list of seminars requiring tickets will be posted at the training desk at Registration.

INTERNATIONAL VOLLEYBALL TOURNAMENT

Those wishing to enter a team at the International Volleyball Tournament must enter the names of the participants prior to 12:00 Noon, Wednesday, November 11 at the Information desk located in the Merrick Room. Tournament to be held on the beachfront at Penrod's Restaurant in South Miami Beach.

WORLD GAME

Registration for the World Game will be in the Training booth at Registration and the Information desk as of Monday.

WEATHER

Miami has subtropical weather, expected average temperature is 82°F (28°C). Short showers or thunderstorms are a possibility therefore bring an umbrella.

CLOTHING

The following attire is customary at Congress: Business sessions (9AM to 5PM) - Business dress. Suit and tie for men, business clothes for women.
Welcome Party - Casual
Opening Ceremony, TOYP Ceremony, Awards and Presidential Gala - National dress, tuxedo, dark business suit, evening dress.
National Parties - National dress or Casual

CURRENCY EXCHANGE

Many hotels have currency exchange. Downtown Miami is the banking district of the city and currency exchange is readily available.

REGISTRATION AND INFORMATION DESK HOURS

The Registration center will be located at the Hyatt Regency throughout the Congress.
Saturday, November 7th 10:00H to 22:00H Riverfront Center
Sunday, November 8th 10:00H to 20:00H Riverfront Center
Monday, November 9 to Saturday, November 14, 08:30H to 18:00H Merrick Room

AWARDS SCRAPBOOK

Awards Scrapbooks may be dropped off on Sunday from 09:00H to 17:00H and Monday from 08:30H to 11:00H at the Azalea Room. Pick up your Scrapbook from 09:00H to 17:00H Thursday and Friday in the Azalea Room.

TRANSPORTATION

Airport to Congress hotels: Free bus shuttle is provided from 10:00H to 22:00H from Miami International Airport to the Congress hotels only. Due to the large size of the airport, look for the JCI logo for the location of the pick-up. To facilitate the committees task please be sure to provide your flight information to JCI. The free transport service is available only Saturday November 7th and Sunday November 8th.

Congress hotels to Airport: This service is only available on Sunday, November 15th. To obtain this service you need to register you pick-up request prior to Friday 12 Noon at the Transportation desk in the Lobby.

Bus Shuttle Service: A detailed bus shuttle service from Hotels to the Convention Center and events outside the Center will be provided to you in your Congress Kit. To have access to the buses you will need a Congress badge. NO BADGE NO ENTRY. FREE BUS SERVICE TO THE BEACHES is limited only to those delegates who are staying at Congress hotels and have reserved their rooms through JCI. Those delegates will have specially marked badges indicating they have access to this service. Presentation of your badge is mandatory for access to the buses.

SG SPECIAL CIRCULAR

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

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

FROM : Ana Gonzalez, Interim Acting Secretary General

RE : **XLVII WORLD CONGRESS OF JUNIOR CHAMBER INTERNATIONAL (JCI), INC.**
Miami, Florida, November 7-14, 1992

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 hotel is the Hyatt Regency. International Councillors wishing to stay at the headquarters hotel should advise JCI immediately. A room deposit of US$250 will be required with your reservation.

3. **RECEPTION AND REGISTRATION:** Members of the Congress Organizing Committee will be present on Saturday and Sunday, November 7th and 8th, at the Miami International Airport, and information desks will be established there and at the James L. Knight Center to offer information and advice to delegates upon arrival in Miami. Registration of delegates will take place in the Convention Center, Riverfront Hall C, November 7-8, and in Merrick I and II, November 9-13. 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.

4. **BUSINESS SESSIONS:** A detailed guide as to where each meeting is to be held will be provided to each delegate upon registration in Miami. The major business meetings will be held at the James L. Knight Convention 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.

6. **INTERNATIONAL COUNCILLORS BRIEFING SESSION:** Please note that it is essential that International Councillors attend the briefing session held as part of General Assembly Session 1 on Monday, November 9th, at 1330h. in the James L. Knight Convention Center. It is extremely important that you and your deputy attend this briefing, since information regarding your role in Congress activities will be provided to you at that time. It will also be an opportunity for financially delinquent NOMs to pay their outstanding dues.

7. **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.

8. **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. Forms for the purpose of recording proposals and resolutions will be distributed at the major business meetings.

9. **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 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.

10. **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 Thomas Clear, III, will serve as parliamentarian to General Assembly. Some comments on the use of Robert's Rules will be included in the International Councillors' briefing session, to be held at General Assembly Session 1, starting at 1330 hours, on Monday, November 9th.

    It is extremely important that International Councillors and their deputies attend this session.

11. **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, 1992 (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.

12. **CANDIDATES FOR OFFICE IN 1993:** Presidents of national organizations which have nominated candidates for international office in 1993 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).

13. **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 8th, 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 James L. Knight Center Theatre by 1615h. for lineup and instructions for the Opening Ceremony.

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

b. **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.

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

d. **TOYP Ceremony:** Tuxedo, cocktail or evening dress, dark business suit or national dress.

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 office in Riverfront Hall C/Merrick I and II of the Knight Center by Wednesday, November 11th, at the latest.

14. **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 9, 1992.

A reception desk for scrapbooks will be set up in the Azalea Room of the Convention Center on Sunday, November 8th, from 0900 - 1700 hours and on Monday, November 9th, from 0830 - 1100 hours. Please follow the instructions found in the JCI Awards Manual concerning the preparation and labeling of scrapbooks.

15. **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. Robert Stovall
Director of Program Development
c/o Junior Chamber International
400 University Drive
Coral Gables, FL 33146, U.S.A.

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

You can also communicate with the Congress Director at:

Mr. John Kiskinis
Director, XLVII World Congress
9300 South Dadeland Blvd., Suite 314
Miami, FL 33156, U.S.A
TEL. BUS : (1)(305) 670-9672 / (1)(800) 545-6982*
FAX : (1)(305)670-9673

* For U.S.A. & Canada toll-free number

16. **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 World Headquarters no later than October 25, 1992:

The Secretary General
Junior Chamber International
P. O. Box 140577
Coral Gables, FL 33114-0577
U.S.A.

or

CAB: JAYCEES
TX: ITT 441084
FAX: (1)(305) 442-0041

b. after October 25, 1992, hand-carry to Miami and deliver to the Secretary General upon your arrival.

17. **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.

18. **WEATHER:** The average temperature in Miami in November is variable—around 27°C/80°F. to 29°C/85°F. Therefore, clothing for warm 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.

ANA GONZALEZ
INTERIM ACTING SECRETARY GENERAL

REMEMBER
TAKE THIS MATERIAL
WITH YOU TO CONGRESS

KIT CONTENTS

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

2

REF. NO.

3 Official Schedule of Events
4 Maps
- A -- James L. Knight Center/Hyatt Regency Hotel
- B -- Overview

5 Guidelines for International Councillors
6 International Councillors Program
7 Seminars/Sessions Program

AGENDAS

8 1992 Executive Committee Meeting
9 1992 Board of Directors Meeting
10 Candidates Training
11 Area NOM Presidents' Meeting

- A -- Area A
- B -- Area B
- C -- Area C
- D -- Area D

12 General Assembly (Sessions 1-9)
13 Finance Committee
14 1992/1993 Joint Board of Directors Meeting
15 1993 Executive Committee Meeting
16 1993 Board of Directors Briefing
17 1993 Board of Directors Meeting

REF. NO.

REPORTS — EXECUTIVE COMMITTEE

18 President Albert Hiribarrondo
19 Immediate Past President Reginald Schaumans (report will be distributed at Congress)
20 Executive Vice President Sunil Kumar R. (Area A)
21 Executive Vice President Robby Dawkins (Area B)
22 Executive Vice President Sukhathep Chansrichawla (Area C)
23 Executive Vice President Arnaud Godère (Area D)
24 Treasurer Harry Angping
25 General Legal Counsel Thomas Clear, III

VICE PRESIDENTS

Area A:

26 Alain Kofi Kumodzi
27 Louis Legg, III
28 Rees Michael Mann

Area B:

29 Malik Cader
30 Sophia Shu-Fang Chen
31 Crispin C. Dy, Jr.
32 Zulfiqar Ali Ramzi

Area C:

33 Adrián Cottín
34 Danny Lo-Fo-Sang
35 Luis Miguel Muley Mateos
36 Milton Otey Orellana
37 Junya Yoshida (report will be distributed at Congress)

Area D:

38 Idowu T. David
39 Diana Jakubowska
40 Yong-Joon Jeon

REPORT — SECRETARY GENERAL

41 Ana Gonzalez (Interim Acting) &
Benny Ellerbe (Designate)

SCHEDULE OF EVENTS



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

MIAMI, FLORIDA

NOVEMBER 7-14, 1992

DATE/TIME		EVENT	ROOM	VENUE
Thursday November 5, 1992				
0900 - 1200		Executive Committee Meeting (1)	Hibiscus	Knight Center
1200 - 1400		Executive Committee Lunch	Gardenia B	Knight Center
1400 - 1700		Executive Committee Meeting (2)	Hibiscus	Knight Center
1900 - 2100		Executive Committee Dinner	TBA	TBA
Friday November 6, 1992				
0830 - 1245	*	Candidates' Training	Jasmine	Knight Center
0900 - 1200	*	Board of Directors Meeting (1)	Brickell	Knight Center
1200 - 1400		Board of Directors Lunch	Gardenia A & B	Knight Center
1400 - 1700	*	Board of Directors Meeting (2)	Brickell	Knight Center
1400 - 1700	*	Candidates' Training	Jasmine	Knight Center
1900 - 2100		Board of Directors Dinner		University Club
Saturday November 7, 1992				
0830 - 1200	*	Candidates Training	Jasmine	Knight Center
0900 - 1700		Nominations Committee	Hibiscus B	Knight Center
1000 - 2200		**REGISTRATION/HOUSING/INFORMATION**	Riverfront Hall C	Knight Center
1200 - 1400		1992 Board of Directors and Candidates Lunch	Boat Ride	Biscayne Bay
1400 - 1630		1992 Area Team Meetings:		
		Area A	Orchid A	Knight Center
		Area B	Orchid B	Knight Center
		Area C	Orchid C	Knight Center
		Area D	Orchid D	Knight Center
1400 - 1700	*	Candidates Training	Jasmine	Knight Center
1900 - 2100		Junior Chamber International Reception (by invitation only)		JCI WHQ
2000 - 2400		Welcome Party		Hialeah Race Track

DATE/TIME		EVENT	ROOM	VENUE
Sunday				
November 8, 1992				
0830 - 1600		World Consortium for Research on Training	Gautier	Knight Center
0900 - 1230	*	Candidates Training	Jasmine	Knight Center
0900 - 1300		Area Association Meetings		
	*	AJA (French/English)	Brickell	Knight Center
		AEPM	Flagler	Knight Center
0900 - 1300		Nominations Committee	Hibiscus B	Knight Center
0900 - 1700		Award Scrapbook Reception	Azalea A & B	Knight Center
1000 - 2000		**REGISTRATION/HOUSING/INFORMATION**	Riverfront Hall C	Knight Center
1200 - 1400		JCI Past Presidents' Lunch	Orchid A	Knight Center
1700 - 1900	*	Opening Ceremony	James L. Knight Center	Knight Center
1930 - 2400		Home Hospitality		Various Homes
2000 - 2200		Presidential Reception (by invitation only)		Vizcaya
Monday				
November 9, 1992 - SENATE DAY				
0800 - 0845	*	New Delegates Briefing Session	Brickell	Knight Center
0800 - 0900		TOYP Honorees & JCI Executive Committee Breakfast	Orchid C	Knight Center
0830 - 1100		Awards Scrapbook Reception	Azalea	Knight Center
0830 - 1800		**REGISTRATION/HOUSING/INFORMATION**	Merrick I & II	Knight Center
0830 - 1800		EXCEL (English)	Escorial/Alhambra	Intercontinental
0830 - 1800		EXCEL (Spanish)	Michelangelo/Raphael	Intercontinental
0830 - 1800		PRIME (English)	Balmoral	Intercontinental
0830 - 1800		PRIME (Spanish)	Windsor	Intercontinental
0830 - 1800		PRIME (French)	Sandringham	Intercontinental
0900 - 1200		Body Language by Allan Pease	Monroe	Knight Center
0900 - 1200	*	Creative Presentation Techniques by Bob Pike	Brickell	Knight Center
0900 - 1200		Team Development by the United States Junior Chamber of Commerce	Tuttle	Knight Center
0900 - 1200		World Consortium for Research on Training	Gautier	Knight Center
0900 - 1200		The Art and Psychology of Positive Humor by Dr. Christian Hageseth	Flagler	Knight Center
0900 - 1200		JCQ 2001 Calidad Total en Cámara Júnior by Cámara Júnior de Venezuela (Spanish only)	Orchid A	Knight Center
0900 - 1200		Area NOM Presidents' Meeting:		
	*	Area A (French/English)	Hibiscus A	Knight Center
		Area B	Hibiscus B	Knight Center
	*	Area C (Spanish/English)	Jasmine	Knight Center
		Area D	Orchid D	Knight Center
0900 - 1700		Mind-Mapping by Bjørn Ringom	Miami Lecture Hall	Knight Center
0900 - 1700		Team Building by Blaine Bartlett	Ashe Auditorium	Knight Center
1000 - 1200		JCI Foundation Board Meeting	SG Suite	Hyatt Regency
1100 - 1700		Awards Judging	Park E&W,Ballroom	Occidental

DATE/TIME		EVENT	ROOM	VENUE
Monday, November 9th *(cont.)*				
1200 - 1400		World Consortium for Research on Training Luncheon (by invitation only)	Orchid C	Knight Center
1230 - 1330		Delegates Lunch	Riverfront Halls	Knight Center
1330 - 1700	*	**General Assembly (1)** --Congress Briefing --World Game by World Game Institute	James L. Knight Center	Knight Center
1400 - 1700		A Phenomenon Called Laughter by Junior Chamber Finland	Tuttle	Knight Center
1400 - 1700		Leadership Coaching, Counseling and Confronting by The United States Junior Chamber of Commerce	Jasmine	Knight Center
1400 - 1700		Don't Panic! Games to Play When Your Speaker Lets You Down by Junior Chamber Scotland	Hibiscus A	Knight Center
1400 - 1700		Mastering Office Politics by Jim Germer	Monroe	Knight Center
1400 - 1700	*	Becoming an Appreciative Person and Effective First Impresions by Dale Carnegie Institute	Brickell	Knight Center
1400 - 1700		The Art and Psychology of Positive Humor by Dr. Christian Hageseth	Flagler	Knight Center
1400 - 1700		Project Management by Junior Chamber The Netherlands	Orchid D	Knight Center
1500 - 1700		Open Forum for Senators	Theatre	Intercontinental
1700 - 1830		Opening of the Paintings of the Earth Competition	Riverfront South	Knight Center
1700 - 1830		JCI Academy Network Meeting	Orchid A-B	Knight Center
1815 - 1900		Senate Cocktail Reception	Foyer/Ballroom	Intercontinental
1900 - 2100		JCI Senate 40th Anniversary Dinner	Ballroom	Intercontinental
2100		National Parties:		
		France		Biltmore Hotel
		Korea	Ballroom	Hyatt Regency

Tuesday
November 10, 1992 - ECONOMIC DEVELOPMENT DAY

0800 - 0900	TOYP Honorees Breakfast	Orchid C	Knight Center
0830 - 1800	**REGISTRATION/HOUSING/INFORMATION**	Merrick I & II	Knight Center
0830 - 1800	EXCEL (English)	Escorial/Alhambra	Intercontinental
0830 - 1800	EXCEL (Spanish)	Michelangelo/Raphael	Intercontinental
0830 - 1800	PRIME (English)	Balmoral	Intercontinental
0830 - 1800	PRIME (Spanish)	Windsor	Intercontinental
0830 - 1800	PRIME (French)	Sandringham	Intercontinental
0900 - 1030	1993 JCI Conference Directors Meeting	Orchid B	Knight Center

DATE/TIME		EVENT	ROOM	VENUE
Tuesday, November 10 *(cont.)*				
0900 - 1200	*	**General Assembly (2)**	James L. Knight Center	Knight Center
0900 - 1200	*	The Power of the Entrepreneur in the New World Economic System with Dr. John Dyer of the University of Miami	Brickell	Knight Center
0900 - 1200		Manejo del conflicto by Cámara Júnior de Panamá (Spanish only)	Orchid A	Knight Center
0900 - 1200		Increase your Interpersonal Experience by Junior Chamber The Netherlands	Hibiscus B	Knight Center
0900 - 1200		Developing Human Resources by Success Motivation Institute	Monroe	Knight Center
0900 - 1200		Influencing Without Thump or Thunder by Blaine Bartlett	Tuttle	Knight Center
0900 - 1200		Quality Management by QUALTEC	Jasmine	Knight Center
0900 - 1200		Who Makes the Leader? by British Junior Chamber	Flagler	Knight Center
0900 - 1200		Motivación—La Clave del Éxito by Cámara Júnior del Ecuador (Spanish only)	Orchid D	Knight Center
0900 - 1200		Tasting the Magic by Interesting Projects Inc.	Miami Lecture Hall	Knight Center
0900 - 1700		The Spirit of Self by Janet Sue Rush of Zig Ziglar Corporation	Ashe Auditorium	Knight Center
0900 - 1700		Awards Judging	Park E&W, Ballroom	Occidental
0900 - 1700		Paintings of the Earth Competition	Riverfront South	Knight Center
1030 - 1200		1994 JCI Conference Directors Meeting	Orchid B	Knight Center
1200 - 1400		TOYP Press Luncheon	TBA	TBA
1200 - 1400		International Business Network Luncheon (by invitation only)	Bayfront "A"	Intercontinental
1230 - 1330		Delegates Lunch	Riverfront Center/North	Knight Center
1400 - 1700	*	Marketing and Promotions by Bob Pike	Jasmine	Knight Center
1400 - 1700		Theme Workshops:		
		--Facing the Crisis of the '90s: The JCI/CARE Partnership	Hibiscus B	Knight Center
		--South Florida Business Opportunities	Orchid C	Knight Center
		--Junior Chamber Germany, "Focus on Saxony"	Orchid D	Knight Center
		--Business Opportunities in Latin America and the Caribbean	Orchid A	Knight Center
		--The Computer Trade Game by Junior Chamber Germany	Monroe	Knight Center
		--JCInet: Junior Chamber and Technology, Imagine That.	Gardenia A	Knight Center
		--World Trade Game by Junior Chamber The Netherlands	Tuttle	Knight Center
		--Business Opportunities in Europe	Orchid B	Knight Center

DATE/TIME		EVENT	ROOM	VENUE
Tuesday, November 10 *(cont.)*				
1400 - 1730	*	**General Assembly (3)**		
		—JCI Vice President Caucus	Brickell/Flagler	Knight Center
1500 - 1700		Finance Committee	Hibiscus A	Knight Center
1500 - 1800		Admissions Committee	Azalea	Knight Center
1930 - 2130	*	TOYP Ceremony	James L. Knight Center	Knight Center
2130 - 2330		TOYP Reception (by invitation only)	Orchids	Knight Center
2130 - 0100		National Parties:		
		Hong Kong	Jasmine	Knight Center
		Helsinki, Finland		TBA
Wednesday				
November 11, 1992 - ENVIRONMENTAL MANAGEMENT DAY				
0800 - 0900		JCI Past Presidents' Breakfast	Azalea	Knight Center
0800 - 0900		TOYP Honorees' Farewell Breakfast	Gautier	Knight Center
0830 - 1800		**REGISTRATION/HOUSING/INFORMATION**	Merrick I & II	Knight Center
0830 - 1800		EXCEL (English)	Escorial/Alhambra	Intercontinental
0830 - 1800		EXCEL (Spanish)	Michelangelo/Raphael	Intercontinental
0900 - 1200	*	**General Assembly (4)**	James L. Knight Center	Knight Center
		-- Congress Presentations		
		-- World Speaking Competition		
0900 - 1200		Theme Session: A Global Citizen's Action for the Environment	Monroe	Knight Center
0900 - 1200		Leadership Motivation and Attitudes by Bob Pike	Orchid A-B	Knight Center
0900 - 1200		Body Language by Allan Pease	Jasmine	Knight Center
0900 - 1200		Developing Human Resources by Success Motivation Institute	Hibiscus A & B	Knight Center
0900 - 1200	*	Breaking Through the Glass Ceiling (Career Strategies for Women) by Jim Germer	Brickell	Knight Center
0900 - 1200		Quality Management by QUALTEC	Orchid D	Knight Center
0900 - 1700		First Annual "World TEAM Metro Chapter Conference"	Flagler	Knight Center
0900 - 1700		Mind-Mapping for Beginning Instructors by Bjørn Ringom	Miami Lecture Hall	Knight Center
0900 - 1700		Paintings of the Earth Competition	Riverfront South	Knight Center
0900 - 1700		It Begins with a Mentor by Donna Layton of Zig Ziglar Corporation	Ashe Auditorium	Knight Center
0900 - 1700		Assertive Management and Survival Skills by Dr. Gayle Carson	Tuttle	Knight Center
1230 - 1330		Delegates Lunch		Bayside

DATE/TIME		EVENT	ROOM	VENUE
Wednesday, November 11 (cont.)				
1400 - 1700		Theme Workshop --After UNCED, a followup to the Global Citizens Conference	Hibiscus A & B	Knight Center
		--An Open Forum: Junior Chambers and Local Environmental Projects	Orchid D	Knight Center
1400 - 1700	*	**General Assembly (5)** --Executive Vice President and --Presidential Caucus	James L. Knight Center	Knight Center
1400 - 1700		How to Make Your NOM/LOM Drown in Money by Junior Chamber Finland	Monroe	Knight Center
1400 - 1700		Still More Training Games to Play by Bob Pike	Jasmine	Knight Center
1400 - 1700		NOM Secretary General Seminar by Junior Chamber Danmark	Orchid A	Knight Center
1400 - 1700		Los Tres Primeros Minutos by Michel Lejeune (Spanish only)	Orchid B	Knight Center
1400 - 1700	*	Leader or Manager? by J. C. E. Française	Brickell	Knight Center
1730 - 1930		APDC Meeting	Miami Lecture Hall	Knight Center
2100 - 0100		National Parties: Japan		Freedom Hall
		Frankfurt	Orchid/Riverwalk	Knight Center
		Glasgow	Regency Ballroom	Knight Center
Thursday **November 12, 1992 - SAFEGUARDING THE FUTURE OF CHILDREN**				
0830 - 1800		**REGISTRATION/HOUSING/INFORMATION**	Merrick I & II	Knight Center
0900 - 1200	*	**General Assembly (6)** (Business Session)	James L. Knight Center	Knight Center
0900 - 1200	*	Theme Session: --Town Meeting: Children of the Global Village ask, 'Can We Grow Up?'	Brickell	Knight Center
0900 - 1200		Body Language by Allan Pease	Jasmine	Knight Center
0900 - 1200		Earth Our Home. Let's Re-Experience the Vision of Children by Japan Junior Chamber	Tuttle/Monroe	Knight Center
0900 - 1200		The Art of Leading a Self-Managed Team by Dr. Gayle Carson	Flagler	Knight Center
0900 - 1200		La Tercera Idea by Michel Lejeune (Spanish only)	Orchid D	Knight Center
0900 - 1230		The World Game by New Zealand Jaycee, Inc.	Grand Ballroom	Intercontinental
0900 - 1600		Paintings of the Earth Competition	Riverfront South	Knight Center
0900 - 1600		"Kids Swap Safely" (KI.S.S.) Children Exchange Program	Danish Corner	Trade Show
0900 - 1700		Awards Scrapbook Return	Azalea	Knight Center
0900 - 1700		The Spirit of Self by Janet Sue Rush of Zig Ziglar Corporation	Miami Lecture Hall	Knight Center
0900 - 1700		The Difference Maker Environment by Jeff Conley of the Zig Ziglar Corp.	Ashe Auditorium	Knight Center

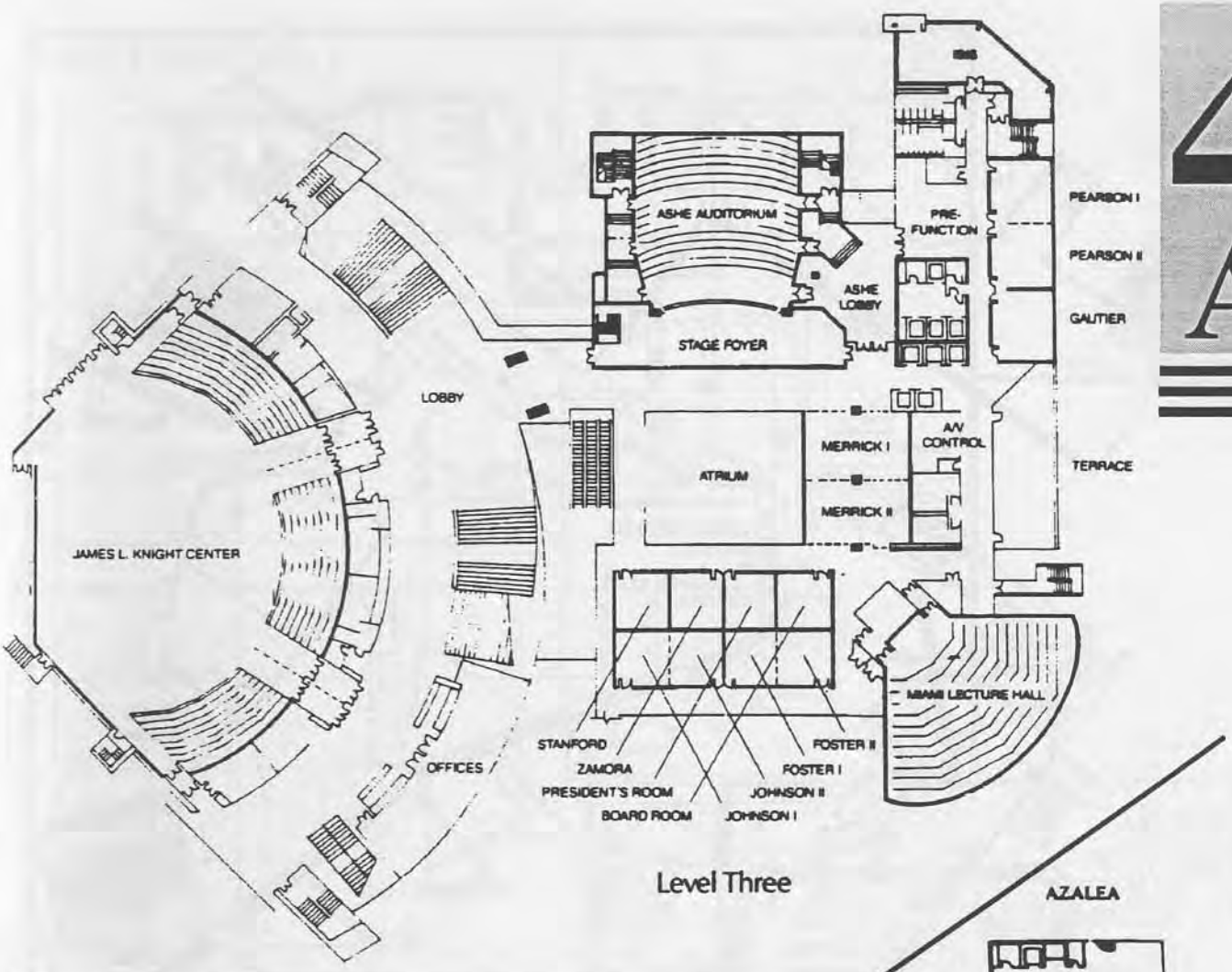
DATE/TIME		EVENT	ROOM	VENUE
Thursday, November 12 *(cont.)*				
1230 - 1330		Delegates Lunch	TBA	TBA
1330 - 1700		The World Game by New Zealand Jaycee, Inc.	Grand Ballroom	Intercontinental
1400 - 1700	*	**General Assembly (7)** (Business Session)	James L. Knight Center	Knight Center
1400 - 1700		Theme Workshops:		Knight Center
		--First Call for Children - The UNICEF and JCI Partnership.	Flagler	
		--Education and the Community Volunteer - How Individuals Can Help Educate A Child	Monroe	
1400 - 1700	*	Developing Human Resources by Success Motivation Institute	Brickell	Knight Center
1400 - 1700		Lend Me Your Ears by J. C. E. Française	Jasmine	Knight Center
1400 - 1700		Exito 2,000 by Cámara Júnior de Venezuela (Spanish only)	Orchid B	Knight Center
1630 - 1800		First Lady's Reception - Closing of the Paintings of the Earth Competition (by invitation only)	Riverfront South	Knight Center
1800 - 2000	*	**General Assembly (8)**		Knight Center
		--Elections for JCI Officers and Congress	James L. Knight Center	
2000 - 2400		U.S.A. Night		Bayfront Park
Friday **November 13, 1992 - GLOBAL CITIZENSHIP DAY**				
0830 - 1800		**REGISTRATION/HOUSING/INFORMATION**	Merrick I & II	Knight Center
0900 - 1230	*	**General Assembly (9)**	James L. Knight Center	Knight Center
		--Officer Assignment		
(from 1030)		**--MIAMI WORLD CONGRESS GLOBAL CITIZENS GENERAL CLOSING SESSION ON THE AGE OF GLOBAL CITIZENSHIP (ALL DELEGATES)**		
0900 - 1230		World Game by New Zealand Jaycee, Inc.	Grand Ballroom	Intercontinental
0900 - 1700		Advanced Mind-Mapping by Bjørn Ringom	Miami Lecture Hall	Knight Center
0900 - 1700		Awards Scrapbook Return	Azalea	Knight Center
1200 - 1400		1992-93 Joint Board of Directors Lunch	Hibiscus A & B	Knight Center
1230 - 1330		Delegates Lunch	Riverfront Halls	Knight Center
1330 - 1700		The World Game by New Zealand Jaycee, Inc.	TBA	Intercontinental
1400 - 1600		1993 Area Team Meetings:		
		--Area A	Gautier	Knight Center
		--Area B	Orchid A	Knight Center
		--Area C	Orchid B	Knight Center
		--Area D	Orchid C	Knight Center
1400 - 1600	*	Metro Chapter Presidents' Meeting	Jasmine	Knight Center
1400 - 1700		Business Humor by Professor J.C.	Orchid D	Knight Center

DATE/TIME		EVENT	ROOM	VENUE
Friday, November 13 *(cont.)*				
1400 - 1700	*	Body Language by Allan Pease	Brickell	Knight Center
1400 - 1700		How To Succeed in the Awards Program by Junior Chamber Finland	Tuttle	Knight Center
1400 - 1700		La Energía Humana by Cámara Júnior de Colombia (Spanish only)	Monroe	Knight Center
1400 - 1700		Excellence in Leadership by Gary Newborough, British Telecom	Ashe Auditorium	Knight Center
1600 - 1700		Conference Chairman Training Session	Gautier	Knight Center
1700 - 1800		1993 Conference Chairman Meeting with Conference Committee	Gautier	Knight Center
1700 - 1800		International Affairs Managers Conference by USJCC	Foster II	Knight Center
1830 - 2000		Foundation Reception (by invitation only)		University Club
2100 - 0100		National Parties:		
		Europe Night	TBA	Knight Center
Saturday				
November 14, 1992 - GLOBAL CITIZENSHIP DAY				
0800 - 1800		**HOUSING/REGISTRATION**	Merrick I & II	Knight Center
0900 - 1130		JCI Training Institute Certification Commission	President's Room	Knight Center
0900 - 1200		Area Team Meetings with NOM Presidents:		Knight Center
	*	Area A	Jasmine	
		Area B	Hibiscus A	
	*	Area C	Brickell	
		Area D	Hibiscus B	
0900 - 1330		JCI International Volleyball Tournament	Penrod's	Miami Beach
1300 - 1600		Area Association Meetings:		Knight Center
		AJA	Gautier	
		AEPM	Ashe Auditorium	
		APDC	Miami Lecture Hall	
		Area C	Hibiscus A	
1400 - 1600		Twinning Ceremony Room	Hibiscus B	Knight Center
1700 - 1800		Award Judges Reception	Hibiscus A & B	Knight Center
1800 - 2000	*	Awards Ceremony & Presidential Inauguration	James L. Knight Center	Knight Center
2030 - 0200		Presidential Gala	Ballrooms	Knight Center

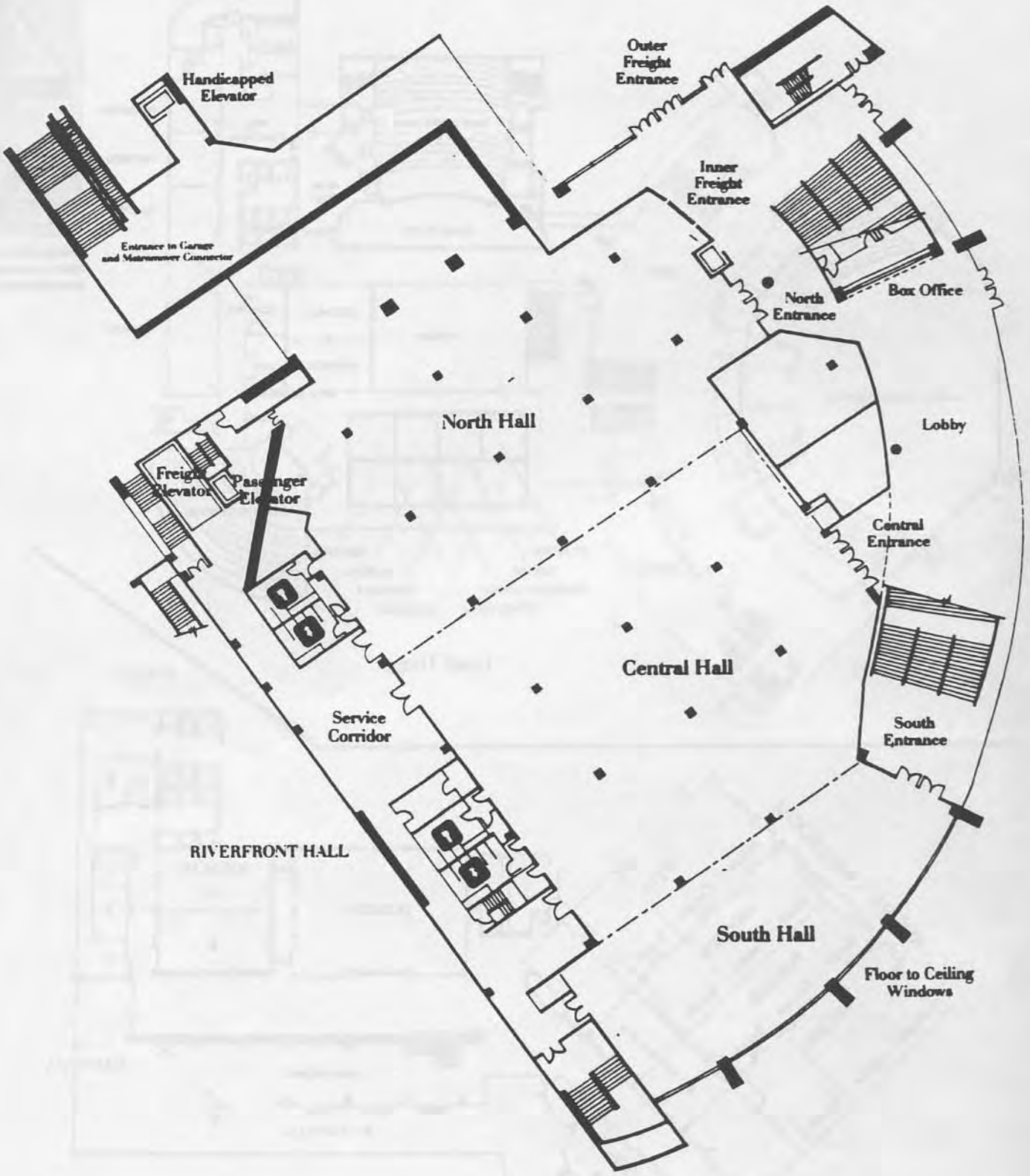
DATE/TIME		EVENT	ROOM	VENUE
Sunday **November 15, 1992**				
1000 - 1200	*	1993 Executive Committee	Jasmine	Knight Center
1200 - 1300		1993 Executive Committee Lunch	Hibiscus A	Knight Center
1300 - 1700	*	1993 Board of Directors Briefing and Meeting	Jasmine	Knight Center
2000 - 2300		Farewell Party	TBA	TBA

LEGEND

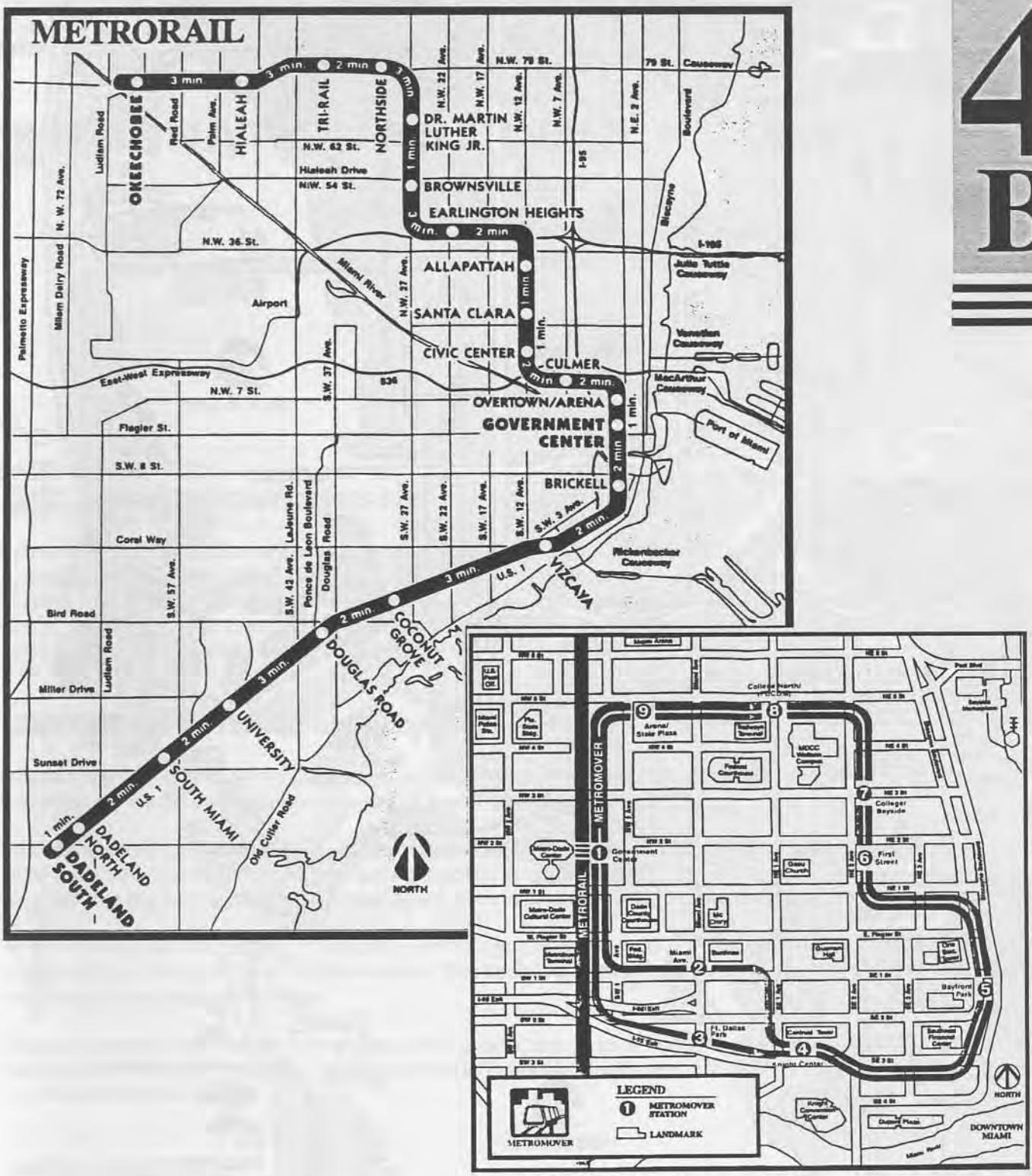
*	=	Simultaneous Interpretation provided in English/French/Spanish/Japanese
TBA	=	To Be Announced
WHQ	=	World Headquarters



JAMES L. KNIGHT CENTER— HYATT REGENCY HOTEL

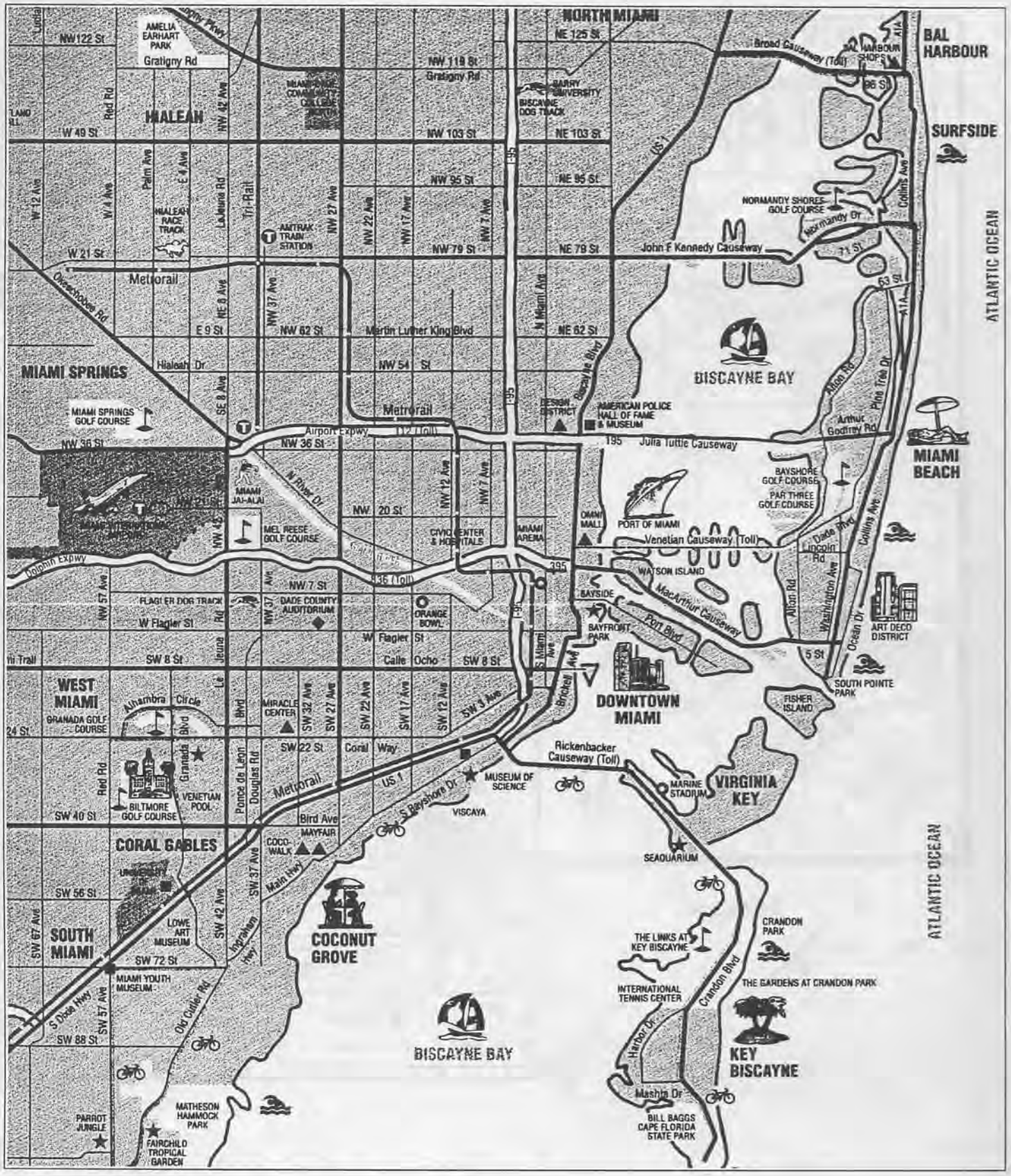


JAMES L. KNIGHT CENTER—
HYATT REGENCY HOTEL



MIAMI DOWNTOWN

METRORAIL AND METROMOVER



MIAMI METRO AREA

GUIDELINES FOR INTERNATIONAL COUNCILLORS



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

SPECIAL BRIEFINGS AT CONGRESS

There will be a briefing and rehearsal for the Opening Ceremony on Sunday, November 8th from 1615 to 1700h. at the James L. Knight Center. An International Councillors (Chief Delegates) briefing will be held as part of General Assembly Session I on Monday, November 9th, starting at 1330h. in the Knight Center. Delegates who have never attended Congress will learn what to expect and how to participate in events held during the Congress week at the New Delegates Briefing, also scheduled for Monday, November 9th, from 0800 to 0845h. in the Brickell Room at the Knight Center.

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 world 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 1993 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 nine (9) 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 the 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 under the schedules as indicated 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 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 12th), International Councillors will vote by secret ballot. Additional detailed instructions will be provided in advance of the elections.

GENERAL ASSEMBLY SESSION 8:

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:

International Councillors are requested to advise the Secretary General immediately following General Assembly Session 1 of the presentations that they wish to make and to whom, in order that these can be programmed. Please note that it is essential to receive early notification of these presentations. Most presentations will be made during General Assembly No. 8 on Thursday, November 12th, to be held from 1800h. to 2000h.

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 the Policy Manual
3. 1990 Strategic Planning Committee Report
4. 1993 Draft Budget and Revised Long-Range Financial Plan 1993-1995
5. Proposed 1993 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 to General Assembly their proposal, 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. Each NOM should be represented at all caucus meetings, which are part of General Assembly Sessions 3 and 5, on Tuesday, November 10th, and Wednesday, November 11th, respectively.

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 1993 Junior Chamber International Vice Presidents will be announced during General Assembly Session 9 on Friday morning, November 13th. All International Councillors should be in attendance to meet their assigned Vice President for 1993. A MEETING OF THE 1993 EVP, VPs, AREA DIRECTOR AND ASSIGNED NOMs WILL BE HELD AT 0900H. ON SATURDAY MORNING, NOVEMBER 14TH, AND IT IS IMPERATIVE THAT YOU ATTEND THIS MEETING. (Please refer to the Schedule of Events for exact times of your Area Team 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 1993 for the purpose of discussing specific plans, suggested visitation dates, etc.

Since elections of 1993 officers are held on Thursday, November 12th, 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 Miami by late afternoon or early evening, Saturday, November 7th.

2. Departure from Miami, Sunday, November 15th. □

PROGRAM FOR INTERNATIONAL COUNCILLORS



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

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

Please note that special transportation, when needed, will be provided from the Hyatt Regency Hotel to the various venues. Should you not be staying at the Hyatt Regency Hotel, the headquarters hotel, you are requested to take the regular shuttle-bus service to the Hyatt Regency Hotel for onward transportation from there, if the event is not held at the Hyatt Regency/Knight Convention Center.

Junior Chamber International would appreciate the attendance of your delegation at The Outstanding Young Persons of the World (TOYP) Ceremony.

DATE / EVENT	TIME	VENUE

Saturday, November 7, 1992

- **Registration** — **1000 - 2200h.** — **Riverfront Hall C Knight Center**

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.

- **Junior Chamber International World Headquarters Reception** — **1900 - 2100h.** — **JCI World Headquarters**

This reception, hosted by the JCI World Headquarters staff, is for all JCI officers and national presidents in attendance.

*Dress for this event is 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.** Transportation will be provided from the Hyatt Regency Hotel. Please assemble in the lobby of the Hyatt Hotel at 1830h.

Program for International Councillors *(cont.)*

DATE / EVENT	TIME	VENUE

Sunday, November 8, 1992

- **Area Association Meetings for AJA and AEPM** — **0900 - 1300h.** — **(AJA) Brickell, Knight Center (AEPM) Flagler, Knight Center**
- **Registration** — **1000 - 2200h.** — **Riverfront Hall C Knight Center**

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 required for the Congress.

- **Rehearsal for Opening Ceremony** — **1300 - 1400h.** — **James L. Knight Center**

The staging for this year's Opening Ceremony will feature an abundant use of the latest video technology. A short rehearsal to explain the procedures for the evening will be held at the James L. Knight Center (theater). ATTENDANCE IS MANDATORY.

- **Opening Ceremony** — **1615 - 1900h.** — **James L. Knight Center**

You must be at the VIP backstage line-up area by 1615h. for confirmation of your name on the script and line-up for presentation at the Opening Ceremony. Due to the complexity of the technology used and the need to ensure that the video production is exact to the order on the script, any JCI officer or national president NOT registered in the backstage area by 1645h. WILL NOT BE INTRODUCED ON STAGE.

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

- **Presidential Reception** — **2000 - 2200h.** — **Vizcaya**

This reception, hosted by President Albert Hiribarrondo, is for JCI officers and national presidents in attendance.

* Dress for this event is 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. Transportation instructions will be provided to you at the rehearsal for Opening Ceremony.

- **Home Hospitality** — **1930 - 2400h.** — **Various Homes**

Those who do not wish to attend the Presidential Reception may register for Home Hospitality and take the buses that will bring you to the home of a Miami Jaycee member. A small gift from your country for the host is appropriate.

Monday, November 9, 1992

- **Area NOM Presidents' Meetings** — **0900 - 1200h.** — **Various, Knight Center (Please refer to Schedule of Events)**
- **General Assembly (1) (International Councillors Briefing; The World Game)** — **1330 - 1700h.** — **James L. Knight Center**

Program for International Councillors *(cont.)*

DATE / EVENT	TIME	VENUE

Monday, November 9th *(cont.)*

- **Opening of Paintings of the Earth competition** — **1700 - 1830h.** — **Riverfront South, Knight Center**
- **JCI Senate 40th Anniversary Dinner** — **1900 - 2100h.** — **Ballroom, Intercontinental**

Please note that Senators must get a ticket for the Senate dinner at the Senate Booth at Registration on Saturday, November 7th, or Sunday, November 8th.

Tuesday, November 10, 1992

- **General Assembly (2) (Business session)** — **0900 - 1200h.** — **James L. Knight Center**
- **General Assembly (3) (JCI VP Caucus)** — **1400 - 1730h.** — **Brickell/Flagler, Knight Center**
- **TOYP Ceremony** — **1930 - 2130h.** — **James L. Knight Center**

Special seating will be provided for national presidents. You are requested to be at the James L. Knight Center (theatre) by 1915h. After that time, seats reserved for national presidents will be made available to others.

* Dress for this event is tuxedo, cocktail or evening dress, dark business suit or national dress.

- **TOYP Reception** — **2130 - 2330h.** — **Orchids, Knight Center**

Admittance to this reception will be by invitation only; therefore, please bring the invitation card that will be in your registration kit.

Wednesday, November 11, 1992

- **General Assembly (4) (World Speaking Competition; Congress presentations)** — **0900 - 1200h.** — **James L. Knight Center**
- **General Assembly (5) (JCI EVP & Presidential caucus)** — **1400 - 1700h.** — **James L. Knight Center**

Thursday, November 12, 1992

- **General Assembly (6) (Business session)** — **0900 - 1200h.** — **James L. Knight Center**

DATE / EVENT	TIME	VENUE
Thursday, November 12th *(cont.)*		
• **General Assembly (7) (Business session)**	**1400 - 1700h.**	**James L. Knight Center**
• **General Assembly (8) (Elections for JCI officers and Congress site selection)**	**1800 - 2000h.**	**James L. Knight Center**
Friday, November 13, 1992		
• **General Assembly (9) (Officer assignments; Global Citizens General Closing session on The Age of Global Citizenship)**	**0900 - 1230h.**	**James L. Knight Center**

Please note that the Global Citizens General Closing session on The Age of Global Citizenship will commence at 1030h., and is for all delegates. This event will express the meaning of our World Congress, and you will rediscover yourself as a Global Citizen who cares, shares and commits for the 21st Century.

Saturday, November 14, 1992		
• **1993 Area Team Meetings with NOM Presidents**	**0900 - 1200h.**	**Various, Knight Center (Please refer to Schedule of Events)**
• **Area Association Meetings**	**1300 - 1600h.**	**Various, Knight Center (Please refer to Schedule of Events)**
• **Awards Ceremony & Presidential Inauguration**	**1800 - 2000h.**	**James L. Knight Center**

* Dress for this event is national dress, tuxedo or evening dress. Transportation to this event will be provided from the various Congress hotels.

• **Presidential Gala**	**2030 - 0200h.**	**Ballrooms, Hyatt**

* Dress for this event is national dress, tuxedo or evening dress. Transportation to the gala will be provided from the various Congress hotels.

If you wish to be seated in the special guest section instead of with your delegation at the Presidential Gala, please see JCI staff at the Congress Information desk located in the Merrick Room at the Knight Center, by Wednesday, November 11, 1992, to exchange your Presidential Gala ticket for a table assignment. ☐

PROGRAM OF SEMINARS AND SESSIONS OF INTEREST TO DELEGATES

7

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

NEW DELEGATES BRIEFING SESSION

*** 0800 - 0845h., Monday, November 9, 1992**
Brickell, Knight Center

This is an information session for all delegates on the Miami JCI World Congress. It is the opportunity for delegates to be briefed on the events, programs, logistics and adventures available at Congress.

Presented by : John Kiskinis, Congress Director
Frank Ferrer, JCI Executive Director of Meetings

NOTE : Simultaneous interpretation will be provided.

EXCEL: THE JCI PROFESSIONAL TRAINERS COURSE

0830 - 1800h., Monday, November 9, 1992
0830 - 1800h., Tuesday, November 10, 1992
0830 - 1800h., Wednesday, November 11, 1992
Various, Intercontinental Hotel
(Please refer to Schedule of Events)

PARTICIPANTS FOR THIS COURSE MUST HAVE PRE-REGISTERED WITH THE DIRECTOR OF TRAINING AND EDUCATION AT THE JCI WORLD HEADQUARTERS. MEMBERS CANNOT REGISTER ON SITE. Members who have documented 50 hours of training with the JCI Director of Training and Education 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 : The JCI Training Institute

NOTE : In English and Spanish

PRIME: THE JCI INSTRUCTORS COURSE

0830 - 1800h., Monday, November 9, 1992
0830 - 1800h, Tuesday, November 10, 1992
Various, Intercontinental Hotel
(Please refer to Schedule of Events)

NOTE: PARTICIPANTS FOR THIS COURSE MUST HAVE PRE-REGISTERED WITH THE DIRECTOR OF TRAINING AND EDUCATION AT THE JCI WORLD HEADQUARTERS. MEMBERS CANNOT REGISTER ON SITE. This two-day course is a practical guide to implementing sound leadership and personal growth training programs. PRIME is designed to present new and interesting challenges to Junior Chamber members with little or no experience in training but who want to develop training skills for use in their chapters or communities. As an introduction to the principles of adult learning and training skillls, PRIME is more than adequate and is open to any member interested in training or individual development, who has pre-registered.

Presented by : The JCI Training Institute

NOTE : In English, Spanish and French

BODY LANGUAGE

0900 - 1200h., Monday, November 9, 1992
Monroe, Knight Center
0900 - 1200h., Wednesday, November 11, 1992
Jasmine, Knight Center
0900 -1200h., Thursday, November 12, 1992
Jasmine, Knight Center
*** 1400 - 1700h., Friday, November 13, 1992**
Brickell, Knight Center

What people say is often very different from what they think or feel, but how can you tell? The answer to this question will be revealed during this session. This session will also teach you how to tell if your opponent is lying, how to get cooperation from other people, how to avoid a ticket for speeding and much, much, more. Don't miss this opportunity.

Presented by : Allan Pease, Pease Training Corporation, Australia

NOTE : Simultaneous interpretation will be provided at the session on Friday, November 13, 1992.

CREATIVE PRESENTATION TECHNIQUES

*** 0900 - 1200h., Monday, November 9, 1992**
Brickell, Knight Center

This seminar will teach you 17 ways to put power, punch and pizzazz in your next presentation. You will learn how to use a simple system to present without notes, involve every person in a discussion regardless of group size, develop a learner's attitude, use personal experiences to capture and keep attention and much, much, more!

Presented by : Bob Pike, President, Resources for Organizations, Inc.

NOTE : Simultaneous interpretation will be provided.

TEAM DEVELOPMENT

0900 - 1200h., Monday, November 9, 1992
Tuttle, Knight Center

Once you've chosen your team, you will learn how to make the best of it, and develop your team skills to the fullest.

Presented by : The United States Junior Chamber of Commerce

THE ART AND PSYCHOLOGY OF POSITIVE HUMOR

0900 - 1200h., Monday, November 9, 1992
1400 - 1700h., Monday, November 9, 1992
Flagler, Knight Center

Change your ways of coping! Ease your stress levels with one of mankind's great gifts, humor. With proper information, training and motivation, individuals can change their coping styles. Humor is one of the most positive ways to deal with the stress and tensions of modern life and work. This seminar will teach you ways to get your audience laughing, and to better understand and develop your own sense of humor.

Presented by : Dr. Christian Hageseth

NOTE : This seminar will be presented twice on the same day.

JCQ 2001 . . . VIVIENDO CALIDAD TOTAL EN CÁMARA JÚNIOR

0900 - 1200h., Monday, November 9, 1992
Orchid A, Knight Center

The main objective of this session is to offer participants an alternative in high-level managerial training, by making accessible to them the newest models of Total Quality and Productivy (TQM), in a highly dynamic focus, enriched by the ideas of today's most prestigious futurists.

Presented by : Cámara Júnior de Venezuela

NOTE : This seminar will be presented in Spanish only.

MIND-MAPPING

0900 - 1700h., Monday, November 9, 1992
Miami Lecture Hall, Knight Center

Mind-Mapping is a creative way to take down any kind of notes. It allows people to use both sides of their brains. This technique will also stimulate and activate the creative parts of a person's brain. It is especially effective in capturing ideas that would normally be lost with other systems.

Presented by: Bjørn Ringom, Institute for Motivational Learning (IML)

TEAM BUILDING

0900 - 1700h., Monday, November 9, 1992
Ashe Auditorium, Knight Center

How to build a team, work as a team, and improve many aspects of work and life through team dynamics.

Presented by : Blaine Bartlett, President, Avatar Communications

WORLD GAME

*** 1400 - 1700h., Monday, November 9, 1992**
James L. Knight Center
0900 - 1230h., Thursday, November 12, 1992
1330 - 1700h., Thursday, November 12, 1992
0900 - 1230h., Friday, November 13, 1992
1330 - 1700h., Friday, November 13, 1992
Grand Ballroom, Intercontinental

Imagine the world, shrunk to the size of a gymnasium. The world's 5 billion people condensed to 100 players. Many are crowded and poor, a few are rich and powerful. All of them are trying to solve the world's problems. The World Game workshop allows attendees to experience: group dynamics, leadership principles, global economics, conflict resolution, and the skills necessary for global negotiations and cultural diplomacy, among others.

Presented by : The session on Monday, November 9th, will be presented by The World Game Institute, Philadelphia, Pennsylvania, U.S.A. and participation will be by invitation only. The sessions on Thursday, November 12th, and Friday, November 13th, will be presented by New Zealand Jaycee, Inc.

NOTE : Simultaneous interpretation will be provided at the session on Monday, November 9, 1992.

A PHENOMENON CALLED LAUGHTER

1400 - 1700h., Monday, November 9, 1992
Tuttle, Knight Center

Why do we laugh? What makes us laugh? How can we laugh more? These and other questions will be answered in this seminar from Finland. Other topics covered include: Where does laughter come from? and international and national laughter, as well as humor at work.

Presented by : Junior Chamber Finland

LEADERSHIP, COACHING, COUNSELING AND CONFRONTING

1400 -1700h., Monday, November 9, 1992
Jasmine, Knight Center

Ways to be a better leader, through coaching, counseling and confronting members of your team.

Presented by : The United States Junior Chamber of Commerce

DON'T PANIC — GAMES TO PLAY WHEN YOUR SPEAKER LETS YOU DOWN

1400 - 1700h, Monday, November 9, 1992
Hibiscus A, Knight Center

What happens when you've arranged the perfect program, with a dynamite topic and a dynamic speaker - only to find out your speaker can't make it? Ways to save the day, including a selection of short games that will keep an audience from being bored, suitable for use in your own LOM at a moment's notice.

Presented by : Junior Chamber Scotland

MASTERING OFFICE POLITICS

1400 -1700h., Monday, November 9, 1992
Monroe, Knight Center

Everyone who works in an office, in fact, in almost any working environment—must deal with pushy co-workers, those who do not share the workload, and others who are so eager to get to the top they have almost no consideration. This seminar gives you effective ways to deal with personality problems in your workplace.

Presented by : Jim Germer

BECOMING AN APPRECIATIVE PERSON AND EFFECTIVE FIRST IMPRESSIONS

*** 1400 - 1700h., Monday, November 9, 1992**
Brickell, Knight Center

How to appreciate the good things in life even more, ways to stop negativity and increase positive thinking, and the best ways to make a good first impression.

Presented by : Tom Sheats, The Dale Carnegie Institute

NOTE : Simultaneous interpretation will be provided.

PROJECT MANAGEMENT

1400 -1700h., Monday, November 9, 1992
Orchid D, Knight Center

Once you have chosen a project, there are ways to effectively manage it and even turn it into an award-winning project. This seminar teaches the best ways to organize a project, manage the team, etc.

Presented by : Junior Chamber The Netherlands

THE POWER OF THE ENTREPRENEUR IN THE NEW WORLD ECONOMIC SYSTEM
Panel Discussion

*** 0900 - 1200h., Tuesday, November 10, 1992**
Brickell, Knight Center

This panel will look at the unique role of entrepreneurship in economic development. Since most economists agree that it is small business that drives the development of an economy, newly emerging nations and mature economic powers can both benefit from strong entrepreneurial sectors in their economies. Junior Chamber members are likely to belong in this classification.

Presented by : Dr. John Dyer, University of Miami, Florida, U.S.A.

NOTE : Simultaneous interpretation will be provided.

MANEJO DEL CONFLICTO

0900 - 1200h.,Tuesday, November 10, 1992
Orchid D, Knight Center

The conflicts that can be encountered in today's organizations and positive actions that can be taken to reduce conflict. When conflicts occur, how to resolve them to everyone's satisfaction.

Presented by : Cámaras Júnior de Panamá

NOTE : This seminar will be presented in Spanish only.

INCREASE YOUR INTERPERSONAL EXPERIENCE

0900 - 1200h.,Tuesday, November 10, 1992
Hibiscus B, Knight Center

This session will look at your self image and self esteem and guide you on how to realize your full potential. It will also direct you on how to elicit the best results from others.

Presented by : Junior Chamber The Netherlands

DEVELOPING HUMAN RESOURCES

0900 - 1200h., Tuesday, November 10, 1992
Monroe, Knight Center
0900 - 1200h., Wednesday, November 11, 1992
Hibiscus A & B, Knight Center
*** 1400 - 1700h., Thursday, November 12, 1992**
Brickell, Knight Center

Creative ways to develop your staff and get your staff to work as a team.

Presented by : Randy Slechta, Vice President of Administration, Success Motivation Institute

NOTE : Simultaneous interpretation will be provided at the session on Thursday, November 12, 1992.

INFLUENCING WITHOUT THUMP OR THUNDER

0900 - 1200h., Tuesday, November 10, 1992
Tuttle, Knight Center

This session will show you how to influence others - without having to learn the hard way!

Presented by : Blaine Bartlett, President, Avatar Communications

QUALITY MANAGEMENT

0900 - 1200h., Tuesday, November 10, 1992
Jasmine, Knight Center
0900 - 1200h., Wednesday, November 11, 1992
Orchid D, Knight Center

This seminar will center on improving management skills and styles, including techniques to help employees better manage time and energy.

Presented by : QUALTEC

WHO MAKES THE LEADER?

0900 - 1200h., Tuesday, November 10, 1992
Flagler, Knight Center

A new approach to the subjects of what makes a leader, who creates the leader and how a person can measure up against the qualities of a good leader. This new material is presented in a way to which attendees can easily relate..

Presented by : British Junior Chamber

MOTIVACIÓN—LA CLAVE DEL ÉXITO

0900 - 1200h., Tuesday, November 10, 1992
Orchid D, Knight Center

This session will show members the need to be motivated at all times, in order to be competitive and reach total success within their lives.

Presented by : Cámara Júnior del Ecuador

NOTE : This seminar will be presented in Spanish only.

TASTING THE MAGIC

0900 - 1200h., Tuesday, November 10, 1992
Miami Lecture Hall, Knight Center

What makes a company "functional" vs. "dysfunctional?" How can team spirit be reconciled with individuality? How can companies and individuals can get the best of both worlds? How can individuality be fostered, even in a team situation? Participants will leave with a set of experiences and memories which they will contiue to use and benefit from for the rest of their lives.

Presented by : Anthony Phelips, Interesting Projects Inc.

THE SPIRIT OF SELF

0900 - 1700h., Tuesday, November 10, 1992
Ashe Auditorium, Knight Center
0900 - 1700h., Thursday, November 12, 1992
Miami Lecture Hall, Knight Center

Identifying the pioneer spirit and internalizing it for women entrepreneurs. Providing the tools necessary to women entrepreneurs who want to turn their dreams into reality through goal-setting, including defining objectives and critical success factors. In three parts: The Pioneer Spirit, Getting Unstuck, and Trailblazing.

Presented by : Janet Sue Rush, The Zig Ziglar Corporation

MARKETING AND PROMOTIONS

*** 1400 - 1700h., Tuesday, November 10, 1992**
Jasmine, Knight Center

Designing outstanding training is not enough - support for it is just as important. This seminar starts with the assumption that you have quality training/programs, but would like to improve the support you get for it - whether it's from the people who control the budget or the executives and managers who send people to take the training.

Presented by : Bob Pike, President, Resources for Organizations, Inc.

NOTE : Simultaneous interpretation will be provided.

FACING THE CRISIS OF THE 90s:
THEJCI/CARE PARTNERSHIP
Workshop

1400 - 1700h., Tuesday, November 10, 1992
Hibiscus B, Knight Center

A look at the dynamic partnership between CARE's relief and development professionals and JCI's well-organized, well-positioned volunteers, to address our planet's most pressing problems. Find out how you can develop a strategic partnership in such fields as: emergency aid, small-business support, agriculture and the environment, and development education.

FOCUS ON SAXONY
Workshop

1400 - 1700h., Tuesday, November 10, 1992
Orchid D, Knight Center

Saxony, an important region in Southern Germany, is undergoing a transition from planned economy to social market economy. This session will provide an introduction to the culture, landscape, industry and investment possibilities in Saxony, by officials of the Ministry of Economic Affairs, Treuhand Trust Company and the Saxony Economic Development Corporation

Presented by : Junior Chamber Germany

BUSINESS OPPORTUNITIES IN EUROPE, LATIN AMERICA, THE CARIBBEAN, AND SOUTH FLORIDA
Workshops

1400 - 1700h., Tuesday, November 10, 1992
(South Florida) Orchid C, Knight Center
(Latin America & Caribbean) Orchid A, Knight Center
(Europe) Orchid B, Knight Center

These workshops will look at opportunities for investment, trade and small-business development in each of these areas. Each session will focus on how individuals can bring a new dimension to economic development through entrepreneurial action.

THE COMPUTER TRADE GAME
Workshop

1400 - 1700h., Tuesday, November 10, 1992
Monroe, Knight Center

This session will allow participants to have fun by cutting off the division from the main company. Within their group, they have the amazing experience of how to get different opinions to match. A strong parallel to the process of economic reform in Eastern Europe will be evident, and participants will learn to make decisions in the fields of marketing, investment and production, and answer questions on how to organize.

Presented by : Prof. Heinz Grob, University of Münster, Germany

JCI*net:* JUNIOR CHAMBER AND TECHNOLOGY, IMAGINE THAT
Workshop

1400-1700h., Tuesday, November 10, 1992
Gardenia A, Knight Center

The first look at JCI's new simple and inexpensive global communications system for members to share experiences and information quickly and easily regardless of geographical location, time zones, or personal schedules. Come see how technology can let you get the most out of your Junior Chamber experience.

WORLD TRADE GAME
Workshop

1400 - 1700h., Tuesday, November 10, 1992
Tuttle, Knight Center

This seminar will allow you to own your own company and compete in a global economy. You will experience the joys and frustrations of international competition and trade.

Presented by : Junior Chamber The Netherlands

VICE PRESIDENTS CAUCUS *** 1400 - 1730h., Tuesday, November 10, 1992**
Brickell/Flagler, Knight Center

Dedicated young members will present to 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.

A GLOBAL CITIZEN'S ACTION FOR THE ENVIRONMENT **0900 - 1200h., Wednesday, November 11, 1992**
Panel discussion **Monroe, Knight Center**

Macro-level issues of pollution and resource depletion are areas where the individual can have little impact. However, realistic roles for individuals to play can be developed to correct the environmental crisis. How Junior Chambers can develop these roles is the main focus of panel presentations.

LEADERSHIP MOTIVATION AND ATTITUDES **0900 - 1200h., Wednesday, November 11, 1992**
Orchid A-B, Knight Center

This session will look at how to expand: communication skills, human relations and your personal style, as well as maintaining control in the organizational setting, power statements on motivation and developing leadership effectiveness.

Presented by : Bob Pike, President, Resources for Organizations, Inc.

BREAKING THROUGH THE GLASS CEILING - CAREER STRATEGIES FOR WOMEN *** 0900 - 1200h., Wednesday, November 11, 1992**
Brickell, Knight Center

How women can get ahead in their careers - and fight the "old-boy network." Even though women have made great strides, there is still much that can be done to help women advance in the nineties.

Presented by : Jim Germer

NOTE : Simultaneous interpretation will be provided

MIND-MAPPING FOR BEGINNING INSTRUCTORS **0900 - 1700h., Wednesday, November 11, 1992**
Miami Lecture Hall, Knight Center

Mind-Mapping is a creative way to take down any kind of notes. It allows people to use both sides of their brains. This technique will also stimulate and activate the creative parts of a person's brain. It is especially effective in capturing ideas that would normally be lost with other systems. THIS COURSE IS FOR MEMBERS WHO WISH TO BECOME MIND-MAPPING INSTRUCTORS.

Presented by : Bjørn Ringom, Institute for Motivational Learning (IML)

IT BEGINS WITH A MENTOR

0900 -1700h., Wednesday, November 11, 1992
Ashe Auditorium, Knight Center

It's not enough to be a good manager or leader. The world will be a better place if more leaders take on the role of mentor and encourage others to follow in their footsteps. This seminar helps attendees gather information useful for mentoring, instructs leaders in ways to help people think for themselves *and* believe in themselves, and how to work in a changing global environment.

Presented by : Donna Layton, The Zig Ziglar Corporation

ASSERTIVE MANAGEMENT AND SURVIVAL SKILLS

0900 - 1700h., Wednesday, November 11, 1992
Tuttle, Knight Center

Assertive management is a positive force and this program encourages attendees to effectively use assertive management within the workforce. Learn the eleven assertive skills for more effective communication, along with conflict-resolution methods, the leading management trends for the nineties, skills to handle pressure for more productivity and the four personality styles.

Presented by : Dr. Gayle Carson

AFTER UNCED,
A FOLLOW-UP TO THE GLOBAL CITIZENS CONFERENCE
Workshop

1400 - 1700h., Wednesday, November 11, 1992
Hibiscus A & B, Knight Center

Come and share the experiences of the 1992 United Nations Earth Summit in Rio de Janeiro with the alumni of Junior Chamber International's Global Citizens' Conference for UNCED who experienced the Summit in Rio. Learn how to identify your communities' needs and develop a plan of action for your local chapter.

AN OPEN FORUM: JUNIOR CHAMBER AND LOCAL ENVIRONMENTAL PROJECTS
Workshop

1400-1700h., Wednesday, November 11, 1992
Orchid D, Knight Center

Come and share your local chapter's involvement in managing the environment. This session will allow members to interact with each other and develop new and exciting projects to take back to their communities. Facilitated by an environmental specialist, you can explore and respond to the environmental issues which affect us daily.

EVP CAUCUS

*** 1400 - 1700h., Wednesday, November 11, 1992**
James L. Knight Center

Candidates from various countries will present their qualifications and answer questions from the floor as they stand for the position of JCI Executive Vice President (EVP). Each JCI EVP will be responsible for the management and administration of a JCI Area and will be a member of the Junior Chamber International Executive Committee. Come and experience the electoral process at its best.

Presented by : Junior Chamber International Officers

NOTE : Simultaneous interpretation will be provided.

JCI PRESIDENTIAL CAUCUS

*** 1400 - 1700h., Wednesday, November 11, 1992**
James L. Knight Center

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

Presented by : Albert Hiribarrondo, President, Junior Chamber International

NOTE : Simultaneous interpretation will be provided.

HOW TO MAKE YOUR NOM/LOM DROWN IN MONEY

1400 - 1700h., Wednesday, November 11, 1992
Monroe, Knight Center

Have you imagined what it would be like to have (almost) too much money for your NOM or LOM? Proven techniques for raising money and effectively managing the money you already have.

Presented by : Junior Chamber Finland

STILL MORE TRAINING GAMES TO PLAY

1400 - 1700h., Wednesday, November 11, 1992
Jasmine, Knight Center

Creative, innovative games that can be used in many situations: for meetings, training sessions, etc.

Presented by : Bob Pike, President, Resources for Organizations Inc.

NOM SECRETARY GENERAL SEMINAR

1400 - 1700h., Wednesday, November 11, 1992
Orchid A, Knight Center

A seminar just for NOM Secretaries General and their staffs. Topics covered will include how to be a more effective SG, differences between employed and elected SGs, information on the organization's structure and function and how to get your staff working together as a team.

Presented by : Junior Chamber Danmark

LOS TRES PRIMEROS MINUTOS

1400 - 1700h., Wednesday, November 11, 1992
Orchid B, Knight Center

Presented by : Michel Lejeune, Jaycees Belgium

NOTE : This seminar will be presented in Spanish only.

LEADER OR MANAGER?

*** 1400 - 1700h., Wednesday, November 11, 1992**
Brickell, Knight Center

A seminar that covers neuro-linguistic programming, a tool for programming management. The seminar covers: How everyone builds his/her own version of reality; how to be on the same wavelength; how to build effective objectives; and inducing change by finding strategies for success.

Presented by : Jeune Chambre Economique Française

NOTE : Simultaneous interpretation will be provided.

TOWN MEETING: CHILDREN OF THE GLOBAL VILLAGE ASK, "CAN WE GROW UP?"
Panel discussion

*** 0900 - 1200h., Thursday, November 12, 1992**
Brickell, Knight Center

The issues facing children today evolve from the fact that too often society develops at a rate which supersedes the advances it makes in caring for its youngest citizens. Both in the developed and developing worlds, issues of primary health care, education and human rights can be addressed by individuals working in their communities.

NOTE : Simultaneous interpretation will be provided.

EARTH OUR HOME: LET'S RE-EXPERIENCE THE VISION OF CHILDREN

0900 - 1200h., Thursday, November 12, 1992
Tuttle/Monroe, Knight Center

Participants will be divided into teams which will cooperate and put together a different jigsaw puzzle of a child's picture selected from the "Paintings of the Earth Competition." Participants will be encouraged to envision the future of the earth from a child's point of view.

Presented by : Japan Junior Chamber, Inc.

THE ART OF LEADING A SELF-MANAGED TEAM

0900 - 1200h., Thursday, November 12, 1992
Flagler, Knight Center

In an era of downsizing and flattening of the organization, fewer employees have been asked to do more with less. Cross-training has resulted and stressors and pressures have increased. The self-managed team with its self-control, responsibility, authority, accountability and ownership is the answer, but only if top management supports it. Learn the ingredients necessary to create one.

Presented by : Dr. Gayle Carson

LA TERCERA IDEA

0900 - 1200h., Thursday, November 12, 1992
Orchid D, Knight Center

Presented by : Michel Lejeune, Jaycees Belgium

NOTE : This seminar will be presented in Spanish only.

THE DIFFERENCE-MAKER ENVIRONMENT

0900 - 1700h., Thursday, November 12, 1992
Ashe Auditorium, Knight Center

Imagine a company where managers are teachers, helpers and coaches, where the purpose of business is to create long-term customer relationships in addition to making a profit. This seminar will show you how, along with enhancing confidence, teamwork, commitment and purpose.

Presented by : Jeff Conley, The Zig Ziglar Corp.

FIRST CALL FOR CHILDREN — THE UNICEF AND JCI PARTNERSHIP
Workshop

1400-1700h., Thursday, November 12, 1992
Flagler, Knight Center

The United Nations Children's Fund and JCI have teamed up to safeguard the future of children. Discover the possibilities of a joint effort between your local organization and UNICEF. Take a closer look at how local Junior Chamber chapters, JCI, UNICEF, and PAHO are working together to support activities for the control of diarrheal diseases. Together, we are mobilizing to undertake actions and programs to mobilize people, institutions and financial resources in an effort to decrease the impact of cholera on the people of the Americas and the Caribbean.

EDUCATION AND THE COMMUNITY VOLUNTEER — HOW INDIVIDUALS CAN HELP EDUCATE A CHILD

1400-1700h., Thursday, November 12, 1992
Monroe, Knight Center

It is said that without education, there can be no economic development. But, too often, local communities lack the resources to properly educate their young citizens. A volunteer effort to maximize scarce educational resources is often the only solution in many communities. Discover how you and your chapter can help to educate a child and make a lasting contribution to your community.

LEND ME YOUR EARS

1400 - 1700h., Thursday, November 12, 1992
Jasmine, Knight Center

Listening is one of the most-valued qualities of managers, but one out of two leaders/managers does not listen well. Topics covered include: Do We Know How to Listen?; Obstacles to Active Listening; Focus on Effective Listening Strategies; Developing Empathy; and How to Train and Adapt Our Listening.

Presented by : Jeune Chambre Economique Française

EXITO 2000 . . .
UNA VISIÓN HACIA LA EXCELENCIA INTERIOR

1400 - 1700h., Thursday, November 12, 1992
Orchid B, Knight Center

This session will help participants to change the patterns which limit their personal development, create a vision of the future anchored in the present, define key elements of personal success, and create an awareness that success can be achieved only through action.

Presented by : Cámara Júnior de Venezuela

NOTE : This seminar will be presented in Spanish only.

ADVANCED MIND-MAPPING

0900 - 1700h., Friday, November 13, 1992
Miami Lecture Hall, Knight Center

This session is only for members who have already attended the basic Mind-Mapping course. This is the advanced Mind-Mapping course and participants MUST have attended Mind-Mapping previously.

Presented by : Bjørn Ringom, Institute for Motivational Learning (IML)

MIAMI WORLD CONGRESS GLOBAL CITIZENS GENERAL CLOSING SESSION ON THE AGE OF GLOBAL CITIZENSHIP

*** 1030 - 1230h., Friday, November 13, 1992**
James L. Knight Center

This session, which is part of the last session of General Assembly, and is open to all delegates, will express the meaning of our World Congress, with reports of Economic Development Day, Environmental Management Day, and Safeguarding the Future of Children Day, as well as further contributions to the Age of Global Citizenship. The session will end with the "Rediscover Ourselves in America" commitment, and you will rediscover yourself as a Global Citizen who cares, shares and commits for the 21st Century. Your participation is a must!

Presented by : Albert Hiribarrondo, President, Junior Chamber International

NOTE : Simultaneous interpretation will be provided.

BUSINESS HUMOR

1400 - 1700h., Friday, November 13, 1992
Orchid D, Knight Center

Professor J.C. is a stand-up philosopher for the 1992 JCI World Congress. Professor J.C. will make the audience aware of the humor bond that Business Humor creates, and how it provides better understanding and teamwork.

Presented by : Professor J.C.

HOW TO SUCCEED IN THE AWARDS PROGRAM

1400 - 1700h., Friday, November 13, 1992
Tuttle, Knight Center

Almost every project can be an award winner, if organized properly and written clearly and concisely.

Presented by : Junior Chamber Finland

LA ENERGÍA HUMANA

1400 - 1700h., Friday, November 13, 1992
Monroe, Knight Center

Human energy—what is it?; the mystery of energy; where does it come from from? Things that affect energy: tension, nerves, even psychology. How emotions affect our energy, and more.

Presented by : Cámara Júnior de Colombia

NOTE : This seminar will be presented in Spanish only.

EXCELLENCE IN LEADERSHIP

1400 - 1700h., Friday, November 13, 1992
Ashe Auditorium, Knight Center

The importance of good leadership today hardly needs to be stressed, for it is widely recognized that a democratic society cannot work effectively without it. This highly interactive session will illustrate that you are in control and you can accomplish positive changes. Leadership really cannot be taught—It can only be learned!

Presented by : Gary Newborough, British Telecom

1992
EXECUTIVE COMMITTEE MEETING



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Hibiscus, Knight Center, Miami, Florida, U.S.A.
Session 1: 0900 - 1200, Thursday, November 5, 1992
Session 2: 1400 - 1700, Thursday, November 5, 1992

CHAIRMAN: ALBERT HIRIBARRONDO
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:
   - a. Remarks
   - b. Questions and answers (closed session)
3. Introductions
4. Adoption of agenda
5. Confirmation of Minutes of previous Executive Committee meeting (June 16-18, 1992, as circulated)
6. Report of XLVII World Congress Director and discussion of Congress events (1030 hours, Thursday, November 5, 1992)
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 1993

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 6.A.c.)
ii. Appointment of other members of the panel (Bylaw 18-10-4 a & b)

f. Ratification of appointment of Scrutineers for elections

g. Salary Ranges Review Committee

h. Secretary General Evaluation Committee

8. Review of bids for L World Congress (1995):

- Certification of eligibility

9. New Dimensions:

a. Major Emphasis Theme:

i. Economy (IBN, Business Day)
ii. Environment (UNCED, Environmental Management Day)
iii. Education (Paintings of the Earth Competition, KI.S.S., Children's Day)
iv. Ethics (Global Citizens' General Assembly closing session, MET Postcards)

b. Exchanges

c. Events

10. Unfinished business:

a. Junior Chamber International Conferences:

i. 1992 Conferences:

- Report on fulfillment of contractual obligations

ii. 1993 Conferences:

- Receipt of conference directors' reports
- Approval of Area A Cotonou Conference schedule of events

iii. 1994 Conferences:

- Approval of sites and dates
- Request for additional conference in Area B

b. XLIV World Congress (Birmingham, 1989)

c. XLV World Congress final report and audited statement of accounts (San Juan, 1990)

d. NOM Secretariat Development Program

e. Education Trust

f. NOM Presidents' Training Session

g. Global Learning Symposium

h. Policy on financial assistance for PRIME

i. World Consortium for Research on Training

j. EVP visits to USJCC

k. JCInet feasibility study

l. Russia situation

m. Area Conference contracts

n. Review of proposed Constitutional amendments

- Report by CARCOM on items referred by MYE

o. Strategic Planning Implementation progress report

- Area Marketing Team

p. Requests for financial assistance

11. New business:

a. Proposed revisions to Headquarters Policy & Operating Procedures Manual

b. Document on training at LOM level

c. Area B NOM Presidents' Seminar

1992 EXECUTIVE COMMITTEE MEETING AGENDA *(cont.)*

12. Open forum

13. President's closing remarks

14. Announcements

15. Adjournment

NOTES:

1992
BOARD OF DIRECTORS MEETING



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Brickell Room, Knight Center, Miami, Florida, U.S.A.
Session 1: 0900 - 1200, Friday, November 6, 1992
Session 2: 1400 - 1700, Friday, November 6, 1992

CHAIRMAN: ALBERT HIRIBARRONDO
President, Junior Chamber International

NOTE: • Item No. 17 & 18 on this agenda are time certains
• 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:
   a. Remarks
   b. Questions and answers (closed session)
3. Introductions
4. Adoption of agenda
5. Confirmation of Minutes of previous Board of Directors meeting (January 12 & 16, 1992, as circulated)
6. Report of President (including report of activities of Representatives, Special Assistants):
   a. President
   b. Representatives
   c. Executive & Special Assistants
   d. Eastern European Development Team

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.)

8. Report of Secretary General:

   a. Interim Acting
   b. Designate

9. Report of Junior Chamber International current financial status:

   a. Audited accounts as at December 31, 1991
   b. Statement of condition as at September 30, 1992
   c. Review of accounts receivable
   d. Draft Budget for 1993

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 3-20) or TERMINATION (Bylaw 21-5)

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

14. Review of proposed 1993 Plan of Action

15. Strategic Planning Implementation progress report

16. Unfinished Business:

    a. New Dimensions:

       i. Economy
       ii. Environment
       iii. Education
       iv. Ethics
       v. Exchanges
       vi. Events

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

1992 BOARD OF DIRECTORS MEETING AGENDA *(cont.)*

17. Report of XLVII World Congress Director (1400 hours, Friday, November 6, 1992)

    * Registrations (delegates and NOMs in attendance)

18. Presentations by cities bidding for the site of the ˙L World Congress (1995) (1500 h., Friday, November 6, 1992)

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

19. Review of the General Assembly agenda

20. Report on nominations for Junior Chamber International office in 1993

21. Other business:

    a. Report of Salary Ranges Review Committee
    b. Document on training at LOM level
    c. New award proposals
    d. Open forum

22. President's closing remarks

23. Adjournment

NOTES:

CANDIDATES TRAINING



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

FOR JCI VICE PRESIDENT AND
EXECUTIVE VICE PRESIDENT CANDIDATES

Jasmine, Knight Center, Miami, Florida, U.S.A.
0830 - 1245, Friday, November 6, 1992
1400 - 1700, Friday, November 6, 1992
0830 - 1200, Saturday, November 7, 1992
1400 - 1700, Saturday, November 8, 1992
0900 - 1230, Sunday, November 8, 1992

CHAIRMAN: REGINALD SCHAUMANS
Immediate Past President
Junior Chamber International

SPEAKERS: Past and current officers
Junior Chamber International

GUEST TRAINER: MIKE MUELLER,
Mobil

NOTE: Simultaneous interpretation will be provided

AGENDA

The Candidates Training School is designed for all candidates for JCI office. The course will cover various matters dealing with the internationalism of Junior Chamber International. Candidates will learn what is expected of them as candidates and officers.

<u>Friday, November 6, 1992 — for EVP and VP Candidates</u>

1. Opening exercises:

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

   - <u>EVP Candidates depart to attend Board of Directors' meeting — 0900h. — (Brickell, Knight Center)</u>

Session I — for Vice President candidates

2. The candidates during the World Congress:

   a. Candidates Training
   b. Nominations Committee
   c. Caucus
   d. Campaigning
   e. Elections

Session II

3. The role of a JCI Vice President:

   a. At World Congress after the elections
   b. As a member of the Board of Directors
   c. As a member of the Area Team

4. Personalized style analysis

   • **LUNCH**

Session III

5. The Vice President's plan and budget:

   a. The Vice President's travel plan and budget
   b. The JCI Plan of Action
   c. How to draft a creative plan of action

Session IV

6. Expectations of a JCI Vice President:

   a. From the JCI President
   b. From the Executive Vice President
   c. From the assigned NOMs
   d. From the Headquarters

7. Team assignments

Candidates Training School *(cont.)*

Saturday, November 7, 1992 — for EVP and VP Candidates

Session V

8. Leadership, motivation and attitudes

- **LUNCH (with the Board of Directors)**

Session VI

9. Leadership, motivation and attitudes

Sunday, November 8, 1992 — for EVP and VP Candidates

Session VII

10. Team presentations

Session VIII

11. Open forum
12. Adjournment

NOTES:

NOM PRESIDENTS MEETING
AREA A



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Hibiscus A, Knight Center, Miami, Florida, U.S.A.
0900 - 1200, Monday, November 9, 1992

CHAIRMAN: SUNIL KUMAR, R.,
Executive Vice President
Junior Chamber International

NOTE: Simultaneous interpretation will be provided

AGENDA

This meeting is for JCI officers and Area NOM presidents, and discussion will center on NOM activities for 1992 and plans for 1993.

1. Opening exercises:
   a. Call to order
   b. Creed
   c. Introductions
2. Chairman's opening remarks:
3. Messages of greetings
4. Establishment of quorum:
   a. Roll call of NOMs
   b. Announcement of current financial status
5. Adoption of agenda
6. Reports:
   a. NOM presidents
   b. Vice Presidents
   c. Executive Vice President

NOM Presidents Meeting - Area A *(cont.)*

7. Development in Africa and the Middle East:

   a. Report of Special Assistant for Growth & Development
   b. Report of Executive Assistant to the World President
   c. Report of Area Director

8. JCI Training and Programs:

   a. JCI Training Institute update
   b. JCI programs update

9. 1992 Area A Conference: Harare, Zimbabwe:

   a. Report of Conference Director
   b. Adoption of the minutes of General Assembly
   c. Resolutions/recommendations from conference
   d. Report of 1992 Awards Manager
   e. Adoption of recommendations for amendments to the Area Awards Program
   f. Conference unfinished business

10. 1993 Area A Conference:

    a. Report of Conference Director
    b. Questions/comments

11. Africa/Middle East Junior Chamber Association (AJA):

    a. Chairman's report
    b. Discussion/recommendations

12. Other business

13. Closing remarks

14. Adjournment

NOTES:

NOM PRESIDENTS MEETING
AREA B

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Hibiscus B, Knight Center, Miami, Florida, U.S.A.
0900 - 1200, Monday, November 9, 1992

CHAIRMAN: ROBBY DAWKINS
Executive Vice President
Junior Chamber International



AGENDA

This meeting is for JCI officers and Area NOM presidents, and discussion will center on NOM activities for 1992 and plans for 1993.

1. Opening exercises:
   - a. Call to order
   - b. Creed
   - c. Roll call
   - d. Introductions
2. Chairman's opening remarks
3. Adoption of agenda
4. Conference Directors' reports:
   - a. Kitakyushu (1992)
   - b. Taipei (1993)
5. APDC report
6. Reports:
   - a. NOM Presidents
   - b. Area Program Coordinator
   - c. Area Training Coordinator

7. Reports of Vice Presidents

8. Report of Executive Vice President

9. Area B long-range development plan:

   a. Development plan
   b. Priority NOMs and extension targets

10. 1993 APDC plan of action

11. Congress activities:

    a. Program
    b. National parties
    c. Other

12. New business

    Proposal of the Business Forum in 1994

13. Chairman's closing remarks

14. Adjournment

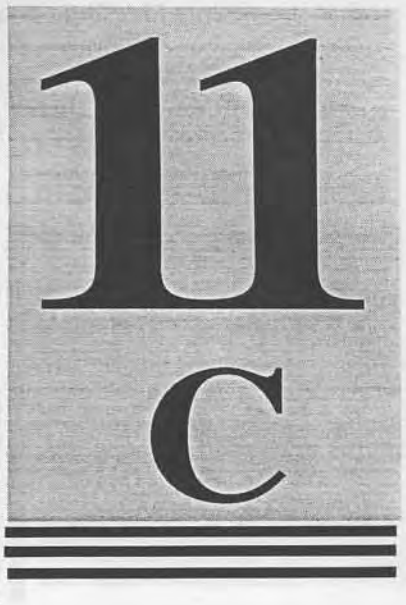
NOTES:

NOM PRESIDENTS MEETING
AREA C

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Jasmine, Knight Center, Miami, Florida, U.S.A.
0900 - 1200, Monday, November 9, 1992

CHAIRMAN: SUKHATHEP CHANSRICHAWLA
Executive Vice President
Junior Chamber International



NOTE: Simultaneous interpretation will be provided.

AGENDA

This meeting is for JCI officers and Area NOM presidents, and discussion will center on NOM activities for 1992 and plans for 1993.

1. Opening exercises:
   - a. Call to order
   - b. Creed
   - c. Roll call
   - d. Introductions
   - e. Chairman's opening remarks
2. Adoption of agenda
3. Reports:
   - a. Area Coordinators
   - b. Vice Presidents
   - c. Executive Vice President
4. Report on 1992 Santo Domingo Conference
5. Report on 1993 Quito Conference
6. Selection of 1994 Area C Conference site
   - a. Bid presentation
   - b. Vote

7. American Development Council
8. Suggestions for 1993 Area C Plan of Action
9. Other business

10. Congress matters
11. Closing remarks
12. Adjournment

NOTES:

NOM PRESIDENTS MEETING
AREA D

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Orchid D, Knight Center, Miami, Florida, U.S.A.
0900 - 1200, Monday, November 9, 1992

CHAIRMAN: ARNAUD GODÈRE
Executive Vice President
Junior Chamber International

AGENDA

This meeting is for JCI officers and Area NOM presidents, and discussion will center on NOM activities for 1992 and plans for 1993.

1. Opening exercises:
   - a. Call to order
   - b. Creed
   - c. Roll call
   - d. Introductions
2. Adoption of agenda
3. Reports:
   - a. Vice Presidents
   - b. Executive Vice President
   - c. Director of Growth and Development
4. Development in Europe:
   - a. Report of the European Development Team
   - b. The European Development Team for 1993
   - c. JCI 1992 Plan of Action
   - d. Training and Programs
5. 1992 Conference—Geneva, Switzerland:
   - a. Report of Conference Director
   - b. Adoption of minutes of General Assembly
   - c. Resolutions/recommendations from conference
   - d. Remarks of conference chairman

6. Association of European Presidents (AEP):

   a. Chairman's remarks

7. NOM presidents' reports

8. Other business

9. Closing remarks

10. Adjournment

NOTES:

GENERAL ASSEMBLY

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

James L. Knight Center, Miami, Florida, U.S.A.
Session 1: 1330 - 1700, Monday, November 9, 1992
Session 2: 0900 - 1200, Tuesday, November 10, 1992
Session 3: 1400 - 1730, Tuesday, November 10, 1992
Session 4: 0900 - 1200, Wednesday, November 11, 1992
Session 5: 1400 - 1700, Wednesday, November 11, 1992
Session 6: 0900 - 1200, Thursday, November 12, 1992
Session 7: 1400 - 1700, Thursday, November 12, 1992
Session 8: 1800 - 2000, Thursday, November 12, 1992
Session 9: 0900 - 1230, Friday, November 13, 1992
(including the Miami World Congress Global Citizens Closing Session)

CHAIRMAN: ALBERT HIRIBARRONDO,
President, Junior Chamber International

NOTE: • General Assembly Session 3 will be held in the Brickell/Flagler Rooms

• Item Nos. 11, 15d(i), 16, 17, 18, 19, 20, 21, 28, 29, 31, 32, and 33 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
   f. International Councillors Briefing:

      i. Responsibilities
      ii. Congress Kit
      iii. Congress activities
      iv. Practical data

GENERAL ASSEMBLY AGENDA *(cont.)*

g. World Game:

   i. Objective
   ii. Presentation by World Game Institute
   iii. Procedure

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

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

7. Confirmation of Minutes of General Assembly at the XLVI World Congress (Helsinki) Sessions 1- 6, November 4 - 8, 1991

8. Ratification of Secretary General:

   a. Report
   b. Vote

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 XLVII World Congress Director and discussion of Congress events (1000 hours, Tuesday, November 10, 1992) 530+ Udempks

12. Receipt of reports of the President, EVPs, Treasurer and Secretary-General Designate

13. 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

14. Consideration of NOMs for DISQUALIFICATION (Article 3-20) or TERMINATION (Bylaw 21-5)

GENERAL ASSEMBLY AGENDA *(cont.)*

15. Major Emphasis Theme:

    a. Economic Development:

        i. International Business Network
        ii. World Consortium for Research on Training

    b. Environment:

        i. UNCED

    c. The Future of Children:

        i. Paintings of the Earth Competition

    d. Associate Organizations:

        i. CARE (address by the Right Honorable Malcolm Fraser, President CARE International and former Prime Minister of Australia [1400h., Tuesday, November 10, 1992])
        ii. UNICEF
        iii. ICC
        iv. AIESEC

16. Vice President caucus (1430 h., Tuesday, November 10, 1992)

17. World Speaking Competition (0900 h., Wednesday, November 11, 1992)

18. Bids to host L (1995) World Congress (1000 h., Wednesday, November 11, 1992)

    a. Certification of eligibility
    b. Bidding cities' presentations

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

19. XLIX World Congress presentation (Kobe) (1994) (1100 h., Wednesday, November 11, 1992)

20. XLVIII World Congress presentation (Hong Kong) (1993) (1130 h., Wednesday, November 11, 1992)

21. Executive Vice President and President caucus (1400 h., Wednesday, November 11, 1992)

22. Consideration of proposed Constitutional amendments and resolutions

23. Consideration of new awards proposals

24. 1991-1995 Strategic Plan - Progress report

25. Consideration of Proposed 1993 Plan of Action

26. Report of Finance Committee and consideration of proposed Junior Chamber International Budget for 1993 (Treasurer)

C Acceptable
D Poor
E Unqualified

27. Report of Nominations Committee

28. Officer elections (1800 h., Thursday, November 12, 1992)

    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

29. World Congress site selection (1930 h., Thursday, November 12, 1992)

30. Remarks by President-elect

31. Announcement of 1993 officer assignments (0930 h., Friday, November 13,1992)

32. JCI Foundation--Phil Pugsley Patron presentations (1000 h., Friday, November 13,1992)

33. MIAMI WORLD CONGRESS GLOBAL CITIZENS GENERAL CLOSING SESSION (1030 h., Friday, November 13, 1992):

    a. Introduction of special guests
    b. JCI President's remarks
    c. Report on Economic Development Day
    d. Report on Environmental Management Day
    e. Report on Safeguarding the Future of Children Day
    f. Further contributions to the Age of Global Citizenship
    g. "Rediscover Ourselves in America" commitment

34. President's closing remarks

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

36. Adjournment

NOTES:

_____

_____

_____

_____

FINANCE COMMITTEE

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Hibiscus A, Knight Center, Miami, Florida, U.S.A.
1500 - 1700, Tuesday, November 10, 1992

CHAIRMAN: HARRY ANGPING
Treasurer, Junior Chamber International



AGENDA

1. Opening exercises:
   a. Call to order
   b. Roll call
   c. Introduction
2. Chairman's opening remarks
3. Voting rights and procedure
4. Adoption of agenda
5. Receipt of audited accounts for the year rnded December 31, 1991
6. Review of accounts and reports for nine months ended September 30, 1992:
   a. General review
   b. Unpaid NOM schedule
   c. Board-designated funds
   d. Projections to 12/31/92
7. Review of NOMs for termination (Bylaw 21-5)
8. Review and approval of proposed budget for 1993:
   a. Income
   b. Expenditure
   c. Appropriations

Finance Committee *(cont.)*

9. Long-Range Financial Plan 1994 - 1996

10. Other business:

    a. Outstanding development grants
    b. India

11. Adjournment

NOTES:

1992/1993 JOINT BOARD OF DIRECTORS MEETING



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Hibiscus A & B, Knight Center, Miami, Florida, U.S.A.
1200 - 1400, Friday, November 13, 1992

CHAIRMAN: ALBERT HIRIBARRONDO
1992 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 1991 President
4. Final remarks by 1992 President and handing over to 1993 President
5. Remarks by 1993 President
6. Bank signatories
7. Any other business
8. Adjournment

1993
EXECUTIVE COMMITTEE MEETING

15

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Jasmine, Knight Center, Miami, Florida, U.S.A.
1000 - 1200, Sunday, November 15, 1992

CHAIRMAN: 1993 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 Executive Committee Meeting at XLVII World Congress
6. Matters referred to this meeting from previous Executive Committee Meetings, or by General Assembly or the Board of Directors
7. Dates of 1993 January Executive Committee and Board of Directors' Meeting -- January 10–14, 1993
8. Dates of 1993 Midyear Executive Committee Meeting -- June 29–July 2, 1993

9. Report on sites and dates of 1993 and 1994 Junior Chamber International Conferences

10. Other business

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

        i. Ratification of Representatives' terms of reference

11. Adjournment

NOTES:

1993 BOARD OF DIRECTORS BRIEFING SESSION

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Jasmine, Knight Center, Miami, Florida, U.S.A.
1500 - 1700, Sunday, November 15, 1992

CHAIRMAN: 1993 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 1993 World President
   - f. Photographs
2. Session II — Administrative matters:
   - a. Reporting schedule
   - b. Finance
   - c. NOM visitation schedule
3. Session II — Your organization -- Junior Chamber International
   - a. Programs and services of the World Headquarters for NOMs
   - b. Services to JCI officers
4. Open forum
5. Adjournment

1993 BOARD OF DIRECTORS MEETING



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

Jasmine, Knight Center, Miami, Florida, U.S.A.
1500 - 1700, Sunday, November 15, 1992

CHAIRMAN: 1993 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 XLVII World Congress
6. Announcement and approval of assignments to 1993 Executive Vice Presidents and Vice Presidents
7. Announcement of 1993 Junior Chamber International appointments
8. Matters referred to this meeting from previous Board Meetings, or by the Executive Committee, or General Assembly

1993 BOARD OF DIRECTORS MEETING AGENDA *(cont.)*

9. 1993 Presidential Emphasis Program

10. Report of XLVII World Congress Director

11. Report on sites and dates of 1993 and 1994 Junior Chamber International Conferences

12. 1993 Junior Chamber International Plan of Action -- assignments and deadlines

13. New business:

    a. 1993 January Executive Committee and Board of Directors' Meeting -- January 10–14, 1993

    b. Dates of 1993 Midyear Executive Committee Meeting -- June 29–July 2, 1993

    c. Recommendations of Awards Judging Panel

14. Outline of policies and special instructions for 1993

15. Adjournment

NOTES:

ALBERT HIRIBARRONDO

PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

What a year! A year of 366 days ! A year of financial pressure and depression in the world economies. A year of extremes in the world ecology, with drought in Africa, rain in Bermuda, Hurricane Andrew in Florida . a year of suffering for world humanity (Yugoslavia, Somalia . .) A year of challenges for Junior Chamber International, in association with the United Nations, CARE, UNICEF, AIESEC and ICC. A year of achievements for all of us!

We have shared one year of JCI history. With thanks to all our predecessors for offering us such a great organization, I would like to formally congratulate the present achievers of 1992. The outstanding team of JCI officers on the Executive Committee and the Board of Directors, the dedicated and highly professional staff at JCI Headquarters, the 87 active national presidents successfully covering 104 countries, the 400,000 members in more than 9,000 local organizations, the Phil Pugsley Patrons, and 50,000 Senators, whose support, when requested, has been appreciated

Together, we have implemented our Strategic Planning Committee recommendations, our 1992 JCI Plan of Action, our 1992 Presidential Plan of Action, and your own plans of action. Together, we have secured our finances, we have reviewed our administration, and we have developed our services.

Thanks to your cooperation and commitment, we have brought New Dimensions to our Junior Chamber members, our cities, our countries, and the world:

1. **New Dimensions for Individuals:** Individual development and management opportunities; motivation by officers' visits and presidential visits in over 90 countries and territories; the Training Institute.

2. **New Dimensions in Ethics:** The JCI Creed in more and more countries, moving fast in Eastern Europe; more individual responsibility with "The Age of Global Citizenship" new Major Emphasis Theme for five years; the Global Citizens Summit in Kitakyushu, the World Game at the World Congress, development of the JCI Foundation.

3. **New Dimensions for Environment:** The JCI Global Citizens Conference in Rio de Janeiro (UNCED), new requirements to be considered for Conferences and Congresses; resolutions .

4. **New Dimensions for Economy:** Launch of the International Business Network (IBN), with 500 charter associates, in liaison with national business networks, forums in developing countries; meetings of governments and corporations

5. **New Dimensions for Education:** The JCI "World Children Paintings of the Earth" competition; the 5th International Academy; the World Consortium for Research on Training. .

6. **New Dimensions for Exchanges:** The first MET database on local projects' twinning; KI.S.S. (Kids Swap Safety Youth Exchange Program); development of *JCI News* and translation facilities; new marketing and media strategy.

7. **New Dimensions for Events:** Over 25,000 (over six percent of the membership) participants at the four Area Conferences (in Harare, Zimbabwe; Santo Domingo, Dominican Republic; Geneva, Switzerland; Kitakyushu, Japan) and one World Congress (in Miami, U.S.A.); the World Congress General Assembly closing session and individual passports for the Age of Global Citizenship.

8. **New Dimensions in Administration:** Evaluation of JCI Officers by NOM Presidents; JCI support to four national secretariats (Estonia, Côte d'Ivoire, Mexico and Thailand)

New JCI Secretary General: My immediate predecessors will join me in thanking former Secretary General Dan Lamey, for having given six years of his successful career to JCI. I wish him all the best in his future. I thank Financial Controller Ana Gonzalez for successfully serving as Interim Acting Secretary General, and the whole staff for their dedication to JCI. I wish good luck to the Secretary-General Designate, Benny Ellerbe, in his endorsement by the General Assembly and the future necessary improvements for JCI—together with all officers and you—as there is still a lot to be done, for instance:

- modernism of JCI to attract new generations in the 21st Century . .
- media, sponsors, metro chapters, research on training, marketing, knowledge of LOM actions, business, answers to developing countries, quality, the Age of Global Citizenship, rights and responsibilities.
- New Dimensions to offer to more members, in more places, every year. . .

Good luck to the next President and his team. Best wishes to all of you--you will have my support.

Personally, with the JCI Creed in heart, constitution in mind, team by side, direction in eyes, and will in blood, I know I have been very fortunate to serve as the 1992 JCI President. It was tough sometimes, challenging often, worthy always and rewarding, with more motivation and more confidence in our organization every day, whatever the world situation, whatever the personal physical or psychological challenges, whatever the partial misunderstandings or total support, I know that JCI is on the right track for its bright future, having dedicated every possible minute of my year to the most important people in our organization--the individual members. May others (past Presidents, past officers, Senators, staff, French Jaycees and friends) forgive me for travelling so much and being with them so little.

I will be back in Africa for the last weeks of 1992, then will go to my city of Tours, France, for Christmas, and I would like last, but not least, to thank two persons who shared with me so specially but so strongly, this year of presidency—Anne, my wife, and Charles, my little son.

With our love and thanks to you all and to JCI,

Cordially yours, ☐

REGINALD SCHAUMANS

IMMEDIATE PAST PRESIDENT AND SENATE CHAIRMAN

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



NOTE: IMMEDIATE PAST PRESIDENT SCHAUMANS' REPORT WILL BE DISTRIBUTED AT CONGRESS. ☐

SUNIL KUMAR R.

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

Serving JCI as an EVP during 1992 has been a wonderful experience. Travelling, meeting people, and promoting JCI programs have been happenings that I will always cherish.

I am honored to have served as the assigned EVP to Area A, comprising Africa and the Middle East, and chaired the conference in Harare. To accomplish the task, three able and very efficient VPs were assigned with the back-up support of a committed Area Director at the JCI World Headquarters. The team certainly went all out to achieve the best possible results and put in a sincere effort to realize the goals.

Set out below is a brief review of our progress in Area A.

MAJOR ACCOMPLISHMENTS

1. **Area Conference.** The 1992 Area A Conference emerged very successful. With 27 countries attending this major event of the Area, the effort was highly satisfying, giving it a touch of international flavor. While the numbers, as has been the case with Area A, were limited, the overall impact of the conference was satisfying.

   The conference was packed with interesting training programs which included two PRIMEs (in English and French), seminars on project management, motivation, creative thinking, chapter development, leadership dynamics, future NOM/LOM officers training, fundraising, sponsorship, etc. In addition, the programs, viz, World Speaking Contest, Area Impromptu Speaking Contest, Age of Global Citizenship, JCI and You—Meet the World President, etc., also evoked excellent response.

   The Opening Ceremony and Awards Banquet once again turned out to be the major highlight ably supported by President Hiribarrondo's charismatic presence.

   The COC, headed by Senator Peter Duffy, did well, supported by the national organization.

2. ***Achievers*—the Area newsletter.** The year witnessed Area A's first-ever newsletter which promoted JCI events and served as an excellent medium of communication. The first issue was published and circulated to all the NOMs and the second one promoting the World Congress and reviewing events held will be shortly mailed to the NOMs The newsletter has been received well, and the feedback has been quite encouraging.

3. **Trainers.** Africa needs more trainers to support the cause of growth and encourage training in the Area. Keeping this goal in mind, so far two PRIMEs were organized at the Area Conference; one in English and the other in French, with a record participation of 19 and 21 participants, respectively. The third PRIME is due in South Africa.

4. A positive feedback from Tunisia indicates the potential affiliation of Algeria this year.

COMMUNICATION

The major source of communication has been the newsletter, *Achievers.* It served as an excellent medium for getting to know the Area leaders better and also for promoting the major events. In addition, ample communication exchanged hands between the NOMs and the team members. The Area Team did well indeed.

MAJOR WEAKNESSES

A major weakness for the Area is the distances in Africa and the expensive air tariffs that exist. I understand that for travel from Western Africa to the Southern side, it is cheaper to transit via Europe than fly directly. This always results in less numbers turning up at the Area Conference.

RECOMMENDATIONS

Area A may not be such a big Area to JCI in comparison to the overall membership, but it is certainly an Area which needs plenty of priority attention. In my travels and during the Area Conference meetings with Jaycees of several NOMs, I found the existence of great potential and a vast need to apply the basic ideals of the Junior Chamber.

The incoming officer and the WHQ must create systems that can encourage more training opportunities within the Area. While the invaluable support being extended by NOMs and trainers outside the Area has proved a great boon, it is also time that the Area be more dependent on its own membership to take care of this need. It is equally important to encourage much more communication from the NOMs to JCI and to the NOMs within the Area.

The Area A Junior Chambers Association (AJA) can prove to be an excellent resource in the overall development of the Area, and with an able leader available for 1993, next year's team must assist the AJA in drawing up constructive plans and priorities that can help Area A achieve much more, which I firmly believe it is capable of.

CONCLUSION

What a unique opportunity it has been serving this wonderful Area of wonderful people. I certainly gained a great deal from my visits and meeting people.

EVP Kumar's Report *(cont.)*

I am deeply touched by the warmth of the affection that has been accorded me, and the experiences of Area A are now treasured moments of my life. May I, through this report, convey my most sincere gratitude to the Jaycees of Africa for that human touch they extended and for adding so much meaning to the tenet . "The Brotherhood of Man transcends the sovereignty of nations."

The leader of a team is just that—a conductor of music whose results of performance totally depend on the musicians. How fortunate I am to have had such outstanding Vice Presidents who contributed in producing melodious music. All three of them played an important role during their visits and at the Area Conference. The level of performance displayed has been very high. Thank you, Louis, Kofi and Rees, for that great experience.

The Area Director operating from the World Headquarters must be a person who may be physically present at WHQ, but who mentally must be in his Area. In1992 we witnessed the appointment of a new officer at WHQ and how he filled the gap! Desmond Alufohai is a truly committed officer and has great concern for his Area. He displayed a great performance indeed. Thank you, Desmond. In the days to come, I am sure that you will even better the best.

The inspiration one draws from the leader is the most important resource to display a satisfying performance. Our great friend and leader, Albert Hiribarrondo, had so much to offer. Serving under his leadership has been the best thing that has happened to me during the year. His open heart, friendship and determination to achieve the highest goals has been a great source of strength to my performance. Thank you, Mr. President, for a successful 1992.

I sincerely thank IPP Schaumans and the members of the Executive Committee for their encouragement and friendship. I am equally grateful to the JCI Secretariat staff—special mention of Secretary General-Designate Ellerbe and Interim Acting SG Gonzalez for that excellent support.

Finally, I quote, "The only way we can find the limits of the possible is to go beyond them to the impossible."

JAYCEES CAN CERTAINLY ACHIEVE THIS. □

ROBBY DAWKINS

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

1. **Area Conference.** The world's largest Junior Chamber event was held in Kitakyushu, Japan. Some 18,400 delegates gathered to share in the JCI ASPAC 1992 Conference. This was a great success and many thanks must be given to the Conference Director, Tommy Tomizawa, and his organizing committee. Some of the highlights were:

   - The Age of Global Citizenship Summit
   - The Passport
   - The attendance by the Prince and Princess
   - The attendance by 60 NOMs
   - The opening of The Paintings of the Earth Competition
   - The joining of 180 new IBN Associates
   - The donation of 67 Phil Pugsley Patrons

2. **Sponsorship:**

   a. Secured a US$~~150,000~~ 20,000 sponsorship from Korea Junior Chamber, Inc., with the assistance of Area B Growth and Development Director Jongtae Kim. This money will be used for TOYP and the World Consortium for Research on Training.

   b. A total of 327 new Senators were awarded.

3. **Agreements.** CARE Australia and the Australian Junior Chamber are to be congratulated for the signing of an agreement.

4. **Growth and Development:**

   a. Fact-finding missions to Mongolia and Vietnam were completed. The prospects for expansion in these two countries look promising (please note that Mongolia had a representative attend the Area Conference in Kitakyushu).

b. Area B did not grow in members or LOMs. This must be changed if we are to have a true impact on our world.

5. **Financial:**

a. We are anticipating that all NOMs will be financial by the time of the World Congress.

b. Funding was approved for a permanent secretariat in Thailand.

RECOMMENDATIONS

- **To the Executive Committee, Board and General Assembly:**

  We need to provide the EVPs with enough funding and assistance to produce an Area newsletter. The World Headquarters can help in this endeavor. I feel that we also need to require the EVPs to travel to those NOMs that are having trouble and provide them with the necessary funding to do this. We need to work extremely hard on the growth of the organization to ensure that we have enough people to make real impacts on our world.

- **To the World Headquarters:**

  Assist in the production of an Area newsletter. ☐

SUKHATHEP CHANSRICHAWLA

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

1992—what a year! What a team! It has been a great privilege to serve JCI as Executive Vice President assigned to the largest Area of our organization—America—and it has been a great pleasure to work with a team of five outstanding Vice Presidents, two enthusiastic Area Coordinators and a hard-working, dedicated JCI staff.

"Challenge for the Change" is our Area theme, and we set the goal of 500 delegates for the Area Conference. With cooperation from the Area C team, we really injected "New Dimensions" into the Conference. I would like to applaud each and every person on the Area C team, which includes all the individual members of every national organization in Area C.

MAJOR ACCOMPLISHMENTS

Area C Conference. The Area C Conference was held in Santo Domingo, Dominican Republic, from May 13th to 18th under the theme, "The Meeting of Two Cultures." It was the largest Area C Conference for the past few years, with 500 delegates. The conference was more than the meeting of two cultures—there were members from North, Central and South America, and members from Europe and Asia—the mix of cultures blended into one big family of Jaycees. Apart from participants learning from each other, President Hiribarrondo talked on the Major Emphasis Theme, "The Age of Global Citizenship," and shared his experience as a Jaycee and his vision of "New Dimensions."

The social activities were on full steam, from home hospitality, to national parties, to the gala dinner. But the most important was the training offered in three languages—English, Spanish and French—attended by virtually everyone, with so many first-timers.

OTHER ACCOMPLISHMENTS

1. January Board and Executive Committee meetings in Coral Gables.
2. Two conference site inspections in Santo Domingo (January and April).
3. Attendance at TOYA in Tulsa, Oklahoma, U.S.A. (January).
4. Attendance at the Area B Conference in Kitakyushu, Japan (May).
5. Midyear Executive Committee meeting in Coral Gables (June).
6. Chaired the workshop on Environment at the Kitakyushu Area Conference.

- **Major on-going projects:**

  1. American Development Council (ADC)
  2. American Presidents Association

MAJOR WEAKNESSES

1. **Communications.** Personal: Not being able to speak nor write Spanish. Other: The three languages—Spanish, English and French—caused some difficulty and misunderstanding at the Area Conference.
2. The difference in new administration years of NOMs makes it difficult for growth and development of the Area as a whole, especially regarding internationalism.
3. The weak financial structure of most of the NOMs.
4. Too much responsibility for one Vice President to cover the whole United States.

RECOMMENDATIONS

- **To NOMs:**

  1. That special efforts be made to promote development of LOMs rather than developing the community at this stage.
  2. That priority be given to training of individual members.
  3. That contributions be made toward setting up the American Development Council.
  4. That more importance be given to internationalism, especially attendance at JCI Area Conferences.
  5. That the U.S.A. and Canada make an effort to change their administration year to be the same as the rest of the world, i.e. January-December.

- **To incoming JCI EVP:**

  1. That follow-up be done on actions initiated by previous Vice Presidents.
  2. That at least two Vice Presidents be assigned to the U.S.A.
  3. That when traveling to JBM and the conference, a visit be planned to some NOMs and LOMs, especially in the U.S.A. and Canada, to promote internationalism.
  4. That he work closely with the conference organizing committee to ensure that the Area Conference meets the expectations of the participants.

- **To the World Headquarters:**

  1. That the EVP and VPs receive support on communications, i.e., translations and newsletters.

  2. That a dues payment system be prepared to suit each NOM, especially in South America.

  3. That support be given to set up the American Development Council (ADC).

  Special Comment. I support fully the idea that the EVP be assigned to an Area other than the one to which he belongs.

CONCLUSION

I have been very fortunate to have had the opportunity to serve JCI as Executive Vice President in 1992, and to have been part of a great team led by our "New Dimensions" President Hiribarrondo. Each and every Executive Committee member worked as a team and in rhythm. The Board members made decisions only in the interest of the organization. Also, I have been very honored to be assigned to the largest Area of our organization—it was a great experience to chair the Area C Conference in Santo Domingo.

I would like to take this opportunity to show my appreciation to the following: President Hiribarrondo for his confidence and motivation; members of the Executive Committee for their advice and friendship; members of the Board for their contribution to the development of our organization; my five outstanding Vice Presidents in Area C for their hard work to promote internationalism, training and the Area Conference; the two Area C coordinators for their efforts, which were lacking in previous years, to promote training and projects; the JCI staff for the great support given to me and Area C; the Conference Director and members of the conference organizing committee for their good work to make the Santo Domingo Conference a success; and most of all, to you, each individual member, for all your confidence and support.

The year of "New Dimensions," 1992, has not yet come to an end. Let us make the Miami World Congress a grand celebration to mark the beginning of the new era. □

ARNAUD GODERE

EXECUTIVE VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

It has been a pleasure and and a privilege to serve as JCI Executive Vice President assigned to Area D. Europe is an Area which is facing major historical challenges and is contributing to a world of "New Dimensions." As a JCI European Team, we all worked within these parameters towards the accomplishment of the purposes of JCI, the Area plan of action and the Presidential Program "New Dimensions." I wish to thank the whole Area Team, my three outstanding Vice Presidents—Idi David, Diana Jakubowska and Yong Jeon—Executive Assistant Letty Baker and the European Development Team (EDT), Association of European Presidents (AEP) Chairman Karsten Engedal, staff officers Jon Ögmundsson and Anita Mattner, and, not to forget, Conference Director Christophe Hell and the professional Geneva Conference Organizing Committee.

MAJOR ACCOMPLISHMENTS

1. Created and monitored the European Development Team (November 1991/February/June/November 1992).
2. Area D 1992 plan of action (December 1991).
3. Backed up the Presidential program, "New Dimensions," especially Ethics and Education, as requested by the President.
4. Geneva Conference site inspection (January 1992).
5. Board of Directors Meeting, Miami (January/November 1992).
6. As chairman of the JCI Training Institute Certification Committee, coordinated its 1992 plan of action (January/June/November 1992).
7. AEP Reykavik Meeting, Iceland (February 1992).

8. Chaired the Geneva European Conference, attended by 2,200 delegates (June 1992).

9. Held a NOM Officer's Training School, with information packages given to all NOM presidents, at the Geneva European Conference (June 1992).

10. Midyear Executive Committee Meeting, Miami (June 1992).

11. Approval by MYE of a grant of US$8,256 for financial assistance to various EDT projects (June 1992).

12. Proposed for approval by General Assembly, an amendment to Policy 22-7, "Development Grants," of the JCI Constitution and Policy Manual, with a view to assist small and young NOMs to grow, especially those of Eastern Europe.

13. Planned and coordinated the visit of Staff Officer Günther Meyer to Russia and other European NOMs (August 1992).

14. Organized PRIME courses at the European Conference (June 1992).

15. Organized an EXCEL course for all European NOMs hosted by Belgium (September 1992).

16. Assisted and promoted a JCI training weekend organized and hosted by Bulgaria (October 1992).

17. Worked on the full affiliation of Czechoslovakia and kept in touch with contact countries, i.e., Russia, Latvia, Lithuania, Ukraine, Malta and Cyprus; and assisted other NOMs requiring special assistance, i.e., Bulgaria, Romania, Austria, Greece, Iceland, Spain, Monaco, Italy, Israel, Luxembourg and Turkey.

18. Assisted target NOMs, i.e., BJC, Germany, Hungary, Italy and Sweden, in the preparation of long-range plans.

19. Served as a member of the Admissions Committee at the World Congress (November 1992).

20. World Congress in Miami (November 1992).

RECOMMENDATIONS & COMMENTS

1. **Growth and Development:** Encourage NOMs to measure and evaluate their membership statistics, concentrate on recruitment, retention methods and future direction.

2. **Individual Development and Training:** Implement systematic emphasis on new-member induction and LOM and NOM officer training. Provide resource and training materials to new and weak NOMs and follow up the Training Institute Program.

3. **Marketing and Public Relations:** Invite members to understand the purpose, activities and opportunities of JCI and contribute to community development based on the needs of their local communities.

4. **Communication:** Create a regular Area news bulletin or magazine in collaboration with the Area Team, AEP and European Development Team (EDT). Encourage NOMs other than Finland and Denmark to experiment with the electronic and billboard services.

5. **European Development Team:** Follow up on the EDT objectives and coordinate the allocation of US$8,256 for EDT projects.

6. **Eastern Europe:** Keep in close contact with all Eastern European NOMs and provide special assistance until their full integration in JCI is achieved.

7. **Weak and Contact NOMs:** Pursue assistance to weak NOMs with JCI staff, AEP, target NOMs and the EDT. Keep in touch with contact countries—all listed above—especially Russia, and seek their affiliation, if possible.

8. **European Conference:** Take into consideration the realities in the Area when drafting the contract with the conference organizing committee, so that problems like hotel bookings, which came up in Geneva, are avoided.

9. **Area Team:** Support assigned Vice Presidents and Area D Team recommendations and vote a special motion of thanks to the Geneva Conference Organizing Committee.

10. **1993 Area Plan of Action:** Ensure that a follow-up of the Area policies is reflected in the 1993 EVP plan of action.

CONCLUSION

"New Dimensions" have been reached in Europe this year and new opportunities given to individual members thanks to the good work of all LOMs, NOMs and especially the NOM presidents. I extend special thanks to our President Albert Hiribarrondo for his confidence, work and time spent for all members of Area D to reach "New Dimensions." □

HARRY C. ANGPING

TREASURER

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

I am pleased to have served as your Treasurer and chairman of the Finance Committee this year. Hereunder are the salient financial highlights for the year.

INCOME

1. Membership dues increased by 50 percent over 1991 figures, and by almost 62 percent over 1988's. This windfall income, however, is not reflective of an actual increase in membership, but rather represents a "dues increase." In fact, we expect a slight decline in actual membership declaration.

2. Sponsorship is a MUST for Junior Chamber International to become more viable and relevant. Despite a worldwide economic recession, we have, however, been successful in our efforts towards this end. Korea Junior Chamber has assured sponsorship in TOYP and the World Consortium for Research on Training. Negotiations with other multinational corporations have been initiated. We expect some positive confirmation of their sponsorship before year end.

EXPENSES

There is an urgent need to review and streamline our expenditures. Difficulty in handling the growing costs of the organization is expected to be encountered in the years to come, with the continuous increase in administrative and operating expenses vis-a-vis income that has remained relatively constant.

OTHERS

1. **Indian dues.** It is imperative that the 1993 Board of Directors of JCI continue to work towards facilitating the withdrawal of the Indian dues presently deposited in India—amounting to approximately US$255,403.24—pursuant to the efforts previously initiated by President Hiribarrondo and the 1992 Board of Directors. These funds will definitely improve the 1993 budget.

2. **NOM Secretariat Development Program.** Subsidized assistance must be extended to NOMs to help establish a professional management system and to improve service to chapters and members.

Realizing the importance of secretariat services to members, the undersigned proposed at the January Executive meeting to offer assistance to NOMs without or with weak secretariat services, with the aim in view of requiring a resultant increase in membership. During the Midyear Executive Meeting, a project proposal prepared by Executive Director Meyer was presented and approved for implementation in 1993. The amount of US$15,000, commencing in 1993 with target NOMs for this new pilot program, was likewise approved, covering the following Areas:

AREA A	:	Côte d'Ivoire
AREA B	:	Thailand
AREA C	:	Mexico
AREA D	:	Estonia

(Please refer to the working mechanics of the project which will be distributed during Congress time.)

3. **1993 Proposed Budget.** The staff put in long hours to come up with a well-prepared budget, which was evaluated and approved by the Executive Committee at midyear.

Highlights of the budget are as follows:

Income:

Dues	US$ 2,653,129	(73.7%)
Sponsorship	148,000	(4.1%)
Rent	118,500	(3.3%)
Senate/Product Sales	329,160	(9.2%)
Meetings/Interest	349,165	(9.7%)
	US$ 3,597,594	(100.0%)

Expenses:

Salaries	US$ 1,631,708	(46.4%)
Properties	669,834	(19.0%)
Communications	434,750	(12.4%)
Officer Travel	485,605	(13.8%)
Meetings	87,100	(2.5%)
Publications/Programs	208,725	(5.9%)
	US$ 3,517,722	(100%)

CONCLUSION

In closing, I would like to thank President Hiribarrondo for his unrelenting motivation, discerning advice, strong leadership and invaluable friendship; and my fellow members of the Executive Committee and Board of Directors for their camaraderie and consistent support in making me proud to have been part of the 1992 Board and its achievements. □

THOMAS J. CLEAR, III

GENERAL LEGAL COUNSEL

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

The office of General Legal Counsel for Junior Chamber International in 1992 has been filled with challenging demands and great opportunities. At the outset, it is necessary to offer a word of thanks for being given the opportunity to serve this year as a member of the Executive Committee. To my friends on our Executive Committee, I thank you for your continuous support and encouragement. To President Hiribarrondo, I will always remember this year of "New Dimensions" as we worked together to improve the organization that means so much to all of us. Finally, I offer my sincere congratulations to each member of the Board of Directors on the successes achieved in the performance of duties in office this year.

ACCOMPLISHMENTS

In dealing with my role this past year as General Legal Counsel for Junior Chamber International, I decided to be something more than just a parliamentarian and the interpreter of the Constitution and bylaws of the organization. Certainly, the role in dealing with the Constitution and bylaws is critical and is of the utmost importance to our organization. However, from the time of my appointment at the Helsinki World Congress, I perceived the opportunity to have a greater impact than that contemplated by the job description I was aware of. With the support of the United States Junior Chamber of Commerce, 72nd President Greg Thomes, and 73rd and current President W.E. "Bill" Russell, Jr., I had the opportunity to serve as a trainer and speaker at numerous statewide Jaycee meetings in various U.S. states, and I developed and implemented a plan to assist in the promotion of Junior Chamber International in the United States and among the members of the USJCC.

In this final 1992 report, I will review the travels I made a part of my plan for the Junior Chamber International impact that I could cause within the United States Junior Chamber of Commerce and its members. Further, I will discuss in brief detail the work and involvement as the interpreter of the Constitution and bylaws for the organization. I will also present a brief review of the New Dimensions in Exchanges for which I have been given a leadership role this year by President Hiribarrondo. Finally, I will provide a few personal observations based on direct involvement and firsthand information which future leaders of our organization may review and be aware of as we move toward the 21st Century in this Age of Global Citizenship.

TRAVELS OF THE 1992 GENERAL LEGAL COUNSEL

Initially, I must give a word of thanks and appreciation to the following organizations and individuals for their gracious hospitality and support in enabling me to complete my travels of impact in 1992 as the JCI General Legal Counsel:

The United States Junior Chamber of Commerce, 72nd President Greg Thomes, 73rd President W.E. "Bill" Russell, Jr.; Sherry Kaffenbarger, Pam Bruns, and Mark Kuss from the USJCC, Richard Hernandez, 1990-91 USJCC National Vice President, the Missouri Jaycees, 1991-92 Missouri Jaycees President Steve Davis, 1992-93 Missouri Jaycees President Gary Tompkins, the Arkansas Jaycees, 1991-92 Arkansas Jaycees President Russell M. Cranford, 1992-93 Arkansas Jaycees President Bill Hall, the Texarkana Jaycees and 1991-92 President Richard Henry, the New Mexico Jaycees, 1991-92 New Mexico Jaycees President Margaret Acton, the Hawaii Jaycees, 1991-92 Hawaii Jaycees President Bruce Fong, 1992-93 Hawaii Jaycees President Melanie Okazaki, 1991-92 Hawaii Jaycees Membership Vice President David Ordenstein, the Lehua Jaycees and 1991-92 President Richard Onishi, the Kauai Fil-Am Jaycees and 1991-92 President Adams Bulosan, the Honolulu Chinese Jaycees and 1991-92 President Beth Irion, the Honolulu Japanese Junior Chamber of Commerce and 1991-92 President Garrett Toguchi, Hawaii Jaycees International Affairs Program Manager Dr. William Fung, the Arizona Jaycees, 1991-92 Arizona Jaycees President Cindy Rottman, the Scottsdale Jaycees, The Louisiana Jaycees, 1992-92 Louisiana Jaycees President James Ginn, the Tennessee Jaycees, 1992-93 Tennessee Jaycees First Family Steve and Nancy Grubb. I also wanted to give a special word of thanks to Anita Mattner, Director of Training, for all the assistance provided to me in making certain that my materials and information on the JCI Training Institute were always current and accurate.

November 1991:

Helsinki World Congress. October 30-November 11, Helsinki, Finland:

Attended Vice President Candidates' Training
Graduate of EXCEL V
Attended Executive Committee and Board of Directors Meetings

Missouri Jaycees. November 14-18, St. Louis, Clayton, Creve Coeur, Jefferson City:

Speaker at Clayton Jaycees Meeting
Worked on Creve Coeur LOM extension
Missouri Jaycees mock legislature opening session, executive committee meeting, mock legislature banquet
Individual training
International Affairs and JCI promotion

December 1991:

Arkansas Jaycees. December 13-15, Little Rock, Texarkana:

Trainer at Arkansas Jaycees Midyear local officers training school
Speaker at Arkansas Jaycees executive committee meeting, board of directors meeting, Christmas banquet
Individual training, goal setting, and plan implementation
International Affairs and JCI promotion

January 1992:

JCI January Executive Committee Meeting. January 12-16, Coral Gables, Florida:

Attended Executive Committee and Board of Directors Meetings

United States Junior Chamber of Commerce Ten Outstanding Young Americans Awards Congress. January 16-19, Tulsa, Oklahoma:

Hours of Power speaker
Trainer: Expanding the Movement
Individual training and goal setting
International Affairs and JCI promotion

February 1992:

New Mexico Jaycees February Board Meeting. February 7-9, Los Alamos, New Mexico:

Hours of Power Speaker
Master of Ceremonies at Outstanding Young New Mexicans Awards Banquet
Individual training and goal setting
Promotion of International Affairs and JCI

Hawaii Jaycees. February Board Meeting, February 12-20, Honolulu, Waianae Coast, Kaneohe, Hilo, Lihue, Princeville, Kailua, Waipahu:

Meetings with mayor of Honolulu, French consulate, Hawaii Lt. Governor, mayor of the Island of Kauai, Waipahu Business Counsel
Speaker at Hawaii Jaycees February executive committee and board meetings and banquet, Waianae Coast Jaycees LOM orientation meeting, Kauai Fil-Am Jaycees Appreciation Banquet and Ball and Past Presidents Dinner, and University Jaycees', Honolulu Japanese Junior Chamber of Commerce's and Honolulu Chinese Jaycees' February meetings
Luncheon meeting with President Hiribarrondo, past JCI President Ronald Au and Hawaii Jaycees President Bruce Fong
Trainer at Hawaii Jaycees local presidents' Round Table
Worked on Northshore Kauai Jaycees and Waipahu Jaycees LOM extensions
Speaker and trainer at Hawaii Jaycees growth team meeting
Individual training, goal setting and problem solving
Promotion of International Affairs and JCI

March 1992:

Arizona Jaycees PRIME Course. March 20-22, Phoenix and Scottsdale:

Head coach of PRIME course with 20 graduates
Individual training and goal setting
Promotion of International Affairs and JCI

April 1992:

Hawaii Jaycees "Too Legit to Quit Tour." April 10-19, Honolulu, Kaneohe, Kona, Mauna Kea (Waimea), Hilo, Maui, Kauai, Waipahu, Kailua, Waikiki, Leeward Oahu:

Speaker at Hawaii Jaycees executive committee barbecue, District I banquet (Hilo), meeting with Maui Jaycees executive committee, District VII meeting (Kauai), Hawaii Jaycees Final Assault planning meeting, meeting of Honolulu Chinese Jaycees executive committee, meeting of Hawaii Business Jaycees executive Committee, Leeward Business Jaycees Orientation meeting, family picnic luncheon of Oahu Fil-Am Jaycees and Rising Phoenix Jaycees barbecue

Speaker and trainer at District VIII meeting (Kona), meeting with Mauna Kea Jaycees executive committee, District II meeting (Maui), Central Oahu Jaycees orientation meeting and Hawaii Jaycees growth team meeting
Worked on Maui Fil-Am Jaycees, Kapaa Jaycees, Kauai Community College Jaycees and Waikiki Junior Chamber of Commerce LOM extensions
Trainer at Kauai Fil-Am Jaycees Executive Committee Meeting
Meeting with past mayor of Kauai
Training meetings with Kailua Jaycees LOM president and Honolulu Japanese Junior Chamber of Commerce incoming and outgoing LOM presidents
Individual training, goal setting and problem solving
Promotion of International Affairs and JCI

JCI Secretary General Selection Committee, April 19-20, Coral Gables, Florida:

Attended Secretary General Selection Committee meeting.

May 1992:

New Mexico Jaycee State Convention, May 8-10, Santa Fe, New Mexico:

Attended annual business meeting and elections of the New Mexico Jaycees
Individual training and problem solving
Promotion of JCI and International Affairs

June 1992:

Arkansas Jaycees Local Officers Training School, June 5-7, Little Rock:

Conducted LOM presidents training program (12 hours)
Speaker at Arkansas Jaycees Executive Committee Meeting and training school opening ceremony
Individual training, goal setting and problem solving
Promotion of International Affairs and JCI

Louisiana Jaycees Local Officers Training School, June 12-14, Alexandria:

Conducted LOM presidents training program (12 hours)
Speaker at Louisiana Jaycees local officers school general assembly and at executive committee and board of directors meetings
Individual training, goal setting and problem solving
Promotion of International Affairs and JCI

JCI Midyear Executive Committee Meeting, June 14-18, Coral Gables, Florida:

Attendance at Executive Committee Meeting
Attendance at Secretary General Evaluation Committee Meeting

United States Junior Chamber of Commerce National Convention, June 20-24, Portland, Oregon:

Attendance at President's Banquet, opening ceremony, awards program, JCI Senate Program and business meeting
Parliamentarian at Metropolitan Conference meeting
Individual training and goal setting
Promotion of JCI and International Affairs

July 1992:

Louisiana Jaycees Fourth of July Visit, July 2-5, Baton Rouge, New Orleans, False River:

Worked at Baton Rouge Junior Chamber of Commerce Fourth of July celebration
Attended the False River Jaycees "Rocking on the River for Muscular Dystrophy Association Celebration"
Individual training, goal setting and problem solving
Promotion of JCI and International Affairs

United States Junior Chamber of Commerce July Officers Training School (JOTS), July 16-19, Tulsa, Oklahoma:

Head coach for PRIME course with 18 graduates
Speaker at Tennessee Jaycees JOTS dinner
Attendance at JOTS President's Banquet
Individual training and goal setting
Promotion of JCI and International Affairs

August 1992:

Louisiana Jaycees Summer Board Meeting, August 14-16, Alexandria:

Speaker at board of directors meeting
Trainer at Summer Board LOM presidents training program (7 hours)
Participant in MDA-Executive Committee Day-Night Golf Tournament, hosted by the Alexandria Jaycees
Individual training, goal setting and problem solving
Promotion of International Affairs and JCI

Tennessee Jaycees Summer Board Meeting, August 21-23, Nashville and Murfreesboro:

Speaker at executive committee meeting, opening ceremony of general assembly and board of directors meeting
Trainer at LOM presidents training program (4 hours)
Keynote speaker at Tennessee Jaycees Summer Board banquet
Individual training, problem solving and goal setting
Promotion of JCI and International Affairs

September 1992:

New Mexico Jaycees, September 25-26, Taos:

Speaker and trainer at Region B meeting
Individual training and goal setting
Promotion of International Affairs and JCI

October 1992:

Great American Institute Jaycees Annual Meeting, October 2-4, Breckenridge, Colorado:

Attendance at annual meeting
Individual training and goal setting
Promotion of International Affairs and JCI

Missouri Jaycees, October 16-18, Greater Kansas City Area:

Speaker and trainer at local meetings
Work on LOM extension
Individual training
Promotion of International Affairs and JCI

Louisiana Jaycees PRIME Course, October 23-25, Alexandria, Baton Rouge:

PRIME course head coach
Individual training and goal setting
Promotion of International Affairs and JCI

November 1992:

JCI World Congress, November 4-15, Miami, Florida:

Attendance at Executive Committee, Board of Directors and General Assembly Meetings
Attendance as chairman at Admissions Committee and Constitutional Amendments Review Committee (CARCOM) Meetings
Attendance at Salary Ranges Review Committee Meeting
Promotion of International Affairs and JCI

Arizona Jaycees, November 19-20, Phoenix, Scottsdale:

Speaker at Scottsdale Jaycees M-Night Meeting
Individual training and goal setting
Promotion of International Affairs and JCI

December 1992:

Texas Jaycees, December 3-6, Lubbock, Snyder, Sweetwater:

Speaker at Lubbock Jaycees M-Night Meeting and Snyder Jaycees M-Night party
Trainer at region meeting.
Individual training and goal setting
Promotion of International Affairs and JCI

Hawaii Jaycees, December 9-16, tentative 7-day trip:

In the more than 100 days that I will have spent traveling since the Helsinki World Congress, I have had the opportunity to spread the good news about Junior Chamber International amongst the members of the United States Junior Chamber of Commerce. The awareness of international affairs and the opportunities offered by JCI has certainly increased dramatically in those LOMs, districts, regions and states that I have visited this year. I only wish that I could take all of our USJCC members and lead them by the hand to realize the "New Dimensions" to their lives and Jaycee experiences that the Miami World Congress will offer.

Unfortunately, many will be unable to be present at the World Congress, so reality will dictate that we must continue to spread the message and meaning of internationalism and JCI in our continued travels throughout the United States. I personally have witnessed the increased awareness and involvement with internationalism and JCI in the United States this past year. I offer my heartfelt thanks to President Hiribarrondo, EVP Chansrichawla and VP Yoshida for the impact that each of you has made among the members of the USJCC this past year. Also, a special thank you to Treasurer Angping, EVP Dawkins, and VPs Cottín, Dy, David, Mann and Ramzi for the impact that each of you made with your travel and involvement at the TOYA Congress in January or the national convention in Portland, Oregon, in June. Each of you showed the members of the United States Junior Chamber of Commerce that you came into contact with this year that internationalism is something special that should be an integral part of the Jaycee experience in the United States.

I am excited about the travels that I have made this past year as JCI General Legal Counsel. I have seen an eagerness to learn more about JCI and internationalism in the eyes of the USJCC members that I have been in contact with this year. I only wish that I had more time and more opportunities to increase the impact of my personal mission as GLC this past year.

CONSTITUTION AND BYLAWS ACTION

The Constitution and bylaws of Junior Chamber International have received a real involved workout this year in the relevant chapters and articles dealing with the position of Secretary General. The importance of following the Constitution and bylaws has been brought to the attention of the members of the organization as a result of the problems with the Secretary General contract extension. Further, it must be said that one must never rely on past conduct as permitting an excuse for violating the provisions of our Constitution and bylaws. Finally, the Community Directors and Officers Liability Insurance Policy is most certainly essential to protect the officers and members of the Board of Directors who give their volunteer hours of service, as well as protecting the organization itself.

The proposed Constitutional amendments, if passed at the Miami World Congress, would permit greater member service with the election of two additional Vice Presidents in 1994; General Assembly would be given the ultimate voice on extension of the Secretary General employment contract beyond the initial three-year term; and as well, the job of evaluating the Secretary General's performance would now be the responsibility of the entire Executive Committee. New policies for filling a vacancy in the office of Secretary General and for the payment of Secretary General bonuses have also been presented for review at the Miami World Congress. Finally, NOM proposals for special projects organized by JCI and development grants are also being given consideration and will be presented for approval at the Miami World Congress.

I anticipate a successful meeting of CARCOM at the Congress. Our Constitution and bylaws demand constant care, as they are the current rules which govern our organization. It has been a pleasure to deal in detail with the Constitution and bylaws as the General Legal Counsel this past year.

NEW DIMENSIONS IN EXCHANGES

The year 1992 will be remembered as the year that Junior Chamber International strengthened the individual and collective awareness of the need to promote global citizenship. Decisions have been adopted by the Executive Committee to propel us towards the 21st Century and rapidly acquire "New Dimensions in Exchanges" at five levels:

1. Regarding our members: "Reach People":

   - Through customized services, JCI *News* and translations, as well as our visits to the countries and communities of the world and through larger international gatherings

2. Progress outside the organization: to let others know our "know-how":

   - Through a marketing strategy, media strategy and through our organization's position, its recommendations, its resolutions, etc., as well as through the assertive support of sponsors, institutional partners and large corporations

3. Through new technologies:

   - Audio, video, JCI*net*, *JCI News*, INFO and training (the World Consortium for Research on Training at World Congress)

4. For Global Citizenship:

   a. At the individual level (the International Business Network)
   b. At the local level (twinning)
   c. For families and children
   d. At the national level

5. With "Inform-Actions":

   - MET postcards and data bank

Yes, 1992 will be remembered as a year of impact in Junior Chamber International. "New Dimensions in Exchanges" is an important part of the impact that the organization has made internally and externally this past year!

THOUGHTS AND RECOMMENDATIONS

The United States Junior Chamber of Commerce, the NOM that comprises roughly one-half of the JCI membership, knows a new awareness and understanding of The Age of Global Citizenship, "New Dimensions in Jaycees" and the meaning of Junior Chamber International and internationalism. I firmly believe that this is the avenue upon which great growth can occur within the USJCC, both in membership and activity. The promotion must not cease, as the groundwork has been laid in this NOM. Continued promotion and saturation within each state organization and LOM will make Junior Chamber International be an important part of the Jaycee experience in the U.S.A.

During my travels I was presented with a graphic affirmation of what I already knew so well: that the average Jaycee in the United States does not understand Junior Chamber International. A group of "first-timers" at a state board meeting were instructed by a state officer with many years of dedicated service and involvement (the individual is a JCI Senator). When the question came up about the Miami World Congress (which I had spoken about earlier, with brochures distributed to all in attendance), the state officer advised the first timers that the JCI World Congress was a gathering of Senators who had come from around the world to have meetings, enjoy parties and sightsee. The misconception was, and is, that Jaycees in the United States are not a part of Junior Chamber International until they achieve the title of JCI Senator. After clearing up the confusion, I realized that even though Junior Chamber International has come a long way in improving its impact and involvement among the members of the United States Junior Chamber of Commerce, we still have much work to do.

GLC Clear's Report *(cont.)*

I have certainly enjoyed being a part of the "New Dimensions Year" for JCI. My hope is that in my NOM, the words Junior Chamber International will continue to grow in meaning and importance so that the rest of the members of the USJCC today and in the months and years to come, can begin to realize the power of humanity and the strength of internationalism. Getting to know the world and the sharing of ideas and dreams will create an Age of Global Citizenship that will overcome negativity, poverty, hatred and despair. I congratulate the members who have been part of the advancement of Junior Chamber International in 1992. It is my sincere hope that these advancements will continue into the 21st Century.

If you have any questions or need any additional information, please do not hesitate to contact me at your convenience.

Yours in "New Dimensions." □

KUMODZI KOFI ALAIN

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

This year I have been privileged to serve JCI as Vice President assigned to Area A. In this capacity, I have worked closely with the NOMs of Benin, Burkina Faso, Côte d'Ivoire, Morocco, Nigeria, Senegal and Tunisia, as well as with the contact countries of Algeria, Egypt and Mali. I am therefore delighted to submit this report.

MAJOR ACCOMPLISHMENTS

Beyond the achievement of the objectives set by the plan of action, I have been most interested in determining whether my actions and presence in my assigned NOMs, with members of our team, have been of some benefit. I believe that a modest contribution has been made to the improvement of our movement's image among our members, national authorities and political, administrative and business leaders. At a time when great changes are sweeping Africa, it seemed important to foster the sense of responsibility of all these groups. I am also very pleased with the efforts that have been undertaken with respect to Mali and Algeria. Likewise, I am glad to highlight the excellent situation enjoyed by such key NOMs as Tunisia, Nigeria and Côte d'Ivoire.

COMMUNICATION

Great efforts were made to get my assigned NOMs to change their ideas on the matter of communication. However, much remains to be done, since only ten percent of my mailings have been acknowledged or answered promptly. I am still convinced that the strengthening of the structure of permanent secretariats will partially resolve of this problem, which seems to have become a feature in our Area.

On the other hand, my contacts with members of the Area team and the World Headquarters have been frequent.

MAJOR WEAKNESSES

Personal. Due to lack of resources, I was unable to achieve my plan of action 100 percent. Thus, the bulletin *Synergie'92* was published only once. I was also unable to assist my EVP in gathering information for his contact bulletin *The Achievers.*

Assigned NOMs. The absence of suitable secretariats and the paucity of communications are, generally, the weak points that hampered the members' enthusiasm. Also, the level of training remains rather poor in certain NOMs such as Burkina Faso and Senegal.

RECOMMENDATIONS

- **To NOMs:**

  Benin. The establishment of an administrative headquarters has become an absolute necessity in order to meet the obligations stemming from the holding of the 1993 Area Conference and also to play fully the role of a key NOM.

  Burkina Faso. Efforts should be made in the area of growth, coupled with a quality recruitment effort backed by a policy geared towards the promotion of the PRIME program.

  Côte d'Ivoire. The time has come for strictness and professionalism in order to achieve perfection. A national SPC is necessary. A greater awareness of the role of Junior Chamber Côte d'Ivoire in Area A is also called for.

  Morocco. Officers must admit that there is no NOM without LOMs and that there is no LOM without individual members. Sound structures must be reestablished in accordance with Junior Chamber principles,with emphasis on quality.

  Nigeria. The administrative structure must be rethought so as to better adapt it to the NOM's size and ambitions. A quick solution must also be found to the destructive dichotomy created by the leadership of Lagos and Ibadan. We are all in favor of competitiveness, but within a constructive framework.

  Senegal. There is a need to better channel the enthusiasm and availability of devoted members in order to create a sound organization. The permanent secretariat cannot be established too soon.

  Tunisia. One would wish for greater cordiality between active members and former members, who may not in any way assume the role of the decision-making bodies. In any event, younger members owe Senators the deference due to their rank.

- **To incoming officers and JCI World Headquarters:**

  Following my first report, the World Headquarters has acted promptly. I cannot but congratulate them. To the elected officers I recommend a greater flexibility in their dealings with the NOMs: that which works well with one NOM may not work with another. It is equally clear that when it comes to correspondence, they need to think ahead in order to cope with the delays.

  To the JCI Executive Committee, I must express my concerns regarding Morocco. I continue to hope, nevertheless, that the national president will succeed in bringing to Congress the image of a NOM being reborn, and thus avoid a regrettable disaffiliation.

CONCLUSION

It has been a thrilling, enriching experience to work with a group of people like the 1992 team. My thanks to all fellow members of the Board of Directors and, particularly, to my EVP Sunil Kumar, President Albert Hiribarrondo and to the entire staff of the World Headquarters, headed by the new Secretary-General Designate Benny Ellerbe. My thanks to all of you who have agreed to share your experience and who have always been ready to lend a sympathetic ear.

SEE YOU IN MIAMI. □

LOUIS E. LEGG III

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

I believe my major accomplishments this year have been in the areas of training, public relations and motivation of NOM and LOM officers and members. I believe that much of what I have learned in my years of experience as a United States Junior Chamber member offered fresh ideas and a new approach to JCI members Africa.

COMMUNICATIONS

I feel communications from me to my assigned NOMs went relatively smoothly considering I was dealing with African countries. All of the countries I visited had received communications from me prior to my visit and I received communications from all my assigned NOMs before I left for Africa.

MAJOR WEAKNESSES

Based on my visits to assigned NOMs, I have several observations of weaknesses in the Junior Chamber organizations of several countries in southern Africa. In Kenya, I found an unwillingness on the part of the Kenya Jaycees to recruit members of ethnic groups other than the Indian community. JCI and the Area Director are aware of this problem and I believe we are in the process of addressing it. In Madagascar, bad telephone communications within the country, and long distances between LOMs create a situation where most Jaycee activity centers around the metropolitan area of Antananarivo. In South Africa there is a feeling among NOM leadership that more money is needed for training if they are to achieve their ambitious membership goals. In all my assigned NOMs the two major problems expressed by leadership were: one, a lack of money to fund programs; and two, a lack of good training.

RECOMMENDATIONS

- **To NOMs:**

  My first recommendation to my NOMs is to utilize the recruitment and management techniques I presented in my training programs. Recruiting within the corporate communities of African nations will provide new ideas, new people to get involved in JCI programs, and hopefully monies to augment the funding of projects and programs so needed on the African Continent. I also see a need generally to improve written commications from NOM to LOMs within many of the countries to which I was assigned.

Another recommendation I would make is that control of the Area Conference be placed back in the hands of JCI so as to avoid another economic disaster such as the one we faced in Harare, Zimbabwe.

- **To incoming officers and the World Headquarters:**

  Future incoming officers are well advised to travel to African NOMs well prepared to train and with an abundance of literature and information from JCI. I also had repeated requests in all my NOMs for more information on how to gain access to free literature and training from World Headquarters. Perhaps, we should increase the portion of the budget we allot to training for Area A. Incoming officers should also not underestimate the impact incentives such as the President's "New Dimensions" pin and small JCI gifts can make upon LOM officers and members. □

REES MICHAEL MANN

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

As an African, I had the honor and privilege to serve the following NOMs within my sub-continent: Botswana, Malawi, Mauritius, Zambia and Zimbabwe.

One of the highlights of my year, from a personal point of view, was being selected to represent JCI at the Global Citizens Conference for UNCED held in Rio de Janeiro.

MAJOR ACCOMPLISHMENTS

I met over 60 percent of members and 90 percent of LOMs assigned to my Area, and travelled on JCI matters for over 45 days.

Botswana. As a newly affiliated NOM, LOMs were briefed on the JCI concept, MET, internationalism and project management. One extension should take place before World Congress—Francistown.

Malawi. Revitalized the NOM, informed the NOM board what was required by JCI, set up a payment plan with JCI and conducted various radio and press interviews.

Mauritius. I met approximately 80 percent of the total membership, launched and participated in many MET projects, conducted training in each LOM and met with VIPs.

Zambia.I met with the state vice president and four cabinet ministers and conducted training with both LOM and NOM boards. Conducted radio and TV interviews (featured on 8 o'clock news).

Zimbabwe. I met with sponsors and local dignitaries to help ensure the success of the Area A Conference and conducted various training sessions.

Congratulations to Botswana for their continued growth since their affiliation; Malawi for coming out of the cold and making the commitment to become active again; Mauritius for their professionalism and high standards; Zambia for their commitment to regain their status as an outstanding NOM; and Zimbabwe for taking the challenge and running the Area A Conference.

COMMUNICATION

NOMs were contacted via the following methods:

1. No correspondence was posted—all letters were faxed directly to NOMs (over 150 pages of information).
2. A newsletter was published and distributed to each NOM officer and LOM president assigned to me.
3. Telephone contact was made with NOMs when required.

MAJOR WEAKNESSES

The following weaknesses occur in some of the NOMs:

1. A lack of internal communication within the NOM and external communication, especially with JCI Headquarters.
2. No retention policy, and members have very little knowledge of JCI and its activities.
3. Projects being run do not attract the media, and in turn, the organization is not promoted effectively.

RECOMMENDATIONS

- **To NOMs:**

  1. Ensure that qualified trainers are developed and training programs are acquired.
  2. NOM and LOM officer training must be conducted prior to their taking office.
  3. Marketing strategies must be developed.
  4. The "Plan of Action" must be utilized as a working tool and reviewed on a regular basis.
  5. NOMs experiencing problems should go "Back to Basics."

- **To incoming officers:**

  1. Be prepared for the unexpected.
  2. Meet with the maximum amount of members as possible and ensure never to place yourself on a pedestal.
  3. Communicate by fax, as postage can be rather slow.
  4. Attempt to draft your provisional itinerary at World Congress.

- **To the World Headquarters:**

  1. Develop a NOM management manual outlining step-by-step requirements and deadlines of the NOM board of directors, similar to the one JCI VP candidates receive.
  2. Review the Area A Conference program and agenda.
  3. African NOMs should be assigned VPs from outside the Area, should the budget allow.

CONCLUSION

This year has been one of opportunities:

VP Mann's Report *(cont.)*

*To serve as a member of the JCI Board of Directors.
*To serve as chairman of the Area A Awards Program.
*To act as a chairman at the Global Citizens' Conference for UNCED.
*To have been selected as one of two final candidates for the position of JCI Secretary General.
*To have interacted with members from all around the world.
*To host fellow Board members and JCI staff in my home.

For this I thank you!

In closing, I would like to thank our President, my fellow Board members and the World Headquarters staff, especially Area A Director for Growth and Development Desmond Alufohai, for the support and encouragement I have received throughout my year of office. □

MALIK CADER

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

1. The assigned NOM visits were completed by April 23, 1992. A total of 135 chapters were visited in 35 days. I visited 85 chapters in India and communicated with over 2,500 Jaycees.

2. In Karachi, Pakistan, on June 25th and 26th, I completed a JCI training program, "Vanguard Leaders." The course was designed, and two trainers from Sri Lanka, namely, Rizvi Zaheed and Faizal Salih, conducted it successfully.

3. India conducted a JCI PRIME Training Program for Pakistan, Sri Lanka, Nepal and Bangladesh. It was conducted by Peter Sim in Bombay. Members from these countries benefitted from the training.

COMMUNICATION AND MAJOR WEAKNESSES

The communication with the NOMs assigned to me has been good. One of the major weaknesses of the NOMs in the region is the lack of exposure to training. The concept of JCI internationalism is not systematically drained to the members at the grassroot level. The majority of the members in the region are not exposed to any JCI international-level events due to economic reasons. A facelift to the organization could be made if an international conference were held for the benefit of its members in this region.

RECOMMENDATIONS

- **To NOMs:**

  Pakistan. A NOM which has tremendous potential for growth. They should plan out extensions to the capital Islamabad and other main cities, and concentrate on membership training.

  India. Should plan out an incentive scheme for membership growth on a state basis and LOM basis. They should also encourage chapters to conduct projects under the area of internationalism.

Thailand. The communication between JCI and the NOM is handicapped due to the lack of translations. The NOM should have a permenant secretary general with a good knowledge of Thai and English. Thailand has the right type of members, but their knowledge of Jayceeism is limited as Jaycee material is not available.The NOM has tremendous potential to grow.

Nepal. The NOM should make incentives for chapters to increase membership. Use of India's trainers to visit Nepal.

Bangladesh. Should make use of India's training to conduct training programs in Bangladesh.

- **To JCI:**

India. The assigned JCI VP's visit to India should be for at least 14 days and should be to all the states. JCI should send mail to all the Indian state presidents for better and faster communication.

Thailand. JCI should assist Thailand in their secretariat development plan to employ a secretary general with knowledge of English. □

SOPHIA SHU-FANG CHEN

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

As an international Vice President of Junior Chamber International, my sincere thanks to the members of my assigned NOMs for their help, hospitality and friendship given to me during the year.

MAJOR ACCOMPLISHMENTS

1. I visited all assigned NOMs (Japan Junior Chamber, Korea Junior Chamber, Junior Chamber Malaysia, Singapore Jaycees, and Junior Chamber of the Philippines) before the 1992 ASPAC.
2. Encouraged participation at the Kitakyushu Conference and the Miami World Congress.
3. Promoted IBN.
4. Motivated NOM leaders to accept the importance of training and growth.
5. Emphasized the key role of efficient coordination and communications through permanent NOM secretariats.

COMMUNICATION

In general, communication between me and my assigned NOMs has been very good. Most of the correspondence was done by facsimile transmission, which minimized the time lag caused by mail. Aside from written communications to and from my assigned NOMs, I have received from them periodic reports of meetings, projects and activities.

MAJOR WEAKNESSES

Assigned NOMs:

Japan. No perceived weakness. Regarding membership growth, they would like to attract new members, including female members. Furthermore, they are desirous of establishing female chapters.

Korea. Language problem at JCI functions.

Malaysia. Centralized coordination and communication handicapped by geographical barriers. There is no headquarters in this NOM, and this makes it very inconvenient to communicate with other chapters.

Singapore. Weak support and recognition on the part of the government.

Philippines. Philippines consists of many islands and the chapters are spread all over this country. Because of the poverty, much information is difficult to convey, and communication is difficult as well.

RECOMMENDATIONS

- **To NOMs:**

  Korea. Upgrade translation facilities—oral for conventions and conferences and written for JCI *News* and information.This year, National President Kim especially put emphasis on international affairs and improvement of language. Above all, it is worthy to mention that the Korea Junior Chamber Jaycee training center will be founded in the year 2000, which will be helpful to widen the range of our affairs.

  Japan. Encourage NOM to share experiences with other NOMs as well as promote economic peace by taking the lead in providing trade opportunities.

  Singapore. Undertake more projects with impact to gain more recognition and greater support from the government.

  Malaysia. Establish permanent secretariat to offset the handicap of geographical barriers.

  Philippines. Have business seminars more often than ever and promote economic growth, and then secure the economic basis of members to make Junior Chamber and the country stronger.

- **To incoming JCI officers and the World Headquarters:**

  Malaysia. Follow up establishment of permanent secretariats.

  Singapore. Follow up on more effective marketing of Jaycee ideal to attract more potential members and government support. □

CRISPIN C. DY, JR.
VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

The year 1992 has not been an easy Jaycee year for me, but it has definitely been very exciting and challenging. In spite of all the unanticipated extraneous variables, I guess everything turned out pretty well. On almost every opportunity we enthusiastically promoted JCI's programs, its PR image and the concept of "New Dimensions." With this in mind, I proudly and respectfully submit this report.

MAJOR ACCOMPLISHMENTS

1. **Visibility and availability to assigned NOMs.** As of the end of August, I have spent 52 days in 12 trips to assigned NOMs alone (not counting the January Board of Directors Meeting and ASPAC). This is broken down as follows (number of trips in the total number of days:

NOM	NO. OF TRIPS	NO. OF DAYS
REP. OF CHINA* ^	3	13
HONG KONG* +	3 +1	10 +3
MACAU* +	3 +1	9 +1
PACIFIC +	1	5
SRI LANKA +	1	10
INDONESIA* + #	1	10

* = attended NOM induction
\+ = visited all (100%) LOMs
^ = visited all 17 districts in 5 areas (over 60 LOMs)
\# = attended NOM convention

There will be additional trips/visitations before the year ends.

2. **Training conducted to NOMs/LOMs.** I personally conducted nine training programs broken down as follows (at least one per assigned NOM—topics designed to fit their needs, but limited to those within my capability to conduct):

NOM	TRAINING PROGRAM CONDUCTED
REP. OF CHINA	1 NOM Management and Internationalism to NOM board
MACAU	1 Quality Leadership plus one R & R consultation
HONG KONG	4 NOM Management/seminar for International Affairs Department/ general orientation/project management
PACIFIC	1 Quality Leadership
INDONESIA	1 Basic Jaycee concepts, Leadership and Project Management
SRI LANKA	1 Quality Leadership and LOM Development

3. **Possible extensions in Maldives and Vietnam.** For my two assigned contact NOMs, different strategies were adopted. Since there are two parties interested in developing Vietnam, I assigned Ho Chi Minh City to Hong Kong (specifically, Tai Ping Shan LOM, with Jaycee Jackson Wong spearheading) and Hanoi City to Korea (through APDC Councillor Sung Bong Lee). As for Maldives, initial interest was shown by the Indian NOM, through NOM EVP Majeed. However, since there has been no response lately to my fax, I have also encouraged Sri Lanka to try to extend. I have gotten verbal commitment from NP Vasantha to try to extend within the term and invite some prospective members to attend the Miami World Congress to show how large our network really is. There is some confidential feedback that I shall pass on to JCI staff in charge and the next assigned VP.

4. **Membership Growth.** I am very happy to report that all my NOMs are responding well to encouragements for growth. All NOMs have promised to produce at least a 10 percent increase, except ROC (5 percent only, but a large number, since it is a big NOM). Pacific optimistically pushes for a higher 15 percent increase, at least.

5. **ASPAC additional assignments.** There was a record number of registered delegates from all of my assigned NOMs, except Sri Lanka, which had some problems obtaining Japanese visas, which prevented them from coming. While in Kitakyushu, I was entrusted by my EVP and Conference Chairman Dawkins, three important tasks—chairing the Economic Development Workshop of the Global Summit, being a member of the 1994 ASPAC Bid Selection Committee and serving as a last-minute substitute for GLC Tom Clear (who was ill) as a speaker at the "Dynamic Person in You" seminar.

MAJOR WEAKNESSES

There were some problems with faxes to and from Indonesa and Sri Lanka, which prevented early communications with the two NOMs. (My first contact with these NOMs was only at the end of April.) The main causes for this lack of communication were poor telephone lines for both countries, plus my weakness of having the worst series of brownouts in my country from February to May, that averaged four to six hours a day (the height of which was 12 hours per day at one time). This affected fax transmissions (electric powered), especially in my receiving. Surprisingly, it did not affect my communications with the other NOMs.

RECOMMENDATIONS

- **To NOMs:**

  Republic of China. A very strong NOM with even greater potentials for resources and growth. Their problem is language. If Chinese becomes an official JCI language, I believe their Jaycee development—both in knowledge and number of members—will increase tremendously; so will their international participation. The NOM and JCI can sit down and analyze how to achieve the numbers necessary for accreditation of official language.

Hong Kong. Very ideal and efficient organization, but there is a need to increase in size (membership growth) and strategic planning.

Macau. They have strong clout in the community, but they have to concentrate on membership development. One way is through interesting (interactive) training programs and promoting membership opportunities.

Pacific. No communications (language) and financial problems, with a very good core group team. However, there is a need for long-term (strategic) planning that includes a vision, corporate image and membership development strategy (planned systematic growth).

Sri Lanka. Very good and strong foundation of Jaycees (basic knowledge) and many world-standard Jaycees, but the problem is a financial one. It would also be a strong advantage to have a permanent NOM clubhouse. They know this and are working toward this goal.

Indonesia. A rich source of quality Jaycees in HIPMI, and I think it is possible to achieve a happy coexistence, but there is a need to define the difference between the two—especially in opportunities to members, organizational structure and project planning—so that we can entice more HIPMI members to join.

- **To JCI and incoming officers:**

Sri Lanka. Our program to grant a fax machine for NOM use would be good, if it is still available. The NOM is ideal for a future JCI Conference because of good hotel and function facilities at a low cost.

Indonesia. Good progress! This year, for the first time, they did a Jaycee-style national convention. The new NOM president is very eager to develop the Jaycees, but needs our support. We need to monitor the NOM closely. Instead of a PRIME course, they need more of LOM Management, project planning and personal development seminars. An international conference held there would do wonders for them. Internationalism is one big difference and advantage over the powerful HIPMI, which is strong only in business development.

JCI might need to concentrate on tangible benefits that can be provided to ordinary members. On my trips, I am sometimes asked, "We know what we get from our NOM/LOM, but what do we, the ordinary members, really get from JCI? (worth at least US$8.50, that is. This amount can buy a lot in some parts of the world!)" □

ZULFIQAR ALI RAMZI

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

The year has been exciting, informative, rewarding and New Dimensional.

Apart from being assigned to three and one-half NOMs (Australia, Fiji, New Zealand and French Polynesia-New Caledonia), I was fortunate to serve as Vice Chairman of the Awards Judging at the Kitakyushu Conference and I am delighted to be the chairman of the Awards in Miami. It is my privilege to be accountable to this assembly. The year 1992 was a year...to strive, to seek, to find, and not to yield.

MAJOR ACCOMPLISHMENTS

- Visited assigned NOMs before ASPAC.
- Visited French Polynesia and was the first JCI VP to visit there.
- Promoted internationalism, and spoke to members on the virtues of being a member of the only international organization devoted to young people.
- Promoted the Area B BEST pin and the President's New Dimensions pin to motivate members, and achieved the desired result.
- Vice Chairman for Awards Judging at ASPAC Conference.
- **Australia.** In the fourteen days of my visit I met with mayors of three cities and had interviews on T.V. in two cities, on radio in two cities and for newspapers in four cities. During the course of these interviews, I promoted the new theme and the need of young people to mold their destiny. AJC's latest program under the MET, "Street Kids," is fantastic. I also met with the Chamber of Commerce and feel that AJC and the Chamber shall have a fruitful association. The positive attitude of the national board and the members shall serve them in good stead. I hope to see them receiving the 100% Efficiency Award.
- **Fiji.** This three-day trip was very hectic but rewarding. The national president and I were flying so much on planes in which the doors did not close properly that our insurance went up. However, we managed to cover areas where a JCI VP had not been for 12 years. I met with the Deputy Mayor of Lambasa and was interviewed by two newspapers and also on radio. The Jaycees have tremendous potential and Fiji should be back in full strength by 1993.

- **New Zealand.** These six days, not to mention nights, were very interesting. The Jaycees in New Zealand made me feed raw fish to dolphins from my mouth. I still don't know if it was because we beat them at cricket or it was to promote Jaycees. I called on the mayors of two cities and had radio interviews. The movement has a lot of competition from other activities in which young people can involve themselves, but there is a definite upward trend and the attitude is very positive. The World Game to be played in Miami should do wonders for the morale of the Kiwis.

- **French Polynesia.** I went where no JCI VP had been before—Tahiti and Rairatea. It was an experience that I, as well as the Jaycees of French Polynesia, will always cherish. The members are involved in varied projects from same part to making feasibility studies of harbors. They enjoy a good rapport with the government. I called on the President of the region, who is a Senator, and I was interviewed by a couple of newspapers. I met all Jaycee members.

COMMUNICATION

- **Australia.** Good. Regular newsletter and mailing to members. We kept in touch also.
- **New Zealand.** Regular mail out to members. Good contact.
- **French Polynesia.** Small area enables members to keep in touch. They kept me informed.
- **Fiji.** Difficult to get through via fax and telephone. No newsletter.

MAJOR WEAKNESSES

- **Self.** Inability to speak French. Not being able to get all my NOMs to have a minimum of 20 members in each LOM.
- **Australia.** The distance that one has to travel at times to attend a meeting, and of course, membership.
- **New Zealand.** Their attitude of not wanting publicity is one of the main perceived reasons for not attracting membership.
- **Fiji.** Membership fees and NOM dues are so low that the NOM cannot survive.
- **French Polynesia.** Lack of international exposure.

RECOMMENDATIONS

- **To NOMs:**

  Australia. Promote internationalism. The restructuring of the NOM should help in achieving membership goals.

  Fiji. Increase dues and involvement of members of Fijian descent to spread the movement.

New Zealand. Promote activities locally as well as among Jaycees internationally. Make people aware of achievements.

French Polynesia. Exchange of members from other countries and get more international exposure.

- **To incoming JCI officer:**

Follow up Australian Junior Chamber Life pact to achieve minimum membership of 20. Fiji is to increase dues with support of past NP's and Senators. For New Zealand, stress need for international image, help change in name. French Polynesia should be kept in touch with own emphasis.

- **To JCI World Headquarters:**

100% Efficiency Certificate should not have criteria of awards judges. French Polynesia should be on direct mailing of JCI. Alternate visits to French Polynesia and New Caledonia should be made compulsory.

CONCLUSION

Like all good things—my childhood, the ice cream cone I was eating—this year must also come to an end. The memories I have shall always enable me to pass on to people that *earth's greatest treasure is in human personality* and that it *transcends all boundaries*. Kym, Hugh and Australia; Nirmal, Rajesh and Fiji; Roseann, Karyn, New Zealand; Eric and French Polynesia, thank you, merci. EVP Dawkins' guidance was invaluable and helped to make me feel that I could do anything. President Hiribarrondo has made the year New Dimensional for me from November 7, 1991, and his friendship has changed my attitude towards life. I shall cherish your friendships forever. My fellow Board members, I shall retain a bit of you in my life always. The JCI staff, one and all, I wish we could appreciate your efforts more. Thank you. Merci. Arigato. Gracias.

"SHUKRIA" □

ADRIÁN G. COTTÍN

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

I am grateful to God for granting me the privilege of serving Junior Chamber International as Vice President.

I have been fortunate to meet beautiful human beings throughout the year in the course of my trips. I am convinced that the hope for a better world is a meaningful one. I thank my President Albert Hiribarrondo for his confidence; my Executive Vice President Sukhathep Chansrichawla for his support; my fellow members of the Board of Directors for their encouragement, given in so many ways; and the staff of the World Headquarters—especially JCI Senator Günther Meyer—for their untiring efforts and dedication on behalf of all Junior Chamber members.

To my national presidents, because of their work this year, and to all active members in my assigned National Organization Members, because of their dedication, I say with conviction, "You made my year."

MAJOR ACCOMPLISHMENTS

1. **Self:**

   a. The LOMs I visited were made aware of the fact that they belong to the world's leading young people's organization.

   b. Changes aimed at updating administrative structures were promoted in the NOMs and LOMs I visited.

   c. Courtesy calls were paid on national and regional government officials and on the leaders of major business organizations.

   d. I provided information on international activities and programs at the local, regional, and national levels.

   e. I conducted training sessions in key JCI programs.

   f. There was a significant volume of correspondence with local and national officers; above all, with individual members and JCI Senators, as well as with the World Headquarters.

2. **In the NOMs:**

a. **Argentina:**

i. Disposition towards changes in the administrative structures of the NOM and the LOMs.

ii. Promoted internationalism, JCI activities and programs and provided assistance with public relations.

b. **Bolivia:**

i. Created metropolitan LOMs in La Paz, Cochabamba, Sucre and Tarija.

ii. Made immediate changes in the local and national administrative structures and motivated a disposition towards a quest for excellence.

iii. Agreements were executed in the Congress of the Republic.

c. **Brazil:**

i. Developed the Curitiba model of an entrepreneurial Junior Chamber, which may be implemented for NOM development.

ii. Implemented a business marketing program.

iii. Developed a new structure for the relationship with Junior Chamber Brazil-Japan.

d. **Chile (Contact Country):**

i. Secured support from the government and the business community for the creation of a LOM in Santiago.

ii. Secured support from the LOM of Mendoza (Argentina) to extend the Junior Chamber movement to Chile.

e. **Honduras:**

At the time of preparing this report, serious personal reasons have precluded my completing the official visitation of this beloved NOM. I shall submit a separate supplementary report.

f. **Suriname:**

i. Initiated a greater awareness of the fact that they belong to JCI, and of the opportunities afforded to the members, LOMs and national officers.

ii. Developed new concepts for their national structure.

g. **Area C Conference:**

I participated as a trainer in the Body Language Seminar.

MAJOR WEAKNESSES

1. **Self:**

   a. Not having visited the NOM of Honduras on the scheduled date.

   b. Problems of style weakened my personal relationship with the national presidents of Suriname, Brazil and Argentina.

   c. The failure to submit my travel reports in timely fashion, which was due to the interruption—for personal reasons—of my NOM visitation program.

2. **NOMs:**

   Argentina. Several LOMs have fewer than 20 members. Local presidents are reelected. Small membership. Financial limitations. Lack of candidates for national office. Their national convention is held after the World Congress.

   Brazil. Inadequate national structure. Poor financial planning. The Junior Chamber movement is concentrated in the southern part of the country. Enormous distances have to be covered in order to communicate with the different cities. Precarious economic situation in the country. Isolation. They do not follow JCI's guidelines.

   Bolivia. National officers have little experience and training. There was scant attendance at JCI events—a shortcoming which has been substantially corrected.

   Chile (Contact Country). Many alternatives are being offered simultaneously to a young public that has been isolated for a long period of time, making it difficult to capture their interest.

   Honduras. High turnover in the national board of directors. (This is what I have been able to appreciate from my interviews, without having visited the country yet. Please refer to my supplementary report.)

   Suriname. Except for one, all LOMs in the country are located in the capital. The national structure is not in keeping with development needs. Isolation from other NOMs in the Area. The country is in a difficult financial situation, and a strict currency control system is in place.

COMMUNICATIONS

I have maintained an intense level of communications with my NOMs, and especially with the LOMs I visited and with many individual members. NOMs maintained a continuous flow of information at all levels.

1. **Argentina.** The national secretariat was very efficient and provided constant follow-up to all activities. Communications with National President Analía Fernández were smooth

2. **Bolivia.** The national president made a great effort, and communications from the national secretariat flowed smoothly.

3. **Brazil.** The national secretary maintains an ongoing information flow, restricted only by budgetary problems.

4. **Honduras.** Difficulties in communicating by telephone, fax and mail.

5. **Suriname.** Scant communications.

RECOMMENDATIONS

1. **To NOMs:**

Argentina:

a. Hold the national convention prior to the JCI World Congress and provide training for present and potential national officers.

b. Create LOMs in major cities, such as Córdoba, Mar del Plata, etc., where the organization is not yet represented, using its qualified trainers for this purpose.

c. Seek a national corporate image, emphasizing the strengthening of the present LOM in Buenos Aires and attempt to create a metropolitan LOM in the capital.

d. Emphasize the protection of Junior Chamber trademarks.

e. Encourage the use of JCI's corporate identity.

f. Avoid officer reelection.

Bolivia:

a. Insist upon the use of JCI's corporate identity program.

b. Take advantage of JCI's aid to development in a planned manner.

c. Encourage the creation of national teams that are not the result of the breakup of isolated groups.

d. Take advantage of the support of the JCI Senate in a planned manner.

e. Guarantee a permanent national secretariat.

f. Maintain its international presence.

Brazil:

a. Make long-range development plans.

b. Correct national administrative structure within a short term, and assign top priority to the payment of its debts to JCI.

c. Restructure the national organizational chart by distributing responsibilities and optimizing resources.

d. Establish the national secretariat in a city that would guarantee the development and extension of the Junior Chamber movement, possibly in Curitiba, where the national headquarters will be built soon.

e. Take advantage of the strong structure of Junior Chamber Brazil-Japan.

f. Continue with the Curitiba model of an entrepreneurial Junior Chamber.

g. Develop LOMs in Rio de Janeiro and other northern cities, and assist in the consolidation of the Fortaleza LOM.

Honduras: Please refer to the supplementary report.

Suriname:

a. Make good use of the JCI Senate.

b. Insist upon an opening away from their isolation.

c. Bid for the site of a future Area C Conference.

d. Optimize the national organizational chart.

2. **To General Assembly:**

a. Strengthen NOM-to-NOM cooperation between North and South, East and West, and South and South. At the same time, NOMs must participate more closely in JCI activities.

b. Help NOMs in developing countries to play a leading role in economic development and elicit a greater contribution from their governments towards the establishment of economic, social, industrial and commercial policies.

c. Encourage developed NOMs to provide assistance and training programs to NOMs in Central and Eastern Europe and the Third World.

3. **To incoming officers and the JCI Headquarters:**

a. Prepare a JCI Officers Introduction Kit containing copies of all JCI programs, activities and agreements with outside organizations.

b. Design a form to elicit information from NOMs at Congress and prior to the official visitation, and hand this information to the NOMs ahead of time, so that each president or chief delegate may prepare for this meeting at Congress. In the case of national presidents who are elected to international office, they must make a special effort to share information on their NOMs with the assigned VP before becoming lost in meetings with their own assigned NOMs

c. Include in the information given to the VP the names of Foundation members residing in the assigned NOMs, and a list of each NOM's JCI Senators, and request the officer to update this and the list of LOMs.

d. Provide LOMs with their JCI identification number.

CONCLUSION

Being a JCI World Vice President was different from being a JCI Vice President, and I thank our JCI World President for making us feel the importance of the global view of the organization and of local action in our assigned NOMs. My gratitude also goes to the national headquarters of The United States Junior Chamber of Commerce for their permanent support.

I am most grateful to individual members, their families and acquaintances, for their warm reception and the many kindnesses they showed me. My special thanks to the Junior Chamber of Valencia and those individual members and national officers in Venezuela who supported me at all times.

Lastly, I must record my appreciation to the JCI World Headquarters staff members (especially to Executive Director and JCI Senator Günther Meyer) for their contributions. □

DANNY S. LO-FO-SANG

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

During 1992 I had the privilege of being assigned as JCI Vice President to Canada, Bermuda, The Bahamas, The Netherlands Antilles, The West Indies, The French Departments in America, as well the contact nation of Belize.

Since no response from Belize has been received, a report on this contact NOM cannot be presented.

MAJOR ACCOMPLISHMENTS

1. Visited all the assigned NOMs before the 1992 Area C Conference in Santo Domingo (except Belize).

2. Reviewed NOM, state and LOMs' plans of action, in particular, training programs, recruitment policies and Major Emphasis Theme projects.

3. Conducted training programs and lectures on Personal Dynamics, The Major Emphasis Theme, New Dimensions, marketing and recruitment techniques and chapter development.

4. Encouraged participation at the Area Conference in Santo Domingo, Miami World Congress and the Environment Conference in Rio de Janeiro.

5. Emphasized cooperation and integration among all NOMs in the Caribbean area in order to facilitate the realization of regional programs.

6. Offered suggestions to improve NOM services to members and modification of the constitution to operate more effectively.

7. Attended the Area C Conference in Santo Domingo, the national convention of the West Indies Junior Chamber, the regional Great Lakes Convention in Canada and the annual Senators' meeting in Canada ("Crew Meeting").

8. Attended various local radio and television interviews to promote the organization.

COMMUNICATIONS

1. In general, communication between me and my assigned NOMs has been very good.
2. Most of the assigned NOMs have publications and a very strong connection with the mass media.
3. Communication with the JCI Headquarters has been excellent.

MAJOR WEAKNESSES

West Indies:

1. Financial problems due to a lack of adequate fundraising projects in most of the states.
2. Poor secretariat operations and bad internal communications—in particular, between Jamaica (headquarters) and the East Caribbean states.
3. Serious decline in Trinidad & Tobago, a former leading state in the West Indies Junior Chamber.

Bermuda:

1. Reliance on overage members.
2. No fundamental recruitment program.
3. No structured training program.

The Netherlands Antilles:

1. Failure in executing the excellent plan of action.
2. No adequate support to the weak chapters in Bonaire and St. Maarten.
3. Emotional rivalry between Curaçao and Aruba.

The Bahamas:

1. Lack of basic skills in the board.
2. No structured training program.
3. Financial problems due to a lack of adequate fundraising projects.

French Departments in America:

1. Poor communication with France (NOM), JCI Headquarters and among the three states.
2. Isolation from other NOMs in the area due to the different languages.
3. Lack of willingness to establish a second chapter in Martinique.

Canada:

1. Organizational structures not on calendar-year basis.
2. Lack of well-balanced chapter plan of action with enough challenges for individual members.
3. Poor attendance at international meetings, mainly caused by high travel expenses to attend regional and national conventions.
4. Historic problems with the French-speaking Quebec Jaycees.

RECOMMENDATIONS

1. Conduct officers training programs in the Bahamas, the West Indies and Bermuda.
2. Execution of NOM fundraising projects in the West Indies.
3. Establishment of an efficient recruitment policy and improvement of communication structures in the Caribbean region.
4. Direct mailing from JCI Headquarters to Federal Headquarters in the French Departments of America.
5. JCI assistance to the Bahamas on the occasion of their 30th anniversary in 1993, focused on public relations, promotion and recruitment.
6. Better involvement of former members and Senators in public relations and training programs in the Caribbean.
7. Provide Canada with comparable structures to adjust their own organizational structures.

CONCLUSION

I wish to extend my sincere thanks to all NOM, state and LOM presidents, Senators and individual members for their assistance, hospitality and friendship during my travels.

Also, my special thanks to EVP Chansrichawla, President Hiribarrondo and the JCI Headquarters members for their great support. □

LUIS MIGUEL MULEY MATEOS

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

As 1992 JCI Vice President, I was privileged to be assigned to the NOMs of Colombia, Ecuador, Peru, Paraguay and Uruguay, and to work with a truly outstanding team headed by our President Hiribarrondo and the EVP for Area C, Sukhathep Chansrichawla, from whom I have received all necessary support and cooperation.

OBJECTIVES

Creating a new style of Vice-Presidential work by reaching all the communities where Junior Chambers exist in each country. Creating an awareness among individual members of their real possibilities for participation in the organization. Reflecting on the lethargy that frequently overcomes individual members and chapters. Analyzing with them the issue of distortions of philosophy and objectives that threaten the organization and are the root cause of this lethargy and of a loss of motivation. Promoting the organization's physical growth.

MAJOR ACCOMPLISHMENTS

- Having effectively carried JCI's message to all individual members in my five assigned countries.
- Having succeeded in organizing new LOMs in several countries in the Area.
- Having chaired the Awards Committee at the Area C Conference in Santo Domingo.
- Having proved that it is possible to show oneself worthy of General Assembly's confidence by contributing something beyond a protocol visit to each country and a few motivational letters. JCI office requires commitment and skill development.

By the time World Congress takes place in Miami, I will have devoted more than 100 days to visiting the NOMs in my Area. I will have reached the goal of learning and training myself by performing my duties without neglecting family or business.

SCHEDULE OF ACTIVITIES

- **December.** I attended the national convention of the Paraguay Jaycees, where I contacted representatives of all the LOMs present at this event.
- **January/February.** During the first half of January I attended the January Board of Directors Meeting in Miami. From January 31 to February 24, I worked with the Junior Chambers of Peru and Ecuador, and visited all LOMs in those countries.
- **March.** Between the 2nd and 4th I went back to Peru to firm up previously made efforts and contacts with a view toward establishing a Junior Chamber in Arequipa (the country's second-largest city, with 1,000,000 inhabitants). Between the 5th and 24th I worked with the Junior Chambers of Paraguay and Uruguay, and visited all LOMs in those countries. In Paraguay, I visited three border cities where Jaycees and guests from neighboring countries were present. In Uruguay, we mobilized the Montevideo group in order to travel to a city seven hours away and establish a new LOM.
- **April/May.** Between April 15th and 19th I again went back to Peru to provide support to the new Arequipa group and participate as an instructor in the National Training School at Piura. Between April 20th and May 10th, I worked with the Junior Chamber of Colombia and succeeded in visiting over 40 of the 48 officially established chapters.

  Between the 11th and 18th of May, I actively participated in the Area C Conference, where I presided over the Awards Committee.

MAJOR ACTIVITIES

- Visits to mayors, governors, Chambers of Commerce, Bolivian Embassies, schools, hospitals, etc.
- Visits to the media to promote the purpose of Junior Chamber and the Age of Global Citizenship.
- Business meetings and training sessions with national and local officers.
- Business meetings with the members, analyzing JCI's purpose and philosophy; where chapters are at and where they want to or must be; the meaning of their participation in and commitment to the organization.
- I have analyzed New Dimensions, the Age of Global Citizenship and have promoted the Area C Conference in Santo Domingo.
- I have inducted innumerable new members, and have conducted specific leadership training sessions in almost all cities, as well as courses on Group Dynamics, LOM Management, JCI Structure, etc.
- I have presented gifts to the authorities, the media, and Jaycee officers.
- I have emphatically defended the need to grow and to make our movement truly democratic.

THE SITUATION IN EACH COUNTRY

- **Paraguay.** Has just gone through a severe crisis, since last year it virtually had no national president. Now there is a good national team and the country is in a period of clear recovery. Chapter membership is low.
- **Peru.** It had its worst time in 1990. Its recovery began in 1991 and the NOM is now making progress on a steady foundation. It has only three consolidated LOMs, three that are experiencing a serious crisis, and three that are being formed.
- **Ecuador.** It is actively preparing for next year's Area C Conference. Junior Chambers in the provinces require more attention. Active participation in politics by the NOM's leaders has been detrimental to the organization.
- **Uruguay.** This has been the take-off year. It began with a group of three people in Montevideo who, with a great deal of enthusiasm and motivation, have created a new LOM in the provinces and are now working on a third one. They will require greater support from JCI.
- **Colombia.** This country has 48 chapters and a well-structured national organization, its own headquarters in Bogotá, a motivated national president, and a permanent secretariat. But there are influential and dangerous trends that aim at making the Jaycee movement into an elite organization, confusing it with a club for executives and wealthy individuals. As happens with all misinterpretations and departures, motivation and the idea of Jaycee values have been lost. Membership is low and there is an identity crisis. Individual members and mid-level management have the right ideas, but if we do not reinforce them we shall see disastrous results over the short term.

PLANNED ACTIVITIES

- **September.** Visit to Santiago, Chile (in consultation with VP Cottín).
- **October.** Visit to Junior Chamber Paraguay and the national convention of Junior Chamber Brazil.
- **November.** Attendance at the Miami World Congress.
- **December.** Visit to Junior Chamber Peru and Junior Chamber Uruguay.

COMMUNICATIONS

Communications with the NOMs over the telephone and by mail have been good. Coronel Oviedo, in Paraguay, is the LOM that has had the most communication with this Vice President.

MAJOR WEAKNESSES

The major weak point has to be a constantly low membership, except for a few LOMs. A series of excuses and rationalizations are given not to recruit, and the results are increasingly smaller closed groups with little motivation. National organizations, advancing another set of pretexts, do not promote recruitment as a priority. I am of the opinion that this is harmful to the organization.

RECOMMENDATIONS

- **To NOMs:**

  Extend Junior Chamber opportunities and philosophy to the largest possible group of young people in each community. Demand greater dedication from national vice presidents and development officers.

- **To JCI:**

  Latin America needs a more constant support in the form of visits by international officers and basic training on what Junior Chamber is and how to carry out its "mission."

  The so-called *main objective*, namely, to become a world force of "*young professionals*" seeking positive change, is doing great harm to the organization in Latin America. In our continent, a *professional is a college graduate* who has spent six years in a university. This is being used to impose a tendency to invite only professionals or well-to-do individuals to join LOMs, discriminating against those who are neither. This forsakes the democratic and universal basis of the organization and precludes it from ever achieving its "mission."

  I recommend that the words, "*young professionals,*" be expunged from the plans of action!

CONCLUSION

To be elected Vice President of Junior Chamber International and to have had an opportunity to exchange ideas and experiences with individual members in five countries has been an unforgettable experience. I have fond memories and favorable impressions from each and every one of them. With each handshake I experienced human warmth and the need for communication and integration. My visits to each LOM have reaffirmed my faith in the organization and its tenets.

I thank each and every individual member in the LOMs I visited for having welcomed me; I thank local and national officers and national presidents for their support and understanding.

My gratitude to fellow Board members and to the JCI staff, who have proven to be a great family devoted to our service.

Thank you very much. I shall continue to strive along the road to personal improvement. ☐

MILTON OTEY ORELLANA

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

El Salvador. With my visit and the communications preceding and following, it was possible to elicit a formal commitment from the present board of directors to work for growth in the NOM. Likewise, at a NOM Senate meeting, an offer and a commitment were received from JCI Senators to join the efforts being made to achieve growth. Regarding growth, the main goal would be to establish chapters in the city of San Salvador and other nearby towns.

Mexico. An awareness of the need to grow was created among the board of directors and the membership. An agreement was reached with the Senate whereby Senators would help Junior Chamber to grow. I participated in training schools held in San Luis Río Colorado and Tecate, thus helping to train individual members.

Panama. There is a closer relationship with the media, and a greater interest in growth in every chapter. The goals and purposes of the organization were effectively promoted.

Venezuela. An objective definition of substantial sponsorships for most chapters was established, as well as promotion of the goals and purposes of the international organization, and creation of an awareness among board members of the need to establish new LOMs.

Puerto Rico. Closer links have been achieved with the media and with state corporations and institutions. Members acknowledged the low levels of membership and the need to grow. A commitment was elicited from the national board of directors to implement a national growth plan.

Dominican Republic. We were able to have good delegations from my assigned countries to the Area Conference in Santo Domingo. Members of the board of directors were informed of growth and development needs.

COMMUNICATIONS

El Salvador. As soon as I returned from the World Congress in Finland, I contacted the El Salvador national board of directors, especially NOM President Carlos García. There has been a substantial volume of communications by mail, telephone and fax. After my visit communications have continued in an effort to follow up on the offers made at the time of my visit.

Mexico. Communications have been maintained before and after my visit. I have encouraged them to work hard, particularly in the area of growth, and also motivated them to attend international events such as the Area Conference and the Miami World Congress in November.

Panama. Communications have been maintained since the beginning of the year in order to promote growth, training, and to achieve large delegations to both the Area Conference and the World Congress.

Venezuela. Communications have been maintained with different members in an effort to motivate them to work for growth and for large delegations, as was the case at the Area Conference in Santo Domingo, and as I hope will be the case at the Miami Congress.

Puerto Rico. Communications continue to be maintained with the goal of attaining the objectives established and promised at the time of my visit, as well as to promote international events.

Dominican Republic. Communications have been maintained since the beginning of the year with the goal of encouraging growth and development, and to keep abreast of preparations for the Area Conference.

MAJOR WEAKNESSES

El Salvador. Several weak points are noticeable in this NOM. Foremost among them is their low membership figures at this time. Other weak points include the financial aspect and the paucity of community projects. These shortcomings have a significant impact upon NOM activities.

Mexico. Three weak points deserve special mention when discussing this NOM:

1. Low membership at both the national and the chapter level.
2. Low level of Junior Chamber training among individual members at the local level.
3. Although the physical facilities are available, the national secretariat is not in operation at this time.

Panama. As is the case with other NOMs, Panama exhibits three major weak points:

1. Lack of membership in its chapters.
2. Poor training of individual members.
3. Financial weakness, for some chapters are having problems with the national treasury.

Venezuela. With respect to this NOM's weaknesses, I should mention the reduced number of chapters in spite of the fact that the country satisfies the necessary conditions for a larger number of LOMs. In addition, there are chapters with a very low membership, making an internal growth program necessary in those LOMs.

Puerto Rico. The following are weak points in the NOM:

1. Low membership at both the local and the national level.
2. Individual member training is somewhat deficient.
3. There is a certain rivalry among the different sections of the country.

Dominican Republic. Membership is one of this NOM's most delicate issues. Another weak point is the fact that a permanent national secretariat is not yet in operation, although the physical facilities for it are available.

RECOMMENDATIONS

- **To NOMs:**

  El Salvador. They must immediately find new ways to organize new chapters, both in the capital city and other towns, and to adopt community projects that will help enhance the organization's image.

  Mexico. The NOM should Implement an overall growth program to help strengthen the organization and, as a corollary, implement an overall training program so that current members will be motivated to recruit more people for the chapters.

  Panama. It is necessary to look for suitable mechanisms that will result in national growth, and to implement a national training program to improve training in every chapter.

  Venezuela. This NOM should implement a program at the national level in order to establish more LOMs throughout the entire country. They should also achieve growth in chapters with a low membership.

  Puerto Rico. The NOM should try to increase its membership at the local level and also through the establishment or reaffiliation of other LOMs. The NOM should also try to improve training on the national level.

  Dominican Republic. The NOM should implement as soon as possible the recruiting drive it has prepared, and have the national secretariat operational as soon as possible.

- **To incoming officers:**

  El Salvador. Attempt by all possible means to motivate the board of directors and the Senate to work in the establishment of new chapters.

  Mexico. Continue to point out to the board of directors the need to grow and to train members. As part of his visit, he should try to give training in strategic locations where members from several LOMs can gather.

  Panama. The incoming Vice President should motivate the board of directors and particularly the chapters, to work on growth and training.

  Venezuela. Motivate the NOM to maintain the present level of membership training and encourage growth within existing LOMs, as well as the creation of new chapters.

  Puerto Rico. Attempt to motivate each LOM to increase its membership and encourage local board of directors to offer better training to their members.

  Dominican Republic. Emphasize the NOM's need to grow and the need of existing LOMs to increase their membership.

- **To JCI World Headquarters:**

  El Salvador. Provide the NOM with training assistance and an opportunity to continue to exist, for the general impression is that now that peace has finally come to El Salvador, the Junior Chamber movement will have an opportunity to thrive.

Mexico. Continue to provide support to this NOM, which because of its vast geographic extension and human potential, could become a great NOM.

Panama. Try to continue providing assistance to this NOM, which has a great growth potential, for it has the human resources necessary to achieve this purpose.

Venezuela. Continue to encourage the national board of directors to establish new LOMs. Assist the NOM so that it will be able to continue providing appropriate training to individual members.

Puerto Rico. Provide the NOM with the necessary support, especially regarding training. Motivate chapters so that membership growth can be attained.

Dominican Republic. If possible, provide this NOM with the assistance necessary to get the national secretariat started, for this could motivate members and contribute to growth. □

JUNYA YOSHIDA

VICE PRESIDENT



JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

INTRODUCTION

I wish to take this opportunity to express my sincere appreciation to Junior Chamber International for giving me the opportunity to serve as a JCI Vice President during the past year. At the end of my term of office, I am pleased to submit my final report to the World Congress General Assembly.

MAJOR ACCOMPLISHMENTS

1. **U.S.A:**

   a. I visited 16 states and 43 LOMs; attended NOYF, TOYA, JOTS, the national convention, various regional and state conventions and other meetings.

   b. I conducted 7 seminars and gave 25 speeches about "The Age of Global Citizenship," IMUN, UNCED, The Paintings of the Earth Contest and "The Secret of Success JCI," emphasizing the balance of the 4 Areas of Opportunity.

   c. I spoke to the press, giving TV, newspaper, and radio interviews about MET and the JCI movement around the world.

2. **Mongolia:**

   a. I visited the First Prime Minister, the Youth and Sports Minister, the president of the national Chamber of Commerce, Trade and Industry, the chairman of the National Youth Federation and Business Association and the Japanese Ambassador to Mongolia; I sought and received their full support for the establishment of Mongolian Junior Chamber, Inc.

   b. I brought two key persons from Mongolia to ASPAC Kitakyushu so that they could experience the conference, general assembly, International Academy, etc., over an eight-day period.

   c. I encouraged members of Osaka Junior Chamber preparing for a mission to Mongolia to assist the young people there in their efforts to join JCI. I advised the Japan NOM to conduct missions to Mongolia; and, in fact, a mission has been planned for 1993, during which the Japan JC representatives will learn what they can and seek ways to support the Mongolian Jaycees.

MAJOR WEAKNESSES

1. **U.S.A:**
   a. Lack of balanced service and follow-up to newly-recruited members in LOMs.
   b. Lack of standardization of required Jaycee knowledge at the LOM level.
   c. Not enough national projects, especially in the international field.
2. **Mongolia:**
   - Lack of materials for developing training, leadership, and management skills (copy machines are limited).

RECOMMENDATIONS

1. **To NOMs:**
   a. **U.S.A:**
      i. Establish retention programs and categorize them by the parade point system; standardize the follow-up service program for new members in LOMs (develop a three-year program).
      ii. Promote USJCC's newly-established Strategic Planning Committee in getting Jaycees from the LOMs and the states to share and coordinate information about successful model projects at the international level.
2. **To incoming officers and the World Headquarters:**
   a. Attend national-level projects and meetings such as TOYA, NOYF, the national convention, JOTS, etc., to meet as many different officers of various levels as possible.
   b. Conduct seminars and give speeches using examples such as successful projects in other NOMs, states and LOMs, especially, NOM-to-NOM and LOM-to-LOM assistance programs around the world.
   c. Give more information about JCI and past projects such as IMUN, UNCED, World Youth Summit, the Paintings of the Earth Contest, etc.
   d. Discuss the VP's plan of action and select what states to visit with NOM officers at the time of TOYA (January).
3. **To JCI World Headquarters:**
   a. **U.S.A:**
      i. Increase the NOM's commitment to the Area C Conference, conduct seminars; discuss NOM-to-NOM assistance programs.

ii. Assist the NOM's SPC by promoting meetings with NOM officers.
iii. Conduct states' international managers meetings and seminars at WHQ.

b. **Mongolia:**

i. Advise and support them in establishing a permanent NOM headquarters; furnish them with fax and telex machines.

ii. Communicate with NOMs in Area B to strengthen the Jaycees movement in Mongolia.

CONCLUSION

In closing, let me express the hope that my activities this year have been beneficial to my fellow Jaycees; and that the observations and recommendations expressed above will be of some value in the further development of our worldwide organization. □

IDOWU T. DAVID

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



INTRODUCTION

During 1992 I have had the privilege of serving as a Vice President of JCI, assigned to nine European NOMs—Greece, Israel, Italy, Luxembourg, Monaco, The Netherlands, Spain, Switzerland and Turkey—as well as the contact NOMs of Cyprus and Portugal. Being assigned to Europe has been a wonderful learning experience. Nothing in my wildest dreams could have repared me for many of the new dimensions I experienced. My sincere gratitude to all the members of JCI for affording me this unique opportunity.

MAJOR ACCOMPLISHMENTS

1. Promotion of the MET in all NOMs visited with presentation of the IMUN video in most NOMs and distribution of MET Postcards and JCI material.

2. Correspondence with all NOMs by fax, phone and letter. A total of 97 letters and faxes were sent out; 65 letters and faxes were received.

3. Promotion of JCI Programs, including Awards, GIP, 100% Efficiency Program, UNICEF, ICC, CARE, IBN, TOYP, JCI Training Institute.

4. Promotion of internationalism.

5. Conducted NOM and LOM officers training.

6. Visited all assigned NOMs from March 9, 1992 to May 31, 1992. Additional visit to Israel August 19-23, 1992.

7. Promotion of JCI Senate and Phil Pugsley Patron (1-Netherlands and 1-Switzerland).

8. Had meetings with public figures, sponsors, and government officials, and had press conferences, and newspaper, radio and television interviews in all assigned NOMs to promote JCI.

9. Held training sessions and delivered public speeches in all NOMs to motivate members and potential members. Induction of new members Israel and Italy.

10. Attendance at January Board Meeting.

11. Attendance at TOYA in Tulsa in January to promote internationalism and the Miami World Congress.

12. Attendance at the AEP Meeting in February in Reykjavik, Iceland, to meet with assigned NOM presidents.

13. Promotion of European Conference and World Congress.

14. Attendance at the Area A Conference in Harare (conducted training session on Chapter Development).

15. Attendance at Area D Conference (conducted training session on *JCI and You*).

16. Attendance at the Midyear Executive Committee Meeting in Miami, in June.

COMMUNICATION

On the whole, communication by fax, phone and letter, with my assigned NOMs, JCI WHQ and the Area D Team has been good this year. A total of 92 letters and faxes were sent out; 62 letters and faxes were received from assigned NOMs; 5 letters and faxes were sent to contact NOMs; 3 responses were received—a total of 97 outgoing and 65 incoming communications from December 1, 1991 to August 30, 1992.

	MAIL OUT	MAIL IN
MONACO	10	7
NETHERLANDS	8	4
LUXEMBOURG	8	3
SUISSE	10	10
TURKEY	9	9
ITALY	12	6
SPAIN	9	4
GREECE	12	3
ISRAEL	12	5
CYPRUS	3	2
PORTUGAL	2	1
JCI	20	35
EVP	8	7
AEP	3	4
OTHERS	20	25

MAJOR WEAKNESSES

- **Self:**

  I tend to be a perfectionist and therefore had very high expectations during the year from my assigned NOMs. I was sometimes disappointed. It was occasionally difficult for NOMs to get through to my fax line, but that was resolved through JCI and alternative fax number in Europe.

- **Assigned NOMs:**

  I would like to state that the comments below are not weaknesses as such, but rather challenges that some NOMs face:

  1. Despite the fact that there are some problems with membership recruitment and retention, there are clear signs that growth and development are occurring, from 4 percent to 40 percent in some NOMs.

  2. Permanent NOM secretariats are essential, in line with JCI's Plan of Action. Currently, Israel, Italy and Luxembourg are without secretariats.

  3. Despite regular mailings and communication with all NOMs, response to communication with one or two NOMs was very poor. I commend the 100 percent response to communication from Switzerland and Turkey.

  4. There is a need in each NOM to produce their own marketing material for membership recruitment and image building which is conducive to the immediate community involved.

RECOMMENDATIONS

- **To NOMs:**

  With the current Plan of Action established by JCI for NOMs, I think it will be crucial for the overall plan that NOMs take this into consideration and build their 1993 plans of action around this basic structure.

  In all the NOMs visited I was happy to see projects that support the current MET; however, I hope that the current NPs, who will soon become IPPs for 1993, will fully support their presidents in ensuring continuity. (Greece has provided a very good example of how the support of an IPP can make a marked difference to the success of any NOM year.)

  Israel: Israel has a great need to work on a solid long-range plan and a modified constitution.

  Italy: As a target NOM, it is vital that a permanent secretariat be put in place—it is a matter of urgency.

- **To incoming officers and JCI:**

  To JCI:

  It is vital that the information on NOMs available at the WHQ be up to date, as it sometimes results in lapses when planning visits to NOMs.

  Israel, Turkey and Greece have great potential for further growth, but I strongly believe that part of that development will be hastened if funds are made available to help with translation of some of the JCI training material. I would like to point out here that these NOMs are already doing translations, but it is not fast enough to meet their demands if they are to continue to grow.

  The NOM of Israel still requires close monitoring and a substantial amount of training materials and external trainers. After having made a second visit, I can see the importance of constant contact with the NOM.

- **To incoming officers:**

  It is absolutely essential that you go through the NOM files of your assigned NOMs with a fine-tooth comb to ensure that you plan for the year effectively. Certain NOMs require and are appreciative of as much training as you can offer during your visit. Other NOMs are extremely strong on training and may require your input elsewhere.

  It is essential that you be very flexible and that you listen very carefully to the NOM president/board to be able to assess during the visit what will be most beneficial to the NOM and JCI.

  Always insist on visiting LOMs that have never had the visit of an international officer— it is like breathing new life into the LOM.

CONCLUSION

I would like to thank most profoundly all the staff at the WHQ for their outstanding support, EVP Godère for his assistance, all my fellow Vice Presidents—particularly Diana Jakubowska, for being such a good listener and friend!—former staff officer Jón Ögmundsson for his many bits of advice,IPP Schaumans for his encouragement, and finally President Hiribarrondo, who I believe has had an exceptional year, for finding the time in his busy schedule for the many private consultations I had with him on various challenges I faced this year, and also for giving me the singular honor of keeping the authentic presidential ball for the year 1992. □

DIANA JAKUBOWSKA

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

1. Attendance and contribution to AIESEC Conference in Hungary in February.
2. Motivation and encouragement to assigned NOMs and individual members.
3. Successful completion of Area D Awards program and ceremony in Geneva.
4. Encouragement to Area D NOMs on assistance to developing the new NOMs in Area D.
5. Instigation of financial assistance from JCI Headquarters to new NOMs in Area D.
6. Visited all assigned NOMs for a minimum of three days each—total travel 71 days.
7. Actively promoted internationalism.

COMMUNICATIONS

- **NOMs:**

  Newsletter, letters, information and advice responding to various requests for assistance.

- Area Team:

  Recommendations to Area D Development Team for training programs.

- **JCI:**

  1. Copies of all correspondence.
  2. Advice and recommendations on development needs for new Area D NOMs and LOMs.
  3. Report on European Awards program.

MAJOR WEAKNESSES

- **Self:**

  i. Lack of time and finance to create greater impact and provide more assistance to new LOMs in the new NOMs of Area D—especially in contact NOMs of Latvia, Lithuania and Yugoslavia.

  ii. Regret my French did not improve as intended!

- **NOMs:**

  i. **New NOMs.** Communication, internal training, finance and projects.

  ii. **Established NOMs.** Generally excellent, but have the potential to establish more effective interNOM liaison.

RECOMMENDATIONS

- **To NOMs:**

  Austria. Initiate greater general Junior Chamber activity.

  Belgium. Continue to encourage greater liaison between French and Flemish-speaking LOMs.

  Bulgaria. Establish a working-NOM structure.

  Czechoslovakia. Work on succession planning and NOM officer training.

  Estonia. Encourage greater emphasis on LOM projects.

  France. Encourage more international candidates.

  Germany. Establish more than one Chamber in large towns such as Berlin.

  Hungary. Establish NOM secretariat and greater emphasis on LOM projects.

  Poland. Establish NOM secretariat and greater emphasis on LOM projects.

  Romania. Establish regular national meetings of LOMs with NOM.

- **To incoming officers:**

  i. Make visits as early as possible to NOMs. Give them the dates of your travel at World Congress in Miami.

  ii. Insist on running NOM and LOM officer training in new NOMs during visit.

  iii. Organize data base of established NOMs which are assisting new NOMs to facilitate effective communications and activity.

- **To the World Headquarters:**

  i. Make more staff visits to new NOMs, especially early in the year.

  ii. Look at ways of easing financial burden of new NOMs.

  iii. Communicate directly with LOMs of new NOMs.

VP Jakubowska's Report *(cont.)*

iv. Train trainers in each of the new NOMs to promote transfer of existing training programs into format which is appropriate to their needs.

v. Develop JCI fact pack for incoming officers of new NOMs for annual distribution.

vi. JCI to maintain records and administer Area Award programs as is done in World Awards program. ☐

YONG-JOON JEON

VICE PRESIDENT

JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS



MAJOR ACCOMPLISHMENTS

1. Completed successful official visits to assigned NOMs and attended the Area Conference in Geneva.
2. Visited as many local chapters as possible, and the members' response to my visits was great enough to provide encouragement.
3. Emphasized the JCI MET, "The Age of Global Citizenship." All NOMs and LOMs were well aware of the importance of the theme, and some of them have already started their own projects.
4. Achieved a good response from the training on "Korean Management and Leadership," which also contributed to the understanding of a different culture and system.

COMMUNICATION

1. Sweden Junior Chamber wants to have a sister chapter in Korea Junior Chamber. I'm still trying to match one chapter, but there's some difficulty because of geographical distance and cultural differences.
2. Finland Junior Chamber president visited Korea and the Korea Junior Chamber secretariat.
3. Some members wanted business contacts.

MAJOR WEAKNESSES

- **BJC:** There is a very low rate of membership compared to the nation's population.
- **Norway:** The NOM's chapters are too small to be efficient.
- **Denmark:** There is a lack of community projects.
- **Sweden:** There is a low rate of membership Growth and retention.
- **Ireland:** There is an imbalance between female and male members.
- **Iceland:** There are few sponsors from outside.

RECOMMENDATIONS

- **To NOMs:**

  1. The NOMs which do not have a secretariat or a full-time secretary are recommended to hire a full-time employee, at least for better service and communication.

  2. It is more desirable to organize some strong chapters rather than many small chapters.

  3. International joint projects like an international training seminar are strongly recommended because they can share internationalism at the same time.

- **To incoming officers:**

  Visit as many local chapters as possible.

- **To the World Headquarters:**

  Nothing special, but better service and communication. □

BENNY L. ELLERBE
SECRETARY GENERAL-DESIGNATE

&

ANA GONZALEZ
INTERIM ACTING SECRETARY GENERAL



REPORT TO THE
JUNIOR CHAMBER INTERNATIONAL
XLVII WORLD CONGRESS

INTRODUCTION

This report summarizes the activities of the World Headquarters since January 1st, 1992, and outlines the activities of the Headquarters staff to assist officers and members in the accomplishment of the 1992 Plan of Action.

EXECUTIVE DEPARTMENT

Throughout the year, the department has assisted the President with general, pre- and post-visit correspondence, having handled close to 900 communications. The department also coordinated the preparation of the following:

1. 1992 Constitution and Policy Manual
2. Headquarters Policies and Operating Procedures Manual
3. INFO and the President's New Dimensions of the Month Newsletter for the monthly general mailings
4. President's monthly letter to Board members and appointees
5. President's visitation reports
6. President's itineraries
7. Agendas, background papers, kits and minutes for the January Executive and Board of Directors and Midyear Executive Committee meetings
8. Coordination of minute-takers at meetings of the corporation
9. Taking and producing minutes of Management meetings
10. Monitoring of appointment letters, terms of reference, name badges, etc. for Presidential appointees
11. Arrangements for SG Selection Committee meeting
12. Provision of support to the Board of Directors, including preparation of press kits, business cards, etc.
13. XLVII World Congress Kit

SECRETARY GENERAL

After the January Executive Committee and Board of Directors Meetings, in late January, Secretary General Dan Lamey undertook a trip to Japan to attend the Kyoto General Assembly and the first UNCED Steering Committee Meeting. In early April, he led a training session/refresher course on conducting performance evaluations for staff in managerial/supervisory positions, other than department heads.

The Executive Committee, at their January meeting, decided to send out a call for applications for the position of Secretary General. The department spent numerous hours preparing the necessary documentation for this mailing, contacting the members of the Secretary General Selection Committee, and preparing and coordinating testing and other arrangements for the committee, which met on April 20, 1992. Of the seven candidatures received, two applicants were selected for interview by the Selection Committee—1992 JCI Vice President Rees Mann and Mr. Benny Ellerbe. The committee selected Mr. Ellerbe as Secretary-General Designate.

Financial Controller Ana Gonzalez was designated Interim Acting Secretary General, until such time as the new Secretary General is approved by General Assembly. During the Midyear Executive Committee Meeting in June, a settlement of an employee contract lawsuit with the former Secretary General was reached.

Upon his arrival at the Headquarters on April 27th, SG-Designate Ellerbe met with department heads, directors and managers, to review their plans of action and familiarize himself with their responsibilities and priorities. In addition, he has conducted extensive meetings with the Interim Acting Secretary General regarding overall Headquarters operations and the JCI Budget. The SG Designate has devoted numerous hours to preparations for the Miami World Congress, inspecting Congress venues and meeting repeatedly with Executive Director of Meetings Ferrer and members of the Miami Congress Organizing Committee. At the request of the President, Secretary-General Designate Ellerbe also attended the JCI Area Conferences in Santo Domingo, Kitakyushu, and Geneva.

In July, the Secretary-General Designate attended the USJCC July Officers Training School in Tulsa, Oklahoma, and in September, he undertook a trip to Asia where he conducted a successful sponsorship visit to Korea and site inspections of the 1993 Congress (Hong Kong) and the bidder for the1994 Area B Conference (Singapore).

PERSONNEL

At the Midyear Executive Committee Meeting, the Headquarters organizational structure was reviewed to better serve the membership. Basically, the changes revolved around the establishment of Program Development and Services (including Program Development, IBN, Sales, and mailings) and Field Services and Education (Training and Area Directors) subdepartments within the Member Development Department; and the addition of the Marketing function to the Member Development Department, thus separating this function from the Meetings function, in order to allow the Meetings Department 100 percent emphasis on meeting operations, planning and execution, and to increase emphasis on sponsorships.

n addition, policies have been established for personal telephone use while travelling on JCI corporate business and staff expenses at World Congress; and the Headquarters' "outstanding performer" guidelines were amended to include department heads, thus making all members of staff eligible for this recognition.

SPECIAL RECOGNITION

Congratulations are extended to Senior Language Editor Gladys Gist, who on May 30th marked her 20th Anniversary of service to Junior Chamber International. She joins a select group of Headquarters employees (including Production Supervisor Lois Somberg and Executive Director of Communications Peggy Fisher) who have worked for the organization more than 20 years.

TRAVEL

By October 31st, 1992, 12 Presidential itineraries to 88 countries will have been prepared at a cost (economy air travel only) of US$59,098.

A total of 55 itineraries to many countries for various JCI staff were also coordinated at a cost of US$67,138, and eight itineraries were prepared for members of the JCI Board of Directors, totaling US$8,235.

FINANCE DEPARTMENT

PERSONNEL:

Julie Govantes was hired as receptionist/data entry operator in September, 1991, since the previous receptionist, Rebecca Moore, was promoted to Assistant to the Marketing and Meetings Department.

ACCOUNTING AND FINANCIAL SERVICES:

• **1992 Budget:** The 1992 budget, with no revisions, was presented to the Executive Committee and the Board of Directors at the January Board Meeting for review and approval, and it was presented once again, with revisions, to the Executive Committee at MYE. After the revised budget was approved by the Board of Directors via mail ballot, it was circulated to General Assembly in the August monthly mailing.

• **Audit of 1991 Financial Activity:** The firm of Deloitte and Touche Public Accountants conducted the audit of the 1991 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.

A management letter was issued by Deloitte and Touche itemizing some minor points and recommendations regarding our internal accounting controls, and measures have been taken to implement these recommendations.

• **General Accounting Activity:** Since January 1, 1992, the department has processed 2,108 disbursements in the form of checks written or wire transfers, totaling US$3,315,439. During that same period, the department processed 1,360 receipts, totaling US$3,490,732. In addition, the department processed 1,228 other computer entries which involved several thousand transactions.

• **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-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. In April, the department prepared and distributed the 1993 budget detail worksheets to the headquarters staff for preparation of the 1993 Draft Budget, preparations for which began in conjunction with the proposed1993 Plan of Action. A draft budget was presented to MYE for approval, after which it was circulated to the Board of Directors and to General Assembly in advance of Congress.

• **Dues/Membership Reporting:** Dues billings were sent to all NOMs on December 1, 1991, and a reminder notice was sent again on January 15, 1992, for the 1992 dues and any previous balances.

At August 31, 1992, 46 NOMs paid their dues in full, 18 NOMs had payment plans, and 13 NOMs were currently non-financial. However, we expect the majority of those NOMs to be paid in full at the World Congress.

Regarding membership registrations, 33 NOMs were billed based on their latest registration, since no 1992 registration was received. During the January Board Meeting, the Financial Controller met individually with all VPs regarding their assigned NOMs and the particular financial problems faced in each of those NOMs.

• **Investments:** We are continuing to invest in certificates of deposit, money-market accounts and commercial paper for both Junior Chamber International (JCI), Inc. and Jaycees International (JCI) Foundation, Inc.

• **Data Entry:** We have received and posted addresses and membership updates in LOMs in 69 NOMs. In addition, we have updated Senators' addresses in 37 NOMs and 28 U.S. states.

COMPUTER STRATEGY

As of September 3, 1991, Luis Sierra was hired as the Information Systems Manager. The computer strategy was divided into three distinct phases, and a great deal of time and effort was put into research. Various software packages, ranging from word processors to spread sheets, database systems to electronic mail systems, were reviewed. Six different computer systems from eight vendors were evaluated. One of our greatest obstacles was finding the right combination of hardware and software for use by our Japanese language editor, that would function properly with our plans for a network, as well as integrate seamlessly with the rest of the Communications Department word-processing equipment. Once the selections were made, it was decided that we would begin installing the new computer systems on a department-by-department basis. During the initial phase, the Executive, Communications, and Finance Departments, the Directors of Training and Program Development, and the IBN Manager, were converted to the new system. The Member Development Department and the remaining personnel will be converted early in the first quarter of 1993.

Phase one of the strategy consisted of purchasing ten IBM-compatible personal computers and eight Apple Macintosh personal computers, along with an assortment of printers. By the end of June, the wiring for the network at JCI Headquarters was completed. NOVELL 3.11 was selected as the network of choice for JCI, and was implemented by August 31, 1992. This system will link together our existing personal computers (approximately 25), 4 laser printers, a color printer and a color scanner. A scanner with the latest in Optical Character Recognition software was purchased for high-speed input of previously typed text into our new system. This unit will also be used extensively by the new Archives Assistant, who will be hired soon.

Phase two, which will begin shortly, will involve a detailed study of our existing membership database, along with an analysis of the present system's shortcomings. Reprogramming of the database is scheduled to begin late in January, 1993. Both the existing accounting system and the new system will run concurrently for a period of one year, to ensure a proper and smooth transition into the new system. As mentioned previously, the remaining personnel at JCI will be issued new personal computers and will have access to the network. A great deal of testing of the member database system will be done during this phase, as well as constant monitoring of the accounting systems for data integrity.

Phase three will mark the final conversion from our existing Wang mini-computer system's accounting software and membership software, scheduled to begin in January of 1994. At this point, the remaining data will be transferred to the NOVELL network.

BUILDING

Projects completed during 1992 have included the following:

- Various electrical repairs and rewiring in connection with relocation of the Xerox computer system to the second floor
- Installation of dedicated line and fixed outlet for Varityper, and repair of connection to Xerox
- Installation of phone extensions on second floor, running extensions to all new fourth floor offices, as well as four temporary extensions to the fifth floor boardroom. Two outgoing phone lines were also added to the system

- Installation of PC network cabling on the second, fourth and fifth floors
- Major repairs to A/C system, including: replacement of unit shaft on the third floor, installation of new A/C vents on the second floor, repair/upgrade of ductwork on the fourth floor and installation of new drains for fourth-floor unit
- Moved the Wang computer system to the fifth floor
- Purchased and installed Xerox 5100, 5034, and 5052 copiers
- Installed a new facsimile machine on the fourth floor
- Various miscellaneous repairs to the building

Fourth-floor renovations: The fourth-floor renovations began in March, 1992. The first step was to move the Communications Department from the fourth to the second floor, which did not need any significant modification. The Xerox and Wang systems were relocated to the second and fifth floors, respectively.

Once the west end of the fourth floor was cleared out, demolition began. The floor coverings, walls, and ceilings were removed, and the electrical and telephone wiring cleared. Renovation of the west end of the fourth floor went smoothly. New walls were constructed according to the blueprint plans, the air-conditioning vent system has been repaired and improved, and the electrical wiring and computer cabling installed. The restrooms on the fourth floor have been modified for "handicap" use as per current building codes. The conference room has been modified with a glass "block" wall, and the Area Assistants have been provided their own workspace by means of partition walls and work stations.

The sales office is now adjacent to its supply room, and the fourth floor has its own Xerox 5052 copier and fax machine. The employee lounge has been enlarged and the kitchen area carpeted. The countertops were replaced and the cabinets realigned and fixed.

Renovation of the east end of the fourth floor began as soon as the west end was completed. The walls were painted and the carpeting replaced. A small conference room was created by moving a doorframe, allowing the room to be better utilized as a conference area.

The placement of paintings and "objets d'art" was coordinated by the designer, Winston Lippert Design.

JCI*net*

JCI initiated a demonstration project of a global electronic mail facility in April, 1992, to develop a communications tool between JCI and national secretariats. A test group involving Czechoslovakia, Denmark, France, Japan, New Zealand, Norway, South Africa, and five users in the U.S.A., used and evaluated the system through May 31st. Following a thorough review by WHQ staff, a development plan was written for JCInet to be a communications tool for interaction between Junior Chamber members, not just secretariats.

JCInet began full operation on October 1, 1992, following the completion of a promotional flyer for distribution to the membership and an advertisement in the USJCC's Jaycees Magazine. Additional marketing efforts are underway for target markets in key segments of the Junior Chamber marketplace.

JCI has retained the services of a network facilitator to assist users on-line with setting up conferences and bulletin boards during the initial start-up period. A technical support unit is also in place at Applied Humanomics to assist.

A JCInet User's Guide has been printed, which details the services and features of the network. Each new user receives a copy of the manual in their initial start-up kit. This kit is included in the US$25 initial fee paid by each user.

COMMUNICATIONS DEPARTMENT

Cost-savings were a major focus for all aspects of communications in 1992. This was achieved by refraining from hiring new staff and instead—for the first time—using outside and remote translation services, suppliers and temporary help on an as-needed basis. This strategy enabled the Communications Department to increase service without increasing present and future JCI benefits, insurance, equipment and salary costs.

In line with the SPC's objective to consolidate and enhance Junior Chamber International's communication resources and President Hiribarrondo's focus on New Dimensions and "The Age of Global Citizenship," during 1992 JCI News provided amazing communications power in its ability to bind the Junior Chamber world into a truly global village. From a corporate financial standpoint, the JCI News program alone saves Junior Chamber International over US$371,000 each year. With savings such as these and special care given to prioritizing limited resources, JCI can further pursue SPC's goal to create a dynamic global information network.

Our Global Village

A generation ago, social theorist Marshall McLuhan proclaimed the advent of a "global village," a borderless world in which communications media would transcend the boundaries of nations. Via the power of the global communications network of JCI News, Junior Chamber is achieving this oneness and helping its 400,000 members in over 100 countries become living ambassadors of "The Age of Global Citizenship." As the 1990 Strategic Planning Committee envisioned, members at every level are being empowered so the organization can thrive as a global force of young professional adults spanning the earth.

Key Functions:

Key objectives during 1992 included:

* Providing strong promotion of the 1992 Presidential theme, New Dimensions, and its six areas of focus: Ethics, Education, Events, Environment, Economy, and Exchanges.

* Producing quarterly text and graphics (JCI News pages) in English, Spanish and French for Junior Chambers to translate, if necessary, and include within their national publications for distribution to members.

* Increasing enrollment in this program by eight additional participants.

* Making more cost-effective use of JCI's limited resources through all JCI communication vehicles.

- Providing multilingual editing and translation services to JCI officers, members and headquarters staff.

- Providing typesetting, graphics and printing services to meet JCI communication objectives.

- Implementing a strong communications program with all originators and communications staff to ensure a team approach and multiple, cross-department input for major projects.

- Encouraging communication and hands-on support among production and language editing staff.

- Providing strong support to the implementation of the 60 recommendations of the Strategic Planning Committee approved at the Puerto Rico JCI World Congress.

- Implementing new desktop publishing hardware and software throughout communications in line with the recommendations of the Computer Steering Committee to meet WHQ information, publishing and automation needs for the next five years and beyond.

The Communications Department was responsible for: Communications to individual members via their national publications *(JCI News)*, corporate communications strategy, translations and quadrilingual language editing for all communications, advertising, and all aspects of in-house production.

1992—New Dimensions

During 1992 one of the most effective vehicles promoting JCI President Hiribarrondo's New Dimensions theme was the JCI News program. Special emphasis throughout the year was placed not only on the "Age of Global Citizenship," via JCI News and all JCI communications vehicles, but also on individual promotion of each of his six areas of focus and subthemes within these areas.

In addition, the President placed special focus each month on a different aspect of New Dimensions via a personalized message in the monthly mailings which were distributed to the Board of Directors, NOMs and Key Jaycees by International Priority Airmail.

JCI News New Dimensions

During 1992 *JCI News* was the flagship communications vehicle to promote "The Age of Global Citizenship" and New Dimensions. As the CNN of Junior Chamber, it served as a global information exchange network circulating news about events, projects and achievements of the organization to participating national organizations. By providing ready-to-print news and feature articles, graphics and photos, this unique service augmented and enhanced NOM-to-member communications and encouraged start-up publications in NOMs which did not have a magazine or other member-direct communication vehicles. Graphics and articles were sent to national organizations for inclusion in their own magazines so that JCI's message could reach individual members directly in their own languages.

JCI News pages and graphics were mailed in January, February, May, June, July, August, September and October to all participants in the program. The JCI News program was promoted via all possible JCI communication vehicles as well as personally by the JCI President, Board of Directors and staff officers. Since the Sydney JCI World Congress, participation in the program tripled to a total of 78. Through the *JCI News* program, over **98 percent** of the worldwide membership was reached with direct communication service.

An important new dimension of the JCI News program in 1992 was its expansion to reach targeted state organizations of The United States Junior Chamber of Commerce in a special pilot program to help them expand their international awareness and enhance their publications for individual members. If the program is a success in 1992, it will be expanded in 1993, offering copy quarterly to states with regular publications that wish to participate. This idea, suggested by President Hiribarrondo, provided a means to dramatically expand the reach of JCI News communications to individual members.

With the significant increase in the number of NOMs participating in the program in 1990, publication of in-house editions of *JCI News* ceased. This achieved significant time, cost and resource savings. Copy and graphics were distributed exclusively to NOMs participating in the program. This was in line with the commitment made to General Assembly in Amsterdam in 1987 when the *JCI News* program was instituted and with the SPC recommendations for communications. The savings realized in 1992 was over US$21,000, used for other communication and membership services.

Individual letters were sent to NOMs not in the program, explaining the communications opportunities that participation would offer and urging each NOM to join the program as soon as possible. In line with the SPC recommendations to enhance communications and training for individual members, promotion of the JCI News program was an area of priority for the entire Communications Department.

To achieve streamlined, cost-effective communications in 1992, *JCI News* reduced the use of features and placed greater focus on hard news, short updates on topics of interest, and relevant information which chapters and individual members could use.

Coverage focused on:

* The JCI presidency, objectives, plan of action, *New Dimensions* theme and its subthemes.
* Extensive Helsinki JCI World Congress and TOYP coverage.
* Training.
* A new JCI Major Emphasis Theme, "The Age of Global Citizenship" and its subthemes, Environment, Economic Development and the Future of Children.
* Miami JCI Congress promotion.
* International Business Network.
* JCI*net*.
* United Nations Conference on Environment & Development.
* Special NOM feature on The United States Junior Chamber of Commerce.
* January and MYE Business Highlights.
* I992 JCI Conference Coverage.
* "The Junior Chamber Exchange"—a regular feature designed for sharing information and motivational articles from NOM publications with the worldwide readership.
* "The Winners' Circle"—dedicated to sharing the success stories of outstanding Junior Chamber members, motivational passages, and other news and information of interest to individual members around the world.

Advertising. JCI provided quarterly advertising inserts in *JAYCEES MAGAZINE* as a part of the revenue-sharing agreement with Alamo Rent-A-Car and The U.S. Junior Chamber of Commerce. The agreement also included a ten-percent commission on any rentals and a complimentary car for three weeks for both Junior Chamber International and The U.S. Junior Chamber of Commerce.

An important new dimension in this membership service via advertising was the expansion of the Alamo Rent-A-Car program into the United Kingdom, providing members in Europe and beyond the same benefits which Junior Chamber International had been providing to the United States membership for years. For the first time, JCI offered generic Alamo ads to participants in the *JCI News* program so that traveling members could take advantage of these benefits when in the United States or the United Kingdom. Special letters were sent to BJC, and the Scottish and Irish Junior Chamber organizations asking them to promote this new benefit for their members by including the ad in their *JCI News* pages.

Headquarters Automation and Space

The greatest changes during 1992 affecting Communications were the relocation of the entire department to the second floor from the fourth and fifth floors and the implementation of a new desktop publishing system using eight Macintosh computers, ink jet printers, laser printer and scanner, and new software using WordPerfect 2.0 and PageMaker. Relocation, training, conversion of documents to the new system and troubleshooting took place over several months, involved all communications staff, and required over 3000 man-hours.

After considerable research and debate, it was decided the Communications Department should use the Macintosh line of computers because the line is better suited toward the design and creation of graphics as well as easy text manipulation. The Macintosh chosen for the department was Mac IIci 5/80. This unit can easily handle the requirements of individual users and can also be supported on the network. The units came with 5 MB of RAM and an 80 MB hard disk.

The Communications Department was chosen to be the first department to be converted in order to move toward eliminating the Xerox maintenance agreement, thus saving JCI over US$29,500 yearly, and because the conversion was fairly simple, and, since staff were already using Xerox 6085 workstations, the conversion to Macintosh would be relatively easier for them and reduce downtime due to training.

One of the most important areas of Communications to derive immediate and significant time-saving benefits from the new desktop publishing system was Graphics Design. A draft for a 16-page Global Citizenship Passport was designed in one day using the PageMaker program (a job which would formerly have taken a week or more because outside typesetting and additional paste-up would have been necessary). The transition from traditional paste-up methods to desktop publishing was achieved quickly, smoothly, and with an overall increase in quality, quantity, and efficiency. Added to this system in late April was a Deskjet II scanner which has proven indispensable by saving time and money through enhancing computer graphics and adding logos to the electronic graphics library.

Major graphic arts design achievements during 1992 included design/production of:

* Presidential plastic business cards, presidential letterhead, presidential banner, labels, postcards and gifts.
* IBN letterhead, envelopes, labels; IBN membership cards and cardholders; InterNet: The Newsletter for IBN Associates.
* Global Citizenship Passport.
* NOM Newsletters.
* Specialized artwork and graphics for *JCI News* and *JAYCEES MAGAZINE.*
* Golden Opportunities training certificate; Training Institute letterhead.
* Suggested logos for Global Citizens "Conference for UNCED" as well as UNCED certificates of participation, letterhead and badges.
* Foundation brochure in Japanese as well as the addition of Japanese translation to many publication formats.
* MET Booklet in Japanese.
* *Senate World.*
* "The Age of Global Citizenship" MET theme and subtheme pages.
* Board press kits, letterhead and business cards with Miami Congress promotion on reverse.
* UNICEF brochure.
* Trilingual version of Awards Manual.
* JCI*net* logo and graphic identity and promotional materials.
* Congress Kit.
* 1991 Annual Report.
* Twinning Directory.
* Chapter Development Series covers.
* Senate Directory.
* IBN Directory.
* Miami Congress Promotional Flyer and documents.
* Metro Chapter Network Newsletter.

Enhanced Language Editing Services

In line with the SPC recommendations to increase language-editing services, for the first time JCI hired a Japanese Language Editor, Yachiyo Lynk, who joined the team on January 2, 1992. In addition, a pilot program was launched using outside and remote translation for Spanish and French to provide additional language services without adding permanent staff and increasing JCI's escalating benefit and equipment costs. Over 500 man-hours were spent on hiring, training and launching the outside and remote translation program.

SGs' Report *(cont.)*

Besides memos, correspondence and faxes, key documents translated and edited during 1992 included:

Annual Report—1991
Award Judging Committee Report
Awards Manual—1992
Budget & Plan of Action—Proposed 1993
CARE Package
CARE-JCI Declaration
Chapter Development Manual
Congress Registration Form—1992
Congress Brochures
Congress Kit & Documents
Congress Updates (every month)
Congress & MYE Minutes
Constitution and Policy Manual—1992
Constitutional Amendments—New
Corporate Patron Program Brochure
Directory and General Information—1992
Directory Updates (every month)
Drawing for the Earth Contest Information
Financials—Quarterly
Foundation Brochure and Card
Global Citizen's Charter
Global Passport
IBN Newsletters
IBN Promo Package/Brochure
IBN Summary Form and Fax Forms
IMUN Video Script
IMUN Souvenir Booklet
INFO (every month)
International Travel Agents Memo and Program
January Board Meeting Memos, Schedule and Agendas
January Board & MYE Highlights—1992
JCI Academy Information and Schedule of Events
JCI News, four issues
JCI Officers Evaluation Form
JEM and JBM Minutes
Messages of Greetings
MET 'The Age of Global Citizenship" Brochure
MYE Memos and Reports
NOM Newsletters
Nomination Forms
Parliamentary Procedure
Presidential Plan of Action
Presidential Visit Guidelines
President's Communique (every month)
PRIME Handouts
Sasakawa Report
Speech Contest Guidelines and Evaluation Sheets
TOYP Flyers

TOYP Nomination Forms
Training Institute Flyers
Training Seminars, call for
UNCED Documents & Resolution
Vanguard Leaders, Updated Version
Various Reports
World Consortium
World Speaking Competition Forms—1992

Language-editing productivity increased over 80 percent during 1992, despite hundreds of hours spent on training to learn the new desktop publishing system—as well as testing and establishing a system to work with outside translators—and the move to the second floor.

The following were accomplished during 1992 (in English, French, Spanish and Japanese):

- Translations (including *JCI News,* manuals, newsletters, publications, messages, correspondence, forms, etc.) over 7,600 pages
- Editing (including JCI News, manuals, newsletters, publications, certificates, forms, etc.) over 17,200 pages
- Formatting by Language Editors (including newsletters, publications, certificates, etc.) over 2,000 pages

Production Enhancements Without Hiring

During 1992 an estimated 1,674,500 pages were produced in the Production Department. Planning and development of long-term and new projects (the Annual Report, JCI Training Institute, IBN and UNCED communications) required significantly increased dedicated time from production personnel, as did relocation to the second floor and training on the new computer equipment.

Production in 1992 focused on cost cutting and prioritizing jobs to achieve the best results without (a) hiring additional staff, despite the significant increase in production demands due to the increased staff in other departments; (b) new areas needing communications and publishing, such as IBN, UNCED; and (c) an increase from three to four Area directors servicing NOMs.

A significant new dimension in production during 1992 was the addition of the 5100 copier replacing the Xerox 1090 copier. Immediate productivity improvements were realized via the following 5100 enhancements:

* Greater quality for halftones and photos, enabling WHQ to completely photocopy jobs which previously had to be partially or completely printed
* Touch and advance screen programming
* Automatic tab insertions
* Dual and landscape stapling
* 11- by 17-inch duplex copying
* Photo coding covers front/back
* Ability to copy and place front and back covers (This, combined with dual stapling, enables more efficient production of JCI manuals and documents.)

* Greater turnaround time with 100 copies per minute speed as well as excellent quality, enabling JCI to sharply reduce use of outside vendors and overtime which results in additional cost savings.

Human Resources and Training

Special focus was placed on enhancing human resources and improving communications and teamwork. Key means included:

* **Cafeteria-Plan Fleximeetings.** These optional departmental meetings were used to give department staff an opportunity to share in more communications and informational briefings with the Executive Director concerning major points discussed at Management Meetings. This approach permitted staff to determine which meetings they attended depending on their own work schedules and priorities. Team members could also leave the meetings at any time if they felt a specific briefing or discussion did not meet their interests or needs.

* Use of innovative print processes to cut costs and reduce pre-press production time.

* Group and one-on-one training sessions.

* Training on WordPerfect 5.1 and 2.0, Lotus and PagMaker for use at WHQ and Congress, replacing Xerox Memorywriters and Xerox 6085 workstations with the PC-based, word-processing standard used worldwide.

* Expansion of free walking, jogging and yoga/stress reduction exercise classes for JCI staff.

Personnel

While Printer Donna Gondron was on maternity leave during January and February, the Communications Department used temporary manpower assistance in many Production areas, averaging 30 hours a week. This assistance continued over an extra two weeks during which Printer Julio Gonzalez was on sick leave for an operation. This extra help in Production was of great assistance in handling the heavy copying, collating, and binding demands for the monthly mailings and especially in helping all staff and departments in the work crunch created by the January Board Meeting.

JCI Communication Vehicles

Areas of Opportunity communications
Audiovisual communications
Constitution, Constitutional Amendments and Resolutions
Data entry communication services
FAX, TELEX, telephone and correspondence responses
Financial statements and communications
Foundation newsletters, flyers, communications
Foundation Annual Report
IBN communications
INFO
International Model United Nations communications and products
JCI Directory and updates
JCI meeting kits, minutes and communications
JCI Awards Manual
JCI Annual Reports
JCI News
Letterhead and business cards for President, Board, Staff and Appointees
LOM communications

Media releases
Member services from directors
Membership publications
Memos and forms to candidates for JCI office
Memos to and from Board members
Messages of Greetings
MET and subtheme newsletters and communications
Monthly mailings
NOM newsletters
Presidential New Dimensions
Presidential communique
Sales information and promotion
Senate newsletters
Senate communications
SPC Report
Special sponsor communications
TOYP forms, flyers, honoree communications
Training publications
UNCED communications
VIP communication links via JCI President, officers and professional JCI staff

MEMBER DEVELOPMENT DEPARTMENT

PERSONNEL AND DEPARTMENT REORGANIZATION

- On January 1, 1992, Janet Rodriguez was hired as Assistant to the Sales Manager.
- On January 7, 1992, Kevin Craemer assumed responsibilities as Director of the Global Citizen Conference for UNCED until July 31, 1992.
- On April 20, 1992, Jongtae Kim was hired as Director of Growth & Development for Area B.
- On June 8, 1992, Jon Ogmundsson left his position as Executive Director and Director of Growth & Development, Area D, and Gunther Meyer assumed the position of Executive Director of Member Development, in addition to his duties as Area C Director of Growth and Development.
- On June 19, 1992, Director of Training and Education Anita Mattner was promoted to supervise the Directors of Growth and Development; and Director of Program Development Robert Stovall was promoted to supervise the Sales and IBN Managers, as well as the Shipper and mail system.
- On October 28, 1992, Kim Castellano was hired as Director of Growth and Development for Area D.

EXECUTIVE DIRECTOR

- Supervised the daily work of the department in implementing the Annual JCI Plan of Action, and assisted in preparing the 1993 Plan of Action.

- Coordinated the hiring of new Directors of Growth & Development Areas B and D. Supervised the orientation of all new employees in the Department.
- Provided assistance to Japan Junior Chamber in organizing the 5th JCI Academy, and attended the Academy and the Kitakyushu Area Conference.
- Responded to requests from national Senate groups for service and information from JCI, collated a directory of national Senate chairmen, distributed updates for the JCI Senate Directory to all NOMs, and prepared the publication of the 1/92 issue of Senate World.
- Administered, promoted, and coordinated disbursements of development grants (US$100,000) to NOMs and Area associations.
- Issued press releases as needed for all members of the Board of Directors.
- Coordinated preparation of and conducted training for Vice Presidents, as well as preparation of Officers Presentation kits for all Board members during the January Board Meeting.
- Supervised the production of all publications produced by the department (detailed further by each Director/Manager)
- Prepared a NOM Secretariat Development Plan approved at the January Executive Committee Meeting.
- Coordinated staff efforts in preparing and conducting training at a workshop for International State Program Managers of USJCC, held in Miami, February 27 - March 1, 1992.

MEMBERSHIP SALES

- After researching new product line, produced a new sales catalog.
- Distributed sales catalog to NOM officers and to NOMs in February and June general mailings.
- Produced a new Senate Collection flyer and distributed it to all NOMs, national Senate groups, and all new Senators.
- Produced a Training Resources Flyer and distributed it to all JCI Training Institute members (1,000).
- Attended to the early processing of orders for membership supplies within 48 hours after confirmation of receipt of payment.
- Conducted in-house stock inventory on January 7 and July 3.
- Distributed sales catalogs to JCI Vice Presidents in January and NOM officers in April.
- Promoted membership supplies through Senate World and INFO, as well as at Congress.
- Promoted membership supplies at four Area Conferences for a total sales of US$36,000, an increase of US$11,000 from 1991 conference sales.

JCI SENATE

- Processed 1,148 Senate applications as of October 15, 1992.

- Printed the Senate application form which was distributed to NOM officers in March and to all NOMs in the January and June general mailings. Applications were also promoted through the national headquarters of The United States Junior Chamber of Commerce. Copies were distributed to all U.S. LOMs and state organizations. Senate applications were also promoted and distributed to all national Senate chairmen.

- Distributed Senate reports to all NOMs and state Senate organizations. Updates were requested and data was revised.

- Produced a Senate Directory with listings for over 50,000 Senators, which was made available at World Congress in Miami in honor of the 40th anniversary of the Senate.

- Incorporated new computer system for inputting Senate data to assist in keeping accurate records. Reports are now available upon request and have been sent to NOMs and State organizations for updates in order to keep data current.

DIRECTOR OF PROGRAM DEVELOPMENT

- Handled day-to-day correspondence and program information requests from NOMs, LOMs and members.

- Revised and reprinted the 1992 Awards Manual in a new trilingual format.

- Wrote and published one issue of the NOM Newsletter. Distributed 650 copies in English, Spanish and French to NOMs and NOM officers.

- Wrote and published the 1992 World Speaking Competition Guidelines and Theme.

- Wrote, produced, and circulated to all NOMs informational material for the 1992 Global Citizens Painting Contest in conjunction with Japan Junior Chamber.

- Updated and reprinted the 1992 Area B Awards Manual and distributed to all Area B NOMs.

- Contributed articles to *JCI News* on the MET and other programs, and designed and produced the MET project information postcard as per the President's request and distributed to all JCI VPs to give away during their travels (15,000 postcards were printed.) Researched and developed MET project model guides to augment the MET book. Wrote and produced MET Subtheme guides based on project postcards received from LOMs worldwide.

- Shared administrative duties with ED for Area B until arrival of new Area Director.

- Provided staff support to the 1992-ASPAC Conference with EVP Dawkins, assisted Kitakyushu COC and provided on-site staff support.

- Provided administrative support to all 1992 Area Program Coordinators, with respect to supplies and resource materials to assist them in conducting their duties. Coordinated the APCs' input at the Area Conferences and helped them fulfill their plan of action.

- Attended the 1992 USJCC G.A.L.S.

- Coordinated initial logistics and preparations for the Paintings of the Earth competition at the Miami World Congress.

- Reprinted Twinning brochure and distributed to all NOMs, and revised Twinning Directory to publish and distribute to all NOMs at World Congress.

- Developed and managed the workshops and seminars to launch the new MET at the Miami World Congress at the President's direction.

- Assisted Director Craemer with preparation of the Global Citizens Conference on UNCED, attended the official UN UNCED meetings and the Global Forum of NGOs in Rio de Janeiro, Brasil, along with JCI Representative to the United Nations (Geneva), Jean-Philippe Ackermann, and drafted and published the Global Citizen's Charter for distribution to all NOMs.

- Coordinated the International Awards Program at the Miami Congress.

- Supervised the Sales Department, Manager and Assistant. Assisted in the department's development of new sales items, inventory-tracking system, sales strategies, and plan of action.

- Supervised the International Business Network program and manager. Assisted in the program's development and plan of action.

- Supervised the Shipping Department and Shipper. Implemented systems to increase cost efficiency of international mailings.

- Co-facilitated the development of JCInet. Wrote and produced promotional materials and worked with the outside development team, which includes Applied Humanomics and Sprint Telecommunications.

- Coordinating JCI Day at the UN (New York) on December 11th.

EXTERNAL RELATIONS

- Wrote and published a new bilingual (English and Spanish) brochure promoting the JCI/UNICEF/PAHO Area C Agreement on prevention of cholera and diarrhea in conjunction with the UNICEF offices in New York and Bogota. Coordinated the UNICEF-AREA C plan of action meeting at the Area C Conference to develop a plan of action between UNICEF and the NOMs in Bolivia, Ecuador, and the Dominican Republic relating to implementation of the JCI-UNICEF cholera program. Met with officials of UNICEF-Bogota to develop plan of action for the implementation of anti-cholera program in the Americas.

- Coordinated the attendance of CARE and UNICEF representatives at the four Area Conferences.

- Provided administrative support to all 1992 JCI Representatives to external organizations (CARE, UNICEF, UN, AIESEC, ICC), with respect to supplies and resource materials to assist them in conducting their duties.

- Represented JCI at the NGO Committee for UNICEF board meeting in New York.

- Met with officials of CARE-USA and The CARE Foundation in New York to develop new brochure and program information to distribute to members. Publications will be completed in time for Miami Congress.

- Met with officials of UNICEF-HQ to discuss new JCI video and JCI-UNICEF brochure to be produced for Miami Congress.

- Met with officials of US Committee for UNICEF to discuss committee's role at Miami Congress and to assist them in developing materials for the USJCC and the International Affairs Program Managers meeting.

- Met with representatives of AIESEC-USA to discuss a plan of action to involve USJCC with AIESEC chapters. Also discussed AIESEC participation in the Miami Congress.

- Coordinated attendance of JCI VP Jakubowska at the AIESEC World Congress in Budapest, Hungary, during February to represent President Hiribarrondo and the organization.

INTERNATIONAL BUSINESS NETWORK (IBN)

- Processed all requests for information on IBN within 72 hours of receipt.
- Processed IBN application forms and payments within 72 hours of receipt and mailed confirmation letter.
- Provided information and corresponded with IBN Special Assistants to obtain their subscriptions to IBN and their plan of action for their work on IBN in 1992.
- Developed and printed IBN Data Forms and instruction sheets in four JCI correspondence languages.
- Developed and printed Standard Industrial Classification booklets (1000), IBN identification cards (2000), and folders for IBN cards (2000).
- Revised IBN promotional brochure and application form in English and submitted for translation into French, Japanese, Spanish.
- Coordinated production and printing of IBN promotional packages with outside design and printing company: English-5000; Japanese-5000; Spanish-2000; French-2000.
- Mailed IBN Data Forms, SIC Booklet, Internet and IBN cards to all IBN Associates.
- Developed and printed two issues (runs of 1500) of InterNet, the IBN newsletter and mailed them to all Associates.
- Distributed IBN promotional package in January mailing to NOMs. (E)
- Sent promotional mailing to a random selection of 1000 US Senators in May.
- Provided articles on IBN for NOM Newsletter (1-92) and *JCI News* (1 and 2-92).
- Attended the Area B Conference in Kitakyushu, Japan, and the Area D Conference in Geneva, Switzerland, where promotional booths were operated and over 130 new Charter Associates were recruited.
- Developed database and input all personal and business data.
- Developed, printed and distributed the first issue of the IBN Directory of Associates and updates to all Associates.
- Developed and implemented an IBN Congress program that includes a private reception/luncheon, a contact session, and an IBN Suite where business services are available to Associates attending Congress.

INTERNATIONAL MODEL UNITED NATIONS (IMUN)

- Copied the IMUN video into PAL, NTSC, SECAM (90 total), produced a transcript of the IMUN video script in English and submitted for translation into French and Spanish.
- Developed and printed the IMUN Souvenir Book (2000 copies of bilingual book) with outside design and printing company.

- Ordered reprints of the IMUN pins (500).
- Mailed IMUN video script and Souvenir Books to all IMUN participants (280) and officers (15).

UNCED PROJECT DIRECTOR

- Devised schedule of events, meeting agendas, and budget.
- Coordinated three meetings of the Steering Committee.
- Participated in session IV of the UNCED Preparatory Committee meetings in New York.
- Conducted site inspection visit to Rio de Janeiro to inspect facilities and services and discuss program with Cámara Júnior do Brasil.
- Produced and distributed NOM invitations, designation forms and delegate application and travel subsidy forms and guidelines.
- Sent invitations to and confirmed participation of guest speakers.
- Developed stationery, participant kits, certificates, and signage.
- Provided visa assistance to delegates, as required.
- Registered 100 delegates from 65 countries.
- Conducted on-site training program for officers.
- Produced and distributed Global Citizens' charter and plan of action to all delegates, speakers, and members of the international NGO community upon conclusion of the conference.
- Sent letters of thanks to involved officers and guest speakers, as well as other organizations and individuals who assisted with the program.

DIRECTOR OF TRAINING AND EDUCATION

- Handled the day-to-day correspondence and training requests from NOMs, LOMs and individual members.
- Coordinated and evaluated the training programs presented at all Area Conferences, with main emphasis was on core courses of the JCI Training Institute.
- Distributed copies to NOMs and LOMs of the LOM Management Manual "One Year To Lead," as well as copies of the Individual Development Handbook series. All handbooks are now available.
- Distributed training materials and programs as requested by NOMs.
- Revised and distributed (upon request) A Complete Guide to JCI.
- Continued promotion of the updated international version of Personal Dynamics in conjunction with the USJCC.
- Arranged special promotion on all training resources available from JCI.

- Continued to collate list of available training programs and materials available worldwide so that NOMs can have an International exchange.
- Provided administrative support to all 1992 Area Training Coordinators, with respect to supplies and resource materials, to assist them in conducting their duties. Coordinated the ATCs' input at the Area Conferences and helped them fulfill their plans of action.
- Continued discussions and followed up with new training initiatives for JCI with several professional training companies, including Zig Ziglar Corporation. Developed and continued to develop contacts with professional external training companies.
- Developed new software system to design and produce our own quality full-color overhead transparencies and slides, in conjunction with our Information Systems Manager.
- Coordinated PRIME for all the 1992 Area Conferences and EXCEL for the Area B Conference.
- Coordinated and administered 40 PRIME courses (including 1992 Area Conferences) and circulated the guidelines/ criteria for organizing and conducting a PRIME course to all NOMs in English, Spanish and French.
- Revised and reprinted PRIME in English; introduced PRIME in French as a sales item; coordinated the translation of PRIME into Spanish with Multi-Lex International, and prepared PRIME for submission to translation for the Japanese version, which should be ready for sale after World Congress.
- Continued research and development work on EXCEL. EXCEL was presented at the 1992 Area B conference, at the USJCC JOTS and during the Jaycees Belgium national convention. The EXCEL Student's Action Pak was completed by the 1992 Congress.
- Continuing further preparation of all new materials in connection with the JCI Training Institute, which includes the Certification Program, Coaching Guides in French and Spanish, color overhead transparencies and slides. Remained in constant communication with the Training Institute Certification Commission.
- Acknowledged and followed up on all new applications to the JCI Training Institute for membership, handled all administrative procedures for all Institute activities, including follow up on payments and processing of certificates, etc., and arranged direct mailing to all Institute members (all PRIME graduates and EXCEL graduates).
- Circulated "New Beginnings" to all NOMs and sent copies to all members of the JCI Training Institute.
- Collating data for the International Training Network and Services Directory which will be distributed to all Institute members after the 1992 World Congress.
- Set up the Resource Center and International Training Library for use by Institute members. This will supply customized training resources.
- Prepared first implementation schedule to fulfill the 1992-93 objectives of the Five-Year Training Strategy approved by the 1991 June Executive Committee, and arranged for Spanish and French translation of the strategy and circulated it to pertinent NOMs.
- Began research on the plan of action and strategy for the Education Trust, which will be presented to the Foundation meeting at the 1992 World Congress.

- Initiated development of the first Key Program, "Project Planning," — for use by CMTs of the Institute. This will be available in the first quarter of 1993.
- Coordinated the further promotion of Mind-Mapping, including its continued promotion throughout the world for presentation at NOM level, and coordinated the presentation of Mind-Mapping at all Area Conferences and the World Congress.
- Coordinating the full training program to be presented at the 1992 JCI World Congress in Miami, Florida.
- Coordinated the first development meeting for the World Consortium of Research on Training during the 1992 World Congress.
- Attended the U.S. annual convention in Portland, Oregon, and the 1992 USJCC JOTS.
- Working closely with the USJCC to bring international training to their meetings.
- Supervised and oversaw the activities of the Directors of Growth & Development, and oriented and introduced the new Area D Director to his responsibilities within Europe.

DIRECTOR OF GROWTH & DEVELOPMENT, AREA A

- Provided administrative support to JCI Board members and Area A Team throughout the year (including APC and ATC).
- Drafted and coordinated the implementation of the Area A Development Plan, and assisted AJA and the Area A Team in implementing the plan and membership strategy based on the SPC's recommendations.
- Provided special assistance and updated information to the World President in planning his itineraries in Area A and prepared guides for visitation to Area NOMs.
- Updated NOM profiles on a regular basis.
- Prepared and sent messages of greetings to NOMs and LOMs upon request, replied to all correspondence and queries by NOMs, and maintained constant communication with NOMs and members.
- JCI materials and manuals were sent to new contacts in Egypt, Namibia, Mali and Algeria to pursue possible future affiliation.
- Researched and produced the "Fundraising and Sponsorship" Manual. Reviewed and revised the "One Year to Lead" manual.
- Provided staff support to the Area A Conference chairman, coordinated schedule of events, promotion to NOMs, attendance of JCI officers and provided on-site staff assistance to the Harare Conference Organizing Committee:
    - 170 delegates from 26 NOMs attended
    - PRIME courses in E/F and eight professional seminars were held.
- Provided support and assistance to the six priority NOMs in Area A on a regular basis.
- Provided assistance to the Admissions Committee in preparing and updating affiliation documents.
- Provided translation of documents French/English—English/French to the Member Development Department.

- Conducted development trip to Zambia, Botswana, South Africa, Nigeria, Togo, Ghana, Côte d'Ivoire, Kenya and Malawi, and conducted site inspection visits of the 1993 and 1994 Area A Conference venues, to Benin and Madagascar, respectively. Visited Egypt to coordinate the submission of documents for potential affiliation to JCI.
- Conducted PRIME course in South Africa; and numerous management/growth seminars in NOMs/LOMs during visitation.
- Provided management training and technical support to Côte d'Ivoire for the NOM Secretariat Development Program.
- Provided assistance and monitored the preparation for the hosting of an African Night to be held at the JCI World Congress in Miami.
- Promoted JCI philosophy, programs, events and Presidential theme at all times, as appropriate.

DIRECTOR OF GROWTH & DEVELOPMENT, AREA B

- Prepared and sent messages of greetings to NOMs and LOMs for special occasions, meetings, and important events, and responded to all requests from NOMs and LOMs for JCI material on daily basis.
- Provided administrative support to JCI Board members throughout the year, especially to the Area B Team, through steady communication, (particularly to Vice Presidents in finalizing their visits).
- Developed and circulated a preliminary Area B Development Plan and Area Development priorities to NOMs. Distributed a revised copy to NOMs for approval at Miami Congress.
- Updated NOM Profiles on a regular basis.
- Provided administrative support to the Area B Conference Chairman, coordinated schedule of events, invitations to chairmen and speakers, assistance to the Kitakyushu Conference Organizing Committee, and provided on-site staff assistance. There were 18,791 delegates from 61 NOMs in attendance. Met all Area B NOMs and JCI officers at the Kitakyushu Conference to assess the needs of each NOM. Follow-up steps were taken through the summer.
- Assisted the EVP in preparing and implementing the Area plan of action.
- Assisted APDC in application for JCI Development Grants and provided administrative support.
- Prepared travel guides for Presidential visits to Area B.
- Assisted in closing the files for 1990 and 1991 Area B Conferences. Bid bonds were returned to the respective conference organizers.
- Provided assistance and material to prospective members from contact countries and visited Mongolia to coordinate the submission of documents for potential affiliation to JCI.
- Visited Korea and Philippines to seek sponsorship for 1992 World Congress and the JCI Foundation.
- Updated and circulated Area B Awards Manual to all NOMs and officers.

DIRECTOR OF GROWTH AND DEVELOPMENT - AREA C

- Prepared travel guides for Presidential visits in Area C.

- Prepared and sent messages for national conventions, Area Conferences and in response to special requests from LOMs and NOMs in Area C, and handled daily correspondence and requests from Area NOMs and LOMs.
- Followed up on establishment of chapter in Belize.
- Area C plan of action and long-range development plan printed and sent to Area NOMs.
- Updated NOM Profiles.
- Maintained regular contact with NOM presidents and SGs in Area C.
- Attended the USJCC national convention in Portland, Oregon, and made development trips to Brasil, Dominican Republic, Denmark, Estonia, Russia, Poland and Belgium.
- Assisted President's Special Assistant for Growth & Development.
- Promoted growth wherever possible.
- Conducted growth, NOM and LOM management and leadership seminars during visits.
- Prepared input for the 1993 JCI Plan of Action and Budget.
- Prepared proposal for the NOM Secretariat Development Program.

Training:

- Coordinated two PRIME Courses— one English, one Spanish—and training seminars at Santo Domingo Conference.
- Updated and revised Spanish and French versions of the Vanguard Leaders Seminar with color transparencies.

100% Efficiency Program:

- Updated and promoted 100% Efficiency Program.
- Sent 100% Efficiency Chart every month to the NOMs.

Growth Incentive Program (GIP):

- Produced, printed and sent certificates to 1,227 LOMs in the Growth Incentive Program.
- Sent 1992 GIP form to all winners.
- Prepared and sent plaque and check to pay Area Conference registration to:

  BOSTON (BJC)
  BROWNWOOD (U.S.A.)
  FAYETTVILLE (U.S.A.)
  JONESBORO (U.S.A.)
  DES MOINES (U.S.A.)

Metro Chapter Network:

- Coordinated Metro Chapter Meetings at Area Conference.
- Assisted Metro Chapter Network Special Assistant.
- Published two issues of the Metro Chapter Network Newsletter and sent it to all chapters with more than 150 members, and chapters in large cities.

Mini Directory:

- Created the "Mini Directory" and updated it on a monthly basis.

Conference:

- Created, printed and sent to NOMs a brochure promoting the conference.
- Elaborated Conference Program.
- Created a Chairman's Guide for Seminars and Meetings for the conference.
- Conducted a second site inspection visit to Santo Domingo with the conference chairman.
- Attended JCI Area C Santo Domingo Conference.
- Assisted the Santo Domingo COC in organizing the conference.
- Updated and printed Area C Awards Manual (English and Spanish), and sent Awards promotional flyer to LOMs in Area C.
- Created and sent Chairman's Incentive Program flyer to all LOMs in Area C.
- Produced evaluation, report and attendance forms for Area Conference, as well as a First-Timers Competition Form .
- Prepared and sent a kit with reference material to all speakers and trainers at Area C Conference, and prepared and handed out Chairman's Kit to all meeting and seminar chairmen.
- Prepared Area C Conference final report.

Officer Presentation Kits:

- Prepared and revised Officers Presentation Kits for JCI Board in English (25), Spanish (7) and French (5).
- Prepared Officers Presentation Kit for US Junior Chamber of Commerce Board of Directors (75).

Manuals/Seminars:

- Finalized Spanish Chapter Development Seminar and Vanguard Leaders Seminar in Spanish and French, all with color transparencies.

- Drafted the "An Opportunity to Succeed" seminar for chapter recruitment purposes, and the "NOM Secretariat Guide" for NOMs.
- Updated the Parliamentary Procedures Manual and the LOM and NOM Constitution Guides.

Membership Chart:

- Updated the Ten-Year Membership Chart and sent to all NOMs..
- Updated the NOM Membership Ranking.

International Affairs Managers Workshop:

- Coordinated the International Affairs Managers Workshop for 40 U.S. State International Affairs Managers.
- Created and distributed a Presentation Kit.

Global Citizens' Conference for UNCED:

- Participated in the site inspection, coordinated logistics and participated at the conference in Rio.

DIRECTOR OF GROWTH & DEVELOPMENT, AREA D

- Prepared and sent Messages of Greetings to NOMs and LOMs for special occasions, meetings, and important events.
- Provided the Area Team with administrative support in finalizing their NOM visitation, guidance in implementing the Area D Development Plan and in following up on requests from NOMs.
- Conducted site-inspection visit to Geneva to review the logistical arrangements and finalize the schedule of events. Arranged special promotional mailing to Area D NOMs, National Presidents, and JCI Board of Directors on behalf of the EVP to promote the Conference. Provided staff support to the Area D Conference Chairman, coordinated schedule of events, promotion to NOMs, attendance of JCI officers, and provided assistance to the Geneva Conference Organizing Committee and on-site staff assistance.
- Attended the AEP Meeting in Iceland and provided support to the AEP and the European Development Team.
- Offered recommendations and administrative support in the development of Junior Chamber contact countries such as Latvia, Lithuania, Russia, Ukraine, and Malta.
- Prepared travel guides for the World President for his visit to NOMs in Area D.
- Updated NOM profiles.
- Visited Iceland to assist in preparing long-range plan and conduct Chapter Development.
- Assisted NOMs seeking further affiliation, such as Romania, Czechoslovakia, and Bulgaria.

MARKETING AND MEETINGS DEPARTMENT

PERSONNEL AND DEPARTMENT REORGANIZATION:

The Director of Support and Development, Takayoshi Otsubo, returned to Japan Junior Chamber, Inc. at the conclusion of his three-year contract. The responsibilities of Marketing Coordinator Troy McGinnis were expanded to include a new job description as Manager, Corporate Marketing and Public Relations. The entire department moved to the JCI Boardroom during the renovations to the fourth floor. A phased-in transfer of the department from Xerox to Word Perfect word processing was implemented.

Troy McGinnis resigned his position in July. Following the organizational changes made at MYE, the Foundation was transferred to the Area B Director of Growth and Development.

EXECUTIVE DIRECTOR:

In the last year, the following was accomplished:

BIRMINGHAM WORLD CONGRESS

- Corresponded regularly with the national organization to obtain payment of the JCI Congress Registration levy owed to the organization by British Junior Chamber on behalf of the Birmingham Congress Organizing Committee.

SAN JUAN WORLD CONGRESS

- Followed up with San Juan for payment of invoices due to the Sydney and Birmingham World Congress Committees as well as the United States Junior Chamber of Commerce.
- Provided San Juan copies of invoices paid for refund to the committee by the Puerto Rico Tourism Board.
- Communicated regularly with Congress Director to ensure final audited statement will be submitted to JCI.

HELSINKI WORLD CONGRESS

- All hotel invoices were paid.
- Provided COC all information on hotel commissions for COC to collect payment on behalf of JCI and COC.
- Provided necessary information to Finance Department to close the books on the Helsinki World Congress.
- Refunded balance due to Helsinki held to cover any possible refunds on June 30, 1992.

REGISTRATION

- Met with JCI personnel involved in Helsinki registration to review changes to registration procedures and software.
- Implemented changes suggested by reviewing registration procedures, policies and software.

HOUSING

- Visited all the Miami congress hotels on a regular basis to keep them informed on the status of the congress.
- Supported the Committee, when requested, in negotiations with hotels.
- Coordinated requests from NOMs for housing.
- Corresponded with hotel and provided updates on delegates registered at hotel.
- Advised NOMs to reserve rooms.

MIAMI WORLD CONGRESS

- Helped COC to organize training session and visit of Miami by the JCI Board of Directors.
- Helped COC to organize training session and visit of Miami by international travel agents.
- Drafted and provided necessary promotional material on Congress for inclusion in JCI mailings and JCI News.
- Supported the Committee in various meetings in drafting and accomplishing the goals outlined in the congress marketing and fundraising strategies.
- Helped COC maintain and update the congress budget.
- Drafted sponsorship proposals and met with Alamo Rent-A-Car, Xerox Corporation and IBM Corporation, as potential sponsors of the congress.
- Obtained Alamo Rent-A-Car and Xerox as congress sponsors.
- Met with Beacon Council, Miami Chamber of Commerce, World Trade Center, Coral Gables Chamber of Commerce and the Florida Department of Commerce for support of JCI's business contact center and potential sponsorship for the International Business Network (IBN) and JCI congress events.
- Met with COC regularly to review logistical plans and a variety of subjects.
- Sent congress video and congress promotional material to all NOMs.
- On behalf of the COC, created and helped them mail congress brochure to all past congress attendees.

HONG KONG WORLD CONGRESS

- At the request of the Executive Committee, advised Hong Kong World Congress Committee of the need to sign the congress contract to comply with JCI policies.
- Maintained correspondence with Hong Kong COC and answered their requests.

KOBE WORLD CONGRESS

- At the request of the Executive Committee, advised Kobe World Congress Committee of the need to sign the congress contract to comply with JCI policies.

- Maintained correspondence with the Kobe COC and answered their requests.

CONGRESS BIDDERS

- Conducted site inspections of 1995 Congress bidders, Glasgow, Scotland, and Frankfurt, Germany.
- Maintained correspondence, answered all queries and supported Congress bidders in their negotiations with hotels.
- Prepared site-inspection reports and overview of bids for Executive Committee.

CONFERENCES

- Corresponded with 1993 conference organizers to obtain reports for the JCI Executive Committee.
- Prepared background material for JCI staff officers assigned to conferences.

MARKETING STRATEGY

- Drafted implementation plan and budgets for approval by the Executive Committee.

SPONSORSHIP ACQUISITION

- Prepared a sponsorship proposal for Visa International to sponsor TOYP.
- Met with Visa International in San Francisco to discuss their sponsorship of TOYP.
- In addition to the sponsorship proposals for Alamo Rent-A-Car, IBM and Xerox, worked with the Manager of Corporate Marketing and Public Relations in drafting sponsorship proposals for the theme program and IBN.
- Followed up on sponsorship opportunities in Monte Carlo, Japan and Korea, which were presented to JCI by special assistants or NOMs.

MEETINGS

- Organized the JCI January Executive Committee and Board of Directors Meetings.
- Organized the June Executive Committee Meeting (MYE).
- Supported the UNCED meeting administratively by answering all correspondence, obtaining airfare quotes and processing registrations.

TOYP

- Printed and mailed the 1992 TOYP nomination forms to all NOMs.
- Sent official invitation to the TOYP judges.
- Processed nominations received and communicated with program auditors on rules and regulations of the program.
- Produced video, Souvenir Program and coordinated the TOYP Ceremony and program at Congress

MANAGER OF CORPORATE MARKETING AND PUBLIC RELATIONS

SPONSORSHIP

- Worked with Executive Director in finding sponsorship opportunities for Theme Program and IBN.
- Provided the sponsorship strategy to and coordinated the activities of the Special Assistants for Sponsorship.
- Communicated with Sapporo Junior Chamber on their sponsorship of the Secretary General's Office for US$5,000.
- In the area of re-funding, a sponsorship report was sent to the Japan Shipbuilding Industry Foundation and a new 1992 sponsorship proposal for 10 million Yen was submitted.
- Sent advertising proposals for the Annual Report to various LOMs, NOMs, corporations and organizing committees. Confirmed US$5,000 in advertising with an additional US$8,000 pending.

JCI*net*

- Conducted test of JCI*net* from February 14 to May 31, 1992.
- Increased number of participants to 21, representing eight national organizations.
- Prepared report and recommendations concerning e-mail service development for Midyear Executive Committee.

PUBLIC RELATIONS

- Designed a public relations strategy for UNCED.
- Implemented public relations support during Secretary General changeover.
- Drafted speeches for the President for Area conferences.

MARKETING COORDINATION

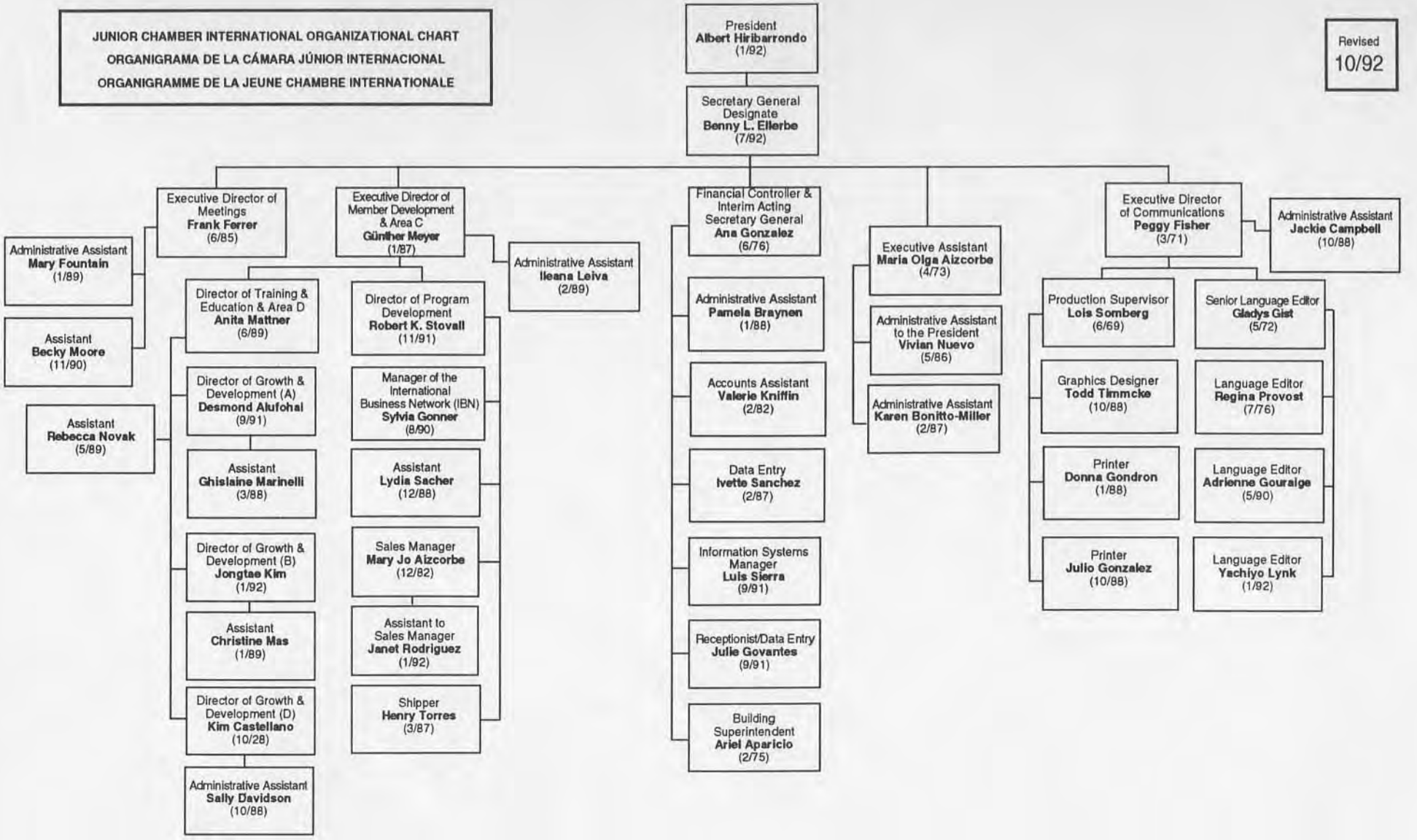
- Met with JCI Staff to explain Marketing worksheet.
- Designed a marketing strategy for JCI membership products and supplies with the Sales Manager.
- Obtained quotes and provided advice on UNCED delegate kits.
- Implemented Marketing Worksheet with One Year To Lead and fundraising manuals.

FOUNDATION

- Developed the JCI Foundation News and updated Foundation Directory. Both were mailed to all donors and NOMs.
- Prepared and distributed JCI Foundation brochure to delegates at the Area conferences in English, French, Spanish and Japanese.
- To date, there are 78 donors at the US$1,000 level.
- Purchased an additional Foundation display board for library. □

JUNIOR CHAMBER INTERNATIONAL ORGANIZATIONAL CHART
ORGANIGRAMA DE LA CÁMARA JÚNIOR INTERNACIONAL
ORGANIGRAMME DE LA JEUNE CHAMBRE INTERNATIONALE

Revised
10/92



REDISCOVERING OURSELVES IN AMERICA

NUESTRO REDESCUBRIMIENTO EN AMÉRICA

REDECOUVRONS-NOUS EN AMERIQUE

アメリカで我々自身を再発見

7–14 • november • noviembre • novembre • 11月 • 1992

JUNIOR CHAMBER INTERNATIONAL (JCI), INC
400 UNIVERSITY DRIVE, P.O. BOX 140577
CORAL GABLES, FL 33114-0577, USA
TEL: (1) (305) 446-7608 • FAX: (1) (305) 442-0041

NEW DIMENSIONS