







# Glasgow

JCI

**WORLD CONGRESS**

**CONGRESO MUNDIAL**

**CONGRÈS MONDIAL**

世界会議 1995

# SG SPECIAL CIRCULAR

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**1**

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

**FROM** : Benny Ellerbe, Secretary General

**RE** : **L WORLD CONGRESS OF JUNIOR CHAMBER INTERNATIONAL (JCI), INC.**
Glasgow, Scotland, November 5-11, 1995

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 Hilton Hotel. International Councillors wishing to stay at the headquarters hotel should advise JCI immediately. A room deposit of £100 or US$150 will be required with your reservation.

3. **RECEPTION AND REGISTRATION:** Members of the Congress Organizing Committee will be present on Saturday and Sunday, November 4th and 5th, at the Glasgow Airport and the train stations, and information desks will be established there and at the Royal Concert Hall to offer information and advice to delegates upon arrival in Glasgow. Registration of delegates will take place in the Strathclyde Room of the Royal Concert Hall, November 4-11. Delegates should register as soon as possible after arrival and hotel check-in.

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

4. **BUSINESS SESSIONS:** A detailed guide as to where each meeting is to be held will be provided to each delegate upon registration in Glasgow. The major business meetings will be held at the Royal Concert Hall.

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

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

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

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

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

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

10. **NATIONAL DUES:** National presidents are reminded that all current dues to Junior Chamber International must be paid prior to Congress and details of the NOM membership registered with the JCI Secretary General on or before October 31, 1995 (see Bylaw and Policy 21-2), in order for NOMs to exercise their full voting rights, be seated and speak at General Assembly and be eligible to submit entries for the Awards program. If any national president or treasurer requires clarification of his NOM's dues position, please communicate with this office without delay to avoid any confusion or misunderstanding at the Congress itself.

11. **CANDIDATES FOR OFFICE IN 1996:** Presidents of national organizations which have nominated candidates for international office in 1996 are requested to advise these candidates about Policy 8-4 and the requirements regarding attendance at Executive, Board of Directors and Nominations Committee meetings and the Candidates' Training School prior to the General Assembly Meetings (see Schedule of Events).

12. **DRESS:**

    a. **President's Reception:** Dress for national presidents and members of the Board of Directors is tuxedo, cocktail or evening dress, dark business suit or national dress.

    b. **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 5th, 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 backstage at the Auditorium in the Concert Hall by 1600h. for lineup and instructions/rehearsal for the Opening Ceremony.

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

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

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

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

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

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

For the banquet, national presidents who would prefer to sit in the special guest section instead of with their delegations must exchange their vouchers at the JCI registration area in the Strathclyde Room of the Royal Concert Hall by Wednesday, November 8th, at the latest.

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

Entries must reach the Congress before 1100 hours on Monday, November 6, 1995.

A reception desk for scrapbooks will be set up in the Castle Room of the Moat House on Sunday, November 5th, from 0900 - 1700 hours and on Monday, November 6th, from 0900 - 1100 hours. Please follow the instructions found in the JCI Awards Manual concerning the preparation and labeling of scrapbooks.

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

ATTN: Mr. Andrew McFarlane
Joint Chief Executive
L World Congress
Dale House
21 West George Street
Glasgow, G2 1EW Scotland

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

You can also communicate with the Congress Director at:

TEL. (44)(141) 249-1506
FAX : (44)(141) 221-4981

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

a. to reach the Junior Chamber International Headquarters no later than October 31, 1995:

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

b. after October 31, 1995, hand-carry to Glasgow and deliver to the Secretary General upon your arrival.

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

17. **WEATHER:** The average temperature in Glasgow in November is around 7°C/45°F. Therefore, clothing for cool weather is advisable. You may also wish to take an umbrella.

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

BENNY ELLERBE
SECRETARY GENERAL

REMEMBER . . .
TAKE THIS MATERIAL
WITH YOU TO CONGRESS

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## L WORLD CONGRESS

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18 President David Hide Oji
19 Immediate Past President Arnaud Godère
20 Executive Vice President Nadim Rizvi (Area A)
21 Executive Vice President George Lung (Area B)
22 Executive Vice President Julio César Trejos L. (Area C)
23 Executive Vice President Mario Garcia (Area D)
24 Treasurer Crispin Dy
25 General Legal Counsel W. E. "Bill" Russell

| REF. NO. | |
|---|---|
| REPORTS | VICE PRESIDENTS |
| | Area A: |
| 26 | Andriamandrato Razafimandimby |
| 27 | Amarjit Singh Gahir |
| 28 | Karen Smythe |
| | Area B: |
| 29 | Teresa Alberto |
| 30 | Dhanesh Raniga |
| 31 | Raj Bimal Shrestha (Report will be distributed at Congress) |
| 32 | Alan Yen |
| | Area C: |
| 33 | Jean-Pierre Léoncédis |
| 34 | Jean-Paul Michel |
| 35 | Jorge Luis Mortola V. |
| 36 | Petri Niskanen |
| 37 | K. V. Ratnam |
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# SCHEDULE OF EVENTS




## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

## GLASGOW, SCOTLAND

## NOVEMBER 5-11, 1995

| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Thursday, November 2, 1995** | | | | |
| 0830 - 1800 | | EXCEL (English) | Buchanan Suite | Stakis |
| 1800 - 2000 | | Sponsors' Reception (By invitation only) | TBC | Clydeport Building |
| **Friday, November 3, 1995** | | | | |
| 0830 - 1800 | | EXCEL (English) | Buchanan Suite | Stakis |
| 0830 - 1800 | | PRIME (English) | Merchant Room | Stakis |
| **0900 - 1700** | | **REGISTRATION FOR JCI BOARD & CANDIDATES** | **To Be Delivered** | **Hilton** |
| 0900 - 1200 | * | JCI Executive Committee Meeting (1) | Glenfiddich/Glengoyne | Hilton |
| 1200 - 1400 | | JCI Executive Committee Lunch | Dalmore | Hilton |
| 1400 - 1700 | * | JCI Executive Committee Meeting (2) | Glenfiddich/Glengoyne | Hilton |
| 1900 - 2100 | | JCI Board of Directors Dinner | Satinwood | City Chambers |
| **Saturday, November 4, 1995** | | | | |
| **0800 - 2100** | | **REGISTRATION/INFORMATION/HOUSING** | **Strathclyde** | **Concert Hall** |
| 0830 - 1200 | * | Candidates Training | Oban | Hilton |
| 0830 - 1800 | | EXCEL (English) | Buchanan Suite | Stakis |
| 0830 - 1800 | | PRIME (English) | Merchant Room | Stakis |
| 0900 - 1200 | * | 1995 JCI Board of Directors Meeting (1) | Glenfiddich/Glengoyne | Hilton |
| 0900 - 1700 | | Nominations Committee | Macallan | Hilton |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 1200 - 1400 | | Board of Directors & Candidates Lunch | Blythswood Dining Room | RSAC |
| 1400 - 1700 | * | JCI Board of Directors Meeting (2) | Glenfiddich/Glengoyne | Hilton |
| 1400 - 1700 | * | Candidates Training | Oban | Hilton |
| 1900 - 2100 | | JCI Executive Committee Dinner | One Devonshire Gardens | One Devonshire Gardens |
| 2000 - | | Pre-Congress Welcome Party | Ballroom | Hilton |

| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Sunday, November 5, 1995** | | | | |
| **0800 - 2100** | | **REGISTRATION/INFORMATION/HOUSING** | **Strathclyde** | **Concert Hall** |
| 0900 - 1100 | | JCI Foundation Board Meeting | Dalmore | Hilton |
| 0900 - 1200 | | Nominations Committee | Macallan | Hilton |
| 0900 - 1200 | | Area Association Meetings | | Hilton |
| | * | AJA (French & English) | Glenfiddich/Glengoyne | Hilton |
| | * | ADC (Spanish & English) | Ballroom (2) | Hilton |
| | | AEP | Ballroom (1) | Hilton |
| | | APDC | Ballroom (3) | Hilton |
| 0900 - 1700 | | Awards Scrapbook Reception | Castle | Moat House |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 1300 - 1530 | | Area Team Meetings | | |
| | | Area A | Glen Garioch | Hilton |
| | | Area B | Cardhu | Hilton |
| | | Area C | Laphroaig | Hilton |
| | | Area D | The Tormore | Hilton |
| 1400 - 1630 | | Welcome 'Highland' Gathering | Strathclyde | Concert Hall |
| 1600 - 1630 | | Opening Ceremony Rehearsal | Backstage/Auditorium | Concert Hall |
| 1700 - 1900 | * | Opening Ceremony | Auditorium | Concert Hall |
| 1930 - | | Home Hospitality | Various | Glasgow City |
| 1930 - 2300 | | Presidential Reception (by invitation only) | Art Galleries | Kelvingrove |
| **Monday, November 6, 1995** | | | | |
| 0800 - 1000 | | TOYP Honorees and JCI Executive Commitee Breakfast | Oban | Hilton |
| 0800 - 1800 | | Trainers/Speakers lounge | Artistes' Bar | Concert Hall |
| 0900 - 1100 | | Awards Scrapbook Reception | Castle | Moat House |
| 0900 - 1100 | | Vision 2000 SPC Workshop | Glendronach | Hilton |
| 0900 - 1200 | | Area NOM President's Meetings | | Hilton |
| | * | Area A (French and English) | Glenfiddich/Glengoyne | Hilton |
| | | Area B | Ballroom (3) | Hilton |
| | * | Area C (Spanish and English) | Ballroom (2) | Hilton |
| | | Area D | Ballroom (1) | Hilton |
| 0900 - 1200 | * | Creative Training Techniques by Bob Pike | Strathclyde Room | Concert Hall |
| 0900 - 1200 | | Communication Without Aggression by Gudrun Westin Göransson of Junior Chamber Sweden | Scott Suite | Hospitality Inn |
| 0900 - 1200 | | The Chair by Aaron Saleh of Junior Chamber Finland (by invitation) | California Suite | Hospitality Inn |
| 0900 - 1200 | | Making Things Happen by Paul Roels of Jaycees Belgium | Clyde Suite | Hospitality Inn |
| 0900 - 1200 | | The Coaching Quartet - Leadership by Hong Kong Junior Chamber of Commerce | Lomond Suite | Hospitality Inn |
| **0900 - 1600** | | **REGISTRATION/HOUSING/INFORMATION** | **Strathclyde** | **Concert Hall** |
| 0900 - 1700 | | Business Contact Center/IBN | Business Center | Hospitality Inn |
| 0900 - 1700 | | Membership Supplies | Lower Foyer | Concert Hall |

| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Monday, November 6, 1995 (cont.)** | | | | |
| 0900 - 1700 | | The Turn Over Program (Day 1) by Taylor Clarke Partnership | Strathclyde Bar | Concert Hall |
| 0900 - 1700 | | Mind Mapping for Beginners by Bjørn Ringom | Buchanan Room | Concert Hall |
| 0900 - 1700 | | Exponential Sexpotential by Ludar-Smith of British Junior Chamber | Bearsden Suite | Hospitality Inn |
| 0900 - 1700 | | Genius Leader by Junior Chamber South Africa and Junior Chamber Scotland | Guiness Room | RSAMD |
| 0930 - 1000 | | Mottainai II Exhibition Opening Ceremony | Upper Foyer | Concert Hall |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 1230 - 1400 | | Delegates Lunch | Ballroom | Hospitality Inn |
| 1400 - 1700 | | Awards Judging (1) | Castle | Moat House |
| 1400 - 1700 | * | Put a Little PEP in Your Life by Kerry Gleeson | Strathclyde Room | Concert Hall |
| 1400 - 1700 | | Let's Do Business by International Business Network ( IBN) | Scott Suite | Hospitality Inn |
| 1400 - 1700 | | Positive Change by Junior Chamber Finland | California Suite | Hospitality Inn |
| 1400 - 1700 | | Dare To Be a Leader (Spanish) by Cámara Júnior de Ecuador | Clyde Suite | Hospitality Inn |
| 1400 - 1700 | | The 21st Century Corporation by AIESEC International | Lomond Suite | Hospitality Inn |
| 1400 - 1700 | | Leadership 2000 by Blaine Bartlett | Ballroom | Hilton |
| 1400 - 1700 | * | General Assembly 1 (Opening Session) | Auditorium | Concert Hall |
| 1800 - 2100 | | Open House Invitation by Marks and Spencers, Plc Department Store | | Marks & Spencers |
| 1900 - 2000 | | Trainers/IBN Reception (by invitation only) | Buchanan Room | Concert Hall |
| 2100 - | | National Parties | | |
| | | Belgium Night | | Central Hotel |
| | | Japan Night | Ballroom | Hilton Hotel |
| | | German Night | Ballroom | Hospitality Inn |
| **Tuesday, November 7, 1995** | | | | |
| **THEME DAY** | | | | |
| 0730 - 0900 | | Past JCI Presidents' Breakfast | Oban | Hilton |
| 0800 - 1000 | | JCI Training Institute Commission Meeting | Glengarrioch Room | Hilton |
| 0800 - 1800 | | Trainers/Speakers lounge | Artistes' Bar | Concert Hall |
| 0900 - 1100 | | Finance Committee Meeting | Dalmore Room | Hilton |
| 0900 - 1200 | | Games Trainers Play by Bob Pike | Buchanan Room | Concert Hall |
| 0900 - 1200 | | Multi-Level Marketing by International Business Network ( IBN) | Scott Suite | Hospitality Inn |
| 0900 - 1200 | | How to Listen Better and Improve Interpersonal Relations (French) by Jeune Chambre Economique de Tunisie | Bearsden Suite | Hospitality Inn |
| 0900 - 1200 | | The Right Decisions | California Suite | Hospitality Inn |
| 0900 - 1200 | | The Demographic Challenge by Jeune Chambre Economique Française - Guadeloupe | Clyde Suite | Hospitality Inn |
| 0900 - 1200 | | Strategic Planning (Spanish) by Asociación Nacional de Cámaras Júnior de Bolivia | Lomond Suite | Hospitality Inn |

| DATE/TIME | EVENT | ROOM | VENUE |
|---|---|---|---|
| **Tuesday, November 7, 1995 (cont.)** | | | |
| 0900 - 1200 | * Theme Day - Success Through Enterprise | Strathclyde Room | Concert Hall |
| 0900 - 1300 | * 1996 JCI Vice President Caucus | Auditorium | Concert Hall |
| **0900 - 1600** | **REGISTRATION/HOUSING/INFORMATION** | **Strathclyde** | **Concert Hall** |
| 0900 - 1700 | Business Contact Center/IBN | Business Center | Hospitality Inn |
| 0900 - 1700 | Membership Supplies | Lower Foyer | Concert Hall |
| 0900 - 1700 | Awards Judging (2) | Castle | Moat House |
| 0900 - 1700 | Embracing Diversity by Madye Whitehead of Design Alternatives, Inc. | Ballroom (1) | Hilton |
| 0900 - 1700 | Turn Over Program (Day 2) by Taylor Clarke Partnership | Strathclyde Bar | Concert Hall |
| 0900 - 1700 | On Camera With Monica Esslin by British Junior Chamber | Grove TV Studio | RSAMD |
| 0930 - 1700 | Admissions Committee Meeting | Tullibardine Room | Hilton |
| 1000 - | Senate Lounge | TBA | Moat House |
| 1230 - 1400 | Delegates Lunch | Ballroom | Hospitality Inn |
| 1400 - 1600 | First Lady's Reception (by invitation only) | TBA | TBA |
| 1400 - 1630 | * 1996 JCI Executive Vice President Caucus | Strathclyde Room | Concert Hall |
| 1400 - 1700 | Business Card Exchange by JCI | Buchanan Room | Concert Hall |
| 1400 - 1700 | Enter The Swiss Market by International Business Network (IBN) | Scott Suite | Hospitality Inn |
| 1400 - 1700 | The Junior Chamber Mission Inn by The United States Junior Chamber of Commerce | California Suite | Hospitality Inn |
| 1400 - 1700 | The Sports Approach to Win in Business by The Canadian Junior Chamber | Clyde Suite | Hospitality Inn |
| 1400 - 1700 | The Experience of Taiwan's Economic Miracle by Republic of China Junior Chamber | Lomond Suite | Hospitality Inn |
| 1400 - 1700 | JCI Infonet by Junior Chamber Finland | Bearsden Suite | Hospitality Inn |
| 1400 - 1700 | IBN Council Meeting (by invitation only) | Board Room | Chamber of Com. |
| 1630 - 1700 | * 1996 JCI Presidential Caucus | Strathclyde Room | Concert Hall |
| 1900 - 2100 | * TOYP Ceremony | Auditorium | Concert Hall |
| 2130 - 2230 | TOYP Reception (by invitation only) | Prince of Wales Restaurant | Hospitality Inn |
| 2100 - | National Parties | Various | Concert Hall |
| | Korea Night | Ballroom | Hospitality Inn |
| | Finland Party | Strathclyde | Concert Hall |
| **Wednesday November 8, 1995** | | | |
| 0800 - 1800 | Trainers/Speakers lounge | Artistes' Bar | Concert Hall |
| 0900 - 1200 | * It's All in the Mind by Jack Black | Strathclyde Room | Concert Hall |
| 0900 - 1200 | Commitment by Junior Chamber Finland | Buchanan Room | Concert Hall |
| 0900 - 1200 | Leadership, Motivation & Attitudes by Bob Pike | Strathclyde Bar | Concert Hall |
| 0900 - 1200 | Zulia State: A Source of Successful Business by International Business Network (IBN) | Scott Suite | Hospitality Inn |
| 0900 - 1200 | JCI European Academy by Junior Chamber Sweden (by invitation only) | Guiness Room | RSAMD |
| 0900 - 1200 | How to Enter Business In The German Market by Frank Winkler/Junior Chamber Germany | California Suite | Hospitality Inn |
| 0900 - 1200 | Breakthrough | Lomond Suite | Hospitality Inn |

| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Wednesday, November 8, 1995 (cont.)** | | | | |
| 0900 - 1200 | | Twinning Coordinators Meeting | Board Room | Chamber of Com. |
| 0900 - 1200 | | The Three E's Formula (Spanish) by Joan Rodó Rodà - Junior Chamber Catalonia (Spain) | Bearsden Suite | Hospitality Inn |
| 0900 - 1230 | * | General Assembly (2) | Auditorium | Concert Hall |
| **0900 - 1600** | | **REGISTRATION/HOUSING/INFORMATION** | **Strathclyde** | **Concert Hall** |
| 0900 - 1700 | | Business Contact Center/IBN | Business Center | Hospitality Inn |
| 0900 - 1700 | | Membership Supplies | Lower Foyer | Concert Hall |
| 0900 - 1700 | | Awards Judging (3) | Castle | Moat House |
| 0900 - 1700 | | PRIME (Japanese) (by invitation only) | Board Room | RSAMD |
| 0900 - 1700 | | Life Planning Century 21 by Japan Junior Chamber | Ballroom (1) | Hilton |
| 0900 - 1700 | | Self-Management by Patrick Claeys of Jaycees Belgium | Clyde Suite | Hospitality Inn |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 1230 - 1400 | | Delegates Lunch | Ballroom | Hospitality Inn |
| 1400 - 1700 | * | World Speaking Competition | Strathclyde Room | Concert Hall |
| 1400 - 1700 | | The Perfect Omission by Cámara Júnior de República Dominicana (English) | Buchanan Room | Concert Hall |
| 1400 - 1700 | | Overcoming Procrastination by Kerry Gleeson | Strathclyde Bar | Concert Hall |
| 1400 - 1700 | | Investment Opportunities with MERCOSUR by International Business Network (IBN) (Spanish) | Scott Suite | Hospitality Inn |
| 1400 - 1700 | | Female/Male Roles Internationally by Gudrun Westin Göransson of Junior Chamber Sweden | Bearsden Suite | Hospitality Inn |
| 1400 - 1700 | | Dress For Success by Junior Chamber Switzerland | California Suite | Hospitality Inn |
| 1400 - 1700 | | Membership Extension & Retention by Junior Chamber Denmark | Lomond suite | Hospitality Inn |
| 1400 - 1700 | * | Body Language by Allan Pease | Auditorium | Concert Hall |
| 1900 - 2230 | | Senate Dinner | Argyll | Moat House |
| 2100 - | | National Parties | | |
| | | Africa Night | Strathclyde | Concert Hall |
| | | Manila Night | Ballroom | Hilton |
| | | French Night | Ballrooms 2&3 | Hospitality Inn |
| | | Catalonia Night | Ballroom 1 | Hospitality Inn |
| **Thursday, November 9, 1995** | | | | |
| 0800 - 1800 | | Trainers/Speakers Lounge | Artistes' Bar | Concert Hall |
| 0900 - 1200 | * | Facilitating Change in Turbulent Times by Sundridge Park College | Strathclyde Room | Concert Hall |
| 0900 - 1200 | | How to Handle Differences in Others by Allan Pease | Ballroom (1) | Hilton |
| 0900 - 1200 | | Doing Business in Africa by International Business Network (IBN) | Scott Suite | Hospitality Inn |
| 0900 - 1200 | | International Graphoanalysis by Owen Williams | Lomond Suite | Hospitality Inn |
| 0900 - 1200 | | Business Etiquette by Lynne Brennan | Strathclyde Bar | Concert Hall |

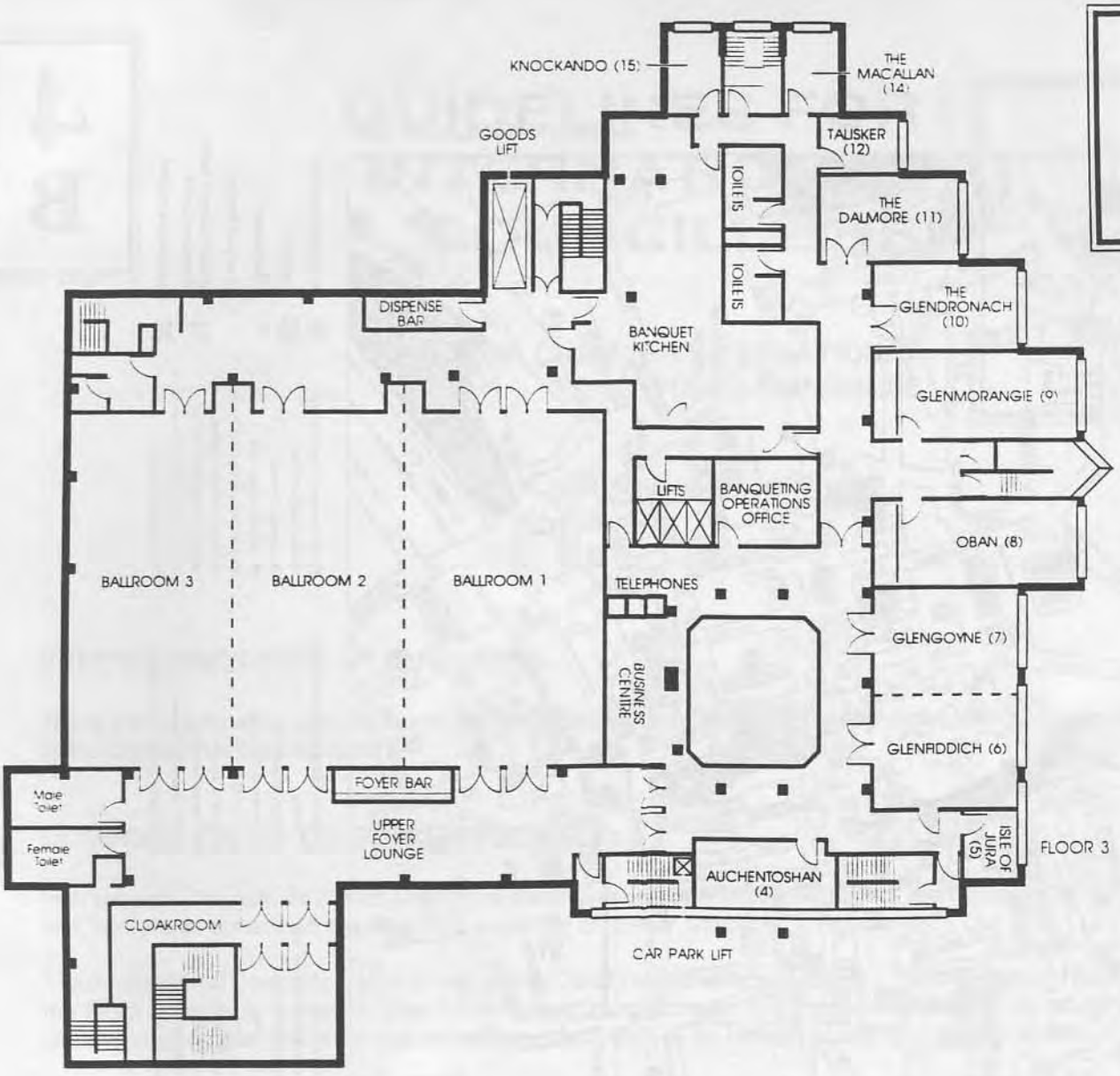
| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Thursday, November 9, 1995 (cont.)** | | | | |
| 0900 - 1200 | | World Trade Game Leaders Training by Junior Chamber The Netherlands | Bearsden Suite | Hospitality Inn |
| 0900 - 1200 | | Junior Chamber Alliance by The United States Junior Chamber of Commerce | California Suite | Hospitality Inn |
| 0900 - 1200 | | Doing Business With Japan by Roger Prentis/British Junior Chamber | Clyde Suite | Hospitality Inn |
| 0900 - 1230 | * | General Assembly (3) | Auditorium | Concert Hall |
| **0900 - 1600** | | **REGISTRATION/HOUSING/INFORMATION** | **Strathclyde** | **Concert Hall** |
| 0900 - 1700 | | Membership Supplies | Lower Foyer | Concert Hall |
| 0900 - 1700 | | Business Contact Center/IBN | Business Center | Hospitality Inn |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 0900 - 1700 | | PRIME (Japanese) (by invitation only) | Board Room | RSAMD |
| 0900 - 1700 | | On Camera With Monica Esslin by British Junior Chamber | Grove TV Studio | RSAMD |
| 0900 - 1700 | | Advanced Mind-Mapping by Bjørn Ringom | Buchanan Room | Concert Hall |
| 1230 - 1400 | | Delegates Lunch | Ballroom | Hospitality Inn |
| 1400 - 1700 | | World Trade Game by Junior Chamber The Netherlands | Ballroom (1) | Hilton |
| 1400 - 1700 | * | Influencing Without Thump or Thunder by Blaine Bartlett | Strathclyde Room | Concert Hall |
| 1400 - 1700 | | Franchising and International Trade by International Business Network (IBN) | Scott Suite | Hospitality Inn |
| 1400 - 1700 | | Deregulation in Europe by Junior Chamber Germany | Bearsden Suite | Hospitality Inn |
| 1400 - 1700 | | International Graphoanalysis by Owen Williams | Lomond Suite | Hospitality Inn |
| 1400 - 1700 | | The Winners in Business of Tomorrow by Junior Chamber Norway | California Suite | Hospitality Inn |
| 1400 - 1700 | | Mottainai Workshop by Japan Junior Chamber | Strathclyde Bar | Concert Hall |
| 1400 - 1730 | * | General Assembly (4) (Congress Site Selection and Elections) | Auditorium | Concert Hall |
| 1800 - 2000 | | Japan Academy Reunion | Buchanan Suite | Concert Hall |
| 1900 - 2000 | | VIP Reception hosted by Glasgow COC (by invitation only) | Transport Museum | Kelvin Hall |
| 2000 - 0100 | | Scottish Party | Arena | Kelvin Hall |
| **Friday, November 10, 1995** | | | | |
| 0800 - 1800 | | Trainers/speakers lounge | Artistes' Bar | Concert Hall |
| 0900 - 1100 | | Vision 2000—SPC Workshop | Glendronach | Hilton |
| **0900 - 1600** | | **REGISTRATION/HOUSING/INFORMATION** | **Strathclyde** | **Concert Hall** |
| 0900 - 1200 | * | Creativity and Brainwaves by Bjørn Ringom | Strathclyde Room | Concert Hall |
| 0900 - 1200 | | Business Opportunities in the Heart of Europe by International Business Network (IBN) | Scott Suite | Hospitality Inn |
| 0900 - 1200 | | Quality Management (Spanish) by Cámara Júnior de República Dominicana | California Suite | Hospitality Inn |
| 0900 - 1200 | | Introduction to Negotiating International Contracts by the International Chamber of Commerce (ICC) | Clyde Suite | Hospitality Inn |

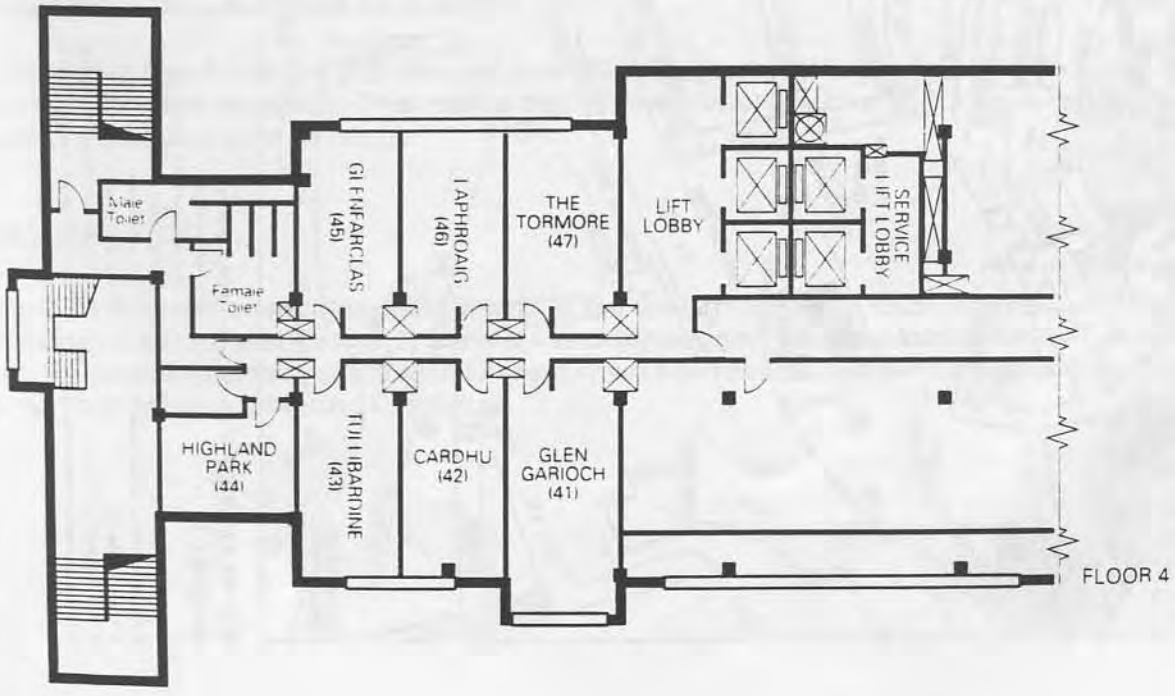
| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Friday, November 10, 1995 (cont.)** | | | | |
| 0900 - 1200 | | Power Pack by Barry & Sue Miller of British Junior Chamber | Buchanan Room | Concert Hall |
| 0900 - 1230 | * | General Assembly (5) (Officer Assignments) | Auditorium | Concert Hall |
| 0900 - 1700 | | Membership Supplies | Lower Foyer | Concert Hall |
| 0900 - 1700 | | Business Contact Center/IBN | Business Center | Hospitality Inn |
| 0900 - 1700 | | Awards Scrapbook Return | Lower Foyer | Concert Hall |
| 0900 - 1700 | | Re-Born: Re-inventing the Organization by Bill Potter | Strathclyde Bar | Concert Hall |
| 0900 - 1700 | | Value-Centered Leadership by Gerry Godley of Dale Carnegie | Ballroom (1) | Hilton |
| 0900 - 1700 | | Unleash The Energy of Empowerment by Junior Chamber Scotland | Lomond Suite | Hospitality Inn |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 1200 - 1400 | | 1995/1996 Board of Directors' Lunch | Prince of Wales Restaurant | Hospitality Inn |
| 1230 - 1400 | | Delegates Lunch | Ballroom | Hospitality Inn |
| 1330 - 1430 | | 1996 EVP/Conference Chairmen Briefing | Oban | Hilton |
| 1400 - 1700 | * | Team Tuning by Blaine Bartlett | Strathclyde Room | Concert Hall |
| 1400 - 1700 | | Let's Do Business by the International Business Network (IBN) | Scott Suite | Hospitality Inn |
| 1400 - 1700 | | How To Negotiate Better & Win (French) by La Jeune Chambre Economique de Tunisie | California Suite | Hospitality Inn |
| 1400 - 1700 | | Stress Management by Paul Koeck Kathleen Ipacs | Buchanan Room | Concert Hall |
| 1400 - 1700 | | Trainer's Forum - JCI Training Institute | Clyde Suite | Hospitality Inn |
| 1430 - 1530 | | 1996 Conf. Chairmen Meeting w/Committees | Oban | Hilton |
| 1700 - 1800 | | Awards Judges Reception | Upper Foyer | Concert Hall |
| 1830 - 2030 | * | Awards Ceremony | Auditorium | Concert Hall |
| 2100 - | | National Parties<br>European Night | Ballroom | Hospitality Inn |
| **Saturday, November 11, 1995** | | | | |
| 0730 - 0900 | * | JCI Executive Committee Breakfast Meeting | Glendronach | Hilton |
| 0830 - 1100 | | Area Association Meetings | | |
| | * | AJA (French & English) | Glenfiddich/Glengoyne | Hilton |
| | | APDC | Ballroom (3) | Hilton |
| | * | ADC (Spanish & English) | Ballroom (2) | Hilton |
| | | AEP | Ballroom (1) | Hilton |
| **0900 - 1200** | | **REGISTRATION/HOUSING/INFORMATION** | **Strathclyde** | **Concert Hall** |
| 0900 - 1200 | | IBN Council Meeting (by invitation only) | TBA | TBA |
| 1000 - | | Senate Lounge | TBA | Moat House |
| 1115 - 1200 | | Area Team Meetings | | |
| | | Area A Team | Glen Garioch | Hilton |
| | | Area B Team | Cardhu | Hilton |
| | | Area C Team | Laphroaig | Hilton |
| | | Area D Team | Tormore | Hilton |

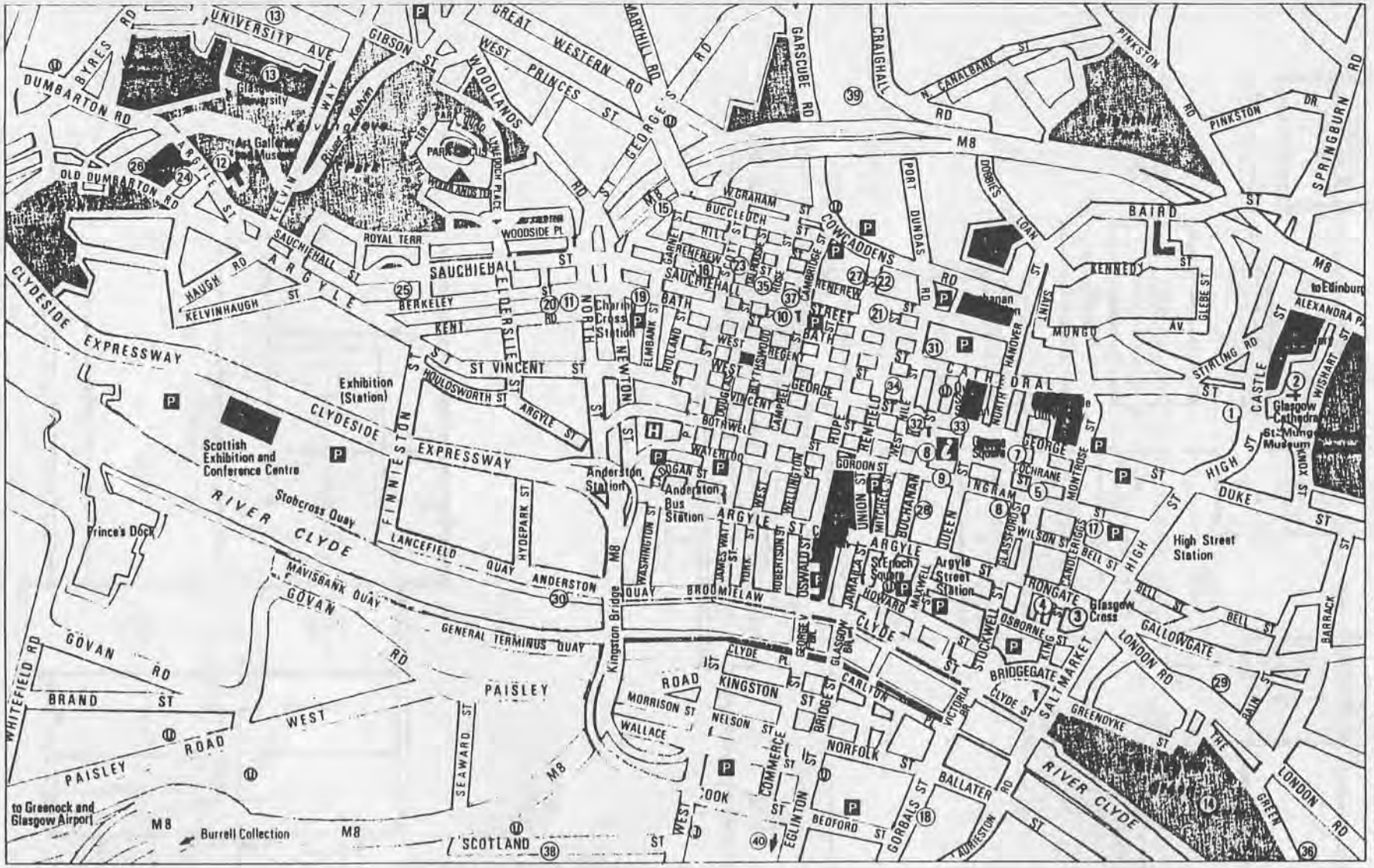
| DATE/TIME | | EVENT | ROOM | VENUE |
|---|---|---|---|---|
| **Saturday, November 11, 1995 (cont.)** | | | | |
| 1200 - 1400 | * | 1996 Board of Directors Meeting with Lunch | Glenfiddich/Glengoyne | Hilton |
| 1500 - 1700 | | NOM Presidents Meeting | | |
| | * | Area A (French & English) | Glenfiddich/Glengoyne | Hilton |
| | | Area B | Ballroom (3) | Hilton |
| | * | Area C (Spanish & English) | Ballroom (2) | Hilton |
| | | Area D | Ballroom (1) | Hilton |
| 1800 - 1900 | | Foundation Reception | Ballroom (3) | Hilton |
| 1930 - 0200 | | Presidential Banquet and Ball | | Kelvin Hall |

* Denotes Simultaneous Interpretation
RSAC = Royal Scottish Automobile Club
RSAMD = Royal Scottish Academy of Music & Drama
TBA = To be announced

# 4 A


KNOCKANDO (15)
THE MACALLAN (14)
GOODS LIFT
TALISKER (12)
TOILETS
TOILETS
THE DALMORE (11)
THE GLENDRONACH (10)
DISPENSE BAR
BANQUET KITCHEN
GLENMORANGIE (9)
LIFTS
BANQUETING OPERATIONS OFFICE
OBAN (8)
BALLROOM 3
BALLROOM 2
BALLROOM 1
TELEPHONES
GLENGOYNE (7)
BUSINESS CENTRE
GLENRIDDICH (6)
FOYER BAR
Male Toilet
Female Toilet
UPPER FOYER LOUNGE
ISLE OF JURA (5)
FLOOR 3
AUCHENTOSHAN (4)
CLOAKROOM
CAR PARK LIFT


Male Toilet
Female Toilet
GLENFARCLAS (45)
LAPHROAIG (46)
THE TORMORE (47)
LIFT LOBBY
SERVICE LIFT LOBBY
HIGHLAND PARK (44)
TULLIBARDINE (43)
CARDHU (42)
GLEN GARIOCH (41)
FLOOR 4




Map by courtesy of Richard Drew Publishing Ltd

## KEY PLACES OF INTEREST

1. Provand's Lordship
2. Glasgow Cathedral/St. Mungo Museum
3. Tolbooth Steeple
4. Tron Steeple/Tron Theatre
5. Hutchesons Hall & Merchant City Video
6. Trades House
7. City Chambers
8. Greater Glasgow Tourist Information Centre
9. Future Gallery of Modern Art (1996)
10. Willow Tearoom
11. Mitchell Library
12. Art Gallery and Museum Kelvingrove
13. Hunterian Museum and Art Gallery
14. People's Palace
15. Tenement House
16. Centre for Contemporary Arts
17. City Halls/Ticket Centre
18. Citizen's Theatre
19. King's Theatre
20. Mitchell Theatre
21. Pavilion Theatre
22. Theatre Royal
23. Glasgow School of Art
24. Kelvin Hall International Sports Arena
25. Henry Wood Hall
26. Transport Museum
27. R.S.A.M.D.
28. Princes Square
29. "Barras" Market
30. P.S. Waverley Departures
31. Glasgow Royal Concert Hall
32. St. George's Tron Church
33. Merchants House
34. Odeon Cinema
35. McLellan Galleries
36. Templetons Carpet Factory
37. Glasgow Film Theatre
38. Scotland Street School
39. Start of Forth and Clyde Canal
40. Tramway Theatre

U Underground station
P Car Park
T Public lavatory
Pedestrian Precinct
Greater Glasgow Tourist Information Centre
H Headquarters Hotel

B4

# GUIDELINES FOR INTERNATIONAL COUNCILLORS

5

JUNIOR CHAMBER INTERNATIONAL
L WORLD CONGRESS

## SPECIAL BRIEFINGS AT CONGRESS:

There will be a briefing and rehearsal for the Opening Ceremony on Sunday, November 5th from 1600 to 1630h. at the Concert Hall Auditorium.

## 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 said authorized representative is an individual member of that particular NOM.

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

You are reminded that Article 6-5 provides that only NOMs in good standing, as provided in Bylaw 3-18, may be represented in General Assembly. This means that all financial obligations to JCI must be paid and the 1996 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 five (5) General Assembly sessions which are included in the Congress Schedule of Events. Please note that this year, General Assembly will also have to consider the proposals and recommendations of the 1995 Strategic Planning Committee.

## EXCLUSIVE PREROGATIVES OF GENERAL ASSEMBLY:

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

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

## SPECIFIC RESPONSIBILITIES OF GENERAL ASSEMBLY:

The General Assembly:

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

## RULES OF PROCEDURE AT GENERAL ASSEMBLY:

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

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

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

## GENERAL ASSEMBLY BUSINESS:

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

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

1. They are submitted in the appropriate form for action;
2. They are submitted in each of the main correspondence languages of Junior Chamber International, i.e., English, French, Japanese and Spanish; and
3. Bylaw 6-13, Section 4, is waived as provided for in Article 28-3, Section 2.

**Requirements and entitlements:** In any vote by General Assembly, all NOMs whose current dues are paid in full have a total number of votes based on their maximum entitlement 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 JCI Secretary General prior to the commencement of Congress. Only International Councillors representing NOMs are permitted to cast proxy votes.

**General voting procedures:**

1. **Voting sticks:** Each NOM's voting stick has the NOM's total number of votes on it. When the chairman calls for a vote on any question, the International Councillor should raise the voting stick so it can be read easily by those at the head table.
2. **Voting in General Assembly:** On all general issues which require a vote at General Assembly, the voting will be done by raising your voting sticks.

   During the election of officers and the selection of the Congress site (Thursday, November 9th), International Councillors will vote by secret ballot. Additional detailed instructions will be provided in advance of the elections.

## GENERAL ASSEMBLY SESSION 4:

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

## PRESENTATIONS:

Please note that there will be no presentations made to the JCI President or Board members during General Assembly this year. Therefore, International Councillors who wish to present a gift to the President or to a member

of the Board of Directors should make arrangements to have the gift delivered to the individual's room at the Hilton Headquarters Hotel, as you will not be able to make these presentations during the General Assembly sessions.

## ADDITIONAL TIPS FOR GENERAL ASSEMBLY SESSIONS:

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

1. Junior Chamber International Constitution and Policy Manual
2. Proposed Amendments to the Constitution and Policy Manual
3. 1995 Strategic Planning Committee Report "JCI Vision 2000."
4. 1996 Draft Budget and Revised Long-Range Financial Plan 1996-2000
5. Proposed 1996 Plan of Action
6. Congress Kit

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

## INTERPRETATION FACILITIES:

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

## ATTENDANCE AT BUSINESS SESSIONS:

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

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

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

**Finance Committee:**

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

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

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

**Caucus Meetings:** Included on the Schedule of Events are caucus meetings for the purpose of assisting International Councillors to evaluate candidates for Junior Chamber International elective offices. A timetable of candidates will be prepared and circulated at the Congress. Each NOM should be represented at all caucus meetings, which will be held on Tuesday, November 7th.

**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 1996 Junior Chamber International Vice Presidents will be announced during General Assembly Session 5 on Friday morning, November 10th. All International Councillors should be in attendance to meet their assigned Vice President for 1996. A MEETING OF THE 1996 EVP, VPs, AREA DIRECTOR AND ASSIGNED NOMs WILL BE HELD AT 1500H. ON SATURDAY AFTERNOON, NOVEMBER 11TH, AND IT IS IMPERATIVE THAT YOU ATTEND THIS MEETING. (Please refer to the Schedule of Events for the exact location 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; plans 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 1996 for the purpose of discussing specific plans, suggested visitation dates, etc.

Since elections of 1996 officers are held on Thursday, November 9th, 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 Glasgow by late afternoon or early evening, Saturday, November 4th.

2. Departure from Glasgow, Sunday, November 12th. □

# PROGRAM FOR INTERNATIONAL COUNCILLORS

6

## JUNIOR CHAMBER INTERNATIONAL L WORLD CONGRESS

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

Please note that transportation between the Congress venues and the Congress hotels will be provided.

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 4, 1995** | | |
| • **Registration** | **0800 - 2100h.** | **Strathclyde, Concert Hall** |

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

| | | |
|---|---|---|
| **Sunday, November 5, 1995** | | |
| • **Registration** | **0800 - 2100h.** | **Strathclyde, Concert Hall** |

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

| | | |
|---|---|---|
| • **Area Association Meetings (AJA, APDC, ADC & AEP)** | **0900 - 1200h.** | **Various, Hilton Hotel (Please refer to Schedule of Events)** |
| • **Rehearsal for Opening Ceremony** | **1600 - 1630h.** | **Backstage, Concert Hall Auditorium** |

**Program for International Councillors** (cont.)

| DATE / EVENT | TIME | VENUE |
|---|---|---|

**Sunday, November 5, 1995 (cont.)**

- **Opening Ceremony** — **1700 - 1900h.** — **Auditorium Concert Hall**

You must be at the VIP backstage line-up area by 1600h. for confirmation of your name on the script and line-up for presentation at the Opening Ceremony. Any JCI officer or national president NOT registered in the backstage area by 1645h. WILL NOT BE INTRODUCED ON STAGE. THERE WILL BE NO EXCEPTIONS TO THIS RULE!

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

PLEASE NOTE: Seating for the Opening Ceremony is limited; therefore, please advise your delegations to arrive at the Concert Hall as early as possible. There will be a "Welcome Highland Gathering" in the Concert Hall, starting at 1400h. and delegates should be advised to attend this Gathering wearing their Opening Ceremony attire.

- **Presidential Reception** — **1930 - 2300h.** — **Art Galleries, Kelvingrove**

This reception, hosted by President David Oji, 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.

**Monday, November 6, 1995**

- **Area NOM Presidents' Meetings** — **0900 - 1200h.** — **Various, Hilton Hotel (Please refer to Schedule of Events)**
- **Opening Ceremony Mottainai II Exhibition** — **0930 - 1000** — **Upper Foyer, Concert Hall**
- **General Assembly (1) (Opening General Assembly)** — **1400 - 1700h.** — **Auditorium Concert Hall**

**Tuesday, November 7, 1995**

- **JCI Vice President Caucus** — **0900 - 1300h.** — **Auditorium, Concert Hall**
- **JCI Executive Vice President Caucus** — **1400 - 1630h.** — **Strathclyde Room, Concert Hall**
- **JCI Presidential Caucus** — **1630 - 1700h.** — **Strathclyde Room, Concert Hall**
- **TOYP Ceremony** — **1900 - 2100h.** — **Auditorium, Concert Hall**

Special seating will be provided for national presidents. You are requested to be at the Concert Hall by 1845h. After that time, seats reserved for national presidents and special guests will be made available to others.

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

**Program for International Councillors** (cont.)

| DATE / EVENT | TIME | VENUE |
|---|---|---|
| **Tuesday, November 7, 1995 (cont.)** | | |
| • **TOYP Reception** | **2130 - 2230h.** | **Prince of Wales Restaurant, Hospitality Inn** |

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

| | | |
|---|---|---|
| **Wednesday, November 8, 1995** | | |
| • **General Assembly (2)** | **0900 - 1230h.** | **Auditorium, Concert Hall** |
| • **World Speaking Competition** | **1400 - 1700h.** | **Strathclyde Room, Concert Hall** |
| • **JCI Senate Dinner** | **1900 - 2230h.** | **Argyll, Moat House** |
| **Thursday, November 9, 1995** | | |
| • **General Assembly (3)** | **0900 - 1230h.** | **Auditorium, Concert Hall** |
| • **General Assembly (4) (Elections for JCI officers and Congress site selection)** | **1400 - 1730h.** | **Auditorium, Concert Hall** |
| • **VIP Reception Hosted by Glasgow COC** | **1900 - 2000h.** | **Transport Museum, Kelvin Hall** |

NOTE: Admittance to this reception will be by invitation only.

| | | |
|---|---|---|
| **Friday, November 10, 1995** | | |
| • **General Assembly (5) (Officer assignments)** | **0900 - 1230h.** | **Auditorium, Concert Hall** |
| • **Awards Ceremony & Presidential Inauguration** | **1830 - 2030h.** | **Auditorium, Concert Hall** |

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

| DATE / EVENT | TIME | VENUE |
|---|---|---|
| **Saturday, November 11, 1995** | | |
| • **Area Association Meetings (AJA, APDC, ADC & AEP)** | **0830 - 1100h.** | **Various, Hilton Hotel (Please refer to Schedule of Events)** |
| • **1996 Area Team Meetings with NOM Presidents** | **1500 - 1700h.** | **Various, Hilton Hotel (Please refer to Schedule of Events)** |
| • **Presidential Banquet and Ball** | **1930 - 0200h.** | **Kelvin Hall** |

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

If you wish to be seated in the special guest section instead of with your delegation at the Presidential Banquet & Ball, please see JCI staff at the Congress Information desk located in the Strathclyde area of the Concert Hall, by Wednesday, November 8, 1995, to exchange your Presidential Gala ticket for a table assignment. ☐

# PROGRAM OF SEMINARS AND SESSIONS OF INTEREST TO DELEGATES

7

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**EXCEL: THE JCI PROFESSIONAL TRAINERS COURSE (English)**

**0830 - 1800h., Thursday, November 2, 1995**
**0830 - 1800h., Friday, November 3, 1995**
**0830 - 1800h., Saturday, November 4, 1995**
**ENGLISH : Buchanan Suite, Stakis**

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

Presented by : The JCI Training Institute

NOTE : This course will be offered in English only. French and Spanish EXCEL courses, which were originally being presented, had to be cancelled due to lack of participation.

**PRIME (English)**

**0830 - 1800h., Friday, November 3, 1995**
**0830 - 1800h., Saturday, November 4, 1995**
**Merchant Room, Stakis**

NOTE: PARTICIPANTS FOR THIS COURSE MUST BE PREREGISTERED WITH THE JCI 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 skills, PRIME is more than adequate and is open to any member interested in training or individual development who has preregistered.

Presented by : The JCI Training Institute

NOTE : The course is offered in English only.

## VISION 2000 — SPC WORKSHOP

**0900 - 1100h., Monday, November 6, 1995**
**0900 - 1100h., Friday, November 10, 1995**
**Glendronach, Hilton**

This workshop is an open forum giving members the opportunity to discuss the recommendations of the Strategic Planning Committee and share their own visions for Junior Chamber International in the year 2000.

Presented by : Albert Hiribarrondo, SPC Chairman and 1992 JCI President
SPC Committee members

## CREATIVE TRAINING TECHNIQUES

**0900 - 1200h., Monday, November 6, 1995**
**Strathclyde Room, Concert Hall**

This seminar will demonstrate how to involve every person in a discussion regardless of group size, develop a learner's attitude, and use your personal experiences to capture and keep the attention of your audience.

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

NOTE : Simultaneous interpretation will be provided.

## COMMUNICATION WITHOUT AGGRESSION

**0900 - 1200h., Monday, November 6, 1995**
**Scott Suite, Hospitality Inn**

Aggressive communication consumes energy that could be used more productively. This seminar will offer positive advice on how to express our feelings and needs without arousing hostility in others. Learn to recognize feelings and needs in yourself and others.

Presented by : Junior Chamber Sweden-Gudrun Westin Göransson

## THE CHAIR

**0900 - 1200h., Monday, November 6, 1995**
**California Suite, Hospitality Inn**

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

Presented by : Junior Chamber Finland - Aaron Saleh

NOTE : By invitation only.

## MAKING THINGS HAPPEN

**0900 - 1200h., Monday, November 6, 1995**
**Clyde Suite, Hospitality Inn**

Developed for professionals who seek to achieve goals by influencing others in a positive way through personal and group interaction and communication.

Presented by : Jaycees Belgium - Paul Roels

**THE COACHING QUARTET - LEADERSHIP**

**0900 - 1200h., Monday, November 6, 1995**
**Lomond Suite, Hospitality Inn**

Four different sessions on the Art of Leadership, including Square Wheels Leadership, Imagining Teamwork, The Human Fax Machine and Constructive Thinking. There will also be an experience-sharing session and games. The seminar will help participants to identify major characteristics of effective leadership; their leadership strengths; and new and better ways to lead through experience and inspiring exercises.

Presented by : Hong Kong Junior Chamber of Commerce

**THE TURN OVER PROGRAM (DAY 1)**

**0900 - 1700h., Monday, November 6, 1995**
**Strathclyde Bar, Concert Hall (Part 1)**

**THE TURN OVER PROGRAM (DAY 2)**

**0900 - 1700h., Tuesday, November 7, 1995**
**Strathclyde Bar, Concert Hall (Part 2)**

In a two-part seminar participants will learn how to identify what has been holding them back in the past and receive a tool box of skills and techniques to achieve their goals. Learn how to interact effectively with others by understanding their own personal motivations.

Presented by : Taylor Clarke Partnership

NOTE : This seminar is presented in two parts, beginning on Monday, November 6th, and concluding on Tuesday, November 7th. Participants are urged to plan to attend both sessions.

**MIND-MAPPING FOR BEGINNERS**

**0900 - 1700h., Monday, November 6, 1995**
**Buchanan Room, Concert Hall**

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, Ringom Instituttet, AS

**EXPONENTIAL SEXPOTENTIAL**

**0900 - 1700h., Monday, November 6, 1995**
**Bearsden Suite, Hospitality Inn**

A session providing practical techniques to improve communication between men and women managers. An exploration of the subtle but important changes in the work environment created by the increasingly influential positions women have gained in the management sector.

Presented by : Ludar-Smith, British Junior Chamber

## GENIUS LEADER

**0900 - 1700h., Friday, November 10, 1995**
**Guiness Room, RSAMD**

The Genius Leader program seeks to address the characteristics and dynamics of genius and identifies where Junior Chamber actively aids in their development as leaders. During a day of interactive participation, the coaches seek to make the participants aware of their own levels of genius and how they can work to enhance them.

Presented by : Junior Chamber South Africa and
Junior Chamber Scotland

## PUT A LITTLE PEP IN YOUR LIFE

**1400 - 1700h., Monday, November 6, 1995**
**Strathclyde Room, Concert Hall**

Can something as simple as a new chair make you more efficient at work? If your desk faces the window instead of the door, will your productivity increase? Kerry Gleeson will teach you these and many more tips for productivity and efficiency in his seminar. PEP stands for Personal Efficiency Program. Learn ways to control clutter and better manage your in-basket and your filing system. Learn how to develop better work habits and stop putting things off! Kerry's program has worked for clients such as Volvo, MCI and Unilever, and over 200,000 people in North America have attended his seminars.

Presented by : Kerry Gleeson, Institute of Business Technology

NOTE : Simultaneous Interpretation will be provided.

## LET'S DO BUSINESS

**1400 - 1700h., Monday, November 6, 1995**
**1400 - 1700h., Friday, November 10, 1995**
**Scott Suite, Hospitality Inn**

A seminar about business protocol in the international sector and a review of basic business education which all entrepreneurs should have.

Presented by : International Business Network (IBN)

NOTE : This seminar will be presented twice—on Monday, November 6th and on Friday, November 10th.

## POSITIVE CHANGE

**1400 - 1700h., Monday, November 6, 1995**
**California Suite, Hospitality Inn**

Are you looking to the future with a positive attitude? Do people around you recognize you as an agent for positive change? Consider positive thinking as a way of life and see the benefits of looking toward the future with an open and assertive attitude.

Presented by : Junior Chamber Finland

**DARE TO BE A LEADER (Spanish)**

**1400 - 1700h., Monday, November 6, 1995**
**Clyde Suite, Hospitality Inn**

Develop competitive strategies. Discover leadership in yourself. This practical workshop will assist participants in discovering individual skills which, with adequate encouragement and support, can help them make decisions, work as team members, and become leaders.

Presented by : Asociación de Cámaras Júnior de Ecuador

NOTE : This seminar will be presented in Spanish.

**THE 21ST CENTURY CORPORATION**

**1400 - 1700h., Monday, November 6, 1995**
**Lomond Suite, Hospitality Inn**

Societal change is influencing the role of the corporate sector, and duties that previously were viewed as the responsibility of the state, are now imperative for the success and competitive edge of corporations. Continuous investment in the development of the human potential is one such responsibility. The skills, values and combined knowledge of individuals must now be recognized as important factors in corporate success.

Presented by : AIESEC International - Marianne Knut and Candice Bataille

**LEADERSHIP 2000**

**1400 - 1700h., Monday, November 6, 1995**
**Ballroom, Hilton**

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

Presented by : Blaine Bartlett, Avatar Resources, Inc.

**GAMES TRAINERS PLAY**

**0900 - 1200h., Tuesday, November 7, 1995**
**Buchanan Room, Concert Hall**

Games trainers play are innovative and creative games which can be used in various training and meeting settings. All persons interested in the latest training and education techniques should plan to attend this seminar.

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

**MULTI-LEVEL MARKETING**

**0900 - 1200h., Tuesday, November 7, 1995**
**Scott Suite, Hospitality Inn**

How to build a powerful distribution system and work with multi-level marketing.

Presented by : International Business Network (IBN) - Kurt Christensen

**HOW TO LISTEN BETTER AND IMPROVE INTERPERSONAL RELATIONS (French)**

**0900 - 1200h., Tuesday, November 7, 1995**
**Bearsden Suite, Hospitality Inn**

How well we listen is essential in the development of effective communication skills. Become a better listener and you will realize increased success in the areas of business negotiations, employment interviews, and personnel management.

Presented by : La Jeune Chambre Economique de Tunisie

NOTE : This seminar will be presented in French.

**THE RIGHT DECISIONS**

**0900 - 1200h., Tuesday, November 7, 1995**
**California Suite, Hospitality Inn**

Although RJ Reynolds is fairly new to our organization, many countries and members are now familiar with the Right Decisions program. This session will give more countries the opportunity to develop and expand further their ideas on the Right Decisions program.

**THE DEMOGRAPHIC CHALLENGE**

**0900 - 1200h., Tuesday, November 7, 1995**
**Clyde Suite, Hospitality Inn**

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

Presented by : Jeune Chambre Economique Française - Guadeloupe

**STRATEGIC PLANNING (Spanish)**

**0900 - 1200h., Tuesday, November 7, 1995**
**Lomond Suite, Hospitality Inn**

This seminar will discuss the Strategic Planning Model in three steps: creating an environment of strategic thinking; development and management of the Strategic Planning Model; and understanding the analytical skills necessary to enhance performance.

Presented by : Asociación Nacional de Cámaras Júnior de Bolivia

NOTE : This seminar will be presented in Spanish.

**THEME DAY - SUCCESS THROUGH ENTERPRISE**

**0900 - 1200h., Tuesday, November 7, 1995**
**Strathclyde Room, Concert Hall**

"Success" is the accomplishment of an aim. "Enterprise" is to embark on new projects full of boldness and initiative. The pursuit of success through enterprise and vision is the theme of this year's JCI World Congress. Keynote speakers, led by Dr. Robert Crawford, Director of Locate in Scotland and Scottish Enterprise, will lead the discussion on the need to encourage enterprise through: training and skills development, investment in people, property and the environment, and a global understanding of the needs and aspirations of countries and individuals.

Presented by : Glasgow World Congress 1995, Ltd.

NOTE : Simultaneous interpretation will be provided.

**JCI VICE PRESIDENTS' CAUCUS**

**0900 - 1300h., Tuesday, November 7, 1995**
**Auditorium, Concert Hall**

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

Presented by : Junior Chamber International officers

NOTE : Simultaneous interpretation will be provided.

**EMBRACING DIVERSITY**

**0900 - 1700h., Tuesday, November 7, 1995**
**Ballroom (1), Hilton Hotel**

This workshop will introduce the topic of Embracing Diversity, which focuses on understanding, nurturing and helping individuals learn to work and communicate effectively with others who are different. In a very supportive manner we will discuss misunderstandings that often result when people of different cultures, origins, backgrounds, gender, working environments and/or personalities try to communicate. Participants leave with a better understanding of themselves and of the impact that culture has on business relations.

Presented by : Madye Whithead, Design Alternatives, Inc.

**ON CAMERA WITH MONICA ESSLIN**

**0900 - 1700h., Tuesday, November 7, 1995**
**0900 - 1700h., Thursday, November 9, 1995**
**Grove TV Studio - RSAMD**

Participants will have the opportunity to experience a simulated television interview. A fascinating look at what happens in a television studio with real professionals assisting in the simulation.

Presented by : British Junior Chamber - Monica Esslin

NOTE : This seminar will be presented twice. Once on Tuesday, November 7th and again on Thursday, November 9th.

**JCI EXECUTIVE VICE PRESIDENTS' CAUCUS**

**1400 - 1630h., Tuesday, November 7, 1995**
**Strathclyde Room, Concert Hall**

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

Presented by : Junior Chamber International officers

NOTE : Simultaneous interpretation will be provided.

**BUSINESS CARD EXCHANGE**

**1400 - 1700h., Tuesday, November 7, 1995**
**Buchanan Room, Concert Hall**

Business will be one of the main highlights during the Glasgow World Congress. The Business Card Exchange will give all members attending the Congress the opportunity to share their business cards with our worldwide membership.

Presented by : Junior Chamber International

**ENTER THE SWISS MARKET**

**1400 - 1700h., Tuesday, November 7, 1995**
**Scott Suite, Hospitality Inn**

This seminar will present an overview of opportunities available for individuals seeking entry into the Swiss marketplace.

Presented by : International Business Network (IBN)

**THE JUNIOR CHAMBER MISSION INN**

**1400 - 1700h., Tuesday, November 7, 1995**
**California Suite, Hospitality Inn**

This seminar will introduce The USJCC Pediatric AIDS Help Network, which provides counseling for children and adolescents affected by the AIDS epidemic, either directly or through the illness of a family member. The first center was opened in St. Louis in June, 1995. Information about the status of the project and its potential as an international network will be provided.

Presented by : The United States Junior Chamber of Commerce

**THE SPORTS APPROACH TO WIN IN BUSINESS**

**1400 - 1700h., Tuesday, November 7, 1995**
**Clyde Suite, Hospitality Inn**

This interactive seminar uses the sports approach to define three of the keys to business success: get the players involved in the strategy; promote coaching by managers; and exceed the expectations of your customers.

Presented by : The Canadian Junior Chamber

**THE EXPERIENCE OF TAIWAN'S ECONOMIC MIRACLE** **1400 - 1700h., Tuesday, November 7, 1995**
**Lomond Suite, Hospitality Inn**

This generation has witnessed Taiwan's emergence as a major player in the world's export markets. This seminar will tell how this was accomplished and enlighten those interested in pursuing business ventures in the Taiwan Marketplace.

Presented by : The Republic of China Junior Chamber

**JCI INFONET** **1400 - 1700h., Tuesday, November 7, 1995**
**Bearsden Suite, Hospitality Inn**

The JCI Infonet Session will be a brainstorming session for discussions on the future of communication by computer, worldwide. With so many advancements in technological systems, JCI must stay 'One Step Ahead.' This session will be an opportunity for your input into this new communications medium. If you don't know what the World Wide Web is, you can't afford to miss this presentation!

Presented by : Junior Chamber Finland

**JCI PRESIDENTIAL CAUCUS** **1630 - 1700h., Tuesday, November 7, 1995**
**Strathclyde Room, Concert Hall**

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

Presented by : Junior Chamber International officers

NOTE : Simultaneous interpretation will be provided.

**IT'S ALL IN THE MIND** **0900 - 1200h., Wednesday , November 8, 1995**
**Strathclyde Room, Concert Hall**

In this session, Jack Black, founder of MindStore, will cover topics such as: the four characteristics of success; getting positive and staying positive; understanding the importance of vision versus reality; the myths about realistic and achievable goals; and how to create personal excellence. Attend this seminar and learn how you can control what happens in your life.

Presented by : Jack Black, MindStore

NOTE : Simultaneous interpretation will be provided.

**COMMITMENT**

**0900 - 1200h., Wednesday, November 8, 1995**
**Buchanan Room, Concert Hall**

A positive seminar about commitment. Commitment in leadership and business is a prerequisite for success. Get your team committed and see what happens!

Presented by : Junior Chamber Finland

**LEADERSHIP MOTIVATION AND ATTITUDES**

**0900 - 1200h., Wednesday, November 8, 1995**
**Strathclyde Bar, Concert Hall**

A look at how to expand your communications and human-relations skills, define your personal style, maintain your control in the organizational setting, and develop an effective leadership technique.

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

**ZULIA STATE:**
**A SOURCE OF SUCCESSFUL BUSINESS**

**0900 - 1200h., Wednesday, November 8, 1995**
**Scott Suite, Hospitality Inn**

This session will promote and facilitate ways to make and build business relationships in different fields with suppliers and customers within the Zulia State region of Venezuela.

Presented by : Roger Nava - International Business Network (IBN)

**JCI EUROPEAN ACADEMY (by invitation)**

**0900 - 1200h., Wednesday, November 8, 1995**
**Guiness Room, RSAMD**

This workshop will be held for invited delegates from European NOMs. It was developed to inform and motivate those interested in the project.

Presented by : Junior Chamber Sweden

NOTE : By invitation only.

**HOW TO ENTER BUSINESS**
**IN THE GERMAN MARKET**

**0900 - 1200h., Wednesday, November 8, 1995**
**California Suite, Hospitality Inn**

This session will provide an introduction to the culture, landscape, industry and investment possibilities in the German marketplace and what to look for in the continuing process of economic reform in Eastern Europe.

Presented by : Frank Winkler, Junior Chamber Germany

**BREAKTHROUGH**

**0900 - 1200h., Wednesday, November 8, 1995**
**Lomond Suite, Hospitality Inn**

Ever had a problem achieving your goals? Wonder what happens to stop you? Here is your opportunity to learn some fun, easy ways to overcome the barriers to YOUR success. Join Junior Chamber Scotland's Breakthrough seminar and get back on tract towards achieving the RESULTS YOU DESIRE.

Presented by : Junior Chamber Scotland

**THE THREE E's FORMULA (Spanish)**

**0900 - 1200h., Wednesday, November 8, 1995**
**Bearsden Suite, Hospitality Inn**

By participating in this seminar which uses enjoyable and fun case studies, participants will discover how to get the best-quality results from any project. Learn how to use the three E's of Effectiveness, Efficiency and Efficacy to make your projects the best!

Presented by : Junior Chamber Catalonia (Spain)—Joan S. Rodò Rodà, 1994 JCI Vice President

NOTE : This seminar will be presented in Spanish.

**PRIME (Japanese) (by invitation)**

**0900 - 1700h., Wednesday, November 8, 1995**
**0900 - 1700h., Thursday, November 9, 1995**
**Boardroom, RSAMD**

PARTICIPANTS FOR THIS COURSE MUST BE PREREGISTERED WITH JAPAN JUNIOR CHAMBER INC. 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 skills, PRIME is more than adequate and is open to any member who is interested in training or individual development who has preregistered.

Presented by : Japan Junior Chamber, Inc.

NOTE : This two-day course will be presented in Japanese and is by invitation only.

**LIFE PLANNING CENTURY 21**

**0900 - 1700h., Wednesday, November 8, 1995**
**Ballroom (1), Hilton**

Develop a plan of action for turning dreams into reality. Participants will experience holistic training and development exercises designed to increase awareness of their unrealized goals.

Presented by : Japan Junior Chamber, Inc.

**SELF-MANAGEMENT**

**0900 - 1700h., Wednesday, November 8, 1995**
**Clyde Suite, Hospitality Inn**

Determine your potential and achieve a greater understanding of subconsciously imposed limitations. Communicate with yourself and thereby regain control of the individual decision-making process.

Presented by : Jaycees Belgium - Patrick Claeys

**THE PERFECT OMISSION (English)**

**1400 - 1700h., Wednesday, November 8, 1995**
**Buchanan Room, Concert Hall**

This session will demonstrate how the Junior Chamber International organization can implement successful corporate marketing techniques to enhance growth at the local and international level. This seminar is oriented towards group discussions, case analysis and theory.

Presented by : Cámara Júnior de la República Dominicana

NOTE : This seminar will be presented in English.

**OVERCOMING PROCRASTINATION**

**1400 - 1700h., Wednesday, November 8, 1995**
**Strathclyde Bar, Concert Hall**

Procrastination eats up more time in the workplace than practically anything else. Efficiency and productivity expert Kerry Gleeson, founder of the Institute for Business Technology, will teach you ways to nip procrastination in the bud. Learn how to be as clever about completing things as you have been about putting them off. Get that letter, that report, or that folder, out of your basket and off your desk so that you never have to look at it again. Kerry will show you that doing things now is where we should focus our brain power -- not on clever excuses.

Presented by : Kerry Gleeson, Institute of Business Technology

**INVESTMENT OPPORTUNITIES WITH MERCOSUR (Spanish)**

**1400 - 1700h., Wednesday, November 8, 1995**
**Scott Suite, Hospitality Inn**

Argentina's place in the New International Order will be explored, along with an explanation of the opportunities MERCOSUR offers to investors.

Presented by : Dr. Oscar Ruben Morales and Pablo de San Roman
International Business Network (IBN)

NOTE : Seminar will be presented in Spanish.

**FEMALE/MALE ROLES INTERNATIONALLY**

**1400 - 1700h., Wednesday, November 8, 1995**
**Bearsden Suite, Hospitality Inn**

Understanding the prejudices which influence interaction between the sexes in the workplace is now more important than ever before. An open discussion will be encouraged to optimize an exchange of ideas and personal experiences.

Presented by : Gudrun Westin-Göransson, Junior Chamber Sweden

**DRESS FOR SUCCESS**

**1400 - 1700h., Wednesday, November 8, 1995**
**California Suite, Hospitality Inn**

The secrets of "power dressing" will be revealed by a professional fashion and style consultant. Learn how to enhance your professional image and make a positive impression through fashion techniques.

Presented by : Junior Chamber Switzerland

NOTE : Materials will be distributed in English and German.

**MEMBERSHIP EXTENSION & RETENTION**

**1400 - 1700h., Wednesday, November 8, 1995**
**Lomond Suite, Hospitality Inn**

This seminar will offer practical information about increasing and retaining membership. Learn how to define objectives for growth and development and initiate members toward a career path in the Junior Chamber.

Presented by : Junior Chamber Denmark

**BODY LANGUAGE**

**1400 - 1700h., Wednesday, November 8, 1995**
**Auditorium, Concert Hall**

What people say is often very different from what they think or feel and these feelings are often written in Body Language. Deliberate observation will help you to recognize and interpret these signals and perhaps avert a misunderstanding!

Presented by : Allan Pease, Pease Training International

NOTE : Simultaneous interpretation will be provided.

**WORLD SPEAKING COMPETITION**

**1400 - 1700h., Wednesday, November 8, 1995**
**Strathclyde Room, Concert Hall**

The four winners of the speaking competitions held at the Area Conferences will be vying for the World Speaking Competition title, speaking on the topic: "Globalization of the Economy: Challenges and Opportunities." Come to support your Area's winner!

Presented by : Junior Chamber International

NOTE : Simultaneous interpretation will be provided.

**FACILITATING CHANGE IN TURBULENT TIMES**

**0900 - 1200h., Thursday, November 9, 1995**
**Strathclyde Room, Concert Hall**

This workshop focuses on two of the key issues currently facing organizations—Leadership and change. Participants will gain an understanding of their preferred leadership styles and improve confidence in their leadership abilities.

Presented by : Sundridge Park College

NOTE : Simultaneous interpretation will be provided.

**HOW TO HANDLE DIFFERENCES IN OTHERS**

**0900 - 1200h., Thursday, November 9, 1995**
**Ballroom (1), Hilton**

A look at various personality styles and the typical behavior characteristics associated with them. Learn how to open the avenues of communication by utilizing these practical insights into the human psychology.

Presented by : Allan Pease, Pease Training International

**DOING BUSINESS IN AFRICA**

**0900 - 1200h., Thursday, November 9, 1995**
**Scott Suite, Hospitality Inn**

An introduction on how to do business in Kenya and a presentation of some of the business opportunities available there.

Presented by : Harit Sheth and Atul Khosla
International Business Network (IBN)

**INTERNATIONAL GRAPHOANALYSIS**

**0900 - 1200h., Thursday, November 9, 1995**
**1400 - 1700h., Thursday, November 9, 1995**
**Lomond Suite, Hospitality Inn**

Graphology is a scientific method of personality assessment based on research carried out over the past 65 years. Graphology, sometimes called handwriting analysis, studies the strokes of handwriting and is used in vocational guidance, personnel recruitment and criminology. It is a science and not a fortune telling device. Many police investigators study this science since it is often useful in their line of work. Owen Williams' seminar on Graphoanalysis is highly participatory. Not only will you be well informed about the subject of graphoanalysis, you will learn more about yourself through this interesting and eye-opening session.

Presented by : Owen Williams

NOTE : This seminar will be offered twice—once in the morning and repeated again in the afternoon on Thursday November 9th.

**BUSINESS ETIQUETTE**

**0900 - 1200h., Thursday, November 9, 1995**
**Strathclyde Bar, Concert Hall**

Lynne Brennan will be talking on how business etiquette impacts on the relationships we build in business. As the lifeblood of any organization, relationships are paramount to the quality of business success. As people in management become more proactive in strategic positions, their ability to develop ongoing business relationships has to be recognized as a fundamental strength in business as we head towards the 21st Century. This session will be interactive and Lynne will be sharing her ideas with the members to initiate and develop strong communication within our organizations built on the Business Etiquette philosophy of mutual respect.

Presented by : Lynne Brennan of 'Business Etiquette'

**WORLD TRADE GAME LEADERS TRAINING**

**0900 - 1200h., Thursday, November 9, 1995**
**Bearsden Suite, Hospitality Inn**

Designed to give participants of past WTG seminars knowledge of the rules, materials and possibilities of the World Trade Game.

Presented by : Junior Chamber The Netherlands

**JUNIOR CHAMBER ALLIANCE**

**0900 - 1200h., Thursday, November 9, 1995**
**California Suite, Hospitality Inn**

An information session to update and inform other national organizations about this new program.

Presented by : The United States Junior Chamber of Commerce

**DOING BUSINESS WITH JAPAN**

**0900 - 1200h., Thursday, November 9, 1995**
**Clyde Suite, Hospitality Inn**

Overcome the perceived and real barriers to successful business relationships with Japanese companies. The Japanese business philosophy is explained in relationship to the country's culture and history providing participants with useful insights to establish new business contacts or meet the needs and expectations of existing customers in the Japanese marketplace.

Presented by : British Junior Chamber - Roger Prentis

**ADVANCED MIND-MAPPING**

**0900 - 1700h., Thursday, November 9, 1995**
**Buchanan Room, Concert Hall**

A session designed exclusively for those delegates who have already participated in the basic Mind Mapping for Beginners Course. This advanced course will further expand upon the lessons learned in the basic course.

Presented by : Bjørn Ringom, Ringom-Instituttet, AS

**WORLD TRADE GAME**

**1400 - 1700h., Thursday, November 9, 1995**
**Ballroom (1), Hilton**

The World Trade Game shows just how unequal international positions are today and challenges the participant to try to make a better world. This unique seminar not only explains the importance of free trade but provides an opportunity to learn negotiating skills and the art of making important decisions under pressure.

Presented by : Junior Chamber The Netherlands

**INFLUENCING WITHOUT THUMP OR THUNDER**

**1400 - 1700h., Thursday, November 9, 1995**
**Strathclyde Room, Concert Hall**

A manager's ability to influence others is the key to professional success. The power of influence is the ultimate team-building skill to motivate subordinates and win the respect of fellow managers.

Presented by : Blaine Bartlett, Avatar Resources, Inc.

NOTE : Simultaneous Interpretation will be provided.

**FRANCHISING AND INTERNATIONAL TRADE**

**1400 - 1700h., Thursday, November 9, 1995**
**Scott Suite, Hospitality Inn**

The global economies of the 21st Century will be structured on foundations of free trade. Attendees will be informed on business trends and how easy it is to participate in international trade through private franchising.

Presented by : Dr. Franson Tom/International Business Network (IBN)

**DEREGULATION IN EUROPE**

**1400 - 1700h., Thursday, November 9, 1995**
**Bearsden Suite, Hospitality Inn**

An analysis of the task faced by the European Union to decentralize political and economic decision making in its regions. Junior Chamber members will learn how to be "ambassadors of deregulation" by educating decision makers in their own towns and villages.

Presented by : Junior Chamber Germany

**THE WINNERS IN BUSINESS OF TOMORROW**

**1400 - 1700h., Thursday, November 9, 1995**
**California Suite, Hospitality Inn**

The most competitive companies in today's market know that information is the field where they must compete with their rivals. Getting reliable information, quickly, is the key to success for the modern corporation.

Presented by : Junior Chamber Norway

**MOTTAINAI WORKSHOP**

**1400 - 1700h., Thursday, November 9, 1995**
**Strathclyde Bar, Concert Hall**

The Mottainai Program is in its second year as a JCI endorsed program. This year's focus was the "Future of Children" as it relates to their environment. The potential of children is beyond value. If their potential is not fully realized, that will indeed be a violation of "Mottainai" for the earth. Attend this seminar and find out what you can do to help.

Presented by : Japan Junior Chamber Inc.

**CREATIVITY AND BRAIN WAVES**

**0900 - 1200h., Friday, November 10, 1995**
**Strathclyde Room, Concert Hall**

There is much that is still a mystery about the human mind. This seminar will explore these mysteries, including the relationship between brain waves and creativity.

Presented by : Bjørn Ringom, Ringom Instituttet, AS

NOTE : Simultaneous interpretation will be provided.

**BUSINESS OPPORTUNITIES IN THE HEART OF EUROPE**

**0900 - 1200h., Friday, November 10, 1995**
**Scott Suite, Hospitality Inn**

The region of Limburg and Flanders is presented to potential investors and business partners, especially foreign investors who wish to invest in the European Community.

Presented by : International Business Network (IBN) - Koen Batsleer

**QUALITY MANAGEMENT (Spanish)**

**0900 - 1200h., Friday, November 10, 1995**
**California Suite, Hospitality Inn**

How to recognize the importance of Executive Leadership as a key to a quality revolution in the workplace. This seminar was a favorite at the Golden Training Olympics held at the 1994 Houston (Texas) JCI Area Conference.

Presented by : Cámara Júnior de La República Dominicana

NOTE : This seminar will be presented in Spanish.

**INTRODUCTION TO NEGOTIATING INTERNATIONAL CONTRACTS**

**0900 - 1200h., Friday, November 10, 1995**
**Clyde Suite, Hospitality Inn**

This seminar will offer professional advice on how to negotiate international contracts and will be presented by the International Chamber of Commerce.

Presented by : International Chamber of Commerce (ICC)

**POWER PACK**

**0900 - 1200h., Friday, November 10, 1995**
**Buchanan Room, Concert Hall**

Power Pack is a self-development session that will give you tools to help you achieve your hidden potential. Setting goals is easy; achieving them can be tougher. Goal setting is about giving our dreams a chance to come true, giving our dreams a deadline. POWER PACK shows how to take control of your life.

Presented by : Barry and Sue Miller - British Junior Chamber

**RE-BORN: RE-INVENTING THE ORGANIZATION**

**0900 - 1700h., Friday, November 10, 1995**
**Strathclyde Bar, Concert Hall**

This is a strategy game designed to create an awareness within key persons of their organization's dynamics for growth potential and determining the most effective growth strategy.

Presented by : Bill Potter, The Du-It Group, New Zealand

**VALUE-CENTERED LEADERSHIP**

**0900 - 1700h., Friday, November 10, 1995**
**Ballroom, Hilton**

The strategies of bringing value-centered leadership to today's competitive marketplace will be the focus of this seminar. Learn how to achieve your career goals without sacrificing your integrity.

Presented by : Gerry Godley of Dale Carnegie Training

**UNLEASH THE ENERGY OF EMPOWERMENT**

**0900 - 1700h., Friday, November 10, 1995**
**Lomond Suite, Hospitality Inn**

In this exciting session, the delegate will experience the dimensions of empowerment. The term empowerment is defined as the individual's freedom to think and act, to question, and to experiment and innovate. Discover how you can overcome the barriers to self-empowerment.

Presented by : Junior Chamber Scotland - Ruth Webber

**TEAM TUNING**

**1400 - 1700h., Friday, November 10, 1995**
**Strathclyde Room, Concert Hall**

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

Presented by : Blaine Bartlett, Avatar Resources, Inc.

NOTE : Simultaneous interpretation will be provided.

**HOW TO NEGOTIATE BETTER & WIN (French)**

**1400 - 1700h., Friday, November 10, 1995**
**California Suite, Hospitality Inn**

This course focuses on the tactics and strategies which set the accomplished negotiator apart from the beginner. The participant will develop his negotiating skills and master the psychology of human behavior.

Presented by : La Jeune Chambre Economique de Tunisie

NOTE : This seminar will be presented in French.

**STRESS MANAGEMENT**

**1400 - 1700h., Friday, November 10, 1995**
**Buchanan Room, Concert Hall**

This session will focus on 'Self Hypnosis' as the first step towards Mental Stress Management. Members will be given the opportunity to share the aspects of their lives that cause the most stress and learn how to overcome this through self hypnosis.

Presented by : Paul Koeck and Kathleen Ipacs, Center for Stress Management

**TRAINER'S FORUM**

**1400 - 1700h., Friday, November 10, 1995**
**Clyde Suite, Hospitality Inn**

This forum is an invitation to exchange and share ideas and to be brought fully up to date on all new training methods and techniques within the Junior Chamber as well as those of external training companies.

Presented by : JCI Training Institute

# 1995
# EXECUTIVE COMMITTEE MEETING

8

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Glendronach Room, Hilton Hotel, Glasgow, Scotland**
**Session 1: 0900 - 1200, Friday, November 3, 1995**
**Session 2: 1400 - 1700, Friday, November 3, 1995**

**CHAIRMAN: DAVID HIDE OJI**
**President, Junior Chamber International**

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

## AGENDA

1. Opening exercises:
   - a. Call to order
   - b. Invocation
   - c. Creed
   - d. Roll call and establishment of a quorum (Bylaw 15-3)
2. Chairman's opening remarks:
3. Introductions
4. Adoption of agenda
5. Confirmation of Minutes of previous Executive Committee meeting (June 26-28, 1995, as circulated)
6. Report of L World Congress Director and discussion of Congress events (1030 hours, Friday, November 3, 1995)
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 1996

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

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

c. Finance Committee (Bylaw 22-6)

- Recommendation of additional members to General Assembly

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

- Notification of appointment of additional members

e. Awards Judging Panel

i. Appointment of chairman and deputy chairman (Awards Manual Rule 7.a.iv.)
ii. Appointment of other members of the panel (Bylaw 18-10-4 a & b)

f. Ratification of appointment of Scrutineers for elections

g. Salary Ranges Review Committee

8. Review of bid for LIII World Congress (1998)

9. Unfinished business:

a. Junior Chamber International World Congress (Kobe, 1994):

- Return of bid bond

b. Junior Chamber International Conferences:

i. 1994 Conferences:

- Antananarivo Conference final report

ii. 1995 Conferences:

- Report on fulfillment of contractual obligations

iii. 1996 Conferences:

- Receipt of conference directors' reports
- Review of Conference registration fees:

  Area A: Durban
  Area B: Kanazawa

- Approval of Area D Salonica Conference schedule of events

iv. 1997 Conferences:

- Approval of sites and dates

c. Appointment of additional members to Special Committees

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

e. Business Conference in Kenya

f. Report on JCI United Nations 50th Anniversary Conference/JCI Declaration

g. Internet/World Wide Web Home Page/WDJ net—implementation progress report

h. Report on 8th JCI Academy

i. Development grants

j. NOM Secretariat Development Program

k. Review of proposed Constitutional amendments

- Report by CARCOM on items referred by MYE

l. Review of presentation of Strategic Planning Committee report

m. JCI-endorsed programs reports:

i. Mottainai II Movement
ii. Zero Future

n. Area C Development Plan for second semester 1995

o. "The Right Decisions" progress report

p.

q.

r.

s.

10. New Business:
    a. Czech Junior Chamber
    b. JCI European Academy/Volvo sponsorship
    c. Proposed revisions to the Headquarters Operating Policy and Procedures Manual
    d. Report of Salary Ranges Review Committee
    e. Proposal for New Major Emphasis Theme
    f. Annual review of JCI cooperative activities with outside organizations (Policy 8-8-3)
    g. Secretary General evaluation

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

## NOTES:

# 1995
# BOARD OF DIRECTORS MEETING

**9**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Glenfiddich/Glengoyne Rooms, Hilton Hotel,**
**Glasgow, Scotland**
**Session 1: 0900 - 1200, Saturday, November 4, 1995**
**Session 2: 1400 - 1700, Saturday, November 4, 1995**

**CHAIRMAN: DAVID HIDE OJI**
**President, Junior Chamber International**

**NOTE: • Items No. 17 & 18 on this agenda are times certain**
**• Simultaneous interpretation will be provided**

## AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call and establishment of a quorum (Bylaw 14-3)
2. Chairman's opening remarks
3. Introductions
4. Adoption of agenda
5. Confirmation of Minutes of previous Board of Directors meeting (January 12, 1995, as circulated)
6. Report of President (including report of activities of Representatives, Special Assistants):
   a. President
   b. Representatives
   c. Executive & Special Assistants
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

9. Report of Junior Chamber International current financial status

   a. Audited accounts as at December 31, 1994
   b. Statement of condition as at September 30, 1995
   c. Review of accounts receivable
   d. Draft Budget for 1996

10. Applications for affiliation

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

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

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

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

14. Review of proposed 1996 Plan of Action

15. Strategic Planning Committee report

16. Unfinished Business:

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

    b. JCI-endorsed programs reports:

       i. Mottainai II Movement
       ii. Zero Future

17. Report of L World Congress Director (1400 hours, Saturday, November 4, 1995)

    * Registrations (delegates and NOMs in attendance)

18. Presentation by city bidding for the site of the LIII World Congress (1998) (1500 h., Saturday, November 4, 1995)

    (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 1996

**1995 Board of Directors Meeting Agenda** (cont.)

21. Other business:

    a. Report of Salary Ranges Review Committee

    b. Report of JCI - UN 50th Anniversary Conference/JCI Declaration

    c. Proposed new JCI Major Emphasis Theme

    d. Open forum:

        i. Discussion on financial problems faced by some NOMs

22. President's closing remarks

23. Adjournment

## NOTES:

# CANDIDATES TRAINING

**10**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**FOR JCI VICE PRESIDENT CANDIDATES**
**Oban Room, Hilton Hotel, Glasgow, Scotland**
**0830 - 1200, Saturday, November 4, 1995**
**1400 - 1700, Saturday, November 4, 1995**

**CHAIRMAN: ARNAUD GODÈRE**
**Immediate Past President**
**Junior Chamber International**

**SPEAKERS: Junior Chamber International officers**

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

**NOTE: Simultaneous interpretation will be provided**

## AGENDA

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

1. Opening exercises (IPP Arnaud Godère):

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

2. The candidates during the World Congress (IPP Arnaud Godère):

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

3. The Vice President's Plan of Action and Budget (JCI Executive Director Günther Meyer):

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

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

5. Open forum (IPP Arnaud Godère)

6. Adjournment

## NOTES:

# NOM PRESIDENTS MEETING AREA A

**11 A**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Glenfiddich/Glengoyne Room, Hilton Hotel, Glasgow, Scotland**
**0900 - 1200, Monday, November 6, 1995**

**CHAIRMAN: NADIM RIZVI,**
**Executive Vice President**
**Junior Chamber International**

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

## AGENDA

**This meeting is for JCI officers and Area NOM presidents, and discussions will center on NOM activities and Area development for 1995 and 1996.**

1. Opening exercises:
   a. Call to order
   b. Creed
   c. Introductions
2. Chairman's opening remarks
3. Messages of greetings
4. Establishment of a quorum:
   a. Roll call of NOMs
   b. Announcement of current financial status
   c. Certification of quorum
5. Adoption of agenda:
   - Adoption/confirmation of minutes of the 1995 JCI Area A NOM Presidents' Meeting in Dakar, Senegal

6. Reports:

   a. NOM Presidents
   b. Vice Presidents
   c. Executive Vice President

7. Development in Africa and the Middle East:

   a. Report of Special Assistant for Growth & Development
   b. Report of Special Assistant for Sponsorship
   c. Report of Executive Assistant to the JCI President
   d. Report of the IBN Coordinator
   e. AJA Chairman's Report
   f. International Training Schools (ITS) Report (Mali, Nigeria & Congo)
   g. Contact NOM assistance: Uganda, Mauritanie, Rep. of Central Africa, Liberia, Sierra Leone

8. 1995 JCI Area A Conference: Dakar, Senegal

   a. Report of Conference Director
   b. Resolutions/recommendations for General Assembly
   c. Referrals
   d. Recommendations to JCI for future Area A Conferences

9. 1996 JCI Area A Conferences update:

   a. Nairobi JCI Business Conference (Kenya)(April 1996)
   b. Durban JCI Area A Conference (South Africa) (May 1 - 4, 1996)

      i. Report of Conference Directors (Kenya & South Africa)
      ii. Discussion/recommendations for both conferences

10. Elections for 1997 JCI Area A Conference site

11. Other business not already covered elsewhere on this agenda:

    a. Strategic Planning Committee (SPC)
    b. Presentations
    c.
    d.

12. JCI President's remarks

13. Chairman's closing remarks

14. Announcements

15. Adjournment

# NOM PRESIDENTS MEETING
# AREA B

**11**
**B**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Ballroom (3), Hilton Hotel, Glasgow, Scotland**
**0900 - 1200, Monday, November 6, 1995**

**CHAIRMAN: GEORGE LUNG,**
**Executive Vice President**
**Junior Chamber International**

## AGENDA

**This meeting is for JCI officers and Area B NOM presidents; discussion will center on NOM activities for 1995 and plans for 1996.**

1. Opening exercises:
   - a. Call to order
   - b. JCI Creed
   - c. Roll call
   - d. Introductions

   16 NOS
   1/2 = 8  2/3 = 11
2. Establishment of quorum
3. Chairman's opening remarks
4. Adoption of agenda
5. Conference Directors' reports:
   - a. Cheju (1995)
   - b. Kanazawa (1996)
6. National Presidents' reports:
   - a. Membership update 12 1/2
   - b. Activities

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

NOTES:

# NOM PRESIDENTS MEETING
# AREA C

**11**
**C**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Ballroom (2), Hilton Hotel, Glasgow, Scotland**
**0900 - 1200, Monday, November 6, 1995**

**CHAIRMAN: JULIO CÉSAR TREJOS LÓPEZ,**
**Executive Vice President**
**Junior Chamber International**

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

## AGENDA

**This meeting is for JCI officers and Area NOM presidents, and discussion will center on NOM activities in 1995 and plans for 1996.**

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. NOM presidents
   - b. Vice Presidents
   - c. Executive Vice President
4. Report on 1995 Area C Conference (Asunción)

5. Report on 1996 Area C Conference (Martinique)
6. 1997/1998 Area C Conferences
7. Report on American Development Council (ADC)
8. Report on Strategic Planning Committee (SPC)
9. Other business:
   a. Mottainai II Program (Global Junior Citizen Development)
   b. Luis Carlos Galán Program
   c.
   d.
10. Congress matters
11. Closing remarks
12. Adjournment

NOTES:

# NOM PRESIDENTS MEETING
# AREA D

**11 D**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Ballroom (1), Hilton Hotel, Glasgow, Scotland**
**0900 - 1200, Monday, November 6, 1995**

**CHAIRMAN: MARIO GARCIA,**
**Executive Vice President**
**Junior Chamber International**

## AGENDA

**This meeting is the forum for JCI officers and Area D NOM presidents to discuss NOM activities in 1995 and plan for the development of Area D NOMs in 1996.**

1. Opening exercises:
   - a. Call to order
   - b. Creed
   - c. Roll call
   - d. Introductions

2. Adoption of agenda and approval of minutes:
   - a. Amendments to the agenda
   - b. Adoption of agenda
   - c. Approval of minutes from 1995 Area D NOM Presidents Meeting at the European Conference, Strasbourg

3. Chairman's opening remarks

4. Year-end reports:
   - a. Vice President Kathy Small
   - b. Vice President Corinna O'Brien-Edge
   - c. Vice President Shinji Higuchi
   - d. Vice President Georges Bouverat
   - e. Executive Assistant to JCI President for Area D Tom Gramfjeld
   - f. Special Assistant to Executive Vice President Rauli Forsblom
   - g. Executive Vice President Mario Garcia

5. 1995 European Conference: Strasbourg, France

   a. Report of Conference Director Luc Weyrich
   b. Adoption of minutes of General Assembly
   c. Conference resolutions/recommendations
   d. Remarks of conference chairman

6. Development in Europe

   a. Report on European Development
   b. Plan for European Development in 1996
   c. 1995 JCI Plan of Action
   d. Training and programs

7. Association of European Presidents (AEP)

   a. 1995 Chairman's remarks: Claus Lykke Jensen
   b. 1996 Chairman's remarks: Evan T. Mackie

8. Strategic Planning Committee

9. Area D NOM presidents' reports

10. Old business:

    Interchapter procedures by Junior Chamber Switzerland

11. Chairman's closing remarks

12. Adjournment

NOTES:

# GENERAL ASSEMBLY

**12**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Auditorium, Concert Hall, Glasgow, Scotland**
**Session 1: 1400 - 1700, Monday, November 6, 1995**
**Session 2: 0900 - 1230, Wednesday, November 8, 1995**
**Session 3: 0900- 1230 Thursday, November 9, 1995**
**Session 4: 1400 - 1730, Thursday, November 9, 1995**
**Session 5: 0900 - 1230, Friday, November 10, 1995**

**CHAIRMAN: DAVID HIDE OJI,**
**President, Junior Chamber International**

**NOTE: • Item Nos. 10, 15, 16, 17, 23, 24, 26, and 27 on this agenda are times certain**

**• Simultaneous interpretation will be provided.**

## AGENDA

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

**General Assembly Agenda** (cont.)

6. 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 XLIX World Congress (Kobe) Sessions 1- 6, November 14-18, 1994

8. Approval of appointments to:

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

9. Applications for affiliation:

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

10. Report of L World Congress Director and discussion of Congress events (1500 hours, Monday, November 6, 1995)

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

12. 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

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

14. Major Emphasis Theme:

   a. Economic Development IBN

   b. Environment

   c. The Future of Children

   d. JCI-endorsed programs:

      i. Mottainai II Movement (Japan) video presentation
      ii. Zero Future (Denmark) - 8/11/95

   e. Report on JCI UN 50th Anniversary Conference/JCI Declaration

   f. Adoption of the new Major Emphasis Theme

15. Bid to host LIII (1998) World Congress (1000h., Wednesday, November 8, 1995)

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

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

16. LI World Congress presentation (Pusan) (1996) (1030h., Wednesday, November 8, 1995)

**General Assembly Agenda** (cont.)

17. LII World Congress presentation (Hawaii) (1997) (1100h., Wednesday, November 8, 1995)

18. Consideration of proposed Constitutional amendments and resolutions

19. Strategic Planning Committee report (9.10.95)

20. Consideration of Proposed 1996 Plan of Action (9.11.95)

21. Report of Finance Committee and consideration of proposed Junior Chamber International Budget for 1996 (Treasurer) (9.11.95)

22. Report of Nominations Committee (8.11.95)

23. Officer elections (~~1400~~ 15 h., Thursday, November 9, 1995)

    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

← 14:00 Speech

24. LIII World Congress site selection (~~1700~~ 1430h., Thursday, November 9, 1995)

25. Remarks by President-elect

26. Announcement of 1996 officer assignments (0930h., Friday, November 10,1995)

27. JCI Foundation--Phil Pugsley Patron presentations (1000h., Friday, November 10,1995)

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

    i. JCI Academy
    ii.
    iii.

29. Adjournment

1996 GLC Robert Go.
T. Bill Russell
P-Assistant Crispin Dy

# FINANCE COMMITTEE

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Dalmore Room, Hilton Hotel, Glasgow, Scotland**
**0900-1100, Tuesday, November 7, 1995**

**CHAIRMAN: CRISPIN DY**
**Treasurer, Junior Chamber International**

**13**

## AGENDA

1. Opening exercises:
   a. Call to order
   b. Roll call
   c. Introductions
2. Chairman's opening remarks
3. Voting rights and procedure
4. Adoption of agenda
5. Receipt of audited accounts for the year ended December 31, 1994
6. Review of accounts and reports for nine months ended September 30, 1995:
   a. General review
   b. Unpaid NOM schedule(non-financial NOMs/payment plan schedule/membership report)
   c. Board-designated funds
   d. Projections to 12/31/95
7. Review of NOMs for termination (Bylaw 21-5)
8. Review and approval of proposed budget for 1996:
   a. Income
   b. Expenditure
   c. Appropriations

**Finance Committee** (cont.)

9. Forecast budgets 1996 - 2000

10. Other business:

    a. Investment guidelines
    b. India
    c. Cashflow analysis

11. Adjournment

## NOTES:

# 1995/1996 JOINT BOARD OF DIRECTORS MEETING

**14**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Prince of Wales Restaurant, Hospitality Inn, Glasgow, Scotland**
**1200 - 1400, Friday, November 10, 1995**

**CHAIRMAN: DAVID HIDE OJI**
**1995 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 1994 President
4. Final remarks by 1995 President and handing over to 1996 President
5. Remarks by 1996 President
6. Bank signatories
7. Any other business
8. Adjournment

# 1996
# EXECUTIVE COMMITTEE MEETING

**15**

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Glendronach, Hilton Hotel, Glasgow, Scotland**
**0730 - 0900, Saturday, November 11, 1995**

**CHAIRMAN: 1996 PRESIDENT**
**Junior Chamber International**

## AGENDA

1. Opening exercises:
   a. Call to order
   b. Invocation
   c. Creed
   d. Roll call
   e. Introductions
2. Chairman's opening remarks
3. Certification of a quorum
4. Adoption of agenda
5. Confirmation of minutes of pre-Congress Executive Committee Meeting at L World Congress
6. Matters referred to this meeting from previous Executive committee Meetings, or by General Assembly or the Board of Directors
7. Report of L World Congress Director
8. Dates of 1996 January Executive Committee and Board of Directors' Meeting
9. Dates of 1996 Midyear Executive Committee Meeting
10. Report on sites and dates of 1996 and 1997 Junior Chamber International Conferences

11. Other business:

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

        i. Ratification of Representatives' terms of reference

12. Adjournment

## NOTES:

# 1996 BOARD OF DIRECTORS BRIEFING SESSION

16

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**Glenfiddich/Glengoyne, Hilton Hotel, Glasgow, Scotland**
**1200 - 1245, Saturday, November 11, 1995**

**CHAIRMAN: 1996 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 1996 President
   - f. Photographs
2. Administrative matters:
   - a. Reporting schedule
   - b. Finance
   - c. NOM visitation schedule

3. Your organization—Junior Chamber International

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

4. Open forum

5. Adjournment

## NOTES:

# 1996 BOARD OF DIRECTORS MEETING

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

**17**

**Glenfiddich/Glengoyne, Hilton Hotel, Glasgow, Scotland**
**1245 - 1400, Saturday, November 11, 1995**

**CHAIRMAN: 1996 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 L World Congress
6. Announcement and approval of assignments to 1996 Executive Vice Presidents and Vice Presidents
7. Announcement of 1996 Junior Chamber International appointments
8. Matters referred to this meeting from previous Board Meetings, or by the Executive Committee or General Assembly
9. 1996 Presidential Emphasis Program
10. Report of L World Congress Director

**1996 Board of Directors Meeting** (cont.)

11. Report on sites and dates of 1996 and 1997 Junior Chamber International Conferences

12. 1996 Junior Chamber International Plan of Action -- assignments and deadlines

13. New business:

    a. Dates of 1996 January Executive Committee and Board of Directors' Meeting
    b. Dates of 1996 Midyear Executive Committee Meeting
    c. Recommendations of Awards Judging Panel
    d. Approval of LI World Congress Theme (Pusan, 1996)

14. Outline of policies and special instructions for 1996

15. Adjournment

**NOTES:**

# DAVID HIDE OJI
## PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 18

### INTRODUCTION

The year 1995 has been very rewarding for me, as I have had the opportunity, through the office of President, to establish personal contact with many of the members of Junior Chamber International and to see living proof of our mission and the tenets of our Creed.

### THE FUTURE OF CHILDREN:

As you know, the main emphasis for 1995 is on "The Future of Children." Most of you have either learned by observing first-hand of the excellent accomplishments being made in this area by your chapters and NOMs, during your travels, at the Area Conferences, or from communications with your assigned Area Team members.

In my extensive travels, having made 67 visits to 52 NOMs to date, I, too, have witnessed numerous worthwhile projects being conducted by our membership in their attempt to make a difference in the lives of young children. I am pleased to note that many project committee members have already been awarded with a special Presidential certificate and an exclusive "The Future of Children" pin, and I look forward to awarding other deserving members during the World Congress.

It was also encouraging to see that hundreds of chapters were involved in a wide range of projects. This enthusiasm was visible from the reports that have been submitted to the JCI Headquarters. Additionally, many members displayed great interest in the Mottainai II Photography Contest—the "Future of Children Photo Contest"—and other projects such as "Project Zero Future," just to name a few.

### THE AREAS OF OPPORTUNITY:

I am pleased to see that all the Areas of Opportunity received emphasis during the year. Local and national organization members alike were finding ways to further individual development, to protect and enhance their communities, to foster international understanding and cooperation and to stimulate global economy and business growth. It is only through a balanced range of projects in all these areas that our organization will remain vital.

**KOBE DISASTER RELIEF:**

Despite the hardships that confront us daily, it has been refreshing to see that human kindness and compassion still prevail. The overwhelming support displayed by our members to the Kobe earthquake victims—which continues to abound—is living proof that members uphold the ideals of the Junior Chamber Creed, and that "service to humanity is the best work of life!"

**RELATIONSHIP WITH EXTERNAL ORGANIZATIONS:**

JCI has made great strides in continuing existing ties or expanding relations with external organizations. Earlier this year, I met with representatives of our newest partner organization, UNESCO, in Paris, to formulate a strategy for cooperation between our two organizations. Additionally, in August, thanks to those involved, we organized a very successful JCI/United Nations 50th Anniversary Conference at the UN Headquarters in New York.

**JCI FOUNDATION AND SENATE:**

These areas are receiving great support from our members. To date, more than 1,107 Senatorships have been processed. As you have learned, a new Senate card has been designed and has been distributed to all new Senators.

We are doing equally well in the area of the Foundation. To date, we have 67 Phil Pugsley Patrons (US$1,000), four patrons who have increased their donations to US$5,000, and seven Henry Giessenbier Fellows (US$10,000), for a total of US$169,000 for the Foundation in 1995.

**FUTURE OF JUNIOR CHAMBER INTERNATIONAL:**

The 1995 Strategic Planning Committee Meeting, held from March 19-24, met in Miyazaki, Japan to focus on many different areas of the organization and its future direction. A report has been compiled and will be provided for circulation to the members of General Assembly for final approval during the World Congress.

**CONCLUSION**

Before concluding my report, I would like to thank each of you for your contributions so far this year. It has been a pleasure serving alongside devoted Junior Chamber members such as yourselves, in our ongoing mission to enrich the organization. Thanks especially for agreeing to take "One Step Ahead" with me as we prepare for a brighter tomorrow!

I look forward to continuing our efforts even after the World Congress, and wish each of you a very successful remainder of 1995! □

# ARNAUD GODÈRE

## IMMEDIATE PAST PRESIDENT

**JUNIOR CHAMBER INTERNATIONAL**
**L WORLD CONGRESS**

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### INTRODUCTION

Last year, during our Golden World Congress, I had the distinct honor of passing on the baton to my successor—David Hide Oji—knowing full well that our organization was being placed in good hands. This year, it has been a delight to serve as Immediate Past President under his able leadership , alongside fellow Board members in our joint mission to steer the organization "One Step Ahead."

### MAJOR ACCOMPLISHMENTS

This year, aside from providing any assistance as requested to President Oji, I have also served as Senate Chairman. I am happy to provide the following statistics to illustrate our growth in this area to date:

| | | |
|---|---|---|
| <u>AS OF SEPTEMBER 30, 1994:</u> | | |
| Senate Applications Processed | : | 1,025 |
| Amount ($) | : | US$205,000 |
| <u>AS OF SEPTEMBER 30,1995</u> | | |
| Senate Applications Processed | : | 1,107 |
| Amount ($) | : | US$221,400 |

In the above-mentioned comparisons, you will notice that there is an increase of 82 Senators, as well as an increase in earnings of $16,400. No doubt, this is a positive indication of growth and development within the organization.

In addition, a new Senate card was issued this year, which lists the JCI Creed in English, French, Japanese and Spanish on the back of the card.

### CONCLUSION

I would like to take this opportunity to congratulate everyone for a year of hard work and accomplishments! □

# NADIM RIZVI
## EXECUTIVE VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

Let me begin my report by saying that this has indeed been the most enjoyable year in my Jaycee career, which has spread over a period of almost 15 years now. As Executive Vice President, I was responsible for Area A. It was indeed a big challenge for me to chair a successful Area Conference and keep up the motivation of members and the assigned Vice Presidents at the same time. Following is a brief summary of the achievements and failures of 1995:

### MAJOR ACCOMPLISHMENTS

1. Chaired a highly successful Area Conference in Dakar, Senegal, with a record registration figure for the Area. I would like to convey my best thanks and appreciation to the Senegal Junior Chamber for their efforts and achievements.

2. Encouraged and motivated members through regular communication and guidelines to attend the Area A Conference.

3. Guided and assisted my three Vice Presidents on several subjects, before, during and after their NOM visitations.

4. Promoted growth and development and spread the international annual theme "One Step Ahead."

5. Attended the January Board Meeting and the Midyear Executive Meeting and made contributions accordingly.

6. Attended the Area B Conference and chaired the "Naked Leadership Seminar."

7. Carried out and initiated the project "Dress in White to Unite" in conjunction with the conference theme "African Junior Chambers—Factors for Integration" in Dakar, Senegal.

8. Provided the following incentives in order to motivate members to attend the Area Conference:

    a. Free registration for the Glasgow Congress to the President of the NOM with the highest number of delegates.

b. Lucky Draw Winner in Awards Banquet to attend the national convention of Pakistan Junior Chamber, all expenses paid, i.e., ticket, accommodations and meals already paid.

The winners for both the above incentives were Claude Tetchi Chiedou—national president of Côte d'Ivoire, and Leopold Yahoudeou of Senegal.

9. Promoted the 1996 Durban JCI Area Conference and the Nairobi Business Conference during all my travels.

10. Supported and promoted President David Hide Oji throughout my term in office.

## MAJOR WEAKNESSES

- **Self:**

Despite my best efforts and willingness, I was not able to learn the French language—something which I could have put to great use at the Dakar Conference. However, I am still not disheartened, and I am keeping up my great desire to overcome this language barrier.

- **NOMs:**

1. NOMs in Africa are still very weak in finance and communications.

2. There are very few training opportunities in the Area, and therefore, very few PRIME graduates can qualify for EXCEL.

3. Mostly, the job is done on a "one-man-show" basis. The concept of team work is something which needs to be considered by members.

## RECOMMENDATIONS AND COMMENTS

1. The SPC recommendation to look into the possibility of a merger of the Areas A and D Conferences should be deferred for a while. One of the main factors for the success of the Area A Conference was due to a challenge thrown upon the members in Kobe, that they should make the 1995 conference a great success in order to survive as an independent Area. After a lot of effort, the desired results were achieved. I therefore strongly recommend that this Area should be allowed to host its own conference and emphasis should be placed on strong NOMs hosting the event rather than a weak NOM, which may not be able to deliver the goods. However, since the next Area Conference is in Durban and the year after that it is going to be held in Burkina Faso, I am sure that these conferences will be outstanding successes, and that the Area will survive this temporary crisis.

2. I also strongly recommend that the Secretary General of JCI pay more visits to Area A, as besides providing motivation to the members, he will become more aware of the actual problems of the Area.

3. To the NOMs of the Area, I recommend that they should have a president-elect or deputy president, in order to ensure the continuity of leadership in the Area NOMs. This would enable the incoming president to be fully aware of the problems that he is going to inherit and prepare accordingly.

4. Since most of the members' only international exposure is at the Area Conference, I recommend that all future EVPs ensure maximum international activities and delegate participation from other Areas when setting out the priorities for their conference.

5. That local trainers be given the first chance to impart training at the Area Conference.

6. After serving the Area for two consecutive years, I have found that the actual root cause of the dues problem is not that the members do not pay, but in most cases, that the NOMs, due to their own financial crisis and debts, are unable to remit the same to JCI, as the funds are used for other needs of the membership. Therefore, I suggest that a method be evolved whereby the members or their LOMs can remit their dues directly to the JCI Headquarters and yet remain members of their NOM. This is just an idea and may be worked upon by future officers assigned to the Area.

7. That Area A be redefined as Africa only, and that the Middle East be assigned to Area B, since, due to the potential of many strong NOMs, there would be a brighter chance of development.

8. That, like this year, special awards and incentives be provided to the NOMs which excel in communication with the JCI Headquarters and with other NOMs.

## CONCLUSION

In conclusion, I must thank the President for giving me this golden assignment to visit and lead, for the second consecutive year, the magical continent of Africa. I had the honor of chairing a most successful Area Conference in Dakar, memories of which will go down in my life for as long as I live. In the two years of my service to the African continent I have found this place and its people to be totally different from what I had been told since childhood. I has been a great and unique experience for me. I was also most fortunate to have been blessed with three outstanding Vice Presidents this year, each one of them highly dedicated to his/her assignment. Special thanks is also due to my friend and JCI staff officer Desmond Alufohai and his most efficient assistant Ghislaine.

It was quite impossible to make the year successful without holding a grand Area Conference, and for this I am most thankful to Conference Director Fode Diop and National President Abdul Sow, for their untiring efforts and continuous support, together with the help of each member of the Conference Organizing Committee.

Also, I am deeply indebted to my family members and wife Saadia for their support throughout my term in office. I would like to extend my special thanks to my national President Abid Hussain Marvi, who has been a staunch ally throughout my international career.

All in all, I must say that I am a highly satisfied man, having achieved this coveted post for my NOM. The wishes of my members came true in Kobe when the first-ever Pakistani was elected as a JCI Executive Vice President. I only hope that I have not let anyone down.

Thanks to Almighty God. □

# GEORGE LUNG

## EXECUTIVE VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL L WORLD CONGRESS

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### INTRODUCTION

The year 1995 has been undoubtedly a fruitful and energetic year for Junior Chamber International and Area B! Many favorable factors have been helping to contribute an even better foundation for Area B to grow and develop in our Jaycees family. I indeed feel happy and lucky to grow with Area B, where there is better understanding and linkage among our members.

Here, I would also like to again sincerely thank JCI President David Oji, Secretary General Benny Ellerbe, Treasurer Crispin Dy, Staff Officer Jongtae Kim and all other dear and cooperative colleagues in JCI, as well as my supportive and hard-working Area B Team, especially the four Area B Vice Presidents, all NOM presidents, APDC members, etc., for the frequent constructive guidance, advice and wholehearted support they have given me!

### MAJOR ACCOMPLISHMENTS

1. **Successful ASPAC Conference in Cheju:** The Cheju 1995 ASPAC was a very successful conference, not only in Area B's history, but also in JCI's. Thanks to five years of enthusiastic and devoted efforts exerted by the Korean Jaycees and the ASPAC Organizing Committee, and more importantly, the keen support from the Korean government and local Koreans. The conference was considered very successful—the actual number of delegates was over 10,000. Among the delegates, more than 4,000 were from Japan, making it the largest Japanese delegation (in Japan Junior Chamber history) to an Area Conference outside Japan.

2. **Asia Pacific Business Association (APBA);** With good coordination and support from JCI, the first meeting of the Asia Pacific Business Association (APBA), which was proposed by the Korean Jaycees, with the main objective of actively seeking direction in the Area of "Business Opportunity," was successfully held in late May, 1995. The second meeting will be held October 27-29, 1995, in Thailand, and this coming meeting is also expected to be very successful.

3. **Further active support to "Business Opportunity":** Area B has been actively seeking direction to develop "Business Opportunity" in the region. Besides the above-mentioned example of APBA, following 1994 Area B Vice President Robert Go's idea of an "Asian Business Network" (ABN), a Business Network Club (BNC) has also been formed in several Area B countries such as Japan, Hong Kong and Korea, etc.

In addition, I, the 1995 JCI EVP, have also been appointed chairman of the "Business Opportunity Committee," with the main objective to develop strategies for JCI in the Business Opportunity Area. Now we are in the stage of collecting opinions, and we are going to discuss some details concerning this aspect at the coming World Congress.

4. **Mottainai II—good progress made:** Proposed by Japan Junior Chamber of Commerce, the Mottainai II, with the theme "The Future of Children," has been progressing well, and it is also anticipated that there will a lot of submissions for the photo contest.

5. **Mongolia Jaycees to be a full member of JCI:** Mongolia Jaycees is expected to become a full JCI member at the upcoming Glasgow World Congress. After visiting (and giving training during the trips) these Jaycees twice in 1995, all matters concerning its preparation to become a full member have been progressing well.

6. **Remarkable development in training:** A great number of EXCEL and PRIME courses were offered throughout this year. For instance, a total of two EXCEL and six PRIME courses will have been organized in Area B this year.

7. **Good communication and a harmonious, cooperative atmosphere:** Close contacts and good communication among the four Vice Presidents and myself, among NOM presidents, JCI and myself, etc., was achieved, thanks to the advanced telecommunication methods. A harmonious cooperation atmosphere has been created, and most of the Vice Presidents and NOM presidents have been actively contributing their great efforts and good ideas to both Area B and Junior Chamber International as a whole.

- **Personal Accomplishments:**

I was appointed by the government of Mainland China as a member of the "All China Youth Federation," at least until the year 2000. With this connection, I can easily approach the relevant government officers for the future development of the Junior Chamber movement in Mainland China. Having a good relationship with different Chinese organizations may help facilitate the future possibility of Junior Chamber's presence in Mainland China.

## RECOMMENDATIONS AND COMMENTS TO THE BOARD

1. **Great potential in Area B membership growth:** Based on my understanding and experience in Junior Chamber, Area B is indeed an Area with good membership growth potential, not only because the Area has a large population, but also because they have many "quality people." Nevertheless, it is suggested that it is better that membership growth develop at a steady rate.

2. **Great potential in developing a unique "Asian-style Business Opportunity" in Area B:** Personal and direct interaction is found to be an important way for Asians in conducting business and there is a tremendous potential in business opportunity in Area B. Therefore, it is suggested that a delegation of businessmen be formed to visit other countries, to enable our Jaycee members to have some face-to-face interaction with the businessmen here in Area B, and I believe this can increase the success rate of business opportunities in the Area.

3. **More support for training:** It is suggested that training still be made the top priority. It was observed that some Jaycees have the wrong concept that once they have finished the EXCEL and/or PRIME courses for the coaching technique, they can immediately become good speakers, despite having little

or no experience in the respective ~~aspects of the art of public speaking.~~ AREA As a consequence, it is suggested to the Board that education to members concerning this aspect should be emphasized.

4. **Sharing among new and experienced conference chairmen/directors:** Experience-sharing is considered crucial for new conference chairmen and directors, who lack experience in organizing larger-scale conferences, and it is suggested to have some experience-sharing sessions and discussions with those who have had the same experiences in the past one or two years. These discussions and experience-sharing sessions can be held at some regional and/or international conferences.

5. **Education to the incoming Board of Directors regarding the expenses during their terms:** There is sometimes a misunderstanding among some members that the JCI Board of Directors can have the full amount of their expenses sponsored by our organization for their official visit to their assigned countries and attendance at the Area Conference. But the fact is that only a partial amount of money can be given as a kind of subsidy, rather than the full amount. As a result, it is suggested that education be given to those officers and/or officers-to-be to have some psychological preparation first on their financial planning before assuming their respective positions in JCI. One method suggested is that information about this aspect can be clearly printed on the nomination forms.

## CONCLUSION

The year 1995 represents an important year for me as the JCI Executive Vice President of Area B, and I am glad to see this Area has been growing stronger and stronger in our Jaycees family. May I take this valuable opportunity to thank once again our President David Oji and JCI Secretary General Benny Ellerbe for their capable leadership and clear direction for Area B. Furthermore, my thanks also go to JCI Director Jongtae Kim, the four Area B Vice Presidents, APDC Chairman, all NOM and LOM presidents, executive assistants, etc., for all their sincere and great assistance and support to me and to Area B. Last, but not least, may I wish all the best for the future development of Area B and Junior Chamber International as a whole in the years to come! □

# JULIO CÉSAR TREJOS L.

## EXECUTIVE VICE PRESIDENT

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**JUNIOR CHAMBER INTERNATIONAL**
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### INTRODUCTION

It has truly been a pleasure to have had the opportunity—provided by God, my family, my chapter, my NOM, and Junior Chamber International—to be a member of the Board of Directors and the Executive Committee of our organization. Sharing with fellow members of the Executive Committee and the Board of Directors, with the JCI Headquarters staff, with National Presidents, and with Jaycees in general so many experiences, so much learning, so much knowledge, has been an unforgettable experience.

I was fortunate enough to have had a committed and professional Area Team. To them in particular, and to you, Mr. President, my heartfelt thanks.

Regarding my report, I ratify what was stated in my report to the Executive Committee Midyear Meeting and supplement it as follows:

### MAJOR ACCOMPLISHMENTS

1. An Area C Conference which met its expectations.
2. Consolidation of the American Development Council, which became a presence in most countries of the Americas.
3. Presence of the JCI Vice Presidents in each of their assigned countries.
4. Consolidation of the PRIME and EXCEL programs.
5. The Luis Carlos Galán Competition.
6. Reactivation of the Argentine NOM.
7. Consolidation of the extension process in Costa Rica.
8. Active presence of the Junior Chamber organization in each of the countries of Area C.

9. Active presence of Area C at Global Affairs Leadership Seminar (GALS)/UN JCI Conference in New York city.

10. Contacts in Haiti

11. On a personal level, visits to the NOMs of Ecuador, the Dominican Republic, and Panama; attendance at GALS; and the great experience of presiding over the Area C Conference in Asunción, Paraguay. Attendance at the meetings of the JCI Executive Committee and Board of Directors.

## WEAKNESSES AND RECOMMENDATIONS

1. I reiterate what was stated in my report to the Executive Committee Midyear Meeting.

2. I reiterate what was stated in my report to the Conference.

3. Follow-up on Chile.

4. Some NOMs conduct so many programs that they do not have the time to adopt or carry out an international program. Sometimes they sink under their own problems and fail to see the great opportunities Junior Chamber International offers them.

## CONCLUSION

The year has come to an end. It would be cumbersome and, indeed, it would serve no purpose, to list each of the tasks accomplished. What was important has been done; what was urgent has been complied with. Time and history will be the judges. I know that this year many young people in the Americas have felt that they live in a better world, that they are being offered many opportunities; many of them smile and speak more positively than last year. I know that this has been possible because the Area C team reached its objective: opening the door for more young people to dream and, together, to turn their dreams into realities.□

# MARIO GARCÍA, JR.

## EXECUTIVE VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL L WORLD CONGRESS

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### MAJOR ACCOMPLISHMENTS

1. Conducted site inspection for the Area D Conference, Strasbourg, France, January 4-7, 1995.

2. Attended the January Board of Directors Meeting at the JCI Headquarters January 9-13, 1995.

3. Attended Ten Outstanding Young Americans Congress, U.S. Junior Chamber of Commerce, Tulsa, Oklahoma, U.S.A., January 13-15, 1995.

4. Attended the Association of European Presidents Meeting in Tallinn, Estonia, February 16-18, 1995.

5. Official visit to Junior Chamber Germany. Meeting with NOM Board of Directors and visit to Junior Chamber Frankfurt LOM February 19-21, 1995.

6. Participated as head coach Vanguard Leaders Seminar, Cámara Júnior Puerto Rico, Inc., Jaycees Congress, Aguadilla, Puerto Rico March 17-19, 1995. Received JCI Senatorship No. 54234.

7. Represented President David Hide Oji and JCI at Lions International National Youth Symposium, Reality, Risk & Response, Chicago, Illinois, U.S.A. May 10, 1995.

8. Participated as head coach PRIME course for the Executive Committee, Indiana Jaycees, USJCC, May 20-21, 1995.

9. Chairman of the Area D European Conference, Strasbourg, France, June 7-11, 1995, with 3,250 registered participants. Established new JCI product sales record for European Conferences.

10. Participated at The USJCC national convention in St. Louis, Missouri, as head coach EXCEL Course June 17-19, 1995.

11. Inauguration of Junior Chamber Croatia June 2, 1995, with intent to bring towards potential status at the Glasgow World Congress.

12. Initiated with assistance of Junior Chamber Spain recruitment of 15 members for establishment of Junior Chamber Andorra with intent to bring towards potential status at the Glasgow World Congress.

13. As chairman of the 1995 JCI Training Institute Certification Commission, I conducted evaluation of JCI Training Institute Certification applications for AMT, IG and ITF status.

14. Established contact ~~NOMs~~ personas of Andorra, Croatia, Moldavia, Portugal, Slovakia, Slovenia and Ukraine.

15. Conducted National Leaders program for Executive Committee of the Tennessee Jaycees July 8-9, 1995.

16. Participated as panel member, committee of NGO Development during the Global Affairs Leadership Seminar, JCI Conference on the occasion of the 50th anniversary of the United Nations, New York, August 19-23, 1995.

17. Attended and conducted motivational seminars during the Puerto Rico Junior Chamber national convention September 15-17, 1995.

## GENERAL COMMENTS

1. First of all, my congratulations to all of the European NOM presidents. Your hard work and support during this year has made a remarkable impact not only during the European Conference but also during the second half of the year. It has been a true honor to serve you and our great organization.

2. My sincere appreciation to my assigned Vice Presidents and all members of the Board for their hard work during this year. I encourage the 1996 Vice Presidents assigned to Europe to work together with the national presidents in the development plans for Europe.

3. It would be highly recommended that assigned VPs and the EVP attend the Association of European Presidents Meeting in February 1996. It is here that working relationships begin and it is an investment that will pay great dividends to our organization if the plans and agreements made during this meeting are executed throughout the year.

4. My gratitude to Secretary General Benny Ellerbe, Executive Director Günther Meyer, my assigned Area Director Kim Castellano, Assistant to the Director of Area D Ivette Sanchez, Director of Meetings Anita Mattner and all of the JCI staff for their support.

5. My sincere appreciation to JCI President David Hide Oji for his leadership, guidance and support throughout this year. It has been a distinct honor serving with you.

6. A special thanks to all of the members of this great organization who placed their trust and confidence in me by electing me to this position of Executive Vice President in Kobe and provided me with another learning opportunity. It has been a dream come true. To all of you around the globe, I am eternally grateful. And for me

   the Dream Lives On! □

# CRISPIN DY, JR.

## TREASURER

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

It has been an exceptional year! In many ways it was a year that has set our organization one step ahead. In the Finance Department this was also true, as you will see in some of the highlights of my report. I feel very honored to have been entrusted by JCI President David Oji, the delicate position of Treasurer, which includes chairmanship of the Finance Committee and Treasurer of the JCI Foundation. I am doubly fortunate to have been involved in various other positions such as parliamentarian of the very successful and well-attended Area B Conference (ASPAC) in Cheju, Korea; member of the tedious, but fulfilling, SPC Committee; council chairman of the still-evolving IBN; delegate to the historic JCI/UN GALS Program and seminar speaker at the ASPAC.

### FINANCIALS

Every time there is a busy year planned, you can expect a cause for worry in the Finance Department. This is especially true if it includes ambitious new projects like the JCI/UN Global Affairs Leadership Program. It is very fortunate that we have such a hard-working Secretary General, Benny Ellerbe, and a very supportive President, David Oji, who made these new projects a reality without financial constraints. All in all, it was pretty smooth sailing in this department this year. Set out below are some vital details:

### Income/expenses:

1. **Sponsorship income:** There were more sponsorships this year that covered the extra expense for the big cost of the very successful JCI Day at the UN. It was a good year, also, for the JCI Foundation in terms of new donations from Phil Pugsley Patrons and Henry Giessenbier Fellows. It should be remembered, though, that the income from Foundation donors does not go directly to the JCI coffers; JCI only receives the annual interest of the total amount in the Foundation, and this is usually given in the form of development grants and the like.

2. **Development grants to NOMs:** There were more grants given this year with the accrual of last year's unused portion. The total was US$100,844.

3. **International meetings income:** The World Congress this year is projected to yield US$675,000 because attendance is not expected to come close to the phenomenal attendance of the Golden Anniversary Kobe Congress. Also, there is a projected higher cost for simultaneous interpretation in

Glasgow. The only substantial increase over last year would be income generated from the Cheju Area B Conference (which had a very good number of registrations), as JCI receives 5 percent of registration fees (from all Area Conferences).

4. **Membership dues:** There is a projected decrease in the overall membership figures (although quite a few NOMs have registered an increase) so there was no good news in the area of revenues from dues.

5. **Investment income:** With Treasury-bill and money-market rates being better this year and thanks to the good monitoring of SG Ellerbe and Financial Controller Gonzalez, we were able to increase our investment income from idle funds.

6. **Senatorships:** By the year end, we anticipate a good amount of revenue from Senate fees because of the substantial number of new Senatorships this year. As of August 31, 1995, the total collection was US$207,515.

### 1993-1994 Financial Report:

The 1994 Audited Financial Statements were submitted by our independent auditing firm, Coopers and Lybrand L.L.P. In general, everything was found to be in order. That being the case, the Coopers and Lybrand report was formally accepted and approved at our MYE Finance Committee Meeting.

### 1996 Budget:

The 1996 Draft Budget was presented and approved during the MYE Finance Committee Meeting and will be presented for approval to General Assembly at the Glasgow World Congress.

### OTHER ACTIVITIES

1. **Area B Conference (ASPAC), Cheju, Korea:** I was unexpectedly busy during this conference. Although hectic and physically demanding, the ASPAC was very fulfilling. I was appointed conference parliamentarian, chaired the IBN meeting and was a speaker at the Naked Leadership Seminar.

2. **SPC Meeting, Miyazaki, Japan:** We had a busy week of discussions and debates that ended with a brief but comprehensive set of recommendations that we proudly call "Vision 2000." The report was presented and approved at the Midyear Executive Committee Meeting. The final stage will be the Glasgow World Congress, where the final report will be presented to General Assembly and the delegates. As a general assessment, all our objectives were met, and as a member of the committee, I am very satisfied with the results. I would like to commend the Miyazaki Junior Chamber and the Japan Junior Chamber as a whole, for their full support and assistance that made our work a lot easier and ensured the positive result (I am sure the entire SPC group shares the same opinion and gratitude).

### RECOMMENDATIONS

With the professionalism of the JCI staff, especially Financial Controller Gonzalez and SG Ellerbe, monitoring the financials of our international organization was a relatively easy task. However, in my opinion, there are just three areas that I feel might need a little more attention as far as finance is concerned:

1. **Monitoring membership growth (or decrease):** Since dues income is about 70 percent of the total income, good, accurate projections and monitoring are very important (especially in anticipating decreases) or we might spend more than we actually receive. Planning a marketing/PR program might be a good investment cost as far as increasing future membership figures is concerned.

2. **Other income:** There is a need to consider more stable 'other income' to counter the uncertainty of dues income and in anticipation of the possibility of rent income loss.

3. **International meetings (conferences and congresses) a good source of income:** These meetings should be well promoted to achieve better attendance and effect better revenues for JCI. There might even be other income-generating opportunities (other than just membership supplies sales) just waiting to be tapped.

## CONCLUSION

My gratitude to President David Oji for providing me the honor of serving JCI in this special capacity. It was indeed another interesting year of learning and serving. My thanks, also, to fellow board members for your understanding and patience during the times that financial matters did not come out the way we wanted. Much appreciation to EVP Lung for tapping me to help out at this year's ASPAC (it brought back fond memories of the ASPAC I chaired the year before). To my favorite consultant, SG Ellerbe (whose enthusiasm to do more for JCI is unparalleled and contagious, and whose assistance has been indispensable even during the previous years) and the JCI staff—especially Financial Controller Gonzalez whose quiet support and experience in finance made my work easier and more efficient—I owe my looking good in my job this year.

Finally, it is a pleasure to finally declare that our organization is in good financial health and all the records are in order and very positive as far as financial stability and security are concerned. □

# W.E. "BILL" RUSSELL

## GENERAL LEGAL COUNSEL

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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**MAJOR ACCOMPLISHMENTS**

1. **Constitutional amendments:** Directed the wording—wrote proposed bylaw and policy changes in the following areas:

   a. Policy 18-12—International Business Network
   b. Policy 3-1—Development
   c. Policies 19-1 and 19-7 Area—Conferences

2. **Constitutional amendments:** Reviewed, reworded and presented proposals in the following areas:

   a. Bylaw 3-2—Number of NOMs in Each Nation
   b. Policy 3-12—National Organization Name
   c. Bylaw 3-4—Age Limit
   d. Proposed Bylaw 21-6 and Bylaws 3-7, 3-11, 3-16, 3-18, 21-4 and 21-5: Solidarity Fund
   e. Policy 18-5—Training Institute Certification Commission
   f. Resolution: Adoption of a Universal Day of the Rights of a Child

3. Wrote to various NOMs regarding JCI bylaw interpretation.

4. Replied to correspondence and mail ballots.

5. Served as Hours of Power speaker at the U.S. Junior Chamber of Commerce TOYA Program in Tulsa, Oklahoma.

6. Attended JCI GALS Program in New York, celebrating the 50th anniversary of the United Nations.

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

This report is respectfully submitted, in the spirit of Junior Chamber International. ☐

# ANDRIAMANDRATO RAZAFIMANDIMBY

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL L WORLD CONGRESS

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### INTRODUCTION

Serving Junior Chamber as a Vice President was for me a privilege and an honor for me. I thank all of those who had faith in me and gave me the opportunity to see my dreams come true, take up more responsibilities, witness in the field the strength of our movement and make friends all around the world.

Serving Africa provided me with unforgettable and invaluable experiences. Travelling throughout the Dark Continent was not an easy task; it was a permanent and everyday challenge.

### MAJOR ACCOMPLISHMENTS

Being assigned to Area A, I had the opportunity to work with NOMs in West and Central Africa (Sénégal, Guinée-Conakry, Côte d'Ivoire, Burkina Faso, Benin, Niger, Gabon, Congo and Zaïre).

According to my plan of action, the following activities were achieved:

1. Participated in the January JCI Board of Directors Meeting in Coral Gables.
2. Strengthened contacts and communications with NOMs.
3. Edited and dispatched the newsletter "Synergie" to NOMs and LOMs.
4. Promoted and participated in the Area A Conference in Dakar.
5. Chaired the Awards Committee at the Area A Conference in Dakar.
6. Promoted JCI with the leaders, decision-makers and sponsors in the NOMs visited.
7. Visited eight out of nine NOMs before the Area A Conference.

8. Trained members in NOMs and LOMs.

9. Participated in the Area D Conference in Strasbourg.

## COMMUNICATION

Even though communication is very difficult in Africa, efforts have been made to maintain contact with NOMs. I am forced to acknowledge that communication from NOMs is weak and insufficient (received 15 mailings).

Visits to my assigned Junior Chambers allowed me to discuss matters personally with officers and members. Communications with WHQ were meaningful.

## MAJOR WEAKNESSES

- **NOMs:**

  1. Inadequate communication from NOMs and among NOMs.
  2. Lack of means (secretariat) for some NOMs.
  3. Inadequate basic documentation on JCI.
  4. Problems of commitment and leadership in some NOMs.
  5. Recruitment problems (quality of members and no growth).

## RECOMMENDATIONS

- **To NOMs:**

  1. That membership growth be reinforced by focusing on the balance between professional members and students.
  2. That all financial problems be cleared.
  3. That Niger and Guinea be assisted in preparing for provisional affiliation at the Glasgow World Congress.
  4. That LOMs' growth be realized.
  5. That officers' and members' training be reinforced.
  6. That more JCI marketing be introduced.

- **To JCI Headquarters:**

  1. That the reality of travels in Africa be taken into consideration (transit fees, etc.).

2. That, if possible, allocations be released for all transportation expenses (visits to NOMs) at the January Board Meeting.

3. That the possibility of financial aid to NOMs helping other NOMs be considered (trips).

4. That documentation to NOMs and LOMs be reinforced.

5. That JCI pay attention to newly-affiliated and potential NOMs (Gabon, Congo, Niger and Guinea) in terms of assistance and training.

- **To incoming officer:**

1. Africa is an experiment in itself. Indeed, the uncertainty of travelling is to be accounted for, but the challenging side of it is fascinating.

2. The multidimensional culture, the wonderful hospitality and respect are African Jaycees' major assets. The priority is to know how to listen in order to be able to help and advise adequately.

3. One must not be biased against Africa. Let me repeat it again—serving Africa is so informative and attractive in spite of all possible misadventures (lost luggage, flight cancellations, etc.)

## CONCLUSION

In conclusion, I must say that my life this year has been exceptional, thanks to the faith put in me by electing me Vice President of our organization.

Thank you, Fofana, Abdoul, Claude, Justin, Luc, Omar, Didier and Nicolas and all Jaycees who made all my visits so pleasant and wonderful in your respective countries.

The support, counsel and assistance of President Oji, my friend and EVP Nadim Rizvi, WHQ staff under the guidance of SG Ellerbe, and especially, Desmond Alufohai with his assistant Ghislaine Marinelli, were beneficial to me in accomplishing my duties.

To Jaycees in Madagascar, I salute you and assure you that I represented you with dignity. I will never be tired of serving JCI with pride.

Finally, thanks to my family, Voahirana, Rantosoa and Miangola for their love and understanding. □

# AMARJIT SINGH GAHIR

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

With the dream to desire to be someone in life, what you gain and lose is within yourself.

Members of this unique organization spread over this vast continent of Africa continue to strive for excellence despite socio-economic problems and lack of motivation, and hence, are committed, dedicated and hard-working humanitarians who make our world a better place in which to live.

The office of Vice President is one that I have held with pride, respect and humanity. It has been the experience of a lifetime to work for this organization at the international level, and with an outstanding team and people with a common goal, which has enhanced participation at all Junior Chamber events.

### MAJOR ACCOMPLISHMENTS

**General:**

1. Visited all NOMs prior to the Area A Conference. Met a lot of individual members, visited over 44 LOMs, inducted new members, motivated and inspired.

2. During my visitation, promoted JCI training activities, PRIME and EXCEL at the Area Conference and World Congress. Encouraged LOMs to hold local PRIME training courses.

3. Conducted several training sessions and open forums in each NOM. Encouraged NOMs and LOMs to have a trainer's circle.

4. Visited several government offices to promote and support Junior Chamber activities in their respective NOMs.

5. Marketed JCI through television, interviews, radio, newspapers and meetings with sponsors.

6. Emphasis on communication, training and growth in quality projects and quality membership.

7. Regular correspondence with NOMs and individual members.

8. Promoted JCI programs, including MET, IBN, Future of Children, Mottainai and internationalism, while encouraging local projects for international interest.

9. Conducted meetings with NOM boards on a one-to-one basis to assist and inspire NOM presidents to have a dynamic year in 1995.

10. Highlighted the importance of the individual member and knowledge of the benefits of being involved and committed to JCI.

## COMMUNICATIONS

Communications between me and my NOMs have been sometimes very effective and frequent, but we could have done much better. Communication throughout Africa is a serious setback, and basically a very difficult issue. Obviously, it is a two-way exchange.

Communication with the JCI Headquarters and EVP Nadim has been very efficient and on a regular basis, and I appreciated the high standard which was set.

## PERSONAL

1. Attended the January Board Meeting in Coral Gables.

2. Visited all my assigned NOMs.

3. Attended my Area Conference in Dakar, Senegal.

4. Attended Area D Conference in Strasbourg, France.

5. Attended the 50th UN anniversary in New York, U.S.A.

## MAJOR WEAKNESSES

1. **Cameroun:** Financial limitations, lack of trainers and internationalism and socio-economic problems.

2. **Nigeria:** Drop in membership and financial limits.

3. **Togo:** Socio-economic situation produces a lack of motivation and security, as well as financial limits.

4. **Ghana:** Training, membership growth, internationalism, funds and NOM structure.

5. **Egypt:** Lack of national coordination/organization. Prolonged process of affiliation; hence, lack of motivation and membership retention.

6. **Tunisia:** Internationalism. Outstanding projects and activities conducted without international recognition.

7. **Morocco:** Need for new quality membership, training, projects and a NOM structure.

**RECOMMENDATIONS**

- **To NOMs:**

  1. **Cameroun:** Conduct more fund-raising projects, participation at international events and develop new trainers.

  2. **Nigeria:** Excellent potential for membership growth.

  3. **Togo:** Conduct more professional training, fund-raising projects and give recognition when due.

  4. **Ghana:** Improve efficiency in NOM, growth in membership and training of the individual.

  5. **Egypt:** Participation at the international level. Motivate and get moving after affiliation.

  6. **Tunisia:** Open up for more international awareness and recognition.

  7. **Morocco:** Needs new blood in the membership. Promote JCI for growth and development.

- **To incoming officer:**

  All NOMs I had the opportunity to visit vary very differently and work for a common purpose—JCI.

  1. That the VP know his handover files properly; that all necessary information be obtained at the World Congress and during JBM, including all information on contact NOMs.

  2. That the travel itinerary be planned to include contact NOMs.

  3. That emphasis be placed on quality membership, programs and projects.

  4. That development of Egypt be continued.

  5. Moral support to all NOMs must always be kept on a high note.

  6. That visits be made to isolated areas not visited by previous JCI officers.

  7. That if you fail to plan, you plan to fail.

  8. That it is an exciting and challenging duty to be taken wholeheartedly for yourself and JCI.

- **To JCI Headquarters:**

  1. That NOMs in Africa need to be understood more. Lack of communication and financial reasons are major setbacks as NOMs keep on striving for excellence.

2. Socio-economic situations, late dues payments and devaluation are sometimes genuine problems.

3. Africa poses a great demand of growth and development for JCI; it may take some time to be able to achieve, but the potential still exists.

4. Visits to contact NOMs are not funded by JCI. It is my fear that if visits are not planned, contact NOMs could remain as contacts for a longer period and hence become demotivated.

5. Working more closely with all national presidents makes for a greater sense of belonging to this organization.

**CONCLUSION**

Serving as Vice President for JCI and my assigned NOMs has been an excellent opportunity to help me grow and develop my potential and to have an everlasting relationship with JCI and the membership.

My sincere thanks to JCI President David Oji for honoring me in designating Africa as my assigned Area; also to SG Benny Ellerbe, Desmond Alufohai and Ghislaine Marinelli for the excellent support and service as deserving and responsible JCI staff members.

My year would not have been successful and interesting without my EVP Nadim Rizvi and my assigned national presidents.

Surely Africa proved me more effective, as this Area possesses a lot of unexpected challenges, but I managed against all odds to live up to JCI's and my expectations. Africa is interesting, warm and wonderful. Enjoy it.

Lastly, to all members, thank you for voting for me at the Kobe World Congress and making it possible for me to serve as a Vice President. Thanks for this once-in-a-lifetime opportunity to be "one step ahead."□

# KAREN SMYTHE

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

It is with great pleasure that I present my report to General Assembly on the activities completed as a Vice President assigned to Area A during 1995.

### MAJOR ACCOMPLISHMENTS

1. Visited all assigned NOMs and Reunion Island prior to the Area A Conference in Dakar.

2. Encouraged NOMs to work together to strengthen Junior Chamber in my area of Africa.

3. Presented training in all NOMs during the visit. Topics included program planning, membership retention and promotion, Areas of Opportunity, leadership, empowerment, Mind-Mapping, goal-setting, being positive, positive people power, creative thinking and team building.

4. Promoted participation in all JCI Conferences, projects and programs.

5. Assisted NOMs with fund-raising ideas to help with the payment of their dues.

6. Promoted the 100% Efficiency Program to all NOMs, with six NOMs participating

7. Promoted Junior Chamber to members, business leaders and contacts, government officials, and through all forms of the media.

8. The working relationship with UNICEF has increased, or in some cases commenced, through promotion of the JCI President's theme, "The Future of Children."

9. My assigned NOM presidents were very much a team, and I admired their spirit and enthusiasm.

10. Encouraged the joint project between Kenya Junior Chamber and Australian Junior Chamber.

## COMMUNICATION

I have tried to communicate on a regular basis with my assigned NOMs, either by fax, mail or through the quarterly newsletter, "African Airwaves." Communication with some NOMs has been difficult due to the fact that I didn't receive replies to my correspondence. This problem can in some cases be attributed to the cost of communication in African countries. I have encouraged communication between my own NOM, Australia, and my assigned NOMs through "African Airwaves" and the Australian Junior Chamber Newsletter. I have appreciated the support of my fellow Vice Presidents, who have communicated through the year. EVP Nadim has communicated regularly and has always answered my queries promptly. The staff at the JCI Headquarters have been great when answering my questions and sending the requested information.

## MAJOR WEAKNESSES

1. **Botswana:** Lack of a NOM secretariat and exposure to the international organization.
2. **Kenya:** Lack of a permanent secretariat and finance.
3. **Madagascar:** Lack of finance for international travel; the communication barrier with Madagascar.
4. **Malawi:** Low income earners who cannot afford to travel to achieve international exposure.
5. **Mauritius:** Charter of new LOM; this will occur in 1996.
6. **Reunion Island:** Lack of communication about the international organization.
7. **South Africa:** Absence of communication tools, e.g., fax machines and PCs.
8. **Zambia:** Lack of communication and finance.
9. **Zimbabwe:** Lack of finance and international exposure.

## MAJOR STRENGTHS

1. **Botswana:** Members are able to recruit good-quality members, including the charter of a new LOM. The NOM has commenced a new relationship with UNICEF.
2. **Kenya:** Excellent bank of trainers; support for the new LOM by the NOM and other LOMs.
3. **Madagascar:** Good sponsorship and a national business network. Good media support from the government for Junior Chamber.
4. **Malawi:** Willing members who are keen to survive.
5. **Mauritius:** Excellent training programs and a good potential membership base.
6. **Reunion Island:** Excellent projects and enthusiastic members.
7. **South Africa:** Strong training programs, and the ability to get the job done.

8. **Zambia:** Recharter of old LOMs; excellent projects.

9. **Zimbabwe:** Charter of new LOMs, good media support and good relationships with UNICEF, AIESEC and Chamber of Commerce.

## RECOMMENDATIONS

- **To incoming officer:**

  1. That attendance at JCI activities be promoted very early in the year.
  2. That he/she assist with fund-raising ideas to support international travel.
  3. That NOMs be encouraged to have a forward plan for their future success, including membership growth and extension to new LOMs.
  4. That the VP visit assigned countries with a briefcase full of training material—you will need it.
  5. That the VP be ready to assist his/her assigned NOMs with fund-raising ideas for the payment of dues—taking new project ideas from his/her own NOM.
  6. That the 1996 Business Conference in Kenya be promoted.
  7. That NOMs be assisted with the preparation of sponsorship proposals.

- **To JCI Headquarters:**

  1. That important information be faxed to Malawi, because mail can take up to two months to be received.
  2. That more direct communication with Reunion Island be encouraged.
  3. That information be processed on disk for the NOMs that have access to PCs.
  4. That media commercials be created to promote Junior Chamber.

## CONCLUSION

I have really enjoyed my assignment in Africa this year. It is a special continent, and my philosophies on life have changed as a result of my involvement with Africa. I have had some very special moments during my tour that I will never forget, and I thank Gaone, Bhavna, Pierre, Robert, Akil, Michel, Mario, Fred and Geoffrey for providing the good times and the memories.

To Andranto, Amarjit, Nadim, and Desmond, thank you for all your constant support and encouragement throughout the year. To my National President Hugh Lawrence and the members of Australian Junior Chamber, thank you for your support during my term as a JCI Vice President.

Thank you, JCI, for the opportunity to be an international JCI Vice President during 1995. □

# TERESA M. ALBERTO

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

It is my honor to be assigned to the NOMs of Japan, Republic of China (ROC), Hong Kong, Macau, Indonesia, Pacific and the contact NOM of Brunei, to share their wisdom, goals, and dreams; to be inspired by their dedication and enthusiasm and motivated to watch their determination to grow as individuals and as a team.

### MAJOR ACCOMPLISHMENTS

1. Visited assigned NOMs at least twice, except for ROC and Macau, and attended Philippines Junior Chamber national convention.

2. Visited contact NOM Brunei, and established a link with the Miri and Lutong Junior Chambers of Junior Chamber Malaysia.

3. Conducted training in each assigned NOM visited, except for Macau. Assisted LOMs, especially in Pacific and Indonesia, and sent out training materials.

4. Had meetings with the NOM Board of Directors and other members, had interviews for their NOM/LOM and nation's newsletters/newspapers and magazines, had radio and TV interviews, kept constant communication with NOMs through telephone calls, faxes and letters, visited LOMs near and far, made courtesy calls to government offices, and was awarded as Honorary Ambassador of Guam.

5. Published two team newsletters—the second will be distributed in December 1995.

6. Assisted in promoting JCI programs, the Area B Conference, World Congress, submission of awards, explaining the fifth Area of Opportunity, and most of all, Japan Junior Chamber's Mottainai II Movement.

7. Encouraged achievement of at least 3 percent growth in each NOM and producing quality members through Junior Chamber training.

8. Succeeded in obtaining cooperation from ROC Junior Chamber to assist Pacific Junior Chamber in training (NOM-to-NOM assistance).

9. Worked closely with Asia-Pacific Development Council (APDC).

## COMMUNICATIONS

I am happy with the effective and prompt communication by the NOMs assigned to me. I also had communication with the LOMs. Communication has been by means of newsletters, letters, faxes and phone calls.

I also enjoyed the efficient and active communication from Junior Chamber International. I am in constant contact with Area B EVP George Lung and Area Director Jongtae Kim.

## MAJOR WEAKNESSES

- **Self:**

  There were times when things did not work out the way we wanted; there were times when things got too slow; and there were times when we speeded and expectations were too high. However, every day is a learning experience, and learning from mistakes has helped me to be a better and stronger person and to focus on working as part of a team toward the achievement of a common goal.

- **NOMs:**

  1. **Hong Kong:** Challenges from other volunteer organizations and geographical structure may be a hindrance to membership growth.

  2. **Macau:** Membership growth, due to its small population and area. The NOM also requires more exposure to internationalism.

  3. **Indonesia:** NOM and LOM members have a lot to learn about the Jaycee way, and a lot of basic training needs to be conducted.

  4. **Japan:** Non-English-speaking membership hinders communication in the area of internationalism. JCI information reaches the grass-root levels a bit slowly.

  5. **ROC:** Non-English-speaking membership hinders communication, and JCI matters reach the grass-roots level too slowly. They need to have a better understanding about the fifth Area of Opportunity, especially at the LOM level.

  6. **Indonesia:** Have to restructure/improve the NOM management structure and administration system. NOM and LOM members lack Junior Chamber knowledge and training. The NOM needs more support from the government in order to be recognized in Indonesia, and it also needs to be independent and to promote Junior Chamber more.

  7. **Pacific:** Needs time to improve NOM management and to reinstill the JC spirit/motivation in the members to form more LOMs and keep current members active. The membership requires basic training.

## RECOMMENDATIONS

- **To NOMs:**

  Any weaknesses mentioned above, can be improved and further strengthened through the strong determination and total commitment of the leaders in each NOM. I am positive that there is always room for improvement. As the assigned VP, I can only advise, and it is up to the individuals to act and establish a stronger NOM.

- **To incoming officer:**

  Concentrate on conducting basic training, especially in the NOMs mentioned in my report. Each year, members come and go, and basic Jaycee training is always important for them in order to know what the organization has to offer, and how they can assist in turn and become better individuals through our beliefs in the principles, mission and creed of Junior Chamber.

  I would like to place special focus on Indonesia Junior Chamber and Pacific Junior Chamber—both NOMs will definitely require a lot of basic training at both the NOM and LOM levels. It would be helpful if the native language in Indonesia could be used during training. The same applies with Japan Junior Chamber and ROC Junior Chamber—if the native languages could be used at the time of training. I find that this is more effective than through a translator.

  For Macau Junior Chamber, continue to advise the NOM to participate in the awards program, e.g., submission of scrapbooks and awards judges.

## CONCLUSION

What a year it has been and how the time flies! Presidents Raymond, Edmund, Jun, Larry, Jerry, and Aldo—thank you for the warm and kind hospitality. I shall always treasure your friendship. I must also extend my gratitude to your members who have assisted me throughout my travels in your country. It was a privilege to serve you.

To EVP George Lung: It was a pleasure to be on your team this year, and I deeply appreciate all your advice and prompt replies. One leader whom I admired—you never see him tired.

To Area Director Jongtae Kim: Appreciation for his patience and understanding and always being ready to assist.

To SG Ellerbe and all staff at the JCI Headquarters: Thank you very much for all the support and cooperation.

To President Oji: It was a year full of learning experiences, and I am glad to be on your Board.

To Junior Chamber Malaysia: Thank you for giving me this opportunity to serve.

And to others who have advised and cared: Thank you and God bless. □

# DHANESH RANIGA

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

It gives me great pleasure to present this report to General Assembly on my activities this year. It was my honor to be assigned to the highly-motivated NOMs of India, Pakistan, Nepal and Sri Lanka.

First and foremost, I must thank our beloved JCI President David Oji for assigning me to these NOMs where I could easily communicate in four languages. I came from the same cultural background and also provided training to LOMs and members in different languages. Having been involved in this organization for 20 years, this year was the most trying, satisfying and rewarding year for me. I have suffered financial loss, but no amount of money can equal the love, respect and friendships I have made this year.

### MAJOR ACCOMPLISHMENTS

1. Visited all my NOMs prior to the Area B Conference in Cheju.
2. Met thousands of Jaycee members and motivated them.
3. Completed 108 out of 109 official commitments to my assigned countries.
4. Inducted new members.
5. Conducted training sessions in four languages—English, Hindi, Gujarati and Urdu.
6. Marketed Junior Chamber through television, radio and newspaper interviews.
7. Met many civic and state leaders.
8. Held meetings and advised NOMs on all issues of NOM management.
9. Encouraged members to attend the Area B JCI Conference and Congress.
10. Visited 15 LOMs which had never seen a JCI officer. These members were highly motivated and I was extremely pleased to break this barrier on behalf of JCI.
11. It is my wish to attend the national convention of Nepal and India with my wife in December.

12. Attended the following meetings:

    a. January Board of Directors Meeting.
    b. ASPAC in Cheju.
    c. Joined the Asia-Pacific Development Council (APDC) and Japan Junior Chamber delegation to establish Vanuatu as a potential NOM. Conducted training session and orientation for prospective members. Discussed and explained JCI and our mission to the Prime Minister of Vanuatu Maxime Kormon.

13. Community Development projects in India and Pakistan are really of a very high standard.

14. The organization is looked upon with a great deal of respect by the government and NGOs in these countries.

## COMMUNICATIONS

To date, well over 250 letters and faxes have been sent, and I have made telephone calls on a regular basis to NOM presidents and NOM headquarters. The NOMs have also communicated with me regularly. I have also communicated with and assisted many LOMs directly.

## MAJOR WEAKNESSES

- **Self:**

  I would have loved to visit my NOMs at least twice, but because of distance and costs, I was not able to do this. It is my wish and promise to my NOMs to visit them again in December.

- **NOMs:**

  Sri Lanka and Nepal have financial problems. Isolation sometimes becomes a very big problem for some LOMs. JCI should assist more in providing training materials, etc., to Nepal and Sri Lanka.

## RECOMMENDATIONS

- **To incoming officer:**

  1. Visit areas not visited in the last three years.

  2. That time spent in each NOM be as follows:

| | | |
|---|---|---|
| Sri Lanka | - | 4 days |
| India | - | 10 days (minimum) |
| Nepal | - | 5 days |
| Pakistan | - | 5 days |

  3. When planning itineraries, include provisions for rest. Out of enthusiasm you might not get any rest or sleep.

  4. It is always advisable not to travel alone in the above-mentioned NOMs.

## CONCLUSION

I would like to thank my very close friends and NOM Presidents Dr. Nagarajan, Abid Hussein Marvi, Anil Bhetual and Mufthy Hasim for their excellent hospitality and very regular communication. I thank EVP Lung and President Oji-san for the guidance I received.

Fiji Junior Chamber—I continue to pledge my support with pride to my wife Priti, sons Minesh and Chetan and my Mum. Your support this year was invaluable.

God bless JCI and its members.

Thank you. □

# RAJ BIMAL SHRESTHA

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

The year 1995 is about to draw its curtain and 1996 is at our door full of hope and inspiration. It's a time to evaluate our activities and achievements for the year and to set a new goal and target for the year ahead. I feel myself very fortunate and honored to have been assigned to NOMs like Australia, New Zealand and Fiji, and grateful to JCI President David Oji for assigning me to such beautiful countries. Before presenting my brief report, I am assured that there is no doubt that in response to our President's call, this year has been "one step ahead" in all aspects.

### MAJOR ACCOMPLISHMENTS

1. Visited all my assigned NOMs prior to the Area B Cheju Conference and spent over 18 days visiting more than 15 LOMs, some of which had never been visited by a JCI officer.

2. Met as many individual members, past and present NOM officers and Senators as possible during my visit.

3. Promoted JCI Area Conferences and the Glasgow World Congress and encouraged members to attend these events.

4. Inducted new members into existing LOMs in New Zealand and Fiji.

5. Promoted JCI programs—Major Emphasis Theme, Mottainai II Children's Photo Contest, IBN, and of course, I passed on the challenge given by President Oji, that is, to be "One Step Ahead," to Jaycees in my assigned NOMs.

6. Marketed JCI through meetings with local and national political and business leaders, government officers, and sponsors, as well as through press conferences, messages and radio and newspaper interviews.

7. Promoted Junior Chamber growth to solve the serious membership growth problem.

8. Attended AIESEC, South Australia State Conference in Normanville, and addressed the members and students from different countries who participated in this state conference.

9. Attended the JCI January Board Meeting in Coral Gables and the JCI Area B Cheju Conference.

## COMMUNICATION

Communication between me and my NOMs and LOMs has been regular, effective and productive via telephone, faxes and letters.

## MAJOR WEAKNESSES

- **Self:**

  There was a drop in my level of communication after the Area Conference.

- **NOMs:**

  1. Australia: Serious decline in membership.
  2. New Zealand: Serious decline in membership.
  3. Fiji: Lack of NOM permanent secretariat and financial limitations.

## RECOMMENDATIONS

- **To NOMs:**

  That there be a serious effort and commitment made towards community-based programs, extension of new LOMs, marketing of Jaycees, fund-raising programs and establishment of Junior Jaycees to help improve the above-mentioned prevailing situations.

- **To incoming officer:**

  1. That the VP try to get as much information as possible from assigned NOM presidents before leaving the Congress site in Glasgow.

  2. That the VP try to obtain a visa early because it is a time-consuming process, especially for the NOM of Fiji.

  3. That the officer visit areas or LOMs not visited by a JCI officer for some time.

  4. That the officer enjoy his term of office and the kind home hospitality which is extended in these beautiful countries.

- **To JCI Headquarters:**

  That careful attention and a strong support system be established for extension of new LOMs and membership growth. Financial assistance by JCI is appreciated. This is essential as these NOMs are seriously suffering from the tendency of decreasing membership.

## CONCLUSION

This is the year of years in my 12-year Jaycee career. The experiences I gained, the people I met, the places I visited and the friends I made during this year are my greatest achievements in my lifetime. Thank you, my Jaycee friends for providing me with such a wonderful opportunity by electing me as a JCI Vice President at the Kobe World Congress. Thank you, our beloved JCI President Oji for your kind encouragement that inspired me to face the challenge to remain "One Step Ahead." I offer my prayer of thanks, especially to EVP George Lung for his suggestions and guidance; to SG Ellerbe, Directors Kim and Mattner, Assistant Borrazás and all of the JCI staff for their continuous support and cooperation during the year. Last, but not least, before I end my words, I extend my special thanks to my friends, NOM Presidents Hugh Lawrence, Rajesh Chandra and David Whitney for their wonderful support, cooperation and association, which has always inspired me to a deeper sense of commitment.

I love and salute you, JCI!!! God bless Jaycees now and always!!! □

# ALAN YEN
## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

This report will cover my visits to assigned NOMs and findings on NOMs which were summarized for strategic plans. My assigned NOMs are as follows: Korea, Philippines, Malaysia, Singapore, Thailand, Mongolia and Vietnam.

### STRENGTHS:

- **NOMs:**

1. **Korea Junior Chamber, Inc:** National President Kyung-hoon Lee; 24,050 members; and 353 chapters.

   Financial stability.
   . Excellent NOM secretariat services and staff.
   Members are enthusiastic, strong, well trained and committed.
   Structure works pretty well for the NOM.
   Very capable NOM president and officers.
   Hosted the 1995 Cheju JCI Area Conference which was very successful.

2. **Junior Chamber of the Philippines:** National President Joey Darvin Livelo; 6,141 members; and 253 chapters.

   Excellent relationship with the government and the organizations socially well recognized.
   Committed NOM officers and a capable secretary general.
   Sound international communications system between NOM and LOMs.
   Permanent Junior Chamber office.
   . Enjoys the respect of the community.
   Bidding to host the 1998 World Congress.

3. **Junior Chamber of Malaysia:** National President Lee Kai Loong; 1,294 members; and 35 chapters.

Very strong leadership and very efficient national president and officers.
Very good relationship with the government and highly supported in many communities.
Motivated LOM officers and are very keen on training.
Availability of highly trained trainers.
Availability of corporate patrons.

4. **Junior Chamber of Singapore:** National President Karyn Loi; 180 members; and 6 chapters.

English-speaking country.
Active and well-qualified members.
Strong leadership of national president and well organized.
Good secretariat.
Hosted 1994 ASPAC.

5. **Junior Chamber of Thailand:** National President Jirasak Siriwongsakorn; 1,498 members; and 37 chapters.

. Well-organized NOM secretariat.
. The national president has good leadership skills and a hard-working character.
Strong support from the senior members.
. Enthusiastic NOM officers and ample potential for future growth.
Going to host the 1997 Area B JCI Conference.

6. **Mongolia Junior Chamber:** President Natsagdorj Sanj; 62 members; and 3 chapters.

Very good-quality members.
Very good relationship and communication between all NOM officers and their members.
Committed and enthusiastic national president and officers.

7. **Vietnam Junior Chamber:** President Le Thanh Vinh; contact NOM.

Has good potential. ☐

# JEAN-PIERRE LEONCEDIS

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

As a French citizen from the French Departments in America (Guadeloupe), it was a great honor and a real challenge for me to be able to work with countries as diverse and fascinating as Brazil, Paraguay, Venezuela, the West Indies, and the Bahamas, while also trying to establish the first Junior Chamber organization in Haiti. At the end of my Junior Chamber journey, it will remain for me a year of profound personal change after sharing the same values and beliefs with women and men in an organization established all over the world, and carrying out concrete actions in the service of that organization. I hope to have taken, within the duties assigned by President David Oji, a big "step ahead," beyond our respective differences.

### MAJOR ACCOMPLISHMENTS

1. In January, participated in the January Board Meeting at the JCI Headquarters in Coral Gables and visited all my assigned NOMs.

2. In March, attended the midyear convention of the West Indies in Anguilla.

3. In May, attended the Area C Conference in Asunción, Paraguay.

4. In June, attended the Area D Conference in Strasbourg, France.

5. In July, attended the JCEL (French Antilles) Regional Congress in Kourou, Guiana. By the end of the month, visited Haiti (contact).

6. I intend to participate in the national conventions of two or three of my assigned NOMs between September and October; and to participate in the JCI World Congress in Glasgow, Scotland in November.

- **During my visits:**

    1. I promoted the Mottainai II Project, the Zero Future Project and IBN, and encouraged members to participate in the Area Conference and World Congress (Asunción and Glasgow). At the Area C Conference more than half the delegates were from my assigned NOMs.

2. As for my plan of action and my nomination speech, I believe that I have achieved better communication between NOMs, the JCI WHQ and myself. Most of the time I used faxes—excellent for rapid and better communication.

3. I met with various LOM partners promoting the spirit and goals of our organization. I met also with local press and promoted all means available to the members for training, development and twinning.

4. I encouraged members to be active and take responsibility in their communities; to establish medium- and long-range plans for their organization; to work on concrete projects, especially with NGOs, by meeting with officers in certain countries to promote the establishment of cooperation agreements; and to ensure the good financial situation of each NOM.

## COMMUNICATIONS

- **Received and sent to the Area Team:**

1. To date (8/22/95) I have received from my NOMs and the Area Team 132 faxes and mailings and multiple telephone calls.

2. To date (8/22/95) I sent to my NOMs and Area Team 125 faxes and mailings and an average of 120 phone calls.

The communication part of my duties was very important for development.

## MAJOR WEAKNESSES

- **Self (two major ones):**

1. To be unable to communicate more with NOMs to make them closer to JCI.

2. Because of limited time, I was unable to achieve a lot of things.

- **NOMs:**

1. **Bahamas:** In spite of one visit, three training seminars and some Senators' will to rebuild Junior Chamber in Nassau, mailings were not answered and dues not paid to the WHQ. I think it is time to start with the disaffiliation process for this NOM, unless by Congress time its situation is settled.

2. **West Indies:** In spite of good management, the NOM's major problem is financial and it is not capable of achieving its goals. Besides, the lack of interest shown for participation in the Area C Conference leaves that NOM isolated.

In Area C, efforts for adaptation are to be made: in this Area there are different cultures and languages: English, Spanish, Dutch and French. Are the leaders interested in integration in Area C?

3. **Venezuela:** The strength as well as the weakness of this NOM are in its membership—very young members and in some LOMs, students. This year, the major problem was the payment of dues because of the country's currency exchange laws, that caused the suspension of services on 06/16/95 with all the consequences.

4. **Brazil:** Communication in this immense country and the training of its leaders are the missing assets that could make this NOM one of the most important in Area C.

5. **Paraguay:** This NOM of great hope for the future needs development of some LOMs. Communications are difficult. The difficulty for its various LOMs to meet more often keep them from sharing their experiences. Their mobilization for the conference was both a show of strength and a weakness.

6. **French Departments in America:** Today the federation project is the 1996 Area C Conference in Martinique. A second visit is planned at the end of August. Apart from the views of some leaders and members who want and believe in a greater association with Area C, currently, the majority does not consider the need for a greater cooperation with the neighboring countries. For many members, the obstacle remains isolation, because of the French language.

7. **Haiti:** It is not a NOM yet. Today, the great weakness lies in the social and political climate of a country recently liberated from military dictatorship. After a visit in July, we strongly hope to see the birth of the first Jeune Chambre Economique de la République d'Haïti at the World Congress in Glasgow, Scotland, in November. A second visit is planned for the end of September.

**RECOMMENDATIONS:**

- **To NOMs:**

1. **Bahamas:** Senators must contribute in every way possible to reestablish Junior Chamber in their country.

2. **West Indies:** This NOM must simplify the constitutional as well as administrative aspect of their geographic peculiarity and carry out realistic programs, keeping in mind the real situation in each state.

3. **Venezuela:** Must continue with the efforts made by its officers this year. Must develop the establishment of new LOMs in the eastern region of the country, and reinforce its excellent image with its partners.

4. **Paraguay:** Must take advantage of the success of the Area Conference regarding its partners, but especially, to grow and develop.

5. **Brazil:** Must find ways to improve its constitution for the election of future officers. Must improve communications between different states. Must have a middle-term plan to host an Area C Conference.

6. **French Departments in America:** Must improve growth and development of their LOMs and succeed in hosting the next Area C Conference in Martinique, in May 1996.

7. **Haiti:** Must plan short-term training and development for the new members. Must aim at community, economic or other projects. Must seek help from JCEL Federation of Antilles Guiana and JCI Headquarters.

- **To incoming officer:**

  The new VP must inquire as early as possible of what has been done by his/her predecessor. Contact as soon as possible the NOM presidents or their representatives at the end of Congress, in order to prepare the visits. He/she must be dynamic and willing to succeed in all activities. The VP will have to share—whatever his/her language, culture and country—his/her love for the organization, as well as its goals and objectives.

## CONCLUSION

Finally, I want to thank the Area Team and especially Edson Kodama, the Area Director, also all WHQ staff members who were always available to help me. □

# JEAN-PAUL MICHEL
## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 34

### INTRODUCTION

Time has come for an evaluation, to review the positive and negative aspects of a one- year term serving Junior Chamber. Strengths and weaknesses will thus be revealed. This critical vision should lead us towards positive changes which are the essence of our organization. The Vice Presidency, like any other position in Junior Chamber, provides an opportunity for great challenges aimed at finding a balance between one's career, family needs, and commitment to the Junior Chamber movement. The opportunity to experience an international activity available to everyone also provides a unique personal growth through meetings with other members who share the same ideals in so many different situations. In the Central American and Caribbean countries assigned to me, I usually found the Jaycee movement well implemented in the spirit of our founders, even though they had to deal with extremely difficult material and financial problems. This is why I am convinced that it is essential to promote the principle of fellowship between national organizations within Junior Chamber.

### MAJOR ACCOMPLISHMENTS

1. Attended the JCI January Board Meeting in Miami.

2. Visited almost all assigned NOMs except Suriname. The traditional program included: meeting officials and members; attending a regional convention in Mexico (Monclova); maintaining public relations mainly with local authorities and the press; promoting an authentic Junior Chamber message.

3. Visited Guatemala, a contact country.

4. Sought and pursued contacts with Nicaragua (regional sponsorship).

5. Attended the Area C Conference (Asuncion) and the European Conference (Strasbourg).

6. Promoted JCI programs and fostered the creation of programs at the national level such as: a national TOYP program; a national 100% efficiency program; a foundation program; etc.

7. Conducted a seminar on conflicts management.

8. Encouraged NOM-to-NOM contacts at a sub-regional level.

9. Wrote a proposal for a JCI Constitutional amendment suggesting the creation of a fellowship solidarity fund.

## COMMUNICATIONS

To prevent any interference with and duplication of the monthly mailings from the JCI Headquarters, communications by mail and fax were reduced to the essential. We particularly focused our attention on answering any request made during the year, using available means as much as possible, especially sending documents to be compared with what is used in other countries.

## MAJOR WEAKNESSES

The major weaknesses are due precisely to communication problems which unfortunately prevented me from going to Suriname because of a delay in flight connection and the small number of local flights to this South American country. Lacking additional funding, I was unable to visit this country. It is most unfortunate, since that visit had been carefully planned and promised to be of great benefit to the members. However, the JCI President planned a visit on site and the communication link with JCI was maintained.

1. **Mexico:** The main weakness is external. It relates to the general economic situation and the strong devaluation of the national currency (peso) which occurred in January 1995, thus making payment of JCI dues very difficult. It is unfortunate that the Mexico NOM was not able to overcome this financial situation because it deserves more encouragements than sanctions, considering the motivation of its members, the quality of its activities and its perfect Junior Chamber spirit.

2. **El Salvador:**

   a. Poor membership recruitment and retention rate, necessary to obtain a minimum growth and to renew the future officers membership
   b. Financial situation
   c. Difficulty to develop the movement throughout the country, even today

3. **Honduras:**

   a. Its financial status and the late collection of dues and other financial means.
   b. Systematic lack of attendance at JCI events and programs.
   c. Difficulties in the administrative management of the movement.

4. **Dutch Caribbean:** It is not easy to pinpoint the weaknesses when there are much more positive points than weaknesses. However, the lack of one or more administrative headquarters does not facilitate management.

5. **Guatemala (contact NOM):**

   a. Difficult financial situation subsequent to the payment of the balance of its dues.
   b. Low motivation from officers who do not wish to maintain contacts with the Senators.
   c. Small number of the initial membership.

**RECOMMENDATIONS**

- **To NOMs:**

1. **Mexico:**

   a. That its national 100% efficiency program for LOMs and/or for individual members be completed.
   b. That a national TOYP program be organized to indirectly look for partners/sponsors.
   c. That the amount of its dues be adjusted according to its difficult financial situation.
   d. That drafting a long- and medium-term national plan to encourage growth of the movement inside existing LOMs be continued.
   e. That its important place in JCI activities and events be reintegrated in the region, in America and worldwide, as soon as the situation improves.

2. **El Salvador:**

   a. That the difference between local and national levels be emphasized.
   b. That a national 100% efficiency program be created for LOMs and/or for individual members.
   c. That a national TOYP program be launched, focusing indirectly on finding new partners to ensure financial support for the NOM.
   d. That the development of concrete action programs or projects for the community be encouraged, particularly at the LOM level rather than at the NOM's.
   e. That members be motivated and trained to serve at the national level in order to renew the national team annually.

3. **Honduras:**

   a. That a national efficiency program and a TOYP program be created (re. supra).
   b. That the NOM become involved systematically in all JCI activities.
   c. That the money be collected to pay JCI dues in time.
   d. That the PRIME course and the expected NOM-to-NOM meeting be conducted effectively.

4. **Dutch Caribbean:**

   a. That a national efficiency program be created (re. supra).
   b. That projects for the community to obtain a quantitative and qualitative balance of activities between training and community projects be further emphasized.

5. **Suriname:** It is not easy to make recommendations without having been able to visit the NOM. Its plan of action reflects a comprehensive program, except for one specific section concerning the International Area of Opportunity.

**RECOMMENDATIONS**

- **To incoming officer:**

1. That implementation of the recommendations previously made to NOMs be pursued.

2. That priority be given during the visit to contacts with the national team about management and programs.

3. That the different countries be asked as soon as possible, what would be the most convenient dates to meet with them to get better acquainted.

4. That the VP inquire what specific priority action should be undertaken in each country in order to be able to allocate the aid needed most efficiently.

5. That NOMs be urged to strive to integrate the international organization's activities, first giving high priority to and getting involved in fundamental and annual events and programs such as: 100% Efficiency Program, TOYP, awards, JCI Academy, Congress and conferences, and the Training Institute.

6. That priority be given to a visit to Suriname.

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

1. That the travel system be reviewed to be more selective and to prevent repeated visits.

2. That the multiplication of activities or new programs be avoided.

3. That two levels in the Areas of Opportunity be considered, with specific requirements to access the Business Area of Opportunity and link it more to IBN, which development must be ensured everywhere by professionals.

4. That the Vice President be kept informed of trips made by JCI staff officers and/or Board members to their assigned countries and their results.

5. That a workshop be created for drafting constitutional amendments enhancing fellowship between NOMs to help them face their financial responsibilities (re. the proposal for the creation of a fellowship solidarity fund).

## CONCLUSION

In conclusion, I would like to express my warmest thanks to all the people who helped me during my term of office—first of all, to my assigned NOMs for their warm welcome I will never forget, to this year's team whose constant challenge was offered to each one of us by President Oji in the choice of the message "One Step Ahead," which I will always remember, and last, but not least, to the Headquarters staff whose commitment and conviviality are limitless. □

# JORGE MORTOLA VALERO

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

In the course of history, many have asked themselves as to the meaning of life; many too have believed that daily work and the search for development are the reasons for living; it is thanks to them that we become what we are.

Thoughts like these motivate many young people in the world to set goals for self-improvement and a time period within which to reach them.

I have had the pleasant privilege of serving the Jaycees of Peru, Bolivia, Uruguay, Argentina and the provisional NOM of Chile, and of working with a dream team of winners led by our President David Oji, Executive Vice President Julio César Trejos, and the national presidents of my assigned countries, from all of whom I have received friendship, support, and cooperation at all times.

### MAJOR ACCOMPLISHMENTS

1. **AIESEC:** I was fortunate to have the privilege to attend the American Meeting of AIESEC, and to address the young people participating in this training event for AIESEC members in the Americas, held in Punta del Este, Uruguay, on April 29 and 30.

2. **Membership increase:** I am pleased to report that my assigned NOMs have reacted positively to my words encouraging them to grow. Peru and Bolivia will experience actual membership growth; Argentina, if it succeeds in submitting a payment plan, will declare its actual membership; Uruguay is aware of the need to expand its Junior Chamber horizons.

3. **Training:** All NOMs visited received training. I personally prepared and developed four training programs (Efficient Communications; Team Work; Efficient Delegation; and Why Don't People Do What They Should?), which I shared with several LOMs (at least one per NOM), according to their needs and within the limitations of the different activities scheduled for my visits. Thanks to the help provided by Area C Growth and Development Director Edson Kodama, new members of the NOMs of Argentina and Bolivia learned of the "Japanese Mind", an original program which has been well received within and without Junior Chamber.

4. **Speaking Competition:** As JCI Vice President, I chaired the Area C Speaking Competition. I am grateful to former JCI Presidents Reginald Schaumans and Albert Hiribarrondo, and to Pablo Donoso, President of Junior Chamber Ecuador, for having served as judges for this competition.

5. **Conference on the 50th Anniversary of the United Nations:** I participated in the events celebrating the 50th anniversary of the United Nations held in New York City, and shared this event with delegates representing our member countries, my fellow members of the JCI Board of Directors, and members of the Board of Directors of The United States Junior Chamber of Commerce.

6. **Internationalism:** I promoted internationalism and talked to our members about the advantages of belonging to the only international organization of young people.

7. **PRIME Seminar:** With the participation of two outstanding trainers, John Moreno Pasmín, of Colombia, and Neil La Fuente, of Bolivia, I conducted the PRIME seminar in Spanish during the Area C Conference in Asunción. Forty-five participants from ten countries (Argentina, Aruba Dutch Caribbean, Bolivia, Brazil, Colombia, Ecuador, Paraguay, Peru, Dominican Republic and Venezuela) are now members of the JCI Training Institute and are preparing to share the exciting Jaycee adventure through training.

8. **PRIME in Ecuador and Peru:** The opportunity to be a trainer at the PRIME courses held in Ecuador and Peru makes me very proud, for the training and education of young people is a very important factor in the growth and strengthening of their LOMs.

9. **Visits to NOMs:** Prior to the Area C Conference, I visited all the NOMs assigned to me (Peru, Bolivia, Uruguay and Argentina, and the provisional NOM of Chile).

10. **Other achievements:**

    - I reviewed NOM plans of action, emphasizing the activities related to the Major Emphasis Theme and the Mottainai program.
    - I promoted President David Oji's theme, "One Step Ahead."
    - I paid calls on several national and regional officials and business leaders in the countries and cities visited.
    - I attended the national convention of Peru Junior Chamber.
    - I held business meetings with individual members to analyze the purpose and the philosophy of JCI, the situation of its LOMs, where they want to—and must—go, and the meaning of their dedication and commitment to the organization.

## MAJOR WEAKNESSES

- **Self:**

  1. Not having had all the time that I would have wished for to pay a second visit to all my assigned countries at the time of their national conventions.

  2. Communication problems due to blackouts in my country caused me to fall behind in my correspondence (outgoing and incoming) with my assigned presidents.

- **NOMs:**

  1. The percentage of the population that belongs to Junior Chamber is very small.

  2. In some LOMs, membership is comprised of low-income individuals, which makes it difficult to meet their financial obligations to the organization.

  3. Few community projects.

  4. Growth and retention rates are very low.

  5. With the exception of Bolivia, all my assigned NOMs lack a national secretariat that would support the efforts of their Board of Directors.

## RECOMMENDATIONS

- **To NOMs:**

  * That the plan of action be used as a short- and medium-term planning and control tool.

  * That NOMs insist on promoting Junior Chamber so as to provide more young people with an opportunity to belong to this wonderful organization.

  * That new and original membership retention programs be worked on.

  * That national secretariats be created and strengthen those that already exist.

  1. Argentina:

     a. That a national convention be held and national officers elected and trained.

     b. That support be secured for its training activities from PRIME and EXCEL graduates and from members in Brazil and Bolivia.

     c. That the situation with JCI be settled.

     d. That this NOM persevere in good faith, step by step, planning ahead.

2. **Bolivia:**

   a. That they maintain their international presence and level.

   b. That they use their achievements as the starting point for sustained growth.

   c. That its group of trainers be strengthened and used not only for internal growth, but also to help promote the organization in Chile, southern Peru and Uruguay.

   d. That an Area C Conference in Bolivia continue to be promoted.

3. **Peru:**

   a. That the Lima LOM be strengthened.

   b. That this NOM seek the growth of all LOMs and extend into southern Peru.

   c. That they take advantage of present circumstances in Peru to get the organization to grow at the same pace as the country.

   d. That they insist on national projects such as TOYP, Mottainai, UNICEF support, etc.

   e. That Junior Chamber's image be projected onto the community.

   f. That the support of the Japanese community in Lima be enlisted.

4. **Uruguay:**

   a. That they not give up; and they continue with the work done.

   b. That the chapters of Montevideo and Dolores be strengthened.

- **To incoming officer:**

1. That the VP give one new, last opportunity to Argentina.

2. That funds be approved for direct assistance to LOM training.

3. That the creation of a new LOM in the city of Buenos Aires be fostered.

4. That the NOMs of Peru and Bolivia be recommended for the National Secretariat Development Program.

- **To JCI Headquarters:**

1. That the development process in Chile and Uruguay be reviewed. This should be coordinated with the Area C Growth and Development Director and with the chairman of the American Development Council, so as to achieve tangible and measurable results.

2. That JCI continue to support Uruguay and Argentina. Both countries are in urgent need of training on key JCI programs.

3. That the text of form letters be reviewed. Some letters asking or demanding information are considered to be too strong and at times even grotesque or offensive by LOM presidents, particularly when the information being sought has already been provided.

4. That the people involved be consulted before writing to the NOMs asking for information or dues payment. Oftentimes this information has already been provided or the dues have been paid to a staff officer at the conference or Congress. This leaves an impression of lack of organization and coordination in the mind of NOM officers.

**CONCLUSION**

Being a JCI Vice President has been an unforgettable experience. The opportunity to share ideas, thoughts, experiences, training sessions, travels, adventures, hard work, and leisure time; sowing with dreams the fertile ground of imagination and reaping the fruits of sincere friendship; the satisfaction of serving, and the comfort of accomplishing one's mission have all been a source of great pleasure.

I end my year in office firmly convinced of man's great potential and reaffirming the pertinence and timelessness of the principles of our great organization.

I thank all individual members for their warm welcome during my visit to their cities; NOM presidents and officers for their company, understanding and support; the JCI Headquarters staff for their excellent and timely logistical support; Executive Vice President Trejos for his confidence and for always giving me a new chance; my fellow members of the JCI Board of Directors for their friendship; Thomas Clear and Franklin Mejía for their constant words of support; and finally, Ana Lilia, my wife, for her patience and support.

This has been a truly wonderful year. It is only fitting to invite NOM presidents to take up the challenge of sharing their dreams. □

# PETRI NISKANEN

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 36

### INTRODUCTION

My fellow Jaycees, we have the privilege of being members in the organization of opportunities. This year as your JCI Vice President, has strengthened my immovable faith in Junior Chamber. If I have strengthened your faith in Jaycees even a little bit, it has been worth doing.

For the Future of Children, let's take another step ahead, and then another, and then another. We can do it—together!

### MAJOR ACCOMPLISHMENTS

**Attendance:**

1. January Board Meeting at the JCI Headquarters in Coral Gables
2. Ten Outstanding Young Americans (TOYA) Congress in Tulsa
3. Visited the USJCC National Service Center in Tulsa
4. Travelled altogether five times to the assigned NOMs—Bermuda, Canada and the United States
5. In the U.S.A. visited 18 states in January, February, June, July and August—Connecticut, Florida, Georgia, Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Missouri, New York, North Carolina, Ohio, Oklahoma, Pennsylvania, South Carolina, Tennessee, and Virginia
6. Area C Conference in Asunción, Paraguay
7. Area B Conference in Cheju, Korea
8. Area D Conference in Strasbourg, France
9. The United States Junior Chamber of Commerce 75th Anniversary Convention in St. Louis (Missouri)
10. The 60th Canadian National Convention in St. Catherine's, Ontario
11. Global Affairs Leadership Seminar (GALS) in New York

**Performance:**

1. Conducted training sessions in all assigned NOMs and at the Area Conferences on subjects such as:

   - International opportunities.
   - Chapter development and membership growth.
   - Motivation.
   - New members/new chapter orientation.
   - NOM/LOM officers training.
   - Jaycee friend—business friend
   - JCI Awards Program

2. Promoted Junior Chamber to city authorities, sponsors and other interest groups in the assigned NOMs.

3. Promoted JCI, its programs and international opportunities (twinning, conferences, Congress, IBN, MET, Presidential theme, new Business Area of Opportunity, world-class training, etc.) throughout my travels.

4. Motivated as many members as possible.

5. Emphasized the Junior Chamber opportunities in every speech.

6. Increased the interaction between different JCI Areas and gave new ideas for the activities of chapters.

7. Encouraged members to set their goals high, such as:

   - Bermuda: 100 members by the end of the year 1995; new high-quality community projects for more impact
   - Canada: Jaycee invasion in all metropolitan cities in Canada; 5,000 members in the year 2000.
   - United States: Orientation of the new members to new heights; new international Junior Chamber visibility.

8. Circulated my spring report to all NOMs at the Area Conferences.

9. The annual report is going to be circulated in Glasgow.

**COMMUNICATIONS**

1. Communicated actively with the national presidents.

2. Sent more than 300 letters, postcards and faxes and made innumerable phone calls to the members and officers of the assigned NOMs before and after the visits—motivation, encouragement, information, thank you.

3. Sent more than 50 letters and faxes and kept the phone lines busy to the JCI World Headquarters throughout the year.

4. Reported regularly to JCI EVP Julio Trejos.

## MAJOR WEAKNESSES

1. Active recruitment is too often not followed by active orientation. This leads into the regrettable situation that too many new members quit Jaycees after just a short period of membership.

2. In Bermuda, small membership figures, and in Canada, small membership compared to the population, especially in the metropolitan areas, cause credibility problems and demotivate the members.

3. The knowledge of international Junior Chamber opportunities for every member is not at a very high level. This includes twinning, conferences, congresses and programs of JCI.

## RECOMMENDATIONS

- **To NOMS:**

  **1. Bermuda:**

  **a. New community projects:**

  i. That new community project brainstorming sessions in the chapters be arranged.
  ii. That a promotional plan to increase the profile of Junior Chamber in the community be created.

  **b. Membership growth:** That all Jaycees and Senators be motivated to continuous personal recruiting.

  **2. Canada:**

  **a. Year 2000—5000 members:**

  i. That a long-range membership recruitment and chapter extension plan covering all of Canada be created.
  ii. That the Jaycee Expectation Questionnaire be used to clarify the needs and wants of all chapters/members.

  b. **Metro chapter cooperation:** that a metro chapter cooperation chain with metro chapters in other countries be built; and that the idea be used as a recruitment and motivation tool.

  **3. The United States:**

  **a. Effective new-member orientation:** That the need of effective orientation by chapter and state officers be emphasized after active recruitment to involve the new Jaycees from the beginning.

  **b. Internationalism:**

  i. The national USJCC Boards of 1994-1995 and 1995-1996 have done a great job in promoting the international Junior Chamber organization to the members. I'm looking forward to seeing this work continue also in the future.

ii. Work for the visibility of the outstanding USJCC activities in other national organizations around the world.
iii. That the JCI Awards Program be marketed.

**c. Membership training:**

i. That the training aspect at the national and state conventions be developed.
ii. That the wide training opportunities and training programs in Jaycees, including JCI training programs available to the chapters, be emphasized.

- **To incoming officer:**

1. That the VP be eager and ready to train anytime while travelling, and that he take the initiative to conduct training.
2. That adequate information concerning JCI programs be kept in the briefcase while travelling.
3. That it be understood that fast and comprehensive post-travel correspondence is of top importance.
4. That the VP always be positive—the office of VP exists for the members.

- **To JCI Headquarters:**

1. That the wonderful Director of Growth & Development for Area C, Edson Kodama, also be kept busy in the future.
2. That effective communication in the English and French languages in Area C also be emphasized.
3. That it be ensured that the training expectations of the delegates at the Area Conference are met in all languages spoken in Area C.
4. That the active communication with the USJCC officers and staff be continued, also using the USJCC International Affairs Commissioner as a link.
5. That JCI programs also be promoted directly to the US state organizations.
6. That GALS in 1996 also be arranged as a mutual event among national presidents and US state presidents.

## CONCLUSION

The fifth line of our Creed—*That Earth's great treasure lies in human personality*—is very true. In Junior Chamber our great treasure and strength lies also in the differences between countries and people. We maybe act in different ways, but we Jaycees believe in the same philosophy and principles. We have faith in the power of friendship and positive attitude.

Junior Chamber has a great impact in the lives of every active member and throughout the work of our chapters we have a positive impact in thousands of communities.

A valuable thing is that we all can learn from each other—I can learn from you and you can learn from me. That opportunity for worldwide interaction is the key to open the door to mutual understanding and global citizenship—and we Jaycees have already opened that door.

Jaycee year 1995: There is so much to say that I will never be able to say it all. So many precious memories and so many wonderful friends I am going to remember forever.

VP Niskanen's report (cont.)

Thank you, Presidents Gary Tompkins and Kelly Wills of the U.S.A., Jim Bradfield and Colleen E. Neil of Canada and Linda Roseclare Simons of Bermuda. Thank you, state presidents and staff of the USJCC. A very special thank you to Danniel Wormuth at the U.S. National Service Center in Tulsa.

National officers in all my assigned countries and especially the members in every chapter, I have enjoyed sharing Junior Chamber with you.

Thank you, SG Benny Ellerbe and the staff in Coral Gables. Special thanks to the superb Area C Director Edson Kodama and my Viking friend Kim Castellano. I admire the commitment of you all.

Thank you, President David Oji for your leadership and friendship. You have been a great example of a true Jaycee. Thank you, EVP Julio Trejos and the Area team, especially "my fellow American" VP K.V. Ratnam. I have enjoyed being a part of Area C.

Thank you, Junior Chamber Finland, National President Timo Haapaniemi and my home chapter Junior Chamber Pori, and President Anne Reinikka. Thank you, my friend and tutor, 1991 JCI SEVP Riitta Tanninen.

Most of all, thank you, my beloved ones Kirsi-Marja, Akusti and Samuli for being there for me.

Whatever you do in Jaycees, **set your goals high and take one step ahead.** □

# K. V. RATNAM
## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 37

### INTRODUCTION

The opportunity to be an officer of JCI and to be assigned to work with The USJCC will be remembered as a supreme and cherished moment by me and my family. I have always tried to give my best—a tradition that I learned in Junior Chamber—and I derived immense satisfaction all through my term of office as JCI Vice President.

### MAJOR ACCOMPLISHMENTS

- **Attendance:**

1. January Board Meeting at WHQ in Coral Gables, Florida
2. TOYA (Ten Outstanding Young Americans Award Program) in Tulsa, Oklahoma
3. Visited the USJCC National Service Center twice
4. Visited the UNICEF headquarters twice in New York
5. Attended the International Chamber of Commerce Convention in New Delhi (India) as a representative of JCI.
6. Area C Conference in Asuncion, Paraguay
7. Area B Conference in Cheju Island, Korea
8. Conducted the NOM Officers Training Course at the Area B Conference in Cheju
9. Various regional and state meetings, officer training courses and chapter installations of The USJCC
10. GALS in New York
11. World Congress in Glasgow, Scotland

- **Performance:**

1. Promoted internationalism with specific ideas and projects with emphasis on twinning, globalizing the members, international trade opportunities through IBN and discussions on world cultures.

2. Promoted the opportunities available in Junior Chamber for the individual and the whole family.

3. Exchanged through discussions at all meetings information about project ideas and methods used in the East.

4. Promoted Mottainai II Photo Contest, which evoked special enthusiasm amongst members.

5. Conducted a course on internationalism for USJCC officers at TOYA and in Honolulu, Hawaii.

6. Chaired the Public Speaking Contest at the Area C Conference in Asuncion, Paraguay.

7. Encouraged LOMs to increase membership through effective programs.

8. Promoted the JCI Training Institute by explaining the benefits of going through PRIME and EXCEL.

- **Visitation:**

  * Visited LOMs in the following states: Hawaii, South Dakota, Kansas, Nebraska, Oklahoma, Texas, Alabama, Arkansas, California, Arizona and Nevada.

## COMMUNICATIONS

I maintained regular communication with The USJCC, JCI and the EVP through innumerable faxes and letters. Letters were sent to all the LOMs I visited, hosts and Jaycees who accompanied me during visits. Many members have initiated communication with JCI to utilize the resources available, and lifelong friendships have been established through these communications.

## MAJOR STRENGTHS

1. The USJCC 1995-96 national governing board is a very closely-knit team. Their enthusiasm is obvious.
2. The National Service Center is a pillar of strength for all states.
3. The states have organized offices.

## MAJOR WEAKNESSES

1. The grassroot members as well as many state officers are not aware of JCI, JCI's programs and resources for utilization.
2. Training is not receiving due attention.
3. Membership orientation courses need a lot more emphasis.
4. The programs being conducted are limited mainly to the local needs.
5. Planning is of a very short-term nature.
6. The Internationalism Area is not known much.
7. Awareness of the current progress of JCI is totally lacking.
8. Membership growth is not significant.

## RECOMMENDATIONS

- **To The USJCC:**

  1. That a platform be established to offer training on internationalism to members and officers.

  2. That Junior Chamber orientation courses be given priority.

3. That JCI PRIME and EXCEL be marketed more vigorously.

4. That the National Service Center be in touch with other NOMs to encourage twinning as well as trade opportunities.

5. That a body be established for long-term planning for membership growth and a consolidated program schedule;

6. That the USJCC concentrate on membership growth using the program base benefits of JCI.

7. That the services of the network of Senators in The USJCC be utilized.

8. That the dates of important national conferences be planned so as not to conflict with the international conferences, so that members can attend both.

9. That the JCI Area C Conference and the World Congress be promoted more vigorously.

10. That LOMs be encouraged to bid for Area and international awards.

- **To the incoming officer:**

1. That The USJCC be visited twice during the year—once in the first half and again in the second half.

2. That areas not visited by previous officers be visited.

- **To JCI Headquarters:**

1. That JCI information and newsletters be posted to national and state officers.

2. That all national and state officers ofThe USJCC be informed about the dates of the Governing Board and the Executive Committee Meetings, so that they can attend as observers; and also, that the services of selected Governing Board members be utilized to visit LOMs after the Governing Board Meeting.

## CONCLUSION

The year 1995 is a golden year in my lifetime. It's a pleasure to be a member of President David Oji's team. I appreciate his simple and friendly leadership style. Secretary General Benny Ellerbe has always extended his assistance. Area Director Edson Kodama's guidance, encouragement and planning of my year has been effective and result oriented. His translation assistance in Spanish and Japanese eased me out of some tight and hot spots on many occasions.

I thank USJCC President Kelly Wills (1995-96) and President Gary Tompkins (1994-95) and all the state presidents for their warm hospitality and kindness, which made my travels interesting and purposeful.

I thank Christine Mas (Area C Assistant at the JCI WHQ) and Daniel Wormuth (International Affairs Assistant at USJCC) for their ever ready support in preparing my tour plans and efficient coordination without which it would not be possible for me to work.

The term of office is one year, but I assure my services to JCI and The USJCC for a lifetime. Thank you, JCI and thank you, America. □

# RADHAMES A. THOMAS H.

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 38

### INTRODUCTION

**Assigned NOMs:** Colombia, Costa Rica, Ecuador, Puerto Rico, Panama, Dominican Republic.

### GENERAL COMMENTS

Having been elected Vice President of Junior Chamber International has been the most exciting experience I have had in my life. The opportunity to meet young people from different countries and learn their customs and positive ideas has helped me grow as an individual. I thank our unique international organization for the opportunity to humbly serve it and prove that there is a group of young people who are determined to bring about positive change in the world.

### MAJOR ACHIEVEMENTS

- **Regarding the Plan of Action:**

1. **Growth and Development:** Guidance was provided to my assigned NOMs on strategies to increase their membership and create new chapters. I have observed that in several countries our organization has become an elite group. Junior Chamber ought to provide more development possibilities for young people instead of limiting their access to it.

2. **Communications:** Work has been done in cooperation with the Director of Growth and Development for Area C in order to attain high-quality, optimum communications so as to meet membership concerns. It has been possible to have our communications reach not only the national presidents but the local presidents as well.

3. **Training:** I have conducted a "Back to Basics" campaign in all NOMs so that new and upcoming generations are informed about the mission and the philosophy of JCI. A great deal of work has been done to create national training institutes in NOMs where they do not exist. In Costa Rica, for instance, steps were taken to conduct a Top Management Training School.

4. **Strategic Planning:** Guidance has been provided to my assigned NOMs on the need to have a long-range (three-year minimum) plan on the national level and also on the local level so that the concept of responsibility for continuity can be fostered from the local level. I have succeeded in having some NOMs start working on their long-range plans of action.

5. **Finances and administration:** It has been rather difficult—although not impossible—to get NOMs to establish some parameters that will enable them to achieve better financial results and thus meet their obligations to JCI. First of all, we must develop an awareness among national

presidents of the importance of not declaring nonexistent members. They often saddle their successors with a false membership declaration that becomes a debt. And although I agree with the financing plans JCI offers, this is a dangerous option, as it can turn into an addiction.

6. **Marketing:** The organization received extraordinary promotion at the international level. Advice was given to NOMs on how to continue promoting our image.

7. **Meetings:** I worked hard to get massive NOM delegations to attend the Area Conference and participate in the awards program, present candidates for office, etc. NOMs have also been encouraged to conduct international exchanges of trainers, delegations to their National Conventions, etc.

8. **Cooperation and outside organizations:** Greater emphasis was placed on the importance of JCI relations with organizations such as CARE, ICC, UNICEF, and AIESEC, so that the agreements signed with them may become reality.

9. **Programs:** The ORT and Mottainai programs on the Future of Children were actively promoted.

**MAJOR ACCOMPLISHMENTS**

- **NOMs:**

1. **Colombia:** This NOM was offered more training in order to achieve growth and motivation among its members.

2. **Costa Rica:** An aggressive promotional campaign was undertaken to reactivate this NOM and achieve its provisional affiliation.

3. **Ecuador:** Hard work was done to go back to basics, create new chapters, and strengthen existing ones.

4. **Puerto Rico:** Work is under way to help this NOM achieve stability and strong growth with a strategic plan for membership retention.

5. **Panama:** Work is being done on the establishment of a permanent national secretariat. The NOM is being motivated to continue creating new LOMs.

6. **Dominican Republic:** It was possible to impart greater knowledge to this NOM about the mission and philosophy of JCI so that it may continue to grow.

- **Major activities in each NOM:**

1. **Colombia:**

Special events such as Presidents Congress, Area and Regional Schools, multichapter meetings, etc.
National Convention in Manizales
1997 Area C Conference in Pereira
The Future of Children
ORT

2. **Costa Rica:**

. Basic training program
. New member retention
New LOM extensions
. Senate reactivation

3. **Ecuador:**

. ORT program at the national level
Future of Children
Full implementation of the credit card
Work agreements on environmental issues

4. **Puerto Rico:**

Basic training program
. The National and Local Officers Training Course was offered in cooperation with the American Development Council (ADC).
Future of Children
Strategic plan for membership retention
Agricultural Fair

5. **Panama:**

Basic training program
International Senate program
ORT program at the national level
Ongoing membership motivation program

6. **Dominican Republic:**

National extension and growth plan
Development of the credit card program
Activation of the national training institute
New offering of the PRIME course
Maintaining JCI's support for the permanent secretariat

**RECOMMENDATIONS**

* **To the Board and JCI Headquarters:**

1. That support be continued for the development of the permanent secretariat of Junior Chamber Ecuador.
2. That support be given to Pereira, Colombia, for the 1997 Area C Conference.
3. That a manual for vice presidential visits be prepared, indicating the personalities that should be visited, the protocol to be observed, the agenda, etc.
4. That the Costa Rica reactivation effort be supported.
5. That effective communications that will also reach local presidents be undertaken. □

# GEORGES A. BOUVERAT

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 39

### INTRODUCTION

As a 1995 JCI Vice President, I had the great pleasure to be part of a hard-working, dedicated team. I would like to thank JCI President Oji, Executive Vice President Garcia, Secretary General Ellerbe, Area Director Castellano, JCI staff members and all my fellow JCI officers for their support during this term of office. I would also like to thank my assigned NOMs—Belgium, Estonia, France, Germany, Latvia, Lithuania, Luxembourg, Poland and The Netherlands—for their sincere cooperation and support. It was truly a privilege to serve you and to be "committed to your success."

### MAJOR ACCOMPLISHMENTS

- **General:**

  I was very fortunate to be assigned to NOMs with strong, dedicated and hard-working national Boards. Therefore, I am very pleased to report that most of the goals have been reached.

  1. Visited all my assigned NOMs at least once, attended five national conventions and served as a speaker and trainer in all my assigned NOMs, except Luxembourg.

  2. Visited over 40 LOMs and attended 8 regional meetings with more than 100 LOMs present, where I was given the opportunity to stress mainly principles, beliefs, and vision as well as the Areas of Opportunity of Junior Chamber International and to meet personally many JCI members.

  3. Through television, radio and newspaper interviews and contacts with dignitaries, sponsors and partners, I marketed JCI.

  4. On behalf of EVP Garcia, I visited the COC of the European Conference in Strasbourg five times.

  5. Awareness of the importance of our organization, projects and the importance of sharing projects, knowledge, friendship, etc., has been enhanced.

  6. High numbers of participants from Central and Eastern European NOMs to the European Conference.

- **NOMs:**

1. **Belgium:** National incentive program to even further strengthen activities. Had contacts within Portugal to launch JCI.

2. **Estonia:** Strengthening of the NOM structure, communication means and training of members. Held a successful AEP Meeting in Tallinn.

3. **France:** Numerous projects on "The Future of Children" and the efficiency of the regional training centers. Contacts in Portugal. Held a successful European Conference in Strasbourg.

4. **Germany:** Environmental project. Training the politicians. JCInet. International involvement with a candidate for JCI office.

5. **Latvia:** Building up for full affiliation. Various environmental projects.

6. **Lithuania:** "Baltoscandia" Conference. Building up NOM for full affiliation in Glasgow.

7. **Poland:** Restructuring Junior Chamber and activities. Winning the bid for the 1996 AEP in Krakow. Enhancement of the general international involvement.

8. **The Netherlands:** National training center. Children's projects.

## COMMUNICATIONS

I am pleased to report that communications with all my assigned NOMs and the other members of the Area D Team have not only been excellent, but frequent. The principal means used was the facsimile—some 200 meters of fax paper have arrived through my machine. But the personal contact with the presidents of my assigned NOMs was also intense: my attendance at the AEP Meeting in February, official visits, European Conference, GALS in New York, and national conventions, allowed regular and fruitful meetings. I have to highlight the professionalism and reliability of the JCI staff and the special efforts of Jaycees Belgium for the constant update on activities.

## MAJOR WEAKNESSES

I must stress that for all NOMs except Luxembourg the strengths of Junior Chamber do, by far, outweigh the weaknesses. It is necessary to underline that the items listed below reflect an average of 20 percent problems, so please keep in mind the 80 percent of positive items which are not listed. Generally speaking, the lack of knowledge of the basics of the organization (purpose, vision, Areas of Opportunity, especially internationalism) is the challenge that all NOMs have to face. Furthermore, the following items can be mentioned:

1. **Belgium:** Membership growth could be stronger (is being addressed by the Board).

2. **Estonia**: The NOM structure is not yet fully completed. The profile towards the media could be improved.

3. **France:** Membership growth is a concern. Further, the direct communication to the member can be enhanced.

4. **Germany:** Lack of knowledge of the JCI philosophy and beliefs at the regional and local levels.

5. **Latvia:** Activities are centered too much in Riga, the capital city. Further, the socio-economical and political situations are a source of various challenges (communication, time pressure, etc.).

6. **Lithuania:** Communication and the general situation of the country are the main challenges to be faced.

7. **Luxembourg:** The disinterest of the few remaining "members" at all levels.

8. **Poland:** Strong concentration of activities in a couple of high-level LOMs and lack of training activities.

9. **The Netherlands:** Very high yearly turnover of members.

## RECOMMENDATIONS

- **To NOMs:**

  1. **Belgium:** That the LOM incentive program be continued and that further stress be placed on new members' training.

  2. **Estonia:** That a job description be established for each member of the national board and that the opportunity of big events be used to obtain media contacts.

  3. **France:** That the personal contacts between board members and the Jaycees be enhanced, and that new members' training be emphasized.

  4. **Latvia:** That LOMs be launched in big towns around the country and that maximum use of the sponsor NOM be made.

  5. **Lithuania:** That an efficient communication system and national secretariat be established.

  6. **Luxembourg:** That the NOM membership be completely renewed; that the actual NOM be disaffiliated and a new NOM created.

- **To incoming officer:**

  I would suggest to my successor to provide his NOMs with a maximum of JCI materials and manuals, but also, to bring these along on the visits to LOMs and members. Further, I would recommend having very early contacts with the NOMs in order to make sure that the scheduled visits include a maximum of LOMs that have not been visited before. Finally, keep in mind that a maximum of JCI training should be done in order to bring personally the JCI message to the members of the organization.

- **To JCI Headquarters:**

  The only remark I would dare to make is to please carry on the excellent work that is done in Miami. Personally, I believe that your work is, by far, not highlighted enough.

## CONCLUSION

National Presidents Schepens, Loog, Fray, Moati, Wiese, Puce, Matulis, Birden, Romanowski and Schlette, congratulations for your work and thank you for your support.

Good luck for your future and the future of the organization, and never forget to "share, care and dare."

Committed to your success. ☐

# SHINJI HIGUCHI

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL L WORLD CONGRESS

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### INTRODUCTION

I joined Osaka Junior Chamber in September, 1980. The JCI World Congress in Osaka was held in November of that year; therefore, I experienced JCI activities earlier than I did LOM and NOM activities. Since then, I attended 14 World Congresses, 13 ASPACs, 3 European conferences, 1 African conference, 1 North and Latin American conference and lots of overseas national conventions. In addition, I have had opportunities to participate in valuable events such as the JCI IMUN in 1991, JCI Cheju Membership Development Meeting in 1993 and the JCI UN Conference this year to mark the 50th anniversary of the United Nations. Through meeting members from other countries, I was impressed with the importance of Junior Chamber activities, which are realizing global issues, considering and putting them into practice with responsibility and with the role of youth in mind.

### MAJOR ACCOMPLISHMENTS

1. I already visited Russian Junior Chamber twice as the assigned JCI Vice President.

2. I visited other NOMs (Junior Chamber Belarus, Junior Chamber Bulgaria, Junior Chamber Turkey, Junior Chamber Hungary, Junior Chamber Austria, and Junior Chamber Switzerland before the JCI Strasbourg European Conference.

3. Moreover, I am scheduled to attend the national conventions of Turkey Junior Chamber, Junior Chamber Hungary, Junior Chamber Austria and Junior Chamber Switzerland in October.

4. I participated in some radio broadcast programs in Hungary and Turkey, and also in other countries and towns, I promoted JCI and Junior Chamber activities, taking opportunities to meet with local dignitaries such as governors, mayors and presidents of Chambers of Commerce and Industry, etc., as well as having interviews with newspaper and magazine companies.

5. Regarding Cyprus Junior Chamber, in April I visited the North Cypriot region where Turkish descendant Cypriot people live, and in August, the region in the hands of Greek descendant Cypriot people. Based on the understanding that it is most important for the participation of Cyprus Junior Chamber in JCI to promote communication between the Cypriot people of both Turkish and Greek descent, I discussed

the problem for the first time at the JCI Strasbourg European Conference. Moreover, I invited representatives from both parties to the JCI Academy and the JCI United Nations Conference and assisted and guided them to work for the establishment of one NOM based on a united federation system.

6. I urged all individual members to understand the importance of contributions by each member within one's own competence rather than trying to obtain something from JCI.

7. No matter how splendid the movement's policy and business plans drafted by JCI may be, they will end up without being executed unless the physical strength of NOMs and LOMs is sufficient. It is because of this reason that the importance of reinforcing the physical strength of NOMs and LOMs must be recognized, and according to this belief, I have been visiting as many LOMs as possible explaining the activities of JCI and Junior Chamber to as many members as possible.

## COMMUNICATIONS

- **To and from assigned NOMs and other members of the Area Team, etc:**

1. Communication with each NOM to inform of and adjust the official visit schedule of the JCI Vice President was accomplished perfectly.

2. As for participation in the JCI Academy, there were only two of my assigned NOMs which could not send participants—Junior Chamber Belarus and Junior Chamber Hungary. Regarding the JCI United Nations Conference, there were also two countries—Junior Chamber Austria and Junior Chamber Bulgaria—which could not send representatives. This proves that I have communicated well with each country.

3. While giving me appropriate advice, JCI Executive Vice President Mario Garcia and JCI Director Kim Castellano did not interfere in matters under my responsibility and duty as a Vice President.

## MAJOR WEAKNESSES

- **Self, assigned NOMs, etc:**

1. Though I wrote to call for participation in the JCI project, "Future of Children Photo Contest," the NOMs did not respond to this as well as I had expected. However, I think that it was unavoidable that each NOM and LOM would participate in the project in varying degrees, depending on their respective circumstances.

2. As I have grown accustomed to the committee system which consists of various members, I feel that I couldn't adapt myself enough to JCI's method, in which matters progress with great dependence on individual abilities. As a weak point of JCI's method, it appears from time to time, most JCI officers, unnoticed and on their own judgement, lower the level of the goal from what it was at the beginning of the year, and are satisfied to reach the lower goal. As a typical example of this, I reflect that we may fail to realize certain results on the problem of seating Junior Chamber Cyprus in JCI.

## RECOMMENDATIONS

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

1. It is important to have NOMs and LOMs acquire power by thinking of, proposing and executing Junior Chamber programs suitable for each NOM and LOM (according to its ability and actual condition).

2. Therefore, we must visit LOMs aggressively, catch the characteristics of each town, estimate the needs and abilities of members, and then decide what Junior Chamber programs should be promoted. On deciding such programs, the role which the JCI Vice President should play is to give appropriate advice as the third party rigidly. Moreover, if there is something the JCI Headquarters can do to support the Junior Chamber programs which LOMs have decided to conduct (through discussions with the NOMs), the JCI Vice President should mediate for JCI to provide the service and fulfill his role.

3. From such a viewpoint, it is difficult to say that all NOMs under my assignment, except Junior Chamber Switzerland, make LOMs decide on appropriate programs. I would advise the incoming Vice President in charge of this region next year that it is very important when planning the Junior Chamber programs to be undertaken by members of LOMs and NOMs, to take into consideration the actual condition of those LOMs and NOMs.

## CONCLUSION

I would like to express my sincere gratitude to President Oji, Secretary General Ellerbe, Executive Vice President Garcia, Area Director Castellano and all the national presidents of my assigned NOMs for giving me such wonderful experiences and leading and supporting me in my work as Vice President during the year. □

# CORINNA O'BRIEN-EDGE

## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

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### INTRODUCTION

My assigned NOMs are as follows: Czech Republic, Greece, Italy, Malta, Monaco, Romania, and Spain; contact NOMs: Portugal, Slovenia, and Andorra

### MAJOR ACCOMPLISHMENTS

1. Provided guidance and general encouragement to national Board members.

2. Spoke with as many ordinary members as possible, promoting internationalism and our new area of opportunity, Business, including IBN.

3. Presented several successful management training sessions, including assertiveness, personal success planning, time management, membership marketing and mind-mapping.

4. Through encouragement from myself and others, ensured two members of Malta attended the Area D conference in Strasbourg, enabling them to meet several useful contacts and benefit from the "buzz" of a European Conference.

5. Provided Romania with JCI training material.

6. Assisted Slovenia - giving advice and guidance, to enable them to affiliate at the Glasgow Congress as a potential NOM.

7. Encouraged Belgium Jaycees member who is trying to start up Junior Chamber in Portugal.

8. Participated in several meetings to encourage the formation of one NOM in Cyprus.

9. Met with and encouraged an individual helping to set up Junior Chamber in Andorra.

### COMMUNICATIONS

- **To and from assigned NOMs and other members of the Area team:**

  NOM & Team members: In - a lot; out - even more

I have had no problems with replies from WHQ and NOMs, which have generally been prompt. I am only just getting to grips with e-mail, but it is certainly an inexpensive and effective way to communicate if we can develop it further, especially with conference facilities.

**MAJOR WEAKNESSES**

- **Self:**

  Dwelling too much on my perceived weaknesses and not enough on my strengths. Constantly worrying about wanting to achieve more and not being able to do so due to work commitments and lack of additional funds.

- **NOMS:**

  Lack of realistic written strategy and long-term plans of action in several NOMs, with consequent lack of direction to develop their NOMs.

**RECOMMENDATIONS**

- **To NOMs:**

  Successful NOMs are those with LOMs running balanced programs, incorporating all five Areas of Opportunity with keen and active members to encourage people to join in preference to other organizations.

  In this way, the lack of perceived time will be less of a problem to quality members. I therefore would like to encourage all NOMs to not only prepare their ongoing annual plans of action and programs—incorporating all five Areas of Opportunity —but also undertake strategic reviews to consider and agree on the best vision and direction to meet their individual NOM's needs. The strengths of Junior Chamber are our commonality and the subtle differences of each NOM—as such, there can be no "standard" NOM strategy.

- **To incoming officer:**

  1. Keep in contact with NOMs as much as possible, especially midyear when NOM presidents may be experiencing "midterm blues."

  2. Provide guidance where necessary, especially to assist in setting up a strategic planning committee for each NOM.

  3. Provide or arrange for the provision of training in Business for the "paradise" countries of the Mediterranean and Central Europe.

  4. Be ready to communicate through an interpreter, as a wide range of different languages are spoken in assigned countries.

  5. Visit NOM secretariats and attend NOM conventions where possible.

6. Don't expect a vacation, complete with Junior Chamber guide and tours.

7. Continue to encourage the ordinary members, remembering that you were one once!

- **To JCI Headquarters:**

  Better communication among staff, especially when areas of responsibility overlap. Having said that, all staff have been very helpful and dealt with requests promptly.

## CONCLUSION

I would like to thank my NOM Presidents, WHQ staff and the many members around the world for their support and encouragement in my final year as a full member. Special thanks to the Junior Chamber of Commerce for London and British Junior Chamber for their support. Never be frightened in life; face whatever comes your way with dignity and strength - believe in yourself and you can do anything!

Thank you for the opportunity to serve. □

# KATHY J. SMALL
## VICE PRESIDENT

## JUNIOR CHAMBER INTERNATIONAL
## L WORLD CONGRESS

# 42

### INTRODUCTION

I am pleased to submit the following 1995 World Congress Report. First, I wish to thank all of you for your dedication to Junior Chamber International this year. It has been an honor for me to have served and worked with you in 1995. This will be a year I will never forget. Second, I wish to thank the eight NOMs that I had the privilege of serving this year—BJC, Denmark, Finland, Iceland, Ireland, Norway, Scotland and Sweden. The support, courtesy and hospitality received during my visits and from the national presidents and members was tremendous. Thank you all very much. I have some wonderful memories and a lot of pictures that I will treasure for the rest of my life.

### MAJOR ACCOMPLISHMENTS

- **Travel:**

  I completed all of my official visits by June 4, 1995, and traveled a total of 70 days in 1995. During my travels, I was able to visit more than 60 LOMs, many that had never met or been visited by a JCI officer. I conducted several training sessions and orientations, shared information and ideas, answered questions and met with local dignitaries and news media. I attended the USJCC Ten Outstanding Young Americans Congress in January, the Association of European Presidents (AEP) Meeting in Tallinn, the European Conference in Strasbourg, France, the USJCC national convention in St. Louis, the JCI/ United Nations 50th Anniversary Conference in New York and the Ireland national convention. I also attended the JCI Board meetings in Kobe, Coral Gables and Glasgow. During the European Conference, I served as Awards Chairman. I also served as co-chairman of the NGO and Peace Initiatives Committee at the UN Conference and as co-chairman of the EVP caucus at World Congress.

- **Highlights of NOM visits:**

  1. **Junior Chamber Finland—February 11-16, 1995:** Visited 17 LOMs, some of which had never seen an international Vice President. Presented several JCI orientations, shared information about programs and projects in the U.S.A., answered questions, held two media interviews, met with the national board and heard report of JCF strategic planning effort. Met with national president and reviewed plan of action and goals for 1995. I provided information about The USJCC Outstanding Young Farmer Program and a contact company for business in Finland.

  2. **Junior Chamber Sweden—February 19-22, 1995:** I visited three LOMs, two of which had not seen an international Vice President. Conducted an orientation on JCI, provided information about programs and projects in the U.S.A., and conducted two training seminars on "Managing Change." I met with the secretariat and provided a set of JCI manuals and information about corporate sponsorships and The USJCC TOYA Program.

3. **Junior Chamber Norway—February 22-25, 1995:** I visited three LOMs and conducted two training seminars on "Improving Junior Chamber Image and Relations with the Business Community." I met with the national board and reviewed the plan of action and goals for 1995. Information was provided about The USJCC TOYA program and I held one media interview and also an interview for a Junior Chamber Norway publication.

4. **Junior Chamber Iceland—May 23-26, 1995:** I visited six LOMs and received written status reports from each; met with Kristin Thorisdottir, co-chairman for the Area D Awards Program; inspected venues for the 1997 European Conference bid. I conducted three training seminars—Team Leadership, Improving Image and Business Relations, and Communication, Planning and Involvement. I met with the national board and received a written status report. An efficiency program for all LOMs was implemented July 1, 1995.

5. **Junior Chamber Ireland—May 26-29 and October 6-10, 1995:** I visited 12 LOMs—one had never been visited by an international Vice President—and met several Junior Chamber Ireland Senators at the Chairman's dinner. I participated in a session on how JCI can better assist LOMs in Ireland; participated in the inauguration of Junior Chamber Ireland's newest LOM—Junior Chamber Wicklow—and held two media interviews; attended a regional meeting with 7 LOMs which reported on their activities; met with the national president and the deputy national president and reviewed a membership and affiliation plan and year-to-date results. I attended the national convention in October in Sligo.

6. **British Junior Chamber—May 29 - June 1, 1995:** I met representatives of five LOMs—one of which had not seen an international officer in four years. I conducted a training seminar on "Managing Conflict and Negative Thinking." I participated in a new-member night, held one media interview and met several members of the national board.

7. **Junior Chamber Scotland—June 1-5, 1995:** I met with five LOMs; conducted an orientation on JCI and a "Team Leadership" training seminar. I participated in a "roadshow" to help save one LOM and assisted in recognizing the Board of Patrons in Inverness. I met with several members of the Glasgow Congress Organizing Committee and the awards manager. I reviewed venues for the World Congress.

**COMMUNICATIONS:**

I prepared and distributed four "Northern Knights" newsletters to my assigned national presidents, and maintained regular communication with all of them as well as with JCI Executive Vice President Mario Garcia and Area D Director Kim Castellano. Upon completion of my visits, follow-up communications were made in the form of thank-yous, copies of training materials promised, etc. I received occasional requests throughout the year for program or project information or requests for business contacts from the national board. For example, Region 1 of Finland requested information about The USJCC Outstanding Young Farmer Program after reading materials I provided during my visit. The information was telefaxed and the program was implemented!

In addition, I communicated with Region 5 of the Finland Junior Chamber via a video conference in September. It was an exciting experience and a true test of technology! I also had the opportunity to meet personally with national presidents and/or deputy national presidents at the AEP Meeting in February, the European Conference in June and the JCI/UN Conference in August. I was also able to meet with many delegates, particularly from Denmark Junior Chamber, at the European Conference.

I submitted an article, which was published in the JCI Leader newsletter and submitted articles or conducted interviews that were published in print communications in Denmark, Ireland, Norway, Sweden and Finland. I sent messages of greetings to Iceland, Ireland, Denmark, Finland, Sweden and Norway for their national conventions.

## MAJOR WEAKNESSES

- **Self:**

  My primary weakness this year was the inability to contribute as much time as I wanted to this position. My professional position as Executive Director of a regional economic development organization was very hectic this year and left minimal time for JCI or other activities. For this I apologize. Given the time constraints, however, I feel that my travels were effective and benefitted the LOMs and NOMs visited.

- **NOMs:**

  NOM leadership allowing chapters to stay under 20 members indefinitely and a reluctance to think "big" in terms of membership

- **LOMs:**

  The number of chapters under 20 members.

## RECOMMENDATIONS

- **To NOMs:**

  1. That international Vice Presidential visits to LOMs that have not been visited by an international officer continue to be scheduled.
  2. That development assistance for new and existing NOMs in Europe be continued.
  3. That goals to reduce the number of chapters under 20 members be established.
  4. That the practice of using international Vice Presidents for training sessions with NOM and LOM officers be continued.

- **To incoming officer:**

  1. That the assigned Vice President continue to make visits to LOMs that have not been visited by an international officer.
  2. That the Vice President attend the AEP Meeting in February in Krakow, Poland.
  3. That regular communications with NOM presidents be continued.
  4. That the Vice President meet as many LOM members as possible during visitations.

- **To JCI Headquarters:**

  1. That a database for program and project ideas from around the world, which would be available via computer, be established.

  2. That JCI continue to promote and strengthen the IBN.

  3. That the Twinning Program be reviewed and enhanced.

  4. That direct mailings to LOMs, at least quarterly, be continued.

## CONCLUSION

A special thank you to the Northern Knights Team—National Presidents Chris, Claus, Timo, Bjarni, David, Bjørn, Ewen and Stefan. You are the GREATEST! Thanks to JCI Director Castellano and Secretary General Ellerbe for their help, support and outstanding work this year. Thank you, my fellow members of the "Dream Team"—EVP Mario and VPs Corinna, Shinji and Georges. President Oji, a very special thank you for your leadership, vision and commitment to moving us all "One Step Ahead" in 1995. God bless you all. □

# BENNY L. ELLERBE
## SECRETARY GENERAL

# 43

## REPORT TO THE JUNIOR CHAMBER INTERNATIONAL L WORLD CONGRESS

### INTRODUCTION

This report summarizes the activities of the World Headquarters during the period since January 1st, 1995, and outlines the activities of the Headquarters staff to assist officers and members in the accomplishment of the 1995 Plan of Action.

## EXECUTIVE DEPARTMENT

The department has been involved in the following:

- Updating and producing the 1995 Constitution and Policy Manual.
- Assistance to the President with general correspondence (in the form of letters, memos, messages of greeting and faxes) and preparation of Presidential itineraries, highlighted later in this report.
- Agendas, background papers, kits and minutes for the January Executive Committee and Board of Directors meetings, the Midyear Executive Committee Meeting and Congress Executive Committee, Board of Directors and General Assembly meetings.
- Training and coordination of minute-takers and taking and producing minutes of meetings of the corporation.
- Provision of appointment letters, terms of reference, name badges, etc. for Presidential appointees.
- Provision of support to the JCI Board of Directors, including preparation of press kits, business cards, letterhead and travel arrangements (upon request).
- Preparation, processing and acknowledgement of nominations for JCI office in 1996.
- L World Congress Kit.
- Maintenance of staff records, production of a bi-annual staff newsletter and coordination of staff incentives (at little or no cost to the organization.)
- Updating and producing the Headquarters Operating Policies and Procedures Manual.In addition, this year the department has been responsible for and/or has been heavily involved in the following special projects:

In addition, this year the department has been responsible for and/or has been heavily involved in the following special projects:

- Initiated, directed and supervised overall arrangements for the JCI Conferenceon the occasion of the United Nations 50th Anniversary. This very successful event, held in August in conjunction with the annual Global Affairs Leadership Seminar held for USJCC State Presidents, was expanded this year to include representatives from all NOMs, and the program comprised visits to the United Nations, presentations from UN dignitaries and ambassadors, and workshops to develop a declaration on Junior Chamber's vision for the future of the United Nations.

- Coordination of a new program in conjunction with R. J. Reynolds (our newest sponsors), the International communications firm, Fleishman-Hillard Co., and selected NOMs, entitled "The Right Decisions." The program is designed to discourage youth from smoking and to encourage retailers to comply with age restrictions or voluntary guidelines.

  Currently, the nations being approached as sites for developing and implementing the program are: Belgium, Canada, Denmark, Finland, Great Britain, Hong Kong, Hungary, India, Norway, Pakistan, Poland, Puerto Rico, Russia, Spain, Sweden, and Switzerland.

  The multi-layered program will require JCI organizations to work with retailers, schools and even governmental agencies. Included in the program sponsorship will be funding to assist participating NOMs in implementing a national program.

- **Kobe Relief:** After hearing the news of the earthquake which struck Kobe—our 1994 Congress host—in January of this year, the Secretary General immediately stepped in to provide needed assistance to our members and friends there, by sending urgent letters to our NOMs seeking their aid. Since then the department has been instrumental in coordinating efforts to raise funding for the Kobe Relief efforts. To date, pledges of over US$41,700 have been received.

- Development of a JCI Home Page on the World Wide Web. Any Junior Chamber organization or member may access this Home Page through the INTERNET after October 1, 1995.

In addition to the above, the department was also heavily involved in coordinating the Strategic Planning Committee meeting held in Miyazaki, Japan, in March.

## SECRETARY GENERAL

In February, together with the President, the Secretary General conducted a Congress site inspection to Glasgow, followed by attendance at the Association of European Presidents Meeting (AEPM) in Tallinn, Estonia, and a meeting with UNESCO representatives in Paris.

In March, the Secretary General attended the Strategic Planning Committee Meeting in Miyazaki, Japan, followed by a Congress site inspection visit to Manila, The Philippines, the bidder for the 1998 JCI World Congress.

In early May, the SG participated in the Area C JCI Conference in Asunción, Paraguay. In late May and early June, he attended the Area B Conference in Cheju, Korea, and the Area D Conference in Strasbourg, France, followed by attendance at the 75th Anniversary USJCC National Convention in St. Louis, Missouri.

In early August, the Secretary General met with JCI sponsors RJR Reynolds Tobacco International in Winston-Salem, North Carolina, and later attended the JCI Conference in commemoration of the United Nations' 50th Anniversary.

In mid-September, the Secretary General conducted a Congress site inspection to Glasgow, site of the 1995 JCI World Congress, and attended the National Convention of British Junior Chamber in Leeds, England.

In October, the Secretary General visited Hong Kong and attended the Asia-Pacific Business Association Meeting in Bangkok, Thailand.

PERSONNEL:

In August, Philippe Vandewalle of Germany was hired as Program and Marketing Officer, reporting directly to the Secretary General. In this capacity, he is responsible for coordination and promotion of the "The Right Decisions" program and for developing new marketing strategies for JCI.

PRESIDENTIAL TRAVEL:

By October 30, 1995, 12 Presidential itineraries were prepared, as well as 57 itineraries for various JCI staff and 10 itineraries for members of the JCI Board of Directors. The department prepared 355 faxes and/or letters in conjunction with the coordination of these itineraries.

## DIRECTOR OF MEETINGS AND TRAINING

TRAINING:

- Assisted with coordination of training program for 1995 Area Conferences
- Coordinated complete training/business program for 1995 World Congress.
- Coordinated activities and new training initiatives for JCI with external professional training companies.
- Finalized revision and printing of the new Creative Mind-Maps book.
- Assisted the Secretary General with review of speakers through various speaker agencies.

MEETINGS:

- Coordinated the 1995 TOYP program.
- Prepared the 1994 JCI Annual Report ready for production by March 1995.
- Prepared the new JCI public relations brochure.
- Supported the Secretary General with grant application requests.
- Prepared final report and new proposal for the Nippon Foundation (Japan).
- Assisted with coordination of the JCI United Nations 50th Anniversary Conference.
- Prepared working manual for Conference Organizing Committees and revised the questionnaires sent to Area Conference bidders.
- Coordinated 1995 January Board of Directors Meeting and Midyear Executive Committee Meeting.

1994 JCI WORLD CONGRESS, KOBE, JAPAN:

- Finalized all details relating to the 1994 JCI World Congress.

1995 JCI WORLD CONGRESS, GLASGOW, SCOTLAND

- Planned, prepared and executed with the organizing committee all activities and programs relating to the 50th JCI World Congress.
- Conducted site inspections in February and September 1995, with JCI President and Secretary General.
- Prepared the Congress schedule of events and all activities within the schedule.

- Arranged printing of the Glasgow registration form in all languages.
- Prepared two Congress promotional brochures for worldwide distribution.
- Coordinated the training/business program to be offered at the Congress.

1996 JCI WORLD CONGRESS, PUSAN, KOREA:

Supported the Pusan organizing committee.

1998 JCI WORLD CONGRESS BIDDER:

Assisted with the preparation of the 1998 JCI World Congress bid.

AREA CONFERENCES:

- Conducted site inspection to Reykjavik, Iceland - bidder for the 1997 European Conference.
- Assisted with the preparation of 1997 Area Conference bids.
- Assisted Area Directors with preparations for their 1995 and 1996 Area Conferences.
- Followed up with all Area Conference organizing committees after the 1995 January Executive Committee and Board of Directors meetings.
- Assisted in more detail with the 1995 European Conference (Strasbourg, France) and worked at the conference.

## DIRECTOR OF INTERNATIONAL BUSINESS NETWORK (IBN) AND NGO RELATIONS:

### INTERNATIONAL BUSINESS NETWORK (IBN):

- Answered correspondence regarding the International Business Network (IBN).
- Included IBN brochures/application forms in the February JCI mailing to NOMs and mailed IBN brochures/ application forms to all national IBN Directors appointed this year.
- Mailed the IBN Directory to all IBN Associates who did not pick up their copy at the Kobe World Congress.
- Input all data from new members and any changes from current members in the IBN database.
- Scanned in all photos received (200) for the 1995 issue of the directory and produced the 1995 Directory of Associates for distribution at the Glasgow World Congress. (Directory will be mailed to all IBN Associates who do not attend the Congress.)
- Researched, wrote, designed and prepared four original IBN News issues for the year and mailed IBN News to all active IBN Associates. IBN News was also distributed at the Area Conferences.
- On a monthly basis, prepared mailing to all IBN Associates whose subscription expired and sent second notice two months later. Processed a total of approximately 200 renewal subscriptions.
- Designed new IBN card and contacted vendors for quotes.
- Processed all credit cards for new Associates and renewal fees and prepared journal entries and reconciliations on a monthly basis.

IBN COUNCIL:

- Based on the recommendation of the IBN Council, sent a mailing to all NOMs requesting nominations of National IBN Directors in each country—about 25 entries were received. Prepared IBN presentation kits and mailed them to all IBN National Directors, as well as to all IBN Council Members. Provided IBN presentation kits and briefing to all JCI Vice Presidents during the January Board Meeting.
- Based on the recommendation of the IBN Council, developed an IBN code of conduct.

AREA CONFERENCES:

- Attended the Area D Conference in Strasbourg, France, to promote IBN and recruit new Associates. Organized a meeting of IBN Associates, including a training session.
- Prepared presentation materials for IBN Council Members holding IBN sessions at Area Conferences and assisted them in organizing IBN meetings for the Areas A, B and C Conferences.

WORLD CONGRESS:

- Promoted IBN at the Congress and recruited new Associates.
- Organized an IBN Business Center at Congress for use of IBN Associates. Also organized a reception for IBN Associates.
- Coordinated business seminars for IBN Associates.
- Presented the first IBN training course for IBN Associates and other Congress participants.
- Coordinated the meeting of the IBN Council.

**RELATIONS WITH NGOs:**

- Answered all correspondence received from members, NOMs and LOMs regarding JCI's relationship with NGOs. Forwarded copies of our agreements where requested.
- Answered all correspondence received from NGOs (AIESEC, ICC, UNICEF, UNESCO, UN, WHO, CARE, US Committee for UNICEF, NGO Committee for UNICEF, Conference of NGOs). Completed questionnaires and paid dues where needed.
- Promoted the AIESEC congress and new book in the JCI monthly mailing to NOMs.

JCI REPRESENTATIVES TO NGOs:

- Mailed nomination and endorsement forms to all JCI Representatives and prepared and forwarded their badges, business cards, letterhead, etc.
- Contacted JCI representatives via letters, faxes and telephone calls and answered all their requests on a regular basis.

UNESCO:

- Participated and coordinated the JCI part of two meetings (one in Miami, one in Paris) of the JCI UNESCO task force.
- Developed the proposed program, "Rounding the Cape," including all documents and presentation materials for initial introduction at the UN conference in New York and official launch at the Glasgow World Congress.
- Arranged for the participation of UNESCO official at the Strasbourg JCI Conference and at the UN Conference in New York.

JCI UNITED NATIONS 50TH ANNIVERSARY CONFERENCE:

- Met with contacts at the UN in New York and collected information regarding hotels, venues, meals, tours, etc.
- Researched topics for the conference and prepared program, schedule of events and background papers for advance mailing to conference participants.
- Sent invitation letters to prospective speakers (UN staff, delegates and Ambassadors).
- Prepared final background papers (in three languages), conference objectives, and agendas and mailed them to selected panel chairmen, co-chairmen and members.

- At the conference, prepared all documentation distributed to conference participants, coordinated invitations and attendance of UN Ambassador to luncheons at the UN, coordinated all conference services, technical services (audio-visual) with the UN and coordinated all simultaneous interpretation needs for the conference.

UN AND NGO CONFERENCES:

Arranged for the participation of Junior Chamber members and/or officers at: the World Summit for Social Development in Copenhagen, Denmark; the AIESEC Congress in Colombo, Sri Lanka; a meeting of the World Health Organization on the Control of Diarrhoeal Diseases in Luxembourg; and the AIESEC Regional Conferences in August (various locations).

WORLD CONGRESS:

- Coordinated the AIESEC and ICC seminars.
- Finalized arrangements with the ICC regarding the ICC Business Award for Congress.
- Prepared final presentation of the joint JCI-UNESCO project for promotion at Congress.
- Coordinated follow-up to the draft "JCI Declaration on the Future of the UN," adopted during the JCI Conference for the UN's 50th Anniversary.

## FINANCE DEPARTMENT

PERSONNEL:

Information Systems Manager Luis Sierra resigned from JCI in April and the position is currently vacant.

ACCOUNTING AND FINANCIAL SERVICES:

- 1995 BUDGET: The 1995 budget with revisions was presented to the Executive Committee and the Board of Directors at the January Board Meeting for review and approval, and once again 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 1994 FINANCIAL ACTIVITY: The firm of Coopers & Lybrand Certified Public Accountants conducted the audit of the 1994 financial results of Junior Chamber International (JCI), Inc. and Jaycees International (JCI) Foundation, Inc. The firm spent three weeks at the headquarters conducting their field work.

  The management letter was issued by Coopers & Lybrand itemizing some minor points and recommendations regarding our internal accounting and information systems controls and measures have been taken to implement these recommendations.

- GENERAL ACCOUNTING ACTIVITY: Since January 1, 1995, the department has processed 1,615 disbursements in the form of checks written or wire transfers, totaling US$2,364,832. During that same period, the department processed 1,137 receipts, totaling US$2,472,432. In addition, the department processed 1,372 other computer entries which involved several thousand transactions as of August 15, 1995.

- REPORTING SYSTEMS: Aside from the revised budget preparation and the annual audit, the department produces a monthly financial report which is distributed to the Board of Directors and the headquarters staff for review. The department has submitted the first and second quarter operating results with an explanation of variances to General Assembly in three languages, as well as quarterly financial status reports to all JCI officers.

- 1996 DRAFT BUDGET: In February, the department prepared and distributed the 1996 budget detail worksheets to the headquarters staff for preparation of the 1996 Proposed Budget and a draft budget was presented to MYE for Executive approval. The budget was then circulated in August to the Board of Directors and to General Assembly, for final approval at Congress.

- DUES/MEMBERSHIP REPORTING: Dues billings were sent to all NOMs on December 1, 1994 and a reminder notice was sent on January 13, 1995 for the 1995 dues and any previous balances.

  At August 15, 1995, 53 NOMs had paid their dues in full, 25 NOMs had payment plans, and 18 NOMs were non-financial. However, we expect the majority of those NOMs to be paid in full by the World Congress.

  Regarding membership registrations, 15 NOMs were billed based on their latest registration, since no 1995 registration was received. Additionally, 36 NOMs had membership increases, while 23 had decreases. During the January Board Meeting, the Financial Controller met with all VPS individually regarding their assigned NOMs and the particular financial problems faced in each of those NOMs.

- INVESTMENTS: JCI is continuing to invest in certificates of deposit, money-market accounts, treasury bills and notes for both Junior Chamber International (JCI), Inc. and Jaycees International (JCI) Foundation, Inc.

- DATA ENTRY: We have received and posted addresses and membership updates of LOMs in 60 NOMs. In addition, we have updated Senators addresses in 44 NOMs and 31 states.

**COMPUTER STRATEGY:**

In 1995, the following improvements and upgrades have been implemented:

* Increased operating memory (RAM) of each (26) PC to 16MB and of each (9) Macintosh to 16MB
* Replaced the 386 processors of 11 PCS with 486/33 processors and the processors of 8 Macintoshes with 68040 processors
* Added additional hard disk space to 26 PCS and to 8 Macintoshes for a total of 300 MB of storage capacity
* Various software upgrades e.g. to Lotus 1-2-3 for Windows 5.00, WordPerfect 6.1, etc.
* Added additional hard disk space to the two Novell servers to 2GB each
* Installed new HP Laserjet in Finance
* Replaced modem with one of increased speed

**MEMBERSHIP SALES:**

- Increased contacts with manufacturing companies overseas to assist in the development of products to meet the needs of our worldwide membership.

- Expanded our line of available training resources to meet members' requests.

- Sold sales items at Kobe World Congress for a record sale of US$101,000.

SG's Report (cont.)

- Printed a new JCI Sales catalog prior to the 1994 Kobe World Congress.
- Attended to the early processing of orders for membership supplies within 48 hours after confirmation of receipt of payment.
- As of July 31, mail-order product sales totaled US$52,071 and conference sales totaled over US$29,000.
- Conducted in-house inventory January 2, 1995.
- Promoted membership supplies through LOM mailings.

**JCI SENATE:**

- As of July 31, 998 Senatorships were received for a total of US$199,600 in Senate sales—US$35,200 over last year's Senate sales at July 31st.
- Designed and produced a new quadri-lingual Senate identification card, in line with the new Senate certificate.
- Printed a new Senate flyer including a new line of Senate products, which is being distributed through Senate mailings.
- Incorporated new system for preparing Senate certificates in-house, and demands are now met on a weekly basis. This has also provided a substantial savings of US$1,027 at 7/31/94.

BUILDING:

The following projects have been completed during 1995:

- Replaced photocopier on 5th floor with a new top-of-the-line color photocopier
- Installed tile in heavy traffic areas on the 4th and 5th floors and the elevator
- Hired an engineering consultant to assist with the replacement of the air-conditioning system
- Purchased recorder/transcriber for use at small conferences
- Installed chain-link fence at SG residence

## COMMUNICATIONS DEPARTMENT

HUMAN RESOURCES—20 PERCENT INCREASE IN PRODUCTIVITY:

The most significant factor for this marked increase in productivity has been the streamlined scheduling of meetings for specific needs involving only staff directly concerned.

This innovation raised manpower and productivity savings at every level and greatly improved morale. Man-hours saved were devoted to member services such as JCI News, conferences, congress, and new publications such as Leader and One Step Ahead.
Focus was placed on enhancing human resources and improving communications and teamwork within the Communications Department by such means as:

SG's Report (cont.)

* Verbal communications, enhancing human relations and saving resources—Mottainai
* Extensive use of cc:Mail, saving time and resources
* Training on the Macs, PCS, and Production equipment
* Innovative print processes, cutting costs and prepress time.

DESIGN ACHIEVEMENT: 50TH GOLDEN ANNIVERSARY EXHIBIT:

A Communications design highlight was the opening at JCI Headquarters of the 50th Golden Anniversary Exhibit, first shown during the 1994 Kobe JCI World Congress. Honoring JCI's 50th anniversary, the historic photos feature milestone events, leaders of the organization, and the rich history of Junior Chamber. The permanent display transforms the Phil Pugsley Memorial Library into a JCI showcase to be enjoyed year-round by visitors.

KEY COMMUNICATIONS OBJECTIVES:

* Providing strong promotion of JCI presidential themes
* Producing quarterly JCI News text and graphics in English, Spanish and French for Junior Chambers to translate and include in their national publications
* Increasing participation in the JCI News program
* Making more cost-effective use of JCI's limited resources through all JCI communications vehicles (see Appendix)
* Cutting translation costs by urging originators to be as succinct as possible
* Controlling costs, especially relating to reduced budget line items for supplies, JCI News, outside translation and overtime
* Providing multilingual editing and translation services
* Providing typesetting, graphics and printing services to meet JCI communications objectives
* Encouraging teamwork between Production and Language Editing staff
* Providing strong support to the Strategic Planning Committee—especially relating to JCI News and all areas of communications
* Implementing desktop publishing to meet WHQ information, publishing, and automation needs for the next five years and beyond.

CAPITAL APPROPRIATIONS:

Capital appropriations were proposed for the purchase of a new collator and cutter/slitter to replace obsolete equipment needing frequent repair that cannot produce the required quality and precision.

The 9810 offset press leased last year is the only Production equipment replaced in the last seven years.

JCI NEWS—REACHING MORE THAN 98 PERCENT OF THE MEMBERSHIP:

The *JCI News* program is a radical, global communications success story whereby JCI communicates with individual members in their native languages.

There are 89 participants in the program, which means JCI is reaching more than 98 percent of its worldwide membership through *JCI News.* Since the 1988 Sydney World Congress, JCI has tripled the number of participants in the JCI News program.

Via the program, JCI takes its message to the grass-roots level in languages and format members know and eagerly await. JCI News reaches members in Chinese, Danish, Dutch, Finnish, Flemish, German, Icelandic, Indian dialects, Italian, Korean, Nepalese, Norwegian, Portuguese, Swedish, Thai, and more.

SUPER SAVINGS:

*JCI News* saves JCI US$390,000 each year, and this amount is increasing annually.

NOMs have the resources to get JCI's message efficiently and cost-effectively to members. Many are producing far more sophisticated publications than JCI can because of their stronger financial and human resources.

The program has achieved significant savings in time, cost, and resources by eliminating in-house production of *JCI News.* Copy and graphics are distributed exclusively to an increasing number of NOMs participating in the program in line with SPC recommendations. More than US$22,000 in savings is realized annually, which is used for other membership services.

**BENEFITS FOR NOMs:**

* Enhancing their publications by adding an important international dimension.
* Receiving a subsidy of US$.50 per member upon proof of publication of a minimum of eight pages a year. (The JCI subsidy enables India to mail directly to 14,000 readers.)
* Empowering NOMs with final editorial control.

**ADDITIONAL ADVANTAGES:**

Formerly JCI battled overwhelming challenges—costly dependency on obsolete mailing data, postal hikes, escalating printing costs and insufficient translation services. The *JCI News* program eliminated all these obstacles.

Participating NOMs use the sponsorship phrase, *"JCI News* pages are sponsored by Junior Chamber International." Thus, individual members are informed that their news is funded by JCI.

Another advantage is the program is not dependent on in-house production, which is often overloaded. Other than limited photocopying time, no Production manpower is required for *JCI News.*

**CUSTOM-DESIGNED SERVICE:**

The copy and graphics packages rushed by UPS to *JCI News* participants quarterly are designed for maximum flexibility. *JCI News* stresses graphics to make articles more visual and attractive to readers. Editors are urged to tailor the contents to meet their own national interests and needs. This option is in line with the demographic trend that the Junior Chamber age market prefers individualized services.

**OUTSOURCING IN THE '90s:**

By outsourcing *JCI News*—employing the production and translation resources of NOMs—JCI is able to:

* Stretch limited resources.
* Avoid hiring and its associated expenses.
* Survive in the competitive market forces of the new global economy.

Key Areas of *JCI News* Coverage:

* The JCI President and his themes
* The *JCI News* success story
* Kobe Earthquake Relief
* JC Vision 2000
* JCI meetings promotion and coverage
* Training and education
* The JCI Major Emphasis Theme and JCI-endorsed programs
* The International Business Network
* NOM profiles
* "The Junior Chamber Exchange"—a regular feature designed for sharing information and motivational articles from NOM publications
* "The Winners' Circle"—success stories of outstanding members, inspiring passages, and other news and information of interest to members worldwide.

**LANGUAGE EDITING COST CONTROL:**

Staff Language Editing services were augmented by enlisting outside translators for Spanish and French translations. By not adding permanent staff, JCI avoided increased salaries, benefits and equipment costs. Free-lance translators have also been used to prepare documents in Chinese, Korean, German and Russian. Cost control and management of overtime were a primary concern.

Statistics—English, French, Spanish and Japanese (including JCI News, Leader, manuals, newsletters, publications, messages, correspondence, forms, etc.)

| | |
|---|---|
| Translating | over 8,000 pages |
| Editing | over 19,000 pages |
| Formatting | over 2,000 pages |

**PRODUCTION SAVINGS:**

An estimated 546,000 pages were designed, printed or photocopied in the Production Department. Development of long-term and new projects required dedicated time from Production personnel as did continued training on desktop publishing equipment. Production focused on cost cutting and prioritizing jobs to achieve the best results without hiring additional staff, despite the significant increase in production demands and publishing needs.

In-house production of nearly all publications resulted from the Print Shop, the 5100 copier, and the expanded capabilities in electronic publishing using PageMaker, WordPerfect and Freehand programs to the fullest.

**PRESS SAVINGS:**

A lease-purchase agreement for an AB Dick 9810XCS press enabled JCI to achieve the following:

* Extra space for collating, binding jobs, and storage of stock
* Maintenance savings of US$2,800 (US$1,200 vs. US$4,000 annually) for the 1860
* Reduced, cost-effective set-up time
* Less overall expense to run than the 1860
* Swing out T-head—requires one printer to operate instead of two
* Superior registration
* Tracking (inking flaw) prevention.

The lease-purchase agreement eliminates the purchase expense of US$32,972 as well as avoiding ownership of equipment—eventually obsolete—when it no longer meets JCI's needs.

**JCI COMMUNICATION VEHICLES:**

Annual Report
Areas of Opportunity communications
Audiovisual communications
Certificates and logos
Charters
Congress brochures, kits, and registration forms
Constitution, Amendments, and Resolutions
Data entry communications services
FAX, TELEX, telephone and correspondence responses
Financial statements and communications
Foundation newsletters, flyers, and communications
Foundation Annual Report
Future of Children brochure
Glossaries
Golden Anniversary Exhibit
IBN communications
Invitations
JC Vision 2000 communications
JCI Directory and updates
JCI meeting kits, minutes, and communications
JCI Officer Administrative Binders
JCI Awards Manual
JCI News
Leader LOM Newsletter
Letterhead and business cards
LOM communications
Mottainai News
Media releases
Member services from directors
Membership publications and supplies
Messages of Greetings
MET and Subtheme communications
Monthly mailings
Plans of Action

Presidential Messages and communiques
Presidential monthly NOM Newsletter
Questionnaires
Registration forms
Sales information and promotion
Senate communications
Special sponsor communications
The Junior Chamber
TOYP communications
Training publications
VIP communications links via JCI President, Officers and professional JCI Staff.

## MEMBER DEVELOPMENT DEPARTMENT

### DEPARTMENT SUPERVISION:

- Supervised the daily work of the department in implementing the 1995 JCI Plan of Action.
- Handled daily correspondence and requests from chapters, national organizations and Board members.
- Supervised the shipping of the monthly mailing, One Step Ahead (sent to all national officers every month), and all other mailings.
- Produced and shipped to all National Presidents, Secretariats, Board members and key members, the 1995 Administrative Binder.

### TRAVEL AND TRAINING:

- Conducted the National Leaders Training Course for the Louisiana State Board (Louisiana, U.S.A.).
- Attended the Area C Asunción JCI Conference (Paraguay).
- Attended the Strategic Planning Committee Meeting in Miyazaki (Japan).
- Conducted site inspection to New York for the 1995 Global Affairs Leadership Seminar.
- Attended the 1995 Global Affairs Leadership Seminar/JCI United Nationals 50th Anniversary Conference in New York
- Attended the National Conventions of Brazil and Paraguay and conducted National and Local Leaders training
- Conducted Local Leaders Seminar in Canada

### DEVELOPMENT FUND:

Administered, promoted and coordinated disbursements from the Development Fund to National Organizations and Area Associations and made recommendations to the Executive Committee for action on all requests received.

### MEMBERSHIP CARDS:

Coordinated the production and distribution of the 1995 Membership Card. As of August 30, 1995, the status of the Membership Card Program was as follows:

* 105,000 cards were sent directly to 35 national organizations for them to print and distribute to their members.
* Letters requesting members' names were sent to all chapters in the other 62 national organizations.
* All cards requested by chapters were sent out.

**JCI PLAN OF ACTION AND STRATEGIC PLANNING:**

- Prepared draft of the 1996 JCI Plan of Action with the Secretary General.
- Provided assistance to the Strategic Planning Committee, preparing the final report and the promotional brochure.

**FIVE-STAR CHAPTER PROGRAM:**

Coordinated the Five-Star Chapter Program, sending out the certificates.

**FUTURE OF CHILDREN PROGRAM:**

Promoted and coordinated "The Future of Children" Presidential Theme, issued certificates for all projects submited and sent out pins to project committee members.

**GLOBAL AFFAIRS LEADERSHIP SEMINAR (GALS):**

Coordinated the 1995 GALS Program, overseeing the organization and execution of the program.

**DEPARTMENT PUBLICATIONS:**

- Published the National Leaders Training Course in Spanish.
- Updated and published One Year to Lead in English, Spanish & French and sent it out to all chapter presidents.
- Published the National Vice President's Manual in English,Spanish and French and sent it to all national vice presidents.
- Updated and published the Conference Seminar Chairmen's Guide in English, Spanish and French.
- Updated and published the Conference Seminar Speaker's Guide in English, Spanish and French.
- Designed and published the Chapter Management Training Seminar in English, Spanish and French.
- Designed and published the Project Planning Seminar in English.
- Designed and published the "How to Win Any Debate or Argument" Seminar in English.
- Published the "Junior Chamber, Vision, Mission and Values" Seminar, produced by Reginald Schaumans

**LEADER NEWSLETTER:**

Produced and published four editions of the Leader newsletter and sent it out to all chapters

**TRAINING:**

- Coordinated all EXCEL courses at Area Conferences, World Congress and in the United States
- Coordinated applications for higher status in the Training Institute
- Produced and published four editions of the Training Update Newsletter and sent it out to all AMTs, IGs, and ITFs.
- Developed an additional One-Hour Training Seminar, "How to win any Debate or Argument"
- Developed the draft of the new Local Leaders Training, to be published in 1996

**NOM SECRETARIAT DEVELOPMENT PROGRAM:**

- Coordinated the disbursement of subsidy payments to the pertinent National Organizations.
- Sent to the secretaries general a monthly mailing with articles and magazines on association management.

**100% EFFICIENCY PROGRAM:**

- Updated and promoted the 100% Efficiency Program.
- Sent the 100% Efficiency Chart in every monthly mailing.
- Prepared and sent certificates to National Organizations with more than 90 points in 1994.

**MINI DIRECTORY:**

Updated and published the Mini Directory on a monthly basis.

**AREA A GROWTH & DEVELOPMENT OFFICER:**

- Provided administrative support and services to JCI Board members and Area A team during the January Board and Midyear Executive Committee meetings and on a continuous basis throughout the year.
- Assisted the Board of Directors, Member Development Department and Sales Department with translation of documents in French/English.
- Assisted Area Jaycees Association (AJA) and the Area A Team in implementing the Area Development plan and membership strategy.
- Provided special assistance and updated information to the JCI President and assigned Vice Presidents in planning their itineraries and prepared guides for visitation to Area national organizations.

NOM DEVELOPMENT & SUPPORT:

- Prepared and sent several messages of greetings to NOMs/chapters upon request.
- Maintained constant communication with, and handled requests, correspondence and queries from NOMs/chapters and Individual Members. It is worth mentioning that requests from Area A for JCI materials and publications increased by more than 32 percent this year.
- Provided support to the Executive Director of Member Development in the implementation of the NOM Secretariat Development Programs in Côte d'Ivoire and Nigeria.
- Drafted, edited, and wrote articles for the monthly JCI Newsletters.
- Established new contacts in Bahrain, Sierra-Leone, Uganda, Central Republic of Africa and Mali.
- Sent JCI materials and manuals to contacts in Algeria, Tanzania and Liberia, to pursue possible affiliation to JCI.
- Conducted development trip to Guinea, Liberia, Niger, Mali, Côte d'Ivoire, Burkina Faso, Ghana, Togo, Benin, Nigeria, Cameroun, Congo, Kenya, Malawi, Zimbabwe, Mauritius, Botswana, South Africa.
- Promoted JCI philosophy, programs, events and "One Step Ahead" Presidential theme at all times, as appropriate.

1995 JCI AREA A CONFERENCE, DAKAR, SENEGAL:

- Provided staff support to Area A Conference chairman EVP Nadim Rizvi and on-site assistance to JCI Officers, Area A Team members, and national presidents
- Monitored and coordinated the schedule of events, conference promotion & marketing, and on site registration.
- Assisted in the organization of EXCEL & PRIME courses in English and French at the conference.
- Provided support (management & logistics) and assistance to the Conference Organizing Committee.
- Prepared and distributed conference kits with agendas, programs, travel information and relevant materials to seminar speakers/chairmen and Chief Delegates.
- Prepared the Conference final report. Over 320 delegates from 30 countries were in attendance at the conference.
- Participated and provided on-site logistical support for the JCI 50th UN Anniversary Conference in New York (August 19-23)
- Provided staff support at the Area D Conference, Strasbourg, France, and on-site assistance to JCI Officers and national presidents.

TRAINING:

- Designed and presented numerous training seminars upon the request of NOMs and chapters
- Provided professional training to NOM officers, LOMs, and members, upon request, during development visits and attendance at NOM national conventions.
- Participated as coach in EXCEL course at the European JCI Conference.
- Presented management and leadership training to members of the St. Andrews Junior Chamber in Kingston, Jamaica.
- Attended the 8th JCI Academy in Japan.
- Organized and participated in the JCI-sponsored International Training Schools (ITS) for Area A in Bamako, Mali; Lagos, Nigeria; and Brazzaville, Congo.

**AREA B GROWTH AND DEVELOPMENT OFFICER:**

- Attended and provided on-site staff support to the Area B conference chairman and conference organizing committee in Cheju, Korea. Assisted with the coordination of plans, agendas, and speakers prior to conference.
- Provided administrative support to the Area B Team through ongoing communication and replied to any requests for assistance during NOM visitations.
- Conducted development trips to Australia, Hong Kong, Philippines, Thailand, Guam (Pacific), New Zealand, India, Pakistan and Singapore.

- Attended APDC Meeting in Tokyo in March and assisted APDC in NOM development.
- Prepared and sent messages of greetings to NOMs and LOMs for special occasions, meetings, and important events.
- Prepared travel guides for presidential visits to Area B.
- Updated and circulated the Area B Awards Manual to all Area NOMs and JCI officers.
- Responded to all requests for JCI materials from NOMs and, by case, LOMs and individual members, and provided administrative service to NOM secretariats.
- Circulated Leader in English/Japanese to all Area NOMs, LOMs, and JCI officers.
- Published and circulated the Foundation News and updated Jaycees International (JCI) Foundation directory to all members of the Foundation, NOMs, and JCI officers. Provided administrative service to the Jaycees International (JCI) Foundation, Inc.
- Provided administrative support to the Twinning Program.
- Attended and provided on-site staff support at Glasgow World Congress.

**AREA C GROWTH & DEVELOPMENT OFFICER**

GROWTH AND DEVELOPMENT:

- Provided administrative support, such as planning their development trips to assigned countries, to JCI Board Members and the Area C Team at the January Board of Directors Meeting (JBM) and throughout the first semester of the year.
- Followed the process for obtaining entry visas for JCI Officers for their respective assigned NOMs.
- Prepared and sent messages of greetings for NOMs and LOMs in response to requests.
- Handled daily correspondence and requests from NOMs, LOMs and individual members.
- Updated, prepared, printed and sent to all Area NOMs the Area C Awards Manual.
- Updated NOM profiles.
- Provided support to Strategic Planning Committee Members during the SPC Meeting in Miyazaki, Japan.
- Provided support to the Executive Director of Member Development in the implementation of the NOM Secretariat Development Program in Ecuador and Dominican Republic.
- Maintained regular contact with Area National Presidents, Board members and secretaries general.
- Provided support and orientation to NOMs in organizing PRIME and National Leaders Training Sessions.
- Provided support for training and education related to all of Area C by monitoring requests for PRIME, EXCEL and National Leaders Training.

- Provided administrative support to the JCI Training Institute certification program related to Area C.
- Assisted Presidential Executive and Special Assistants for Growth and Development.
- Assisted in translation of correspondence and materials for the Meetings Department.
- Prepared articles published in One Step Ahead and Leader.
- Provided support to the Executive Director of Member Development in designing the National Leaders Training, Local Leaders Training and Chapter Management Seminars.
- Prepared and coordinated translation of correspondence among the Area C Team Board members.
- Prepared and conducted training sessions for officers, members and NOM/LOM sponsor representatives during development trips.
- Provided support by coordinating the itinerary for official visits of JCI Vice Presidents assigned to the United States of America.
- Provided administrative support to "The Future of Children" project by monitoring the certification program.
- Promoted growth whenever possible.

AREA C CONFERENCE, ASUNCION / PARAGUAY:

- Provided staff support to the Area C conference chairman and on-site assistance to JCI Officers, Area team members, NOM presidents, NOM board members and individual members.
- Intermediated and coordinated the process for obtaining entry visas for JCI Officers and NOM delegates.
- Monitored, coordinated and prepared the conference training program by contacting NOM presidents, NOM training directors, trainers, and seminar chairmen.
- Monitored, coordinated and prepared the schedule of events, promotion and marketing publications and information.
- Assisted in the organization of EXCEL & PRIME courses.
- Provided support (management and logistics ) and assistance to the conference organizing committee.
- Prepared and distributed conference kits to seminar speakers, chairman and chief delegates (agendas, programs and relevant materials).
- Prepared the Conference final report.

UNITED STATES JUNIOR CHAMBER OF COMMERCE INTERNATIONAL AFFAIRS:

- Attended the 1995 USJCC TOYA Program in Tulsa, Oklahoma, and prepared JCI seminars.
- Visited the USJCC Service Center in Tulsa, Oklahoma.

- Prepared JCI information material binders for all USJCC International Affairs Coordinators and state presidents involved in international activities by preparing a database to send JCI publications regularly.
- Maintained fluent correspondence with the USJCC staff regarding JCI activities.
- Maintained fluent correspondence and attended to requests from USJCC International Affairs Commissioners.
- Provided support and assistance to USJCC International Affairs Coordinator by intermediating contacts with Japan JC Headquarters regarding Japan JC International Affairs Committee bylaws.
- Attended the 75th Anniversary USJCC National Convention in Saint Louis, Missouri, and provided support and assistance to JCI Officers.
- Provided support to coordinate the itinerary and official visit schedule of JCI Vice Presidents assigned to the U. S. by contacting the respective USJCC State Officers.
- Provided support to coordinate requests for PRIME, EXCEL and National Leader Training.

JUNIOR GLOBAL CITIZENS DEVELOPMENT PROGRAM /MOTTAINAI II:

- Prepared four quarterly issues of the JCI Mottainai News included in the JCI mailings to all NOMs.
- Prepared three issues of the JCI Mottainai News included in Leader.
- Prepared several articles regarding Mottainai and Junior Global Citizens Program Photo Contest for publication in the JCI Newsletter One Step Ahead.
- Prepared the shipment of the Junior Global Citizens Development Program video and information to all JCI NOMs.
- Prepared and sent informative material and application forms for the Junior Global Citizens Program Photo Contest to all JCI LOMs.
- Coordinated the Junior Global Citizens Development Seminar presentation for the Areas A, C and D Conferences with Area Development officers.
- Maintained fluent correspondence regarding the program with the Japan JC staff and Committee coordinators.
- Prepared and coordinated the presentation of the seminar at the Area C Conference in Asuncion by intermediating the support from LOM Brazil-Japão Instructors Committee of São Paulo, Brazil.
- Promoted the "Junior Global Citizen Development Program Photo Contest" to members during development trips.
- Prepared and coordinated the presentation of "Global Junior Citizen Development" seminar at the Global Affairs Leadership Seminar (GALS) held to celebrate the 50th Anniversary of United Nations in New York.
- Coordinated and handled requests from NOMs and LOMs for information and material on the program.

ORT / ORAL REHYDRATION THERAPY PROJECT (PAHO / WHO / UNICEF)

- Promoted ORT Project mainly in priority countries in Area C based on the report from PAHO / WHO.
- Maintained correspondence with NOMs and LOMs involved in the program.
- Prepared pertinent articles published in the JCI Newsletters One Step Ahead and Leader.
- Maintained fluent correspondence with the PAHO/WHO Representative in Washington and the UNICEF Representative in New York.
- Prepared information on JCI activities and supported the PAHO/WHO Representative in preparing the report on Prevention and Control of Cholera and other Diarrheal Diseases in Latin America and the Caribbean based on JCI / PAHO / WHO / UNICEF Resolution.
- Assisted PAHO Representative in preparing the presentation and exhibition at the Area C JCI Conference.
- Prepared and coordinated a workshop among NOM ORT Coordinators during the Area C JCI Conference.
- Assisted in the implementation of the national plan of action on ORT in Jamaica, Peru, Venezuela, Bolivia and Paraguay.
- Assisted in the development of ORT activities in Ecuador, Dominican Republic, Brazil, Honduras, Guatemala, El Salvador and Mexico.

TRAVEL:

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| January | : | (U.S.A.) Visited USJCC National Service Center in Tulsa, Oklahoma, attended TOYA Ceremony and coordinated two JCI seminars |
| March | : | (Japan) Attended SPC Meeting in Miyazaki, "Mottainai II Program" Meeting, and visited Japan JC Kansai Earthquake Relief Task Force |
| April | : | Conducted Training Seminar in Kingston, Jamaica; conducted development trip to Bolivia, Chile, Argentina and Brazil; and conference site inspection to Asunción, Paraguay |
| May | : | Area C Conference in Asunción, Paraguay; development trip to Brazil |
| June | : | Area B Conference in Cheju, Korea; USJCC National Convention in St. Louis, Missouri (U.S.A.) |
| July | : | (Japan) JCI 8th Academy, Japan JC Summer Conference, meeting on Global Junior Citizen Development Program |
| August: | : | (U.S.A.) GALS and JCI-UN 50th Anniversary Conference at UN in New York |
| October | : | (Colombia) Conducted site inspection, 1997 Pereira Area C Conference, attended national convention, conducted National Leaders Training and "The Japanese Mind Seminar" |
| November | : | (Scotland) Glasgow JCI World Congress |

**AREA D GROWTH & DEVELOPMENT OFFICER**

ADMINISTRATION AND OFFICER SUPPORT:

- Contributed materials and articles for the monthly One Step Ahead and the quarterly Leader publications produced in Coral Gables with input from JCI officers and national organizations. These were sent directly to all chapters and national organization officers.
- Assisted the Executive Vice President and the Chief Executive Assistant in working out travel itineraries.
- Keyed in and printed documents in Russian using the Cyrillic alphabet.
- Updated the 10-year membership charts and the area D Awards Manual.
- Provided updated information to the JCI President for his visits to Area NOMs.
- Maintained regular contact with national organization presidents and officers, and updated Area NOM profiles.
- Prepared and sent messages of greetings to national organizations for special occasions, meetings, and important events.
- Replied to members' and chapters' requests for publications, recommendations on twinning partners, and contact information in non-member nations for business purposes.
- Serviced members directly through the INTERNET system, including correspondence and document transfer.
- Provided support to the Finance Department with LOM and Senate reports from the Wang system.

GROWTH AND DEVELOPMENT:

- Provided the Area D Team with administrative support in finalizing their preparations for NOM visits, guidance in implementing the Area NOM Development Plan, information related to the growth and development of assigned national organizations and handled requests from national organizations.
- Provided service and support to the Executive Vice President, Vice Presidents, national organizations, Executive Assistant, and Special Assistants that conducted field work to affiliate new national organizations.
- Conducted development trips to Belarus, Bulgaria, Croatia, Czech Republic, Estonia, Greece, Hungary, Italy, Norway, Slovakia, Slovenia, Sweden and Turkey to assist in their growth and development, and conducted presentations and training seminars to enhance communication and knowledge between JCI and NOMs.
- Attended official inauguration in Zagreb, Croatia, which included the charter general assembly, interviews on national radio and television and an official visit to the Head of State, President Franjo Tudman, in his official residence.
- Visited the permanent secretariats in Estonia and Hungary as part of the Secretariat Development Program and had meetings with the secretaries general.

- Provided assistance to officers and trainers who visited national organizations with a good potential for enhancement in membership quality and quantity.

MEETINGS:

- Participated in the AEP meeting in Estonia where all the European Presidents met to discuss matters of mutual interest. Provided on-site support and training in one of the development committees with respect to JCI Headquarters' services.

- Conducted pre-conference site inspection to finalize logistical matters, seminar and training programs, and assisted the COC with their preparations.

- Provided staff support to the Area D Conference Chairman, coordinated schedule of events, training and seminar programs, EXCEL and National Leaders courses, and provided assistance to the Conference Organizing Committee and on-site staff.

- Attended the GALS Program and provided support to representatives from Area D and the Peace committee.

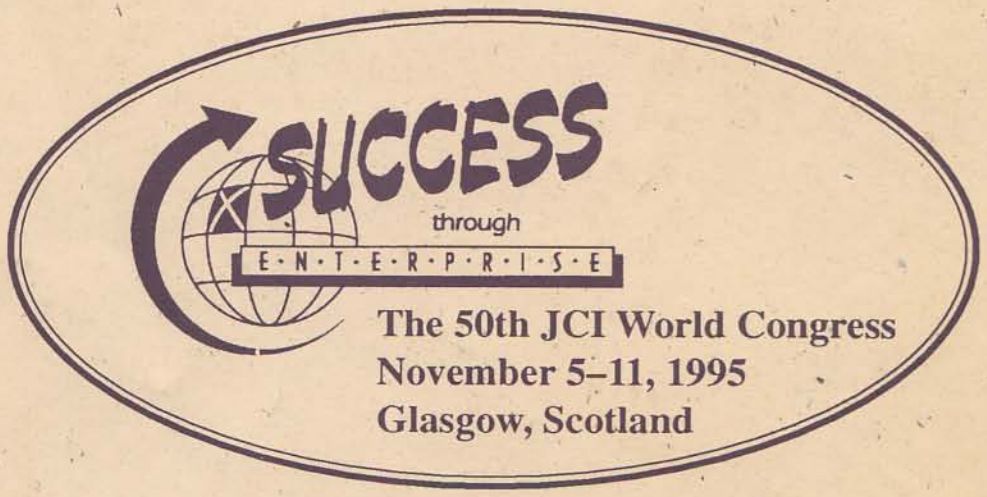
- Conducted site inspection to Porto Carras, Greece, the 1996 Area D Conference site, to review logistical arrangements and room availability for training and seminars. Worked out a tentative schedule of events to arrange business events such as the "Open Forum," Speaking Competition, and others. A flyer for NOM-sponsored seminars was mailed.

JCI AWARD PROGRAM

- Managed the JCI Awards Program by updating the Awards Manual, supervising inventory of trophies, and communicating with sponsors.

- Prepared the Awards Judges session and the handling of the trophies at the JCI World Congress.

- Provided support to the Awards Ceremony at the JCI World Congress. □




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