

Y'S
MEN
INTERNATIONAL



Club President's Manual

Preface

to the original manual

To the Club President:

Service organisations need leaders with ability to carry out the necessary functions effectively. To lead the club toward achievement of its goals the leader must know about Y'sdom, its activities and the responsibilities of the various officers. This manual will help you to know the basic principles for setting goals and plans for implementing programmes.

Some club constitutions have provision for election of the President-Elect a year or a few months in advance, with a view to giving him/her the chance to take training from the outgoing President, to allow time to set goals and to organise plans of action. Hence duties and responsibilities of the President are divided into two parts:

- pre-installation duties; and
- post-installation duties.

I suggest that you examine this manual closely, use it as a reference book from time to time, preserve it together with other pertinent materials and turn in over to your successor.

For further information you should always feel free to call for help, especially from your District Governor or, if need be, from your Regional Director.

This manual was initially prepared by the Area India Sub-Group (chaired by C. George Joseph) of the 1986/87 Leadership Training Material Task Force. It was finalised by the 1987/88 Leadership Material Task Force (chaired by Harry Frick, USA). The intent is to provide assistance to you in carrying out the responsibilities for which you were elected. Many of the identified duties of yourself and your fellow officers and the respective dates for accomplishment are appropriate only for clubs within a particular hemisphere or even nation. I suggest that, when you find such a situation, you consider the need for and the advantages of that duty or activity and place it on the calendar and in the list of officer duties where it is most fitting.

I offer my sincere best wishes for a successful term of office.

Lars-Gustaf Winberg
International President, 1988/89

(The manual and illustrations were updated in March 2000. The illustrations on pages 10, 11 and 12, taken from the original manual, are by Olle Lundgren.)

Table of Contents

Preface	p. 3
Club Organisation	p. 5 - 6
Duties of the President	p. 7 - 15
Pre-Installing Duties	p. 7 - 13
Post-Instillations Duties	p. 13 - 15
Appendices	
I. Duties of President, Secretary and Treasurer	p. 16 -18
II. Model Meeting Agendas	p. 19
III. Model Club Charter	p. 20 - 21
IV. Model Club Goals	p. 22
VI. Abbreviations used in Y's Men International	p. 23 - 24

Club Organisation

Every structure must have a proper foundation, whether it is a building or an organisation. Y's Men International is a worldwide service organisation and its basic foundation is the individual Y's Men's Club. Hence Y's Men's Clubs and their members are the most important part of Y's Men International.

Each club must also have an organisation



— a definition of officers, committees, responsibilities and relationships. But this definition will not be the same for each club. Not only do our clubs have differences in national cultures and methods of doing business but also in club size and interests. The larger and more active club will most likely have a more complex organisation.

Club Officers

The duties of club officers can be defined as leadership and management. These include establishing the objectives and direction of the club and guiding the members and committees in that direction, as well as performing the necessary routine functions of the day-to-day operation. The number of people required to do these things will increase as the club size increases. As the club becomes more established and the membership grows, so also will the activities – and the need for a more structured organisation.

The following groupings indicate how the organisation of a club may change as the club grows from its charter group of perhaps fifteen Y's Men to a large, highly-structured club. One of the important responsibilities of the club Executive Committee or the Board of Directors is to continually examine the organisation to make sure that it is appropriate for the current situation.

1. President
President Elect/Vice President
Past President
Secretary/Treasurer
2. President
President Elect/Vice President
Past President
Secretary
Treasurer
3. President
President Elect/Vice President
Past President
Secretary
Treasurer
Board of Directors
4. President
President Elect/Vice President
Past President
Secretary
Treasurer
Board of Directors
Sergeant-At-Arms/Fines Master
5. President
President Elect
Past President
Vice President, Programmes
Vice President, Membership
Secretary

5. President
 President Elect
 Past President
 Vice President, Programmes
 Vice President, Membership
 Secretary
 Treasurer
 Board of Directors
 Sergeant-At-Arms/Fines Master
6. President
 President Elect
 Past President
 First Vice President
 Second Vice President
 Third Vice President
 Secretary
 Treasurer
 Board of Directors
 Sergeant-At-Arms/Fines Master

Committees

Although the officers provide the leader-



ship of the club and manage the day-to-day operations, it is the committees that carry out the activities for which the club was originally created. The committees are appointed by the officers or the Board of Directors and provide the opportunities for each club member to do those things for which he/she has joined. As appointees the committees are responsible to the officers, the Board and the membership as a whole.

While committees are often categorised into “standing” or “special”, some may be combinations of the two. Standing committees are usually defined as those that are formed at the beginning of the year and continue to function throughout the entire term of the

officers. Examples of these might be the club Social Committee, the Youth Involvement and Activities Committee and the Membership Committee.

Special committees are normally those that are formed for a particular purpose for a period of less than the entire club year. Examples might be the Christmas Tree Committee, the Audit Committee and the Founder's Day Committee.

The Work Project Committee is an example of a committee that may be a combination of “standing” and “special”. Although formed at the beginning of the year, this committee may have several, totally separate projects as the year goes on. The committee meets to plan, organise and carry out each project as suggested during the year.

While it is not always possible (and sometimes not desirable) the club will find it easier to operate if most of the committees are “standing”. As projects or activities arise during the year they can be immediately assigned to the appropriate committee rather than requesting volunteers or establishing new committees. In addition, one of the responsibilities of each committee is to identify such projects for suggestion to the club membership. Having standing committees also makes it easier to assimilate new members into the club by their appointment to committees of their choice.

SIGN UP! 

Duties of the President

Pre-Installation Duties

Your success as President depends greatly on your willingness and enthusiasm in effectively utilising the pre-installation period for:

- Learning
- Team Building
- Goal Setting
- Planning and Budgeting
- Training

Learning about Y's Dom

Y's Dom had its beginnings at a time when the luncheon club movement was spreading rapidly in the United States. The Rotary-movement had started in Chicago in 1906. The Exchange Club followed in 1913 and Kiwanis, Lions and other move-ments came in the next few years.

There were attempts to form similar clubs in connection with the YMCA. These were not successful until, in October 1920, a young attorney in Toledo, Ohio, Paul William Alexander, tried to capitalise on the luncheon idea. Seventeen ardent volunteer YMCA workers formed a Booster club within the Toledo YMCA and called it the Tolymca Club. Paul William Alexander saw in the sentiment of this group a splendid opportunity to consolidate the enthusiasm of these YMCA workers. When the number grew from 17 to 75 he brought about a constitution and the suggestion that the name be changed to Y's Men's Club. The idea grew rapidly.

The first club outside the United States was organised in Sydney, Nova Scotia, Canada. Paul Alexander, who later became a judge, felt the time was opportune to make the movement truly international and called a meeting of representatives of all clubs in November 1922, in conjunction with a YMCA conference in Atlantic City. The International Association of Y's Men's Clubs was born, with Judge Alexander as the first International President. The name of the association and its motto were adopted at

this conference and, in a very short time, the movement spread to many countries. Already in 1924, the first club outside North America was formed in Shanghai, China.

Y's Men's Emblem

The Y's Men emblem consists first of a red triangle, the symbol long employed by the YMCA to denote its three-fold programme of spirit, mind and body building. In the upper border of the triangle appears the word "INTERNATIONAL", indicative of the scope of our purposes. Within the triangle a golden star sheds rays of light. This star symbolises the Star of Bethlehem. Just as that star served as a guide to the Wise Men of the East, so shall this golden star, which also represents the ideals of our club, serve as a constant guide to the Y's Men of today and lead them to a true re-alisation of the nobility of unselfish service.



The Motto

The motto of Y's Men is "*To acknowledge the duty that accompanies every right*". Y's Men adopted this motto because of the tendency of most people to insist upon full enjoyment of their rights while remaining oblivious to the corresponding duties giving validity to such rights. The motto is a constant challenge to Y's Men to pay less heed to the enforcement of their rights and

corresponding duties – to transfer the emphasis from rights to duties.

The Purpose and Objectives

The International Association of Y's Men's Clubs is a worldwide fellowship of persons of all faiths working together in mutual respect and affection, based on the teachings of Jesus Christ, and with a common loyalty to the Young Men's Christian Association, striving through active service to develop, encourage and provide leadership to build a better world for all mankind.

The objectives of all affiliated clubs are:

- To function primarily as service clubs for the YMCA
- To support other worthy organisations
- To encourage justice in civic and international affairs, abstaining always from party politics
- To keep members informed on and actively involved in religious, civic, economic, social and international matters
- To cultivate good fellowship
- To support International, Area and Regional projects of the Association

Learning about the Organisation. International Leadership

An International President (IP), elected in a mail ballot by the clubs, leads Y's Dom. The IP, the Past International President (PIP), the International President Elect (IPE), the International Treasurer (IT) and the International Secretary General (ISG) form the group called the International Executive Officers (IEOs). The International-Headquarters are located in Geneva, Switzerland, as is the World Alliance of YMCAs.

There are a number of International Service Directors (ISDs) appointed by the IP to give leadership to specific projects and programmes (Alexander Scholarship Fund, Brotherhood Fund, Time of Fast-Global

Project Fund, Youth Educational Exchange Programme and many others).

On the international level the Executive Officers make executive decisions and monitor the operation of the international movement. However, they cannot take any decisions regarding the international constitution or the budget nor make any policy decisions regarding programmes. These questions are so-called "legislative matters" and are considered by the International Council consisting of 15 members elected in a mail ballot by the clubs in each Area.



Each Area shall be represented on the Council by one (1) member. Two seats shall be occupied by Young Members not from the same Area, elected by the Areas on a rotational basis Area Leadership. The remaining seats shall be allocated to the Areas based on the proportion of paid membership of the Area to the total paid membership of the Association

Area Leadership

In Y's Dom the world is divided into nine Areas, namely Africa, Asia, Canada/Caribbean, Europe, India, Korea, Latin America, South Pacific and United States of America. An Area President leads each area and is elected in a mail ballot by the clubs in the Area. Area Service Directors (ASDs) are appointed by the AP to coordinate the work of the respective Regional Service Directors (RSDs).

Regional Leadership

Each Area is divided into Regions, each of which is led by an elected Regional Director (RD). Helping the RD are the Immediate Past RD, the RD Elect, a Regional Treasurer and a Regional Secretary as well as the RSDs appointed by the RD to promote the different programmes and projects.

District Leadership

Regions are usually divided into Districts. Each District is led by a District Governor (DG) who is assisted by a DG Elect or Lieutenant DG or Vice DG, as well as the Past DG.

Club Leadership

Each District is made up by clubs, each led by a Club President (or Club Chairman/Chairwoman in countries where the title "President" is reserved for the Head of State). Such other officers assist the President as the individual club sees fit to elect (usually a President Elect/Vice President, Treasurer and Secretary). In conjunction with these officers and in accordance with the club constitution, the President appoints project and committee chairpersons to plan and coordinate programmes and projects.

Club Membership

The membership of each local club may consist of men or women or both. Local conditions will decide the nature of women's involvement in your club. In many places the increased involvement of women goes parallel with a trend of more family-oriented programmes in the Y's Men's Clubs.

Rather than participating as regular club members, wives of Y's Men and other women may form Y's Menettes Clubs to plan and carry out programmes and projects of their own in support of the affiliated clubs, the YMCA and the community at local, District, Regional, Area and International levels.

Y's Youth Clubs

Y's Youth Clubs may be auxiliaries of Y's

Men's Clubs. Membership consists of young people aged up to 18 (usually 15 to 18). Both membership and age group are left to the discretion of the sponsoring Y's Men's Club. The objectives of the Y's Youth Clubs are to foster good character and civic sense and to develop and encourage the talents of the members.



Young Member Clubs

There also exists a non-restrictive category of club for 26 - 40 year olds. People in this age bracket may also form or become part of traditional Y's Men Clubs.

Learning about Y's Dom's Programmes

Our international organisation promotes and coordinates many programmes intended to provide service and assist in the solution of problems that are beyond the capability of an individual club. An additional purpose is to promote the international aspect of our organisation. To be really meaningful, each club should adopt these programmes. In reality, not all clubs can be actively involved in all of the programmes. However, you will see that participation to some degree is not only possible but will be of real benefit to your club.

Alexander Scholarship Fund (ASF)

This fund is named after our Founder, Judge Paul William Alexander, and has as its purpose to help young people become YMCA staff members. In some cases it also provides funding for further training of those who have already started a career in the YMCA.

Brotherhood Fund (BF)

The Brotherhood Fund promotes world fellowship among the clubs, among members of clubs and with the YMCAs throughout the world, through financial grants for inter-regional visitations by "Brotherhood Fund Delegates".

Endowment Fund (EF)

The Endowment Fund receives contributions from clubs and members in memory or honour of some person (not necessarily a Y's Man) or to mark a special events. An appropriate message and, in the former case, the person's name are written in the "Golden Book" which is on permanent display at the International Headquarters. Part of the earnings received from the Fund is used to further the cause of Y's Dom, the principal remaining untouched.

Extension and Membership – Conservation (EMC)

This is an extremely important programme for the growth (and sometimes the survival) of our movement.

"Extension" means the starting of new clubs to serve more YMCAs and communities.

"Membership" is a reminder that we need to work continuously to increase the membership of our clubs.

"Conservation" stresses the importance of dealing with the fact that we lose members and clubs for various reasons.

International Brother Clubs (IBC)

In this programme individual clubs establish a close relationship with one or more other clubs, usually, but not always, in a different country. The first contact may be at an international convention or through the personal visit of one Y's Man to another country. The IBC team can also arrange the contact.

Contacts between clubs may consist of exchange of letters, slides or audio/video cassette tapes telling about the activities of each club. There may also be an exchange of handicrafts that can be sold at a club programme featuring the brother club country, with the income going to the Brotherhood Fund.

Clubs in industrialised countries may undertake/support a project together with the brother club in a less privileged country. Visits by club members may be arranged.



Short Term Exchange Programme (STEP)

This programme gives young people aged 15 - 25 years the opportunity to spend 3 - 11 weeks with a Y's Man's family in another country or region of a country. It developed out of a desire to offer an international experience to those unable or unwilling to participate in the longer exchange offered by the Youth Educational Exchange Programme (YEEP).

Time of Fast-Global Project Fund (TOF - GPF)

In this programme each member is asked to skip one meal (or more) and donate the cost of the missed meal(s) in the respective country to TOF-GPF. There are two reasons for this:

- We will, even if in a small measure, get some idea of what it means to go hungry, thus reminding ourselves about the millions of people for whom this is a daily reality;
- The money from the clubs throughout the world will be used to support educational and self-help projects and for emergency relief.

Youth Educational Exchange Programme (YEPP)

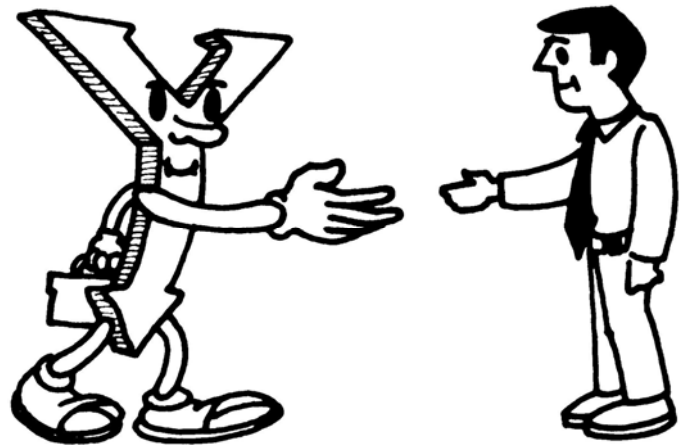
This is a programme where youth aged 16 – 18 years are given the opportunity to study for one year in a foreign country. The student is hosted by a Y's Man family and lives as a member of that family during the year. The programme is open to host families who will house a student from another country and to families who want to send their youth away for an unforgettable experience.

Learning about Y'sdom and the YMCA

George Williams and his associates founded the YMCA in 1844 in London with the emphasis on spiritual activities. Its leaders realised that the spiritual growth of individuals could be enhanced only if intellectual and physical needs were met in a wholesome way. Paul William Alexander, in founding the first Y's Men's Club, was also meeting these needs – fellowship and service through the YMCA. So Y's Men became "men of and for the YMCA".

Our international organisation continues this relationship with the YMCA and our international constitution clearly defines this re-

lationship as quoted under "Purpose and Objectives" on page 8 above. The World Alliance of YMCAs and Y's Men International outline the relationship between the YMCA and Y's Men in the document "Principles of Partnership" signed in 1981. That document has since been adapted and signed on various Area, Regional, national and local levels. The Alexander Scholarship Fund is used exclusively for the training of YMCA professionals. Our organisation has



a representative with voice but no vote on the Executive Committee of the World Alliance of YMCAs, whose chief task is to promote goodwill and understanding between the two organisations at all levels, and the World Alliance of YMCAs is represented at meetings of the International Council of Y's Men International. Local clubs have special service projects for the YMCA and joint programmes and projects are sponsored as often as possible.

Team Building

As Club President you will realise that you cannot function alone. You require a team to assist you in accomplishing your tasks and you will need to delegate responsibilities.

In addition to the current President (who will soon be Past President), the person who will be serving as President Elect during your term and any other club officers, you will have the opportunity to appoint individuals to positions of responsibility. For all of these people to work together with team spirit there are certain things you must do.

- Call your team together during your pre-installation period, consult them and get more ideas.
- Encourage your team to create files on



their specific responsibilities.

- Involve your team in decision-making and goal setting.
- Have good personal contacts, besides having frequent mail and telephone contacts.
- Ensure that your team attends leadership-training programmes.
- Give praise for good work done.

Goal Setting

Goal setting can be very difficult. But if you are to accomplish anything during your term of office you need to establish directions by identifying what is to be done and when you hope to do things.

The following are a few suggestions.

- Study the goals and accomplishments of previous years.
- Determine the reasons for non-

achievement, if possible.

- Have your team and club participate in goal setting. People who have been involved in setting the goals will usually participate more fully in attaining them.
- Survey the needs of your members (spiritual, material, need for recognition, etc.). Club programmes should contain the following elements: fun and fellowship; attractive venue; good programme content (speakers, etc. and have programmes planned for the year); meaningful projects.
- Survey the needs of your community. This will give the information needed to provide community service projects in partnership with the local YMCA, your own community service projects and community service projects together with other groups.
- Make your goals realistic and achievable.
- Identify goals that are innovative, in the sense of undertaking new projects, introducing new operating procedures, finding better ways of doing things.
- Identify goals in the area of problem solving, such as members not attending meetings.
- Establish a method of evaluating proposed programmes and projects. Without continuous evaluation you cannot take steps to prevent failures.



Planning and Budgeting

In order to accomplish any of these goals, plans are necessary. These should include not only what is to be done but also the financial requirement.



Tasks to be done might include the following.

- Relate goals to specific committees or appointees.
- Consult with the particular person(s) to ensure agreement and understanding.
- Establish exactly when the goal is to be reached.
- Develop general plans for accomplishment, allowing the committee or team to get specific.
- Establish a date by which the finished plan is to be presented to the officers or board of directors.
- Insist that financial estimates be provided with the plans.
- Develop a schedule by which smaller portions of the programme are to be accomplished.
- Ensure that the smaller tasks and the intended schedule will allow for evaluation of progress toward final attainment of the goal.

Training

To have a well-functioning team (including the President) it is necessary that proper

training be provided. This can be done in a number of ways, all of which should be used.

- Make sure that as early as possible your team members become familiar with actions of their predecessors.
- Involve the team members in your decision making process, from the initial goal development to the planning for programme evaluation.
- Participate fully in all training sessions provided by your District, Region and Area. Take every opportunity to discuss club activities with those who have taken this road before you.
- There is a host of material available to help you in preparing for and carrying out your office. Contact first your District Governor or Regional Director for material adapted for use in your Region. Every year IHQ sends to RD Elects a list of printed material available from IHQ and distributed via Area and/or Regional supply offices.

Post-Installation Duties

You have been making great preparations for your term of office. The time has now come for you to implement the plans of action to achieve the goals that you and your team have set. There are five main functions that you must complete:

Communicating
Motivating
Monitoring
Reporting
Training.

Communicating

Your prime responsibility is to get things done through your team. How well you manage depends on how well you communicate. However, communication is a two-way street – you must communicate with your fellow officers, your chairpersons and your members and you must insist upon return communication. It is your responsibility to ask the proper questions of your team members so that they keep you informed also.



Regarding actions and information on the Regional, Area and International level, most communication will come to you as Club President.

Therefore, you are responsible for distributing this information to the members. This is most easily done at club meetings but you must also have a system for distribution to those members who are not in attendance.

The importance of regular newsletters cannot be overemphasised. These should be published at least monthly, if not more frequently. They can also be used to communicate your club activities to District, Regional, Area and International officers.

A personal rule should be always to respond to letters and other requests for information. Response should never be postponed beyond one week. If you are unable to collect the desired information for the response within that time, an interim reply

should be sent acknowledging receipt of the request and explaining when the required information will be sent.

Motivating

Motivation means that you must encourage your team in their efforts to accomplish their responsibilities. They must feel that they are part of the decision-making process and that their contributions are fully appreciated.

Monitoring

In the earlier planning by you and your team you identified specific tasks and established schedules for their accomplishment. By continually communicating these plans and receiving communication in return as to progress, you can ensure timely completion or early identification as to failure to complete. You will then be able to take corrective actions as necessary.

This may mean adjustment of the goal if perhaps it was too unrealistic. Or it may mean adjustment of the plan for accomplishment, including the appointment of additional persons to participate in the effort.

Reporting

As you receive reports from your programme and project chairpersons, you also need to provide reports to the other club members. In addition you will be called upon to report to District and Regional officers as to what is happening in your club. The work of monitoring our programmes on the Area and International levels becomes a very time-consuming and difficult process. Hence it will be very helpful if you send your reports on time.

One example, which clearly shows the importance of timely reporting, is the bi-annual report of the name and address of the Club President and the number of members to your Regional Director. These reports are required as of 1 August and 1 February and are used to ensure that information is distributed to the proper persons. They are also used to determine dues that are required from the clubs and to establish voting privileges. Regional, Area and International budgets are based upon these figures and strongly influence the type and quantity of services that are made available to your club.

As you are well aware from the pre-installation activities, one of your important duties as Club President is to train your successor (in most cases the President Elect). As your year of office has moved on you have gained vast experience and as the time approaches for you to give up office, you want to ensure that your successor is as adequately trained as you. While you have certainly had this person participate with you in your many duties, you must also make sure that files and records are in proper form.

Training



Full steam ahead!

Appendix I

Duties of the President, Secretary and Treasurer

Duties of the President, Secretary and Treasurer

The following paragraphs list club officers and their respective duties. This list is intended to be representative and is not necessarily one that you would find most appropriate for your club and the way your club operates. For example, a club may have a President Elect, more than one Vice President and/or additional elected members to form a Board of Directors with the Executive Officers.

The two most important points in these paragraphs are:

All of the listed duties (and perhaps you can add to the list) should *be done by someone*, but not necessarily the club officer listed here; and Club officer duties *begin before* installation.

President

As the chief executive and most important Y's Man in the club you have overall responsibility for the club and its activity. The success of your club depends mainly upon your skill and conscientiousness as a leader.

Pre-Installation Duties

- Learn about Y's Dom and its activities and about your own club
- Build a compatible team to assist you
- Train your team
- Set goals for your term, in consultation with your team and committee chairpersons
- Devise a suitable budget, in cooperation with your Treasurer

- Develop, with your team and chairpersons, plans to achieve the goals
- Prepare a calendar of events for your

term

Post-Installation Duties Meetings

- Finalise the agenda for the meetings of the club and the Board of Directors in consultation with the Secretary and the Programme Committee Chairperson
- Preside over all meetings of the club and the Board of Directors
- Cast the deciding vote at the business meetings of the club or the Board in the event of a tie
- Read relevant portions of newsletters, circulars, etc., received from RD, RDE, RSDs, DG, etc. at club meetings or see that these are read by the Secretary
- Convene special meetings of the club or the Board as required
- Start and close the meetings on time

Region and District

- Participate, if possible, in all Regional, District and inter-club meetings
- Make sure that the Secretary sends reports to the Region, District and various Service Directors within the time stipulated
- See that visits of Regional and District officers are organised as important functions
- Attend to correspondence promptly

Committees

- Constitute committees at the first meeting of the Board and ensure periodic meetings
- Make sure that every member of the club serves on at least one committee
- Support the work of the committees and get regular reports from them

Membership/Extension

Maintain club membership at a high level. Consider sponsoring at least one new club during your term of office.

General

- Get actively involved in YMCA programmes
- Be fully conversant with your club constitution and knowledgeable about Regional and International constitutions
- Know your District, Regional, Area and International officers and be conversant with the rules of protocol.
- Organise inter-club meetings and activities
- Invite presidents and secretaries of other clubs to attend special meetings
- Maintain good public relations with club members and the public at large
- Be knowledgeable about rules/criteria for District, Region, Area and International awards

Secretary

As Club Secretary you are the President's most important assistant. While many of your duties may appear to be of a routine nature, your efforts will greatly contribute to the smooth functioning of the club and the appearance of your club to outside persons and organisations.

Pre-Installation Duties

- Help the President in choosing the right persons as chairpersons of com-

mittees

- Assist the President in arranging one or more meetings of the Board in the months prior to your term of office, to finalise committee plans and formulate the plans of action for your year in office
- Assist the President in arranging a joint meeting of your Board and the outgoing Board for the purpose of continuity
- Be conversant with your Club, Regional and International constitutions

Post-Installation Duties

Taking Over

- Obtain the club charter and keep it in safe custody
- Obtain the inventory of the club properties and the history of the club
- Prepare your club's calendar for the Y's Dom year in consultation with the President and the Programme Committee Chairperson
- Compile a list of members with full addresses, telephone numbers and names of spouse and children, with dates of birth for all
- Prepare a mailing list of the Regional and District officers and other people as appropriate

Meetings

- Prepare the agenda for the meetings of the Board in consultation with the President
- Prepare the agenda of the club meetings in consultation with the President and the Programme Committee Chairperson
- Place before the Board all important correspondence up to the date of the meeting of the Board

- Take and maintain minutes of the meetings of the Board and the General Assembly and a summary of the regular meetings of the club

Region and District

- Attend to correspondence promptly; assist the President in all correspondence
- Send the half-yearly reports to reach the Regional officers and DG by the required dates
- Send monthly reports to the Regional officers and DG immediately after the close of each month
- See that Regional officers and DG are on the club bulletin mailing list
- Be fully conversant with the award rules

General

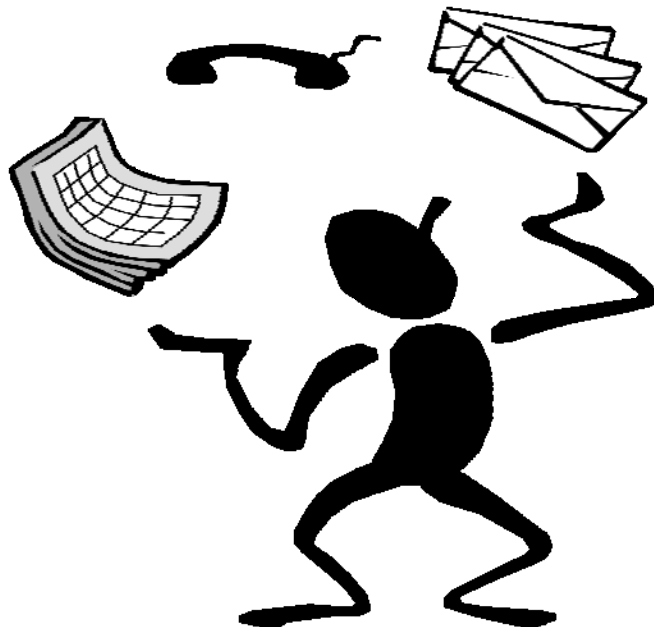
- Get actively involved in YMCA programmes.
- Send brief reports of club activities to the editor of the Regional bulletin each month and periodically to the editor of *Y's Men's World*.
- Publicise club activities through the leading local news media
- Maintain a project register wherein you enter all projects, major and minor
- Know the International, Regional and District officers and be conversant with

the rules of protocol

- Maintain a visitors book

Treasurer

- Develop a suitable budget in cooperation with the President
- Receive and control all accounts of the club funds and administer the same
- Keep a full and correct account of all income and expenditure and submit it at each meeting of the Board
- Operate the accounts of the club jointly with the President or the Secretary of the club
- Remit yearly dues to the Regional Treasurer on or before 15 August and 15 February at the rates prescribed by the Region; remit all other dues as required
- Issue periodic statements to each member for dues and other financial obligations owed to the club; ensure that each member pays the agreed dues on time
- In consultation with the Board, get the accounts of the club for the year ended 30 June duly audited and presented promptly to the club membership



Appendix II

Model Meeting Agendas

The following model agendas should be modified according to the requirements of your club. Before the meeting is called to order, a member of the club may adorn the President with the President's collar. Programmes may be arranged after the meeting. To promote fellowship among club members, sufficient time should be allowed both before and after meetings for socialising. When the club meets more than once a month one of the meetings could be convened as a business meeting.

Club Meeting

1. Meeting called to order
2. Invocation
3. Self-introduction
4. Welcome/introductory remarks
5. Introduction of guest speaker
6. Address by guest speaker
7. Discussion
8. Announcements
9. Vote of thanks

Board Meeting

1. Meeting called to order
2. Invocation
3. Self-introduction
4. Welcome/introductory remarks
5. Minutes
6. Correspondence
7. Old business
8. New business
9. Committees' reports
10. Decisions of Board/Club Assembly
11. Announcements
12. Vote of thanks

Inter-Club Meetings

Clubs are encouraged to organise inter-club meetings at least once a year, inviting clubs in the District and even in other nearby Districts. Such meetings can be a forum to exchange ideas on important issues and problems and may be combined with a picnic, entertainment, etc.. Family participation should be encouraged so that all have a wid-

er opportunity for fellowship and understanding.

Attendance at Meetings

An attendance register shall be maintained. A club member who is unable to attend the regular meeting of his/her club may make up attendance and be deemed to have been present for this purpose in the following manner:

- Attending a meeting of any Y's Men's Club
- Attending any special meeting scheduled or sponsored by one's own club.
- Attending a meeting of the Board of one's own club
- Attending the District Conference convened by the District Governor
- Attending the International, Area, Regional or District Convention or any other recognised Y's Men's meeting
- Not being a member of a club at the place where the Regional Office is situated, visiting the Regional Office during the same month
- When absence is due to illness the attendance is made up on information of illness being given
- When absence is due to military service, jury duty, elected Government position or other statutory requirements, it is for the Board of Directors of the club to decide if credit should be given
- When a Y's Man has to perform occupational duties for an extended period at a place from which he/she cannot readily attend a Y's Men's club meeting, at the discretion of his/her club he/she may be granted attendance

A meeting referred to in the above Rules must be no more than 14 days before or 14 days after the club meeting.

Appendix III

Model Club Calendar

The following is a model calendar for a club for a year. Realising that Programme Emphasis months, summer holiday seasons and national holidays are different in the two hemispheres and in different nations, you must adapt this calendar to fit your club.

In addition, these activities are not meant to be all-inclusive, but merely suggestions for your own planning and a guide for club evaluation.

Every Month

The following should be done each month

- Send monthly report of activities in the prescribed form to reach DG and, in some Regions, RD before the 10th of the succeeding month
- Convene at least one regular meeting of the club, the more the better
- Conduct at least one Board Meeting
- Conduct at least one project
- Arrange meetings of as many committees as possible
- Send club bulletin at least to DG, RD, RD Elect, RSDs and Regional Bulletin Editor
- Pay attention to public relations, e.g., have club meetings/activities mentioned in local news media

July

Takeover from predecessor

- Consult Immediate Past President, DG, DG Elect and your team
- Get files from Immediate Past President
- Send list of club officers to DG, RD and RD Elect
- Receive roster forms from District/Region.
- Submit first semester report in the prescribed form, giving names and ad-

dresses of members by 31 July

- Get Regional goals, award criteria and Regional family list from RD
- Get District family list from DG
- Publish first club bulletin.
- Sub-committees should meet and plan and report to President
- Plan for the major service project of the year.
- Coordinate with DG and RSD LT for attending Leadership Training.

August

Community Service Emphasis Month

- Pay first semester International, Area and Regional dues to RT by 15 August
- Furnish a copy of current year's budget to RD, RS and RT before 15 August
- Send audited accounts for the previous year to RS before 15 August

September

Membership – Conservation Emphasis Month

- Assess progress of the plans for the major service projects

October

Extension Emphasis Month:

Y's Men, Y's Menettes and Y's Youth.

- Celebration of United Nations Day.
- Organise a club assembly to evaluate what has been done and to plan for the future.
- Attend District Council meeting

November

International Brother Clubs Emphasis Month

- Participate in District activities

December

Christian Emphasis Month

- 8 December — Founder's day (Paul William Alexander's birthday)
- Christmas Celebration
Christmas time –ideal time for a family gathering
- If a Y's Menettes Club is active, report on it to RD, RS and DG
- Send voting ballots for International Officers to IHQ

January

Brotherhood Fund Emphasis Month

- Attend District Council meeting
- Review club's goals and progress; re-set goals if need be
- Submit second semester report in the prescribed form, giving names and addresses of members, by 31 January

February

Time of Fast Emphasis Month

- Funds for TOF-GPF to be collected by fasting or other ways
- All sub-committees to meet and review progress
- Appoint a Nominating Committee or commence any other appropriate action for the election of club officers for the next year
- Pay second semester International, Area and Regional dues to RT by 15 February
(Otherwise the club loses good standing.)

March

Youth Representative Emphasis Month

- Short Term Exchange Programme
- Youth Educational Exchange Programme

- Youth Involvement and Activities
- Elect club officers for the next year and report names and addresses of elected club officers to RD, RDE, DG and RS.
- Send nominations for Regional posts to RD before 31 March

April

Leadership Training Emphasis Month

- Attend leadership training for the newly elected club officers for the next year.
- Complete major projects before 30 April
- Select delegates to the Regional Convention
- Send notice of amendments to constitution or any resolution to be discussed at the convention to RD before 30 April
- Collect, calculate and report contributions to the international programmes

May

Alexander Scholarship Fund

- Send brief history of the club and comprehensive report of the year up to the end of April to RD, RS and DG before 10 May
- Pay convention charges fixed by the District/Region
- Remit international programme contributions collected to the RT by 15 May

June

- General Assembly to pass the club report and the statement of accounts
- Declare club awards, if any
- Attend District Conference and Regional Convention
- Organise smooth transfer of office to the new President
- Make any final payments for the year

Handover to successor.

Appendix IV

Model Club Goals

The following are model goals for your club year. It is important that these goals be realistic and attainable in view of the health of your club. It is also important that they be willingly accepted by the club membership as a whole. Therefore, they must be developed with membership participation.

1. Extension and Membership – Conservation

- Net addition to membership 5%
- Sponsor new Y's Men's Club with Y's Menettes Club and Y's Youth Club

2. International Projects

- Alexander Scholarship Fund (ASF) US\$ 50
- Brotherhood Fund (BF) US\$ 5 per member
- Endowment Fund (EF) US\$ 100
- International Brother Clubs (IBC) 1 Brother Club
- Short Term Exchange Programme (STEP) 1 youth to be nominated and 1 youth to be hosted
- Time of Fast-Global Project Fund (TOF-GPF) Minimum goal: price of meal in the country multiplied by number of members in the club
- Youth Educational Exchange Programme (YEPP) 1 student to be nominated and 1 student to be hosted

3. Leadership Training

- Two-day programme for all club officers

4. Communication

- Club reports on time
- Bulletin/newsletter published regularly

Appendix V

Abbreviations used in Y's Men International

AP	Area President
APE	Area President Elect
AS	Area Secretary
ASD	Area Service Director
ASF	Alexander Scholarship Fund (changed from PWASF)
AT	Area Treasurer
BC	Brother Club
BE	Bulletin Editor
BF	Brotherhood Fund
BFEC	Brotherhood Fund Expenditures Committee
BF ECC	Brotherhood Fund Expenditures Committee Chairperson
Chp	Chairperson
CE	Christian Emphasis
CS	Community Service
DG	District Governor
E	Extension
EF	Endowment Fund
H	Historian
HC	Host Committee
HCC	Host Committee Chairperson
IBC	International Brother Clubs
IC	International Council or International Convention
ICC	International Convention Committee
ICCC	International Convention Committee Chairperson
ICM	International Council Member or International Council Meeting
ID	International Director, Y's Menettes
IEO	International Executive Officer (IP, IPE, IPIP and IT)
IHQ	International Headquarters
IP	International President
IPE	International President Elect
ISD	International Service Director
ISG	International Secretary General (also abbreviated to SG)
IT	International Treasurer
ITC	International Travel Coordinator
LDP	Leadership Development Programme
LT	Leadership Training

MC	Membership - Conservation
PIP	Past International President
PR	Public Relations
PRD	Past Regional Director
RD	Regional Director
RDE	Regional Director Elect
RS	Regional Secretary
RSD	Regional Service Director
RT	Regional Treasurer
S	Supplies
STEP	Short-term Exchange Programme
SFA	STEP for All
TC	Travel Coordinator
TF	Task Force
TOF	Time of Fast
WA	World Alliance (of YMCAs)
WAL	World Alliance Liaison to Y's Men International
YEEP	Youth Educational Exchange Programme
YIA	Youth Involvement and Activities
YI	Youth Intern
YL	Y's Men International Liaison to the World Alliance
YMCA	Young Men's Christian Association
YR	Youth Representative
YRM	Youth Representative Mentor



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