



EMC MANUAL

Guidelines for
EXTENSION & MEMBERSHIP CONSERVATION



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Nota Bene: In this document, the term “club” means a YMI affiliated club, chartered under any of the official names, e.g. Y’s Men’s Clubs, Y’s Women’s Clubs, Y Service Clubs, Y’s Men and Women’s Clubs.

Preface

New members are not only vital to survival of your club but are also a key to healthy development of Y’s Men International (YMI) as a whole. Keeping this in mind, each YMI affiliated club should be aware of and incorporate into its own strategies for extension (and conservation) the membership targets of the higher levels (e.g. annual AP/IP targets, as well as overall international long-term goals) A dynamic expansion of membership broadens the base of the club in the community. When the performance of the club improves, the club's stature in the community improves with it.

When the experience of new members is added to the pool of knowledge, it makes the club increasingly capable of meeting the community's needs and makes membership even more stimulating and interesting. New members bring fresh ideas and potential future leadership.

Current international (Towards 22) goals include extending YMI to at least 50,000 members based in 100 countries by 2022. To assist in achieving these targets, some core challenges have been established within the framework of [Challenge 22](#), the current operational plan for meeting the 2022 targets — among these are that each year, every club member recruit at least one new member and each club sponsor at least one new club.

The 100-Day Membership Campaign has been a recent inclusion as part of Challenge 22 to encourage clubs to become involved and plan more deliberately for extension in their Districts, Regions and beyond. View [Membership Campaign video](#).

www.ysmi1.org



This manual is divided into three main parts: Extension or chartering of new clubs, Membership Growth or adding new members to existing clubs and Conservation or keeping existing members and clubs.

Part I: Extension/New Clubs

Introduction

An organisation never stands still — it either grows or it declines. With this in mind, there should be a continuous emphasis on chartering new clubs. Through sharing “goodness” with others and expanding our worldwide presence, Y’s Men International (YMI) develops its ability to *build a better world for all humankind* — our overlying mission.



In 2020, YMI is present in around 70 countries throughout the world, but there are YMCAs in 119 countries. If YMI is to reach its full potential as an effective service organisation to the YMCA, it must continue to strive to have a club linked with every YMCA.

However, a YMCA connection is not a prerequisite for starting a club. There is unlimited potential for chartering clubs in locations with no YMCA. And, with commitment and the right environment, these clubs can sometimes facilitate the establishment of a community YMCA, which is a most desirable outcome.

Preparing to Charter



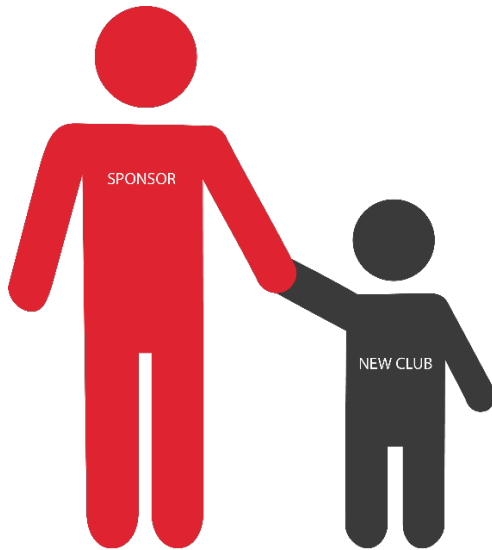
A. Being a Sponsor

Sponsor Clubs are the main supporters of new clubs. It is important that all charters are supported through the initial stages to ensure that a fully functioning and sustainable club is the result. If your club is initiating a new club, it is typically expected that it will also take on the responsibility of sponsor. (For clubs being chartered that are geographically distant, it may sometimes make sense to delegate this responsibility to a club that is physically closer.) More than one club may co-sponsor a new club.

EVERY CLUB SHOULD INCLUDE EXTENSION IN ITS LEADERSHIP PORTFOLIO AND PROVIDE CORRESPONDING TRAINING.

In a smaller club the extension role may be assigned to one member, handling both extension and conservation matters. In larger clubs, multi-person “Extension Teams” are envisioned.

From experience, a team of two or three club members who are trained and prepared will have the greatest success in chartering a new club.



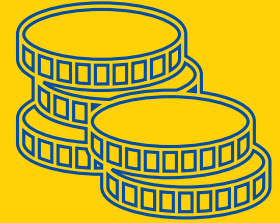
Helping a new club is a rewarding experience but it is also a commitment — in some senses, like being a parent. While obviously this comparison is rudimentary, becoming a sponsor is a role that should not be taken lightly. A Sponsor Club will be expected to render service for a period of one to three years. It must be ready to share information, to give its time and resources to fostering the development of the new club but also accept and encourage a new club to find its own way within the organisation as it grows and matures, a way that may differ from that of the Sponsor Club.

It is crucial that the Sponsor Club actively supports the new club during its first year and throughout the second and third, as needed. When new clubs receive strong support into the second year, they have a better chance of becoming a great club which is self-sufficient and productive. Data also show that a Sponsor Club located near the new club is more likely to help the new club be chartered and thrive in its early years.

WHAT ARE THE FINANCIAL OBLIGATIONS OF A SPONSOR CLUB?

There are no fiscal duties assigned to Sponsor Clubs, but they are encouraged, where possible, to pay at least some of the following, although technically these are the responsibility of the new club:

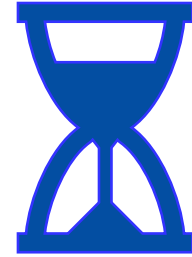
- Charter fee
- Charter member pins
- Flag set
- Other club supplies



WHAT FINANCIAL SUPPORT IS AVAILABLE FOR CHARTERS?

YMI is always excited to welcome a new club, and the [Special Development Support](#) (SDS) fund is currently designed to be used to partially reimburse the expenses of a successful charter. The amount available, determined by the size of the Area and the performance of the Endowment Fund portfolio, fluctuates annually. Decisions regarding disbursements are made collectively by the International Treasurer, International Secretary General and the Area leadership.

IDEALLY A SPONSOR CLUB: BEFORE CHARTER



- a. Is a strong club with a healthy membership in good standing.
- b. Is ideally at least three years old.
- c. Supports the formation of the new club under the guidance of the Regional Director responsible for the country in which the new club will be located, or with the sponsoring Region and IHQ if the proposed club will be a currently unassigned territory.
- d. Shows interest in what is being planned by having two or three members attend meetings of the new club. (This can be done remotely if needed.)
- e. Helps train the new officers prior to charter and shares practical experience and knowledge with new club members on a regular basis.
- f. Helps to plan the charter festivities and offers financial help in connection with the chartering where appropriate.
- g. Suggests that “milestones” be defined and then celebrated when reached. Milestones may include reaching a membership of 15 to obtain voting rights, completing local projects, donating to international programmes, etc.
- h. Offers assistance with the initial service project.
- i. Is prepared to foster this developing relationship over a longer period, e.g. one or two years, to ensure success.

IDEALLY A SPONSOR CLUB: AFTER CHARTER



- a. Should closely follow the programme of the new club at least throughout its first year.
- b. Maintains regular contact, including in-person visits where feasible.
- c. Provides ongoing training of the new club's officers.
- d. Encourages the formation of International Brother Club relationships and otherwise helps develop connection to and understanding of the international movement.
- e. Shares news of your club and its activities as a form of inspiration and guidance.
- f. Continues to work with the new club to set goals, develop plans to reach them and celebrate them when accomplished.

BF AMBASSADOR GRANTS MAY PROVIDE SOME MONEY (CHF 2 000 MAXIMUM AS OF 2020) TO SUPPORT THE TRAINING OF NEW CLUBS IN REMOTE LOCATIONS

These grants subsidise the travel to/from the site of a remote new club where there is currently no YMI presence. [BF Application form](#)

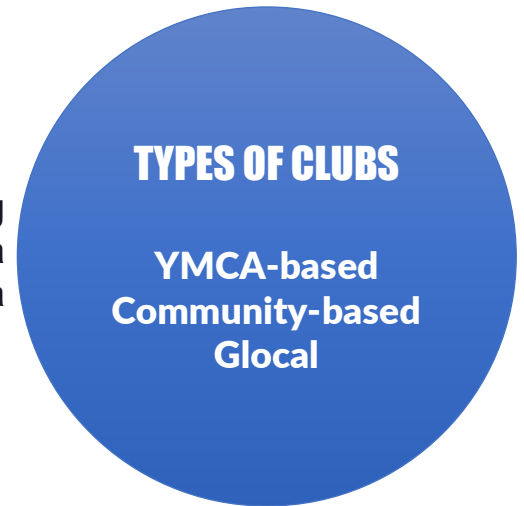
B. Choosing a Club Type/ Membership-base

As noted in the introduction, there are two core types of club within YMI — YMCA-based and community-based. In 2020, a third category of club was added — the Glocal Club.

YMCA-based clubs operate within and serve a specific local YMCA. Club members are most often also YMCA leaders.

Community-based clubs often evolve from existing local civic or social associations, such as a church congregation, but can equally be formed by a group of like-minded individuals with no prior affiliation.

Glocal Clubs — either YMCA or community-based — have a minimum of five local members but also include people residing in other cities, countries, etc. Learn more about Glocal Clubs in [Appendix II](#).



Occasionally club members may have friends, family, work associates, etc. in another country who may be a viable target group for a new club. Since 2015, under then IP, Isaac Palathinkal's [Extension Beyond Borders \(EBB\)](#) initiative, chartering clubs abroad is not only a possibility but a commendable action with a corresponding award.

TROUBLE IDENTIFYING MEMBERSHIP FOR A NEW CLUB?

The following people may be able to help:

- **DISTRICT GOVERNOR (DG)**
- **REGIONAL DIRECTOR (RD)**
- **INTERNATIONAL SERVICE DIRECTOR EXTENSION/MEMBERSHIP CONSERVATION (ISD EXT/MC - EMC)**
- **INTERNATIONAL SECRETARY GENERAL (ISG)**
- **YMI LIAISON TO WORLD YMCA (YL)**

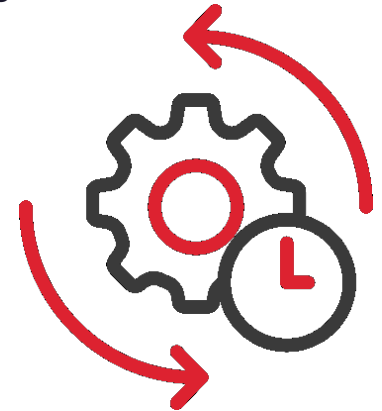
C. Starting a Local Club

There are set procedures for chartering new clubs, which should always be followed. These are outlined in [Appendix I: "Procedures for Charter"](#). Exceptions to these processes can only be granted by the ISG with the approval of the IEOs.

The basic requirements to charter any YMI affiliated club are the same for all types of membership. What follows is suggested "step by step" general approach which has been developed over the years with positive results. It can and should be adapted according to your unique circumstances and is meant only to provide some basic direction as you get started on the exciting venture of welcoming a new member to YMI.

1. Identify where there is a need for the services of a YMI affiliated club.

(If the location of the new club is in another country or Area, there will be additional requirements to be met. See the [next section](#) for further details.)



2. Identify at least one person who can and will work with you to develop a group of people (at least five) who will be assets for the movement through personal contacts (friends, family, colleagues, other YMI affiliated clubs, service or community organisations, YMCA associates, etc.). Invite that person to attend at least one of your club meetings — informal “fun” gatherings that show the club in action are best.

Always speaking positively and enthusiastically about the YMI movement and bringing YMI work into conversations, even with casual acquaintances, will foster a positive image of our organisation and help you identify potential club members.

3. Consult with the Regional Director (RD), the Regional Service Director (RSD) for Extension (or RSD EMC when the Extension and Membership Conservation positions are combined) and the District Governor (DG) where there are active Districts about your interest in chartering a new club. There may be certain local procedures and conditions that you will need to take into consideration independent to the international chartering guidelines you will find in this document or on our international website.

4. Develop information on services your club (the envisioned sponsor) has provided to the community over the past few years, as well as any human and/or financial resources given to the YMCA, in either specific or general terms.
5. Prepare an extension kit containing the following:
 - a. Information sheet on the Sponsor Club's contributions (see 4. above)
 - b. Ample copies of the most recent new member information materials available from the Region or from International Headquarters.
 - c. Written time plan for chartering the prospective club — the following is suggested and will typically take between three to six months:
 - (1) meeting with the primary contact person of the prospective club (if a YMCA-based club this will normally be the YMCA Secretary or local equivalent)
 - (2) initial meeting with five or more prospective members (within two weeks). **FIVE IS THE MINIMUM NUMBER NEEDED TO CHARTER. (Fifteen members are needed to obtain international voting rights.)**
 - (3) eight successive meetings (weekly or bi-weekly recommended)



- at 6th meeting, nomination, appointment or election of the first club officers, who will typically serve one to three years
 - at 8th meeting, final orientation and training of club members and the appointed officers
- (4) charter date – three to six months after the initial meeting with prospective members. (Some Regions require a prospective club to meet regularly for a number of months before accepting a charter application.)

6. Arrange a “business” meeting with your primary contact interested in learning about YMI and potentially starting a club. Use the meeting to present a general overview of Y’s Men International and the work of its clubs. Be careful not to overwhelm with too much detail. It is not yet the time to introduce the chartering process, membership duties, etc. Explain that five or more volunteers are needed to act as a steering



committee. THIS STEERING COMMITTEE WILL, IN MOST INSTANCES, COMPRISE THE BASE CHARTER MEMBERSHIP ALONG WITH THE PRIMARY CONTACT, WHO WILL TYPICALLY SERVE AS THE FIRST CLUB PRESIDENT.

7. Meet with the Steering Committee formed with the help of the primary contact. (This meeting should be attended by at least one representative from the Sponsor Club, who should be on hand to give a 15-minute general presentation on YMI.)
 - The primary contact should also be prepared to present and explain his/her interest in starting a YMI affiliated club and why such a club would benefit the community.
 - Use the meeting to establish an initial community service project which will appeal to the members of the committee and which they feel might also be used to attract other potential members.
 - Hand out to, or otherwise share with, all those present the most recent new member information materials.

8. Have the Steering Committee contact other prospective club members within a certain timeframe, requesting their attendance at a meeting to present a new service opportunity. Encourage the group to have at least 15 persons. (Though the minimum required for a new club is only five, 15 will be needed to earn international voting privileges and is considered the core foundation on which to build the future of strong and vibrant new club.)

9. Launch the new service project. This first project should not be too big but something that can be completed in two or three work sessions.
10. Have a follow-up meeting soon after the completion of the initial service project including the primary contact, the steering committee and any additional persons who participated in the service project.
- Review the origin, purpose and activities of YMI
 - Highlight the benefits of membership, which include:
 - i. Opportunities to give back to the community.
 - ii. Involvement in global initiatives and programmes.
 - iii. Constructive use of free time.
 - iv. Opportunities for self-development.
 - v. Fellowship and networking
 - Share financial obligations to International, Area and Region and recommend club dues
 - If the general atmosphere is positive and receptive, consider circulating the "Charter Application" form, asking those interested to write their name, email address and signature.

- Discuss ideas and hopefully establish a subsequent service venture, perhaps as bit more ambitious or longer in duration. Encourage attendees to spread the word about YMI and hopefully recruit additional volunteers.
- Set a date for the next meeting.

11. Continue this process until a core set of dedicated volunteers has been reached and completed the application form.

Exercise caution in pressuring people into making a decision about becoming a club member. In most cases, it is encouraged to broach the subject after the potential club member has attended three YMI functions.

When the minimum five persons have signed the Charter Application, set a provisional charter date. **(Remember the time to issue a charter from IHQ is four to six weeks.)**

CHARTER DATE

date the club becomes an official affiliated member which will appear on the charter certificate.

12. Set a calendar for future meetings, ideally until the chosen charter date. The meetings should ideally be regular and frequent as there is much still to do before the official charter. Remaining tasks include:

- i. Creation of a [Model Constitution for a Local Club](#) (Model By-Laws), also available from your Regional Director (RD)
- ii. Appointment of interim key officers: such as President, Secretary, Treasurer (other officers may be considered such as Programme Leader, Membership Coordinator, etc.)
- iii. Submission of the official charter application through the corresponding RD via the online [Application Form](#)
- iv. Orientation session and training of new club leaders and members (optimally before the proposed charter date.)
- v. Planning of the charter celebrations and [club member induction](#)



The Regional Director shall determine when a club is eligible to be chartered. The minimum number of members for a new club shall be five (5). The Regional Director shall notify the Secretary General who shall register the new club and provide a charter.

INTERNATIONAL CONSTITUTION, GUIDELINE 306

D. Starting a Club in a Far Away Location



Commonly new clubs are initiated and chartered in locations that are a commutable distance for the sponsor, which allows for irreplaceable in-person support and mentorship. In some instances, however, a club may have an opportunity, through the international contacts of its members, to start a club in a distant place where direct interaction with the local population and its potential club membership will be very irregular or impossible.

Starting a club remotely is more complicated and challenging than beginning one in your own city but comes with its own rewards. Below are some things to keep in mind when beginning the charter process remotely:

- A club contemplating chartering a club abroad is encouraged to reach out early to the relevant Area President and the corresponding Regional Director who will eventually be responsible for the new club to advise them of the plan and to obtain their support and cooperation.
- While much of the initial groundwork can be laid through teleconferencing, webchats, etc. ideally the new club can be equally sponsored or at least informally endorsed by another existing YMI affiliated club with a similar cultural background and the possibility to provide hands-on support and at

least one personal training or mentoring visit. Where this is not possible, another option might be to include the foreign members as remote members of the sponsoring club temporarily, following the *glocal* format.

- Where a YMI affiliated club does not exist in proximity to the newly planned club, the local YMCA may be a potential source of physical resources (such as meeting space), orientation regarding possible cooperative community activities and of membership. The YL is a good person to contact.
- When the new club will be in a Region other than that of the initiating club — or perhaps even in a place that has not yet been assigned to a Region.

Remember.

- The charter should optimally be filed by the RD under whose jurisdiction it will fall.
- Where that RD is hesitant to assume the responsibility of the newly forming club in the short term (which may sometimes happen because of language/cultural concerns, distance from other clubs in the Region, etc.) the new club charter may be filed by the initiating Region and managed by it for a period of one to two years.
- The RD of the initiating club will also apply for a charter in a completely new territory and the eventual administration of that club will be decided by the ISG.

E. Extension Beyond Borders (EBB)

A Sponsor Club that is responsible for the charter of a club in a country other than its own may be awarded with an “Extension Beyond Border Award” (EBBA). This is another strategy to recognise and motivate individuals and clubs to strive to bring the YMI movement to new or inactive countries in order to reach the 100-country target by 2022.

TARGETED COUNTRIES: 2019 - 2022

(reflecting Challenge 22)

AFRICA: Ethiopia, Gambia, Liberia, Senegal, Togo, Madagascar, South Africa, Zimbabwe

CARIBBEAN: Cayman Islands, Haiti, Barbados

ASIA PACIFIC: Cambodia, Indonesia, Laos, Nepal, New Zealand, Pakistan, Vietnam

EUROPE/ Middle East: Armenia, Lebanon, Portugal, Serbia, Gaza, Poland, Scotland, Czech Republic, Greece, Iceland, Italy, Netherlands, Belarus

LATIN AMERICA: Argentina, Colombia, Dominican Republic, Mexico, Nicaragua

OTHERS: Oman, Mongolia

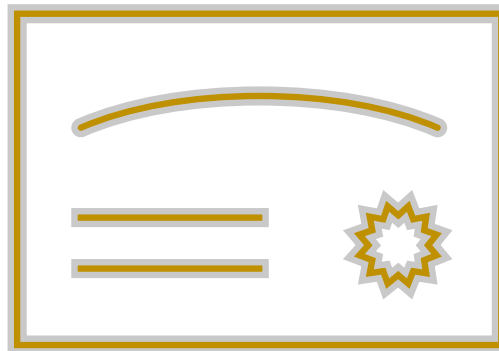
How to qualify for an EBB Award?

To be eligible for the award:

- the promoting club (initiating the charter) must be in good standing, as defined by Guideline 410 of the International Constitution
- the new club must be outside the promoter's home country (For example, a member from Denmark has successfully chartered a new club in Germany.)

The Award

- The EBBA award takes the form of a certificate signed by the International President and ISD EMC. It is prepared by IHQ once the charter has been approved and duly issued by the International Secretary General.



Part II: Membership Growth



Introduction

As mentioned before, a club never stands still — it either is growing or declining in membership.

Loss of members due to normal circumstances, such as illness or moving from the community must be anticipated. This necessitates a continual emphasis on finding new members for a club. The first step is for club members to have a thorough discussion so that they understand the continual need for new “blood” and will, therefore, participate wholeheartedly in plans for increasing membership. Younger members should be sought to maintain the health and viability of the club.

What comes first?

- Looking for new members, then launching new service projects to involve them, or,
- Starting new projects, then seeking new members to help.

The choice is yours.

Recruitment Techniques

A. Friendly Contests and Competitions

1. The club can divide into two or more teams once or twice a year with special recognition being given to the team that brings in the highest number of new members. The opposite procedure may also be used, with the losing team receiving some "fun" penalty.
2. The club can make an annual award to the member who recruits the most members in a specified time period. Such awards and recognitions currently exist at the international level too.
3. The club can strive to qualify and apply for the annual membership growth awards given at the international level.
4. The District or Region can sponsor competitive membership contests between clubs and give appropriate awards.





BOOSTER AWARDS

International Recognition for Membership Growth

Booster Awards are given to individual club members and to clubs to encourage an increase in membership.

A **Booster Member Award** is given to club members who have sponsored three or more new members in the club in a year. Booster Member Award applications should be submitted by the Club President each year as requested by IHQ (typically in June).

A **Booster Club Award** is given to clubs which have increased membership by six or more members in a year. Based on reports and payment sent to IHQ, no application is necessary.

The reporting period is from February to February. The International Dues must be paid in time by the club. Awards will be mailed directly to RDs who will distribute them to the clubs.

B. Each One Get One

- Have each member compose a list of three prospects. The Service Director for EMC or equivalent person collects the names and then checks with each member to make sure invitations are issued. If all three are negative, compose a new list and follow through again.
- Most members can make such lists when confronted with the challenge and will make the effort if they feel the others in the club are also participating. Some clubs keep a record of who brings guests and have an award for the top member.

C. Three for One

- A variation on the previous suggestion where a team of three members composes a list of friends and works through it together. If the new person joins, a team of four is made. Continue adding until six is reached when the team is then divided into two three-member teams to start over again.

$$3 + 1$$

Special Membership Considerations

Establish a target group and devise methods to reach those” prospective members”.

SENIOR



Aim to bring in members whose age level is about 10 years below the club average.

Bring in a large group of young people immediately with some special club project that will interest their age group, integrate them quickly and give them leadership responsibilities as soon as possible.

YMCA



Use letters, notices in YMCA newsletters, lobby displays, personal contact by YMCA staff, social media.

YMCA application forms can have a space to indicate whether the person belongs to a Y's Men club. If the answer is no, the opportunity to follow up is available.

CHURCH



Use announcements in church bulletins and from the pulpit, emphasising Y's Week of Prayer, visits to church group meetings.

SCHOOL



Sponsor athletics contests for the children and involve the parents who then could become prospective members.

Public Relations

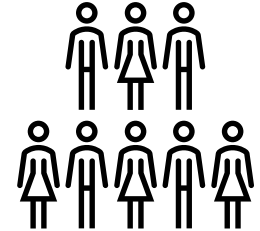
1. Always speaking positively and enthusiastically about the YMI movement and bringing YMI work into conversations, even with casual acquaintances, will foster a positive image of our organisation and help you identify potential club members.
2. Develop a brochure on the history and activities of your own club.

3. Use the most recent new member information materials available from your Region and International.
4. Be prepared to answer questions (the provision of good introductory written material — a guest pack — is helpful.)
5. Seek free publicity for club projects delivered in the community.
6. Get involved in service projects that bring the club members into contact with people, especially younger ones.
7. Be open to diversity — welcoming women automatically doubles the potential prospects and mixed groups are often more attractive to younger people.
8. Invite guests to a meeting, especially dinners or informal meetings, and follow up with personal contact by telephone and share a copy of the club bulletin (Usually in a club, there are two or three members who need little urging to bring guests. Use them to set the example for others.)
9. Exercise caution in pressuring people into joining the club. A reasonable period to wait is generally until after the potential member has attended three YMI functions.

Part III: Conservation

A. Members

The club leadership should have a good understanding of why people join groups and, more important, why they stay. Over and over one hears the words "fellowship" and "service" given as reasons for staying in YMI. Under these headings there are many factors which vary in importance from group to group, but which must all be kept in mind. Consider these general guidelines and then ask if your club consciously works to ensure that everyone will want to stay.



1. A group tends to be attractive to an individual and to command his/her loyalty to the extent that:
 1. it satisfies his/her needs and helps the achievement of goals that are compelling to him/her
 2. it provides a feeling of acceptance and security
 3. its membership is congenial
 4. it is highly valued by outsiders
 5. It comes across as being well-organised and welcoming.

2. A group is an effective instrument for change and growth in individuals to the extent that:
 - a. those who are to change and those who are to exert influence for change have a strong sense of belonging to the same group
 - b. all feel that they participate in determining the decisions.
 - c. the attraction of the group is stronger than the discomfort of change
 - d. the members of the group share the perception that change is needed.
 - e. information related to the need for change, plans for change and consequence of change is shared with all relevant people
 - f. the group provides an opportunity for the individual to practise changed behaviour without threat or punishment.
 - g. the individual is given a means for measuring progress towards the change goals.

3. Know the needs of the individual members and make the club programme and organisation flexible enough to meet them as far as possible. Ensure that members are accepted for who they are, recognising their talents and weaknesses in an atmosphere of patience and love.

4. Maintain high standards of excellence within the club and in its work with the community at large. Through both actions and words, let the YMCA and community know your dedication and worth.
5. Use operating procedures that will allow everyone to participate and be listened to sympathetically. Having properly functioning committees, using good internal communications, explaining and using appropriate rules or procedures and having group discussion techniques all play a part in establishing a positive club environment.
6. Negativism and destructive criticism are innately selfish, ruining any feeling of togetherness and enjoyment. Build on the positive aspects of suggestions made by the new members, using discussion as a learning experience for them. In the same way, do not ignore or cut off older members whose capacity for change is limited.
7. Set clear, attainable and worthwhile goals using a democratic form of decision making so that everyone feels they have contributed to the extent of their ability and interest.

8. Use pilot projects whose results will convince others of the need to do more to bring about change.
9. Help people develop a clearer understanding of themselves and their worth, so that they can contribute constructively without feeling threatened by the group. Each member needs to make at least one of their ideas work in his/her local club to feel accepted and valued.
10. Constantly evaluate present procedures and experiment with new ones.

**A STUGGLING CLUB WITH
LOW MEMBERSHIP SHOULD
NOT WAIT IDLY FOR
RECOGNITION OR
ASSISTANCE FROM A HIGHER
LEVEL BUT SHOULD ITSELF BE
PROACTIVE.**

B. Clubs

Rebuilding

The more a club declines in membership, the harder it will be to bring in new blood. A special club rebuilding programme like that used for chartering a new club is recommended. The following is designed for making a concerted effort to rejuvenate a club whose operation is impaired by low membership. It should be implemented and monitored by a Regional officer (RSD Membership Conservation and/or District Governor, or if neither of these positions are active, by the RD personally.)

Step 1. The Regional officer calls a “Commitment” meeting with the club president and the DG, where appointed. If a YMCA-based club, the YMCA Secretary should also be included and be part of the process throughout. The purpose of the meeting is to have an open conversation to air the problems of the club, develop a plan to rebuild membership and obtain commitment from the club president to carry out the plan in cooperation with the other officers. This meeting should generally follow a specific agenda.

COMMITMENT MEETING AGENDA

Suggested Attendance:

Regional Officer - Chairperson

Club President

YMCA Secretary or equivalent in YMCA-based club

District Governor (where appointed)



- a. Statement of purpose of the meeting
- b. Discussion of club problems as seen by club president, YMCA Secretary (in a YMCA-based club), District Governor
- c. Service needs of the YMCA — YMCA Secretary (in a YMCA-based club)
- d. Review of the recommended Club Rebuilding Programme and Kit
- e. Commitment by club president to double membership and/or increase it to a minimum of 20 members (or minimum number recommended by the Region)
- f. Commitment by YMCA Secretary to assist in the membership drive and to support the club by attendance
- g. Setting of date for Steering Committee Meeting.

Step 2. All club members and the DG (or the RD where there is no active District leadership) will serve as a Steering Committee and the initial meeting should optimally be chaired by the DG / RD and follow a prepared agenda.

In a YMCA-based club, the YMCA Secretary should speak to the group and disclose his/her commitment to the group. Good club meeting practices must be instituted, the Club Rebuilding Kit materials discussed and distributed (see below) a goal set for the date to complete the club rebuilding and a date for a celebration meeting. (A goal of 60 days is recommended.)

Components of a Healthy Club

- regular scheduled meetings
- fun and fellowship
- informative club bulletin
- good programmes
- partnership with YMCA where possible
- meaningful service projects
- effective fundraising
- participation in international projects and programmes
- club visitations
- a strong and active membership (at least 15 persons are recommended and needed for the club to become a voting member of the international organisation)

STEERING COMMITTEE MEETING AGENDA

Suggested Attendance:

District Governor

YMCA Secretary or equivalent in YMCA-based club

All club members

Regional officer implementing the programme



- a. Introduction and statement of purpose of the meeting
- b. Reminder of the need for a strong club, announcement of specific service projects or important community matters that need immediate attention
- c. Components of a healthy club
- d. Discussion of any current membership campaigns
- e. Commitment by steering committee to double membership and/or increase it to a minimum of 20 (whichever is the greater)
- f. Setting of date for *Celebration Meeting* for the induction of all new members (suggest target of 60 days)

A Club Rebuilding Kit

should be assembled using at least the following materials:

- Ample copies of the most recent new member information materials
- Commitment meeting agenda like that described previously
- Steering Committee meeting agenda

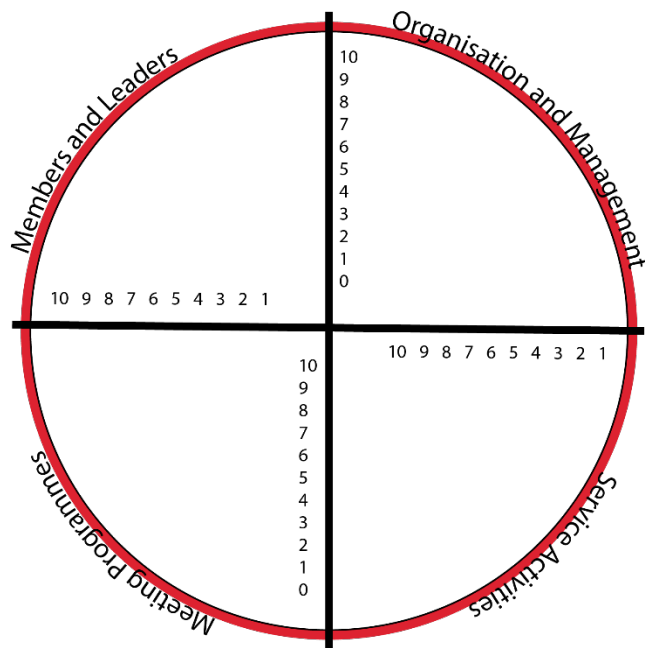


Step 3. The rebuilding progress should be monitored by the Regional officer implementing the programme. A report on each club meeting should be made so that the officer can return and take a more active role if the programme is faltering.

Step 4. Conduct a special training session for all the Club Officers during the rebuilding process.

Step 5. The Celebration Meeting should be a great event, sharing successes achieved with neighbouring clubs invited. New members should be inducted in an inspiring ceremony. If possible, use a Regional officer to give formality to the occasion. The date for the celebration should be set at the time of the initial meeting.

Revitalisation



The following is designed for making a concerted effort to rejuvenate a “dying” club whose operation is impaired by an uninspired membership whose participation in and enthusiasm for all or some aspects of club life is waning.

It is recommended that every club regularly perform an internal assessment of the following key components of club life: members and leaders; organisation and management; service activities and meeting programmes. A variety of methods may be used from online free polling tools (like Survey Monkey), to peer quizzes, self-evaluation techniques, club-to-club comparisons, etc.

In most cases, club members appreciate a mixture of tradition and novelty. A club that does the same thing all the time will quickly become boring but a club that is continually changing its *modus operandi* will be overwhelming and confusing. It is essential that the core values and mission of the club and the YMI movement remain clear and consistent but optimally there will be some variety in how they are discharged. Being open to new ideas and actions prevents staleness and can be a path not only to rejuvenating existing members but to attracting new ones. Below are some core questions which you may wish to build your evaluation from.

Members and Leaders

- How interested is the club in its members and how concerned about its role in the community?
- Do members attend meetings regularly and when they cannot, excuse their absences?
- Do the club members regularly volunteer for jobs?
- Are community problems discussed at club meetings or ignored?

Club Leaders

- Do the leaders function responsibly and accountably to the total membership?
- Do the leaders respond to members, know them personally and utilise their talents?
- Are just a few persons always asked to do all the work?
- If a member didn't do well in one type of position, has he/she been asked to accept something different?

Organisation and Management

- How thoughtful and competent is advanced planning of projects?
- Are plans executed responsibly as planned?

Service Activities

- Are our service projects significantly related to any major community or world need?
- How adequately are we trying to respond to critical current issues, crises and needs?

Meeting Programmes

- How well do our programmes meet our members' educational and growth needs?
- How well do our programmes motivate interest and participation?
- How active are we in advancing YMI goals in our meeting programmes?
- Do our programmes significantly inspire the human values of fellowship, peace and justice?
- Are we being successful in determining the needs of our community and developing exciting and effective ways to meet them?

Overview



HOW DOES YMI FUNCTION?



Essentials for Active Membership

YMI is an inclusive organisation, welcoming all persons inspired by our mission

YMI IS ABOUT

- FELLOWSHIP
- FRIENDSHIP
- COMMUNITY SERVICE
- PERSONAL DEVELOPMENT
- NETWORKING
- WORLDWIDE IMPACT
- PARTNERSHIP WITH THE YMCA

- We are clubs made of people
- We meet regularly
- We do community service
- We support the YMCA worldwide
- We engage through international fellowship and our YMI global projects



Y's Men International motto

"To acknowledge the duty that accompanies every right."

Clubs are encouraged to be familiar and use the [Active Membership Training Module](#). And club members may wish to [take the Active Membership Quiz](#).

APPENDIX I – Procedures to Charter

Below are procedures to be followed by all Regional Directors (RD) when applying for the charter of a new club.

1. A new club will typically begin the process by recording its charter members via the [Charter Application](#) form with the assistance of the Sponsor Club, which it will share with the Regional Director, Regional Secretary or recognised officer of the Region as the information will be needed to complete the online charter application process.
2. The formal procedure starts with the [Charter Check List](#). If all requirements have been met, the applicant will be directed to the online application form.
3. The RD or assigned Regional officer submits the [online submission form](#) with the necessary information and documents.

A representative of the new club may also submit the application. This will then be forwarded to the Regional Director for verification and endorsement before being processed by IHQ.

The date that this is received at IHQ through the online submission tool becomes the *charter application date*. It is important to ensure the charter application is completed accurately as it will provide vital information for IHQ administration and consequently, to appropriately provide services for clubs.

The documentation must include the “Roster Template”, completed with the following minimum details of each member: 1. Club Position (e.g., a regular member or officer holder, such as club president), 2. Courtesy Title (Mr, Mrs, Dr etc.) 3. First and Last Names, 4. Gender, 5. Birth Year and 6. At least one form of contact (email preferred, phone or physical address.). For voting purposes and other administrative matters, it is essential that an email address is on file for the club president. Other address details (building and street name, etc) may be completed in local language/characters. Where possible all fields should be completed to ensure a complete and accurate database.

4. After ensuring that the documentation fulfils all the necessary requirements (which should already have been checked by the RD), IHQ prepares the charter and sends it as indicated so that it arrives in time for the "charter presentation date" ("charter date").

This is the date when the charter is handed over to the new club, usually during a special festive occasion with, if possible, the RD handing over the charter. This is also the *charter date* that is written into the text of the charter and indicates when the club is recorded as a YMI club with all rights (such as voting where applicable) and duties (such as dues payment).

The charter date must be at least 28 days later than the application date to allow time for clarifications, corrections, postage, etc.

Please use the relevant forms available on the International website — do not spend unnecessary time and effort retyping what already exists, particularly as the forms have been especially developed for importation in the Portalbuzz database. Any deviation from the established format and the integration will not happen properly.

Please remember that the [Model Constitution for Local Club](#) is just that – a *model*. It proposes articles and includes comments which are written in a different type style. Obviously, these comments are *not* intended to form part of an actual constitution.

To be approved any club constitution *must* contain the Statement of Purpose (from Article II, Section 1 of the International Constitution):

"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."

- or a similar text clearly showing that our work is **based on the teachings of Jesus Christ**

APPENDIX II – Glocal Clubs

A YMI Glocal Club is one that will have both a local “regular” and non-local “remote” membership. The local membership should comprise at least five persons in the same Region and will belong to that Region for administrative purposes.

Forming a new club with a partially virtual membership is a great option when individuals are pressed for time, restricted by geographic proximity to a club, or have limited mobility, among other reasons. Suggested recruitment pools for Glocal Clubs include relocated former club members, as well as friends, families, colleagues living anywhere in the world. These new members, who are connecting virtually, will add a new dimension to club life, our fellowship and service to the community. Clubs are encouraged to have inclusive virtual meetings often, while maintaining the regular physical meetings of the locally residing members. The objectives for Glocal Clubs are the same as for our traditional clubs and the activities equally based upon the interests, resources of the members and the needs of the community (either local or global.) Virtual club members are encouraged and shall be given opportunity to physically gather and conduct in-person activities whenever possible.





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