

Y'S
MEN
INTERNATIONAL



District Governor's Manual



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YOUR INPUT IS REQUESTED

If you have any suggestions on the content of this manual—or ideas for additional sections—please contact IHQ ...

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OFFICIAL CLUB VISITATION REPORT FORM

Date.....

Region District Club.....

Club President Address

Club Secretary Address

Membership Increase since April/Oct report Percentage attendance in last 3 months

Does club publish regular bulletin? How far in advance are programmes planned?

Do directors meet each month? Is most club business conducted in board meeting?

How are new members instructed into Y'sdom?

No. of inter-club meetings in last 12 months Is there an active Y's Menettes' Club?

List money-raising projects and amount raised on each in last 12 months.....

.....

What service committees are active?.....

Do committees meet each month and report? Name club's prospect for extension

Is the budget system used? Minimum YMCA membership required of each member.....

Annual club dues (exclusive of meals) Is club in arrears to International?

How many members are over 3 months in arrears in dues? In club's opinion, what is its greatest weakness?

.....

No. of members at last District Conference Regional Convention International Convention.....

Is related YMCA secretary on club board? How does he/she evaluate club?

.....

.....

Observations & Recommendations—include (1) a rating of club as to general condition, (2) adequacy of YMCA service, (3) how you plan to strengthen club and (4) any specific requests for help from International Service Director.

.....

.....

Visiting Officer (signed)

Title

cc. for each visit: RD, LtRD/Section Leader, DG, LTGD

Appendix VII

MODEL AGENDA FOR A DISTRICT CONFERENCE

Time Allocation

Session 1

1. Conference—Call to order: DG
2. Invocation/Devotion
3. Roll call - Host Club Secretary
4. Appointment of Fines Master and Recording Secretary: DG
5. Welcome: Host Club President
6. Introductory Speech: DG
7. Minutes of previous District Conference: DS
8. Matters arising from the minutes
9. Annual report: DS
10. Discussions
11. Annual accounts: DT
12. Discussions
13. Presentation of District awards: DG

(Break)

Session 2

1. Session 2—Call to order: DG
2. My goals and concerns for next year: RD Elect
3. Discussions
4. Response: DGE

(Break)

Session 3

1. Session 3—Call to order: DG
2. Election of new DGE
3. Training of District and club officers

(Break)

Session 4

1. Session 4—Call to order: Outgoing DG
2. Introducing the new DG: Outgoing DG
3. Introducing the District Team: New DG
4. Installing the new DG: Outgoing DG
5. Acceptance of office: New DG
6. Felicitations
7. Fines Master's performance
8. Vote of thanks: Incoming DS

Preface

District Governors (DGs), being indispensable officers of the Y'sdom movement, are often referred to as the "King Pin" of the movement. As DG, you are the connecting link between the clubs and the Region and are given two-fold responsibility by our Regional Constitutions: while you are an *important* member of the Regional Board/Council, you are the *most important* member of the District Council, being its Chairperson.

Even *more* importantly, you are the main adviser to the clubs in your District. The health and welfare of each and every club are your direct responsibility. In carrying out this duty, you will be in frequent contact with each club, its officers and its related YMCA (if existing). You will be helping each club to discover its shortcomings and possible solutions to its problems. You will be sharing messages from your Regional Director (RD), your Area officers and International. Since communication is a two-way street, you will also be carrying messages from the clubs to the Region, Area and International, acting as their representative in many cases. You are not, however, alone in your tasks. Should you have problems, both your RD and other Regional officers will be only too glad to help you. They will provide you with advice, training and moral and financial support. Please, therefore, feel free to solicit your RD's advice and guidance on any problems.

A successful leader delegates authority to his/her assistants. Thus you should not attempt to do everything by yourself. You should seek willing and able Y's Men as members of your District Team. We believe our organisation is the greatest service club in the world—and its members are among the greatest people in the world. You have only to ask and you will get help. To fully accomplish your great responsibility, you must depend upon others.

This Manual has been prepared as a starting point for your action as DG Elect (DGE) and later as DG. The ideas are based upon generally accepted practices, but may not always fit in with the policies, programmes and calendar of your District, Region or Area. Your organisational structure may differ somewhat from that discussed herein. For example, not all Districts will have officers such as District Service Directors or Governor's Group Representatives. However, most of the actions and activities that are mentioned must take place somehow or sometime if your District and clubs are to remain healthy enough to provide service. You may need to make some adaptations to coincide with the way Y'sdom works in your part of the world. In addition, you may wish to add to this manual those practices which are unique to your local operation, so that they may assist those who succeed you in this office.

As DG, *you* are the key to success of Y'sdom in your District. This is an awesome responsibility. It is our hope that this manual will be of some assistance. You are encouraged to read it thoroughly—and to offer our International Headquarters any suggestions you might have for its improvement.

Pre-Installation

While your term as DG starts in July, you may (depending upon your Regional Constitution) have been elected as DG Elect a year or at least six months before. If you have not had this advantage of a period of preparation, there are still many things for you to do prior to actually performing the DG duties. Included in the Appendices is a model calendar with suggestions as to the time of the year that some of your duties should be performed. The appropriateness of this calendar and the dates therein will depend upon the time of your election and the traditions and methods of operation of your District, Region and Area. Certainly, it is intended as an example and you should adapt it as necessary.

Your success as a DG depends to a great extent on your willingness and enthusiasm in utilising this period for learning and planning. Please, therefore, do not postpone the recommendations under this section until your installation as DG; now is the time to learn, plan and act.

Learning

As a Y's Men leader, having already held responsible office before being elected DG, you may consider further learning unnecessary. But when one realises that (1) to the DG falls the task of interpreting the International organisation to the clubs, (2) the Club Presidents look to the DG as a source of ideas, encouragement and enthusiasm and (3) the RD looks to the DG as the vital communication link to the clubs, your need to know the various aspects of Y'sdom and the desirability of having a centrally planned DG's Manual are obvious, especially when one considers that Y's Men come from different parts of the globe with entirely different backgrounds.

You are, therefore, requested to spend some time in learning as much as possible about

your role as DG. Remember that there is no short cut to learning—you have to go through *all the steps*.



Step 1: Learning about Y'sdom generally

This Manual is based on the premise that all DGs have at least the minimum basic knowledge of Y'sdom as described in pages 5-9 of the *Club President's Manual*. Please read these pages carefully once again and familiarise yourself with the history, organisational structure and programmes of Y's Men International.

In addition to the *Club President's Manual* you are also requested to study the following material available in your Region/Area or from IHQ:

- Extension and Membership—Conservation Resource Manual;
- New Member Orientation Manual;

REPORT FROM CLUBS TO DG FOR SUBMISSION AT DC MEETINGS

..... CLUB		REPORT OF ACTIVITIES UP TO		
No.	Task	Goal	Achievements	Remarks
1.	<u>Net Addition to 1 October/1 April Membership</u>			
2.	<u>Extension</u> New Y's Men's Clubs New Y's Menettes Clubs New Youth Clubs			
3.	<u>International Projects</u> BF (amount) ASF (amount) TOF (amount) Endowment Fund (amount) New Brother Clubs New Brother Club Triangles STEP: No. of Students YEPP: No. of Students			
4.	<u>Service Projects</u> YMCA Services (amount) Youth Projects (amount) Community Service Projects (amount) Elderly Citizens Projects (amount)			

MODEL AGENDA FOR A DISTRICT COUNCIL MEETING

1. Meeting - Call to order - DG
2. Invocation/Devotion
3. Introductory remarks - DG
4. Minutes of the previous Council Meeting - DS
5. Matters arising from the minutes
6. District goals OR Goals versus achievements
7. District budget OR District accounts
8. Matters concerning International
9. Matters concerning the Area
10. Matters concerning the Region
11. Matters concerning the District
12. Matters concerning the clubs
13. Matters concerning the YMCA
14. Any other matters
15. Concluding remarks - DG
16. Vote of thanks - DS

- Service and Fund Raising Project Manual;
- Club Programme Manual;
- Principles of Partnership;
- BF, IBC, STEP and YEEP manuals; and
- Information on ASF, Endowment Fund and TOF.

**Step 2:
Learning about your District**

It is imperative that you learn in detail how your District and Region are organised. You will find help in the following documents and it is suggested that you keep a file containing:

- your Regional Constitution;
- Model Constitution for Local Club and Model By-Laws for Local Club;
- the latest reports from the Regional Board/Council meetings;
- the latest reports from your District Council meetings;
- the report from the latest District Conference; and
- the report from the latest Regional Conference/Convention.

In learning about your District, it will also help to have a file with the following address lists:

- Presidents and Secretaries of clubs within your District;
- Presidents and Secretaries *Elect* of clubs immediately following the election in each club (most important, since these are the addresses of those who are to work with you next year when you take over as DG);
- Regional Council members; and
- the Regional Team for the following year as soon as it is announced by the RD Elect (this is the team with whom you are to work next year when you take over as DG).

**Step 3:
Learning about the YMCA**

The Y's Men Movement is not a service wing of the YMCA. The YMCA and Y's Men are



two separate autonomous bodies. But Y's Men still continue to derive strength from the YMCA and extend service to it. By studying the *Principles of Partnership* between the YMCA and Y's Men, learning how the local YMCAs in your Sub Region/Region are held together organisationally and acquiring more knowledge about the YMCA, you can make your District more efficient in its service to the YMCA. Get acquainted with the YMCA staff in your District and learn more about the YMCA and the avenues for mutual cooperation.

**Step 4:
Learning about your Role**

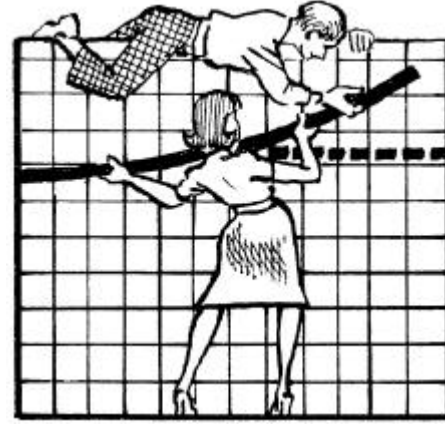
The DG's direct responsibility is to the clubs in the District and to the RD. As a representative of the RD, you are expected to offer assistance in any manner requested by the clubs and to "carry the word" from the RD. Likewise, you are expected to represent the clubs to the RD or to the Regional Council. It is a two-way system of cooperation, visualising (1) the administration flow downward and (2) the reverse flow upward from the local clubs and DG—in terms of ideas, suggestions and constructive criticism.

Before continuing, you are requested to read Appendix I—"Responsibilities of the District Governor".

CLUB AND DISTRICT GOALS AND ACHIEVEMENTS

	GOALS				ACHIEVEMENTS				DISTRICT
	Club A	Club B	Club C	Club D	Club A	Club B	Club C	Club D	
1. Net Addition to April 1 Membership	7	5	2	3					17
2. Extension									
New Y's Men's Clubs			1	1					2
New Y's Menettes Clubs			1	1					2
New Youth Clubs	1								1
3. International Projects									
BF (amount)	135	150	135	130					550
ASF (amount)	75	80	65	50					270
TOF (amount)	60	30	40	40					170
Endowment Fund (amount)	100	100	100	100					400
New Brother Clubs	2	1	1	1					3
New BD Triangle									2
STEP: No. of students		1	1	1					2
YEPP: No. of students	1	1							2
4. Service Projects									
YMCA Services (amount)	500	600	300	400					1800
Youth Projects (amount)	2	1	3	2					8
Community Service Projects (amount)	2	2	2	3					9
Elderly Citizens Projects (amount)	1	2	1	1					5

setting. Appendix III is an example of one way to record the District goals (and later to record and compare progress with those goals). You should, of course, use the format that will provide you with the greatest ease of recording and communicating these goals to the persons within your District and Region.



Your RD Elect may have come to the conclusion that your Region should be involved in some new programmes which he/she would like to launch during tenure as RD—simultaneously with your term as DG. So please consult the current RD Elect before you sit down with the members of your team and the Presidents Elect to set your goals.

Finally, you should be familiar with the Long Range Plan and its goals. Your RD Elect will certainly be considering these when establishing his/her goals for the Regional level. It is of vital importance that goals at all levels of our organisation be parallel.

Preparing a Calendar

Prepare a calendar in consultation with your team. Appendix IV will give you an idea as to how it should be prepared. Your success as DG depends to a great extent on your ability to prepare a well-thought-out calendar of events and your devotion to completing the tasks within the stipulated time.

Budgeting

A budget is a financial expression of your plan for the year. By preparing a budget, you will become aware of the financial needs of your plan and thus ensure its possibility of accomplishment. Your entire District team must be involved in the budget preparation.

"Shadow" District Council

Although you have twelve clear months during a Y'sdom year, the period of activity for clubs and the District may not be more than nine to ten months, since some Regions close their "contest period" by the end of April and also because some clubs have a vacation during the summer months. It is thus imperative that you make *maximum use* of the time at your disposal for *action, and action alone*. Planning the programme for the year ahead should, therefore, be done *before* you take over the DG's office.

Since the District Council (DC) is the policy-making body of the District, your DC should meet and plan the programme sufficiently in advance of your assuming office as DG. The current DG will have his/her DC and most of the members on that Council may not be part of your Council. It is therefore suggested that, during the month of April or May, you convene a meeting of the "Shadow" DC, which might include (if applicable) DG, DGE, Immediate Past DG, DS, DT, DBE, DSDs and Club Presidents Elect, and map out your plan of action for the following Y'sdom year. The following are some of the subjects which could be discussed and finalised at this meeting:

- goals for the year ahead—clubwise;
- dates and venues for DC meetings;
- date and venue of District Conference;
- DG's club visitation programme;
- criteria for District awards—if any;

- submission of rosters by clubs to District and Region in time for the 1 October and 1 April reports;
- training Club Presidents and Secretaries on reporting, communicating, etc., and also appraising them of the duties of the various club officers;
- preparing the District calendar;
- preparing the clubs' calendars;
- delegation of authority to your team; and
- District budget and District dues.

If your Regional Constitution does not envisage the holding of such a meeting, permission should be obtained from the DG and RD sufficiently in advance. If possible, invite the RD Elect also to attend the meeting.

This being the first meeting in which you will be occupying the chair as presiding officer, you should plan the programme meticulously. Success as a DGE/DG depends to a great extent on this meeting and the good impression you create amongst your Council members. Well begun is half done. So do begin well.

Post-Installation

On taking office as DG, you should receive the files, manuals and other materials from your predecessor.

Your responsibilities as DG are outlined in Appendix I. Although you are responsible for all the tasks listed there, don't try to do everything yourself. Delegate much of the work to your District Team. As the year progresses, encourage them and praise them for their good work.



Planning

Page 11 in the *Club President's Manual* outlines some basics of planning. You should read that page before continuing.

To varying degrees, depending on the method of operation of your Region and/or Area, you will become involved in the semi-annual reporting of club rosters and dues. Report forms are distributed in different ways throughout our International organisation—from the Area to each club, from the Area to the RD to each club, etc. You should expect direction from your RD as to your responsibilities in this important aspect.

For your term as DG you should have a "master time plan" on which you have marked all the important dates: not only dates of events like conferences, but also deadlines you have to meet and dates when you expect reports from clubs, your District Team, etc. Appendix IV is an example of such a calendar. Again, this is strictly an example and you should consult with your predecessor on adapting it to your needs.

MODEL JOB DESCRIPTIONS FOR THE DISTRICT TEAM

1. District Secretary (DS)

- Assist the DG in all correspondence.
- Take the minutes at District Conferences and District Council meetings.
- Implement the regular reporting to the Region.
- Keep the District's rosters and files.
- Assist the DG in preparing the report for the Y'sdom year.

2. District Treasurer (DT)

- In consultation with the DG, prepare a budget for the District.
- Keep the accounts of the District.
- Collect District dues from clubs.
- Execute disbursements as decided.
- Submit a financial statement to District Council meetings and to the District Conference.
- Get the accounts audited.

3. District Bulletin Editor (DBE)

Collect materials for publication in the newsletters and publish newsletters at regular intervals.

4. District Service Directors (DSDs)

While larger Regions and Districts may have DSDs to provide assistance to the clubs in the various Y'sdom service areas, this is generally the exception rather than the rule. In the event that this may be of advantage, the following duties should be considered.

- Assist the DG in establishing goals.
- Report to the DG at least quarterly with copies of your report to the concerned RSD.
- Implement the programme at club level, with guidance from the RSD.
- Monitor the progress of the programme in the District.
- Keep good records and relinquish them to your successor.

5. Lieutenant District Governors (LDGs)/Governor's Group Representatives (GGRs)

In the event that the District is very large and is separated into sub-groups, the DG may appoint (or have elected) LDGs or GGRs.

The LDG/GGR assists the DG in overseeing the functioning of individual clubs, visits the clubs, motivates them and reports to the DG. As the DG's representative, the LTD/GGR performs all duties assigned by the DG.

Appendix I

RESPONSIBILITIES OF THE DISTRICT GOVERNOR

As District Governor, it is your responsibility to:

1. see that the clubs function well and that they send in their reports and dues as requested;
2. work together with the RD and RSDs to eliminate weaknesses in the clubs and inspire them to new activities to strengthen their services;
3. plan and conduct an annual District Conference;
4. plan and conduct District Council meetings at least once every three to four months;
5. plan and conduct club officers' training (unless this is done on a Regional level);
6. contact places in the District where no Y's Men's Club exists in order to get clubs started (in cooperation with the RSD for E+MC if one exists);
7. maintain a nurturing relationship for the first year of a new club's life;
8. report to the RD upon request and to the District Council and District Conference;
9. attend meetings of the Regional Board/Council and act as the representative of the clubs within your District;
10. visit clubs within your District periodically and motivate the club officers;
11. ensure the administration flow downward and the reverse flow upward - in terms of ideas, suggestions and constructive criticism;
12. appraise performance periodically vis-a-vis the goals set;
13. be a constant source of strength to the clubs within your District;
14. publish a District bulletin/newsletter periodically; and
15. oversee the District finances handled by the District Treasurer.

Implementation

If your preparation up to this point has been carefully done, your chances of success are good. But your success depends to a great extent on your determination, devotion and ability to get your plans implemented. Following are some important aspects of implementing your plans.

Train your Team

Get the members of your team trained before you take over as DG. It is also advisable to have a second training session for them before the end of October. This second session will provide an opportunity for your team members to discuss any problems they discover once they start working. Thus, at this session, you should give more importance and time for questions and discussions.

Communicate

As DG you must be a good communicator. Pass on promptly to the clubs directives and information received from the Regional office. Always respond promptly to letters and requests coming to your desk. The District newsletter, discussed later on page 12 is an excellent communication method.

Monitor

Monitoring implementation is as important as setting goals, planning, communicating, etc. Measure periodically the progress made by the clubs. This progress can be recorded in a format such as that shown in Appendix III, allowing easy comparison with District and club goals. This comparison should be made every three or four months. It can be sent to the RD to let him/her know how your District is progressing and perhaps to the clubs to promote healthy competition.

Report

Just as you expect your clubs to report to you, the RD expects you to report to him/her

periodically. Send reports to the RD, as requested, from time to time.



District Council

The District Council (DC) is the policy making body of the District, or the Board of Directors of the District. Its members should include your District Team and preferably two members of each club in the District. The major purposes of the Council are: (1) to plan District events for the year, and (2) to determine and oversee the District budget, assist in the development and attainment of District goals, and assist the individual clubs in problem solving.

The DG presides over meetings of the DC. The DS records the minutes and at each meeting of the Council presents those of the previous meeting. The DT presents the budget at the first DC meeting and the District accounts at subsequent meetings.

If you have LDGs (or GGRs) and DSDs, these people also should be part of the DC meetings (even if non-voting members). The other Regional/Area/International officers within your District may also be invited to attend DC meetings as ex officio members.

Council meetings should not have lengthy speeches from the DG or anyone else. So avoid formal inauguration, speeches, etc. Involvement of the members of the Council is

the "must". Each attendee should be asked to offer his/her views and suggestions on each topic of the agenda. As presiding officer of the District, your opinions also are important, but do not attempt to exercise complete control to the detriment of group participation. After discussion of each topic is completed, you may suggest a decision based upon consensus. If consensus cannot be reached, a vote should be conducted, with the majority ruling. Appendix V contains a model DC meeting agenda. The actual agenda for your meetings will, of course, be determined by the business at hand.

At the first official meeting of the DC you should announce the goals that were formed earlier in consultation with the Council members and the clubs. At each subsequent meeting of the DC, these should be reviewed and compared with actual achievements.

To make the DC meeting run more smoothly, you might suggest that clubs send in their reports (a format is suggested in Appendix VI) to reach you at least one week before the scheduled date of the meeting. On receipt of the reports, you might consider preparation of a statement of the District (such as a completed form as shown in Appendix III, comparing accomplishments with goals). This may be circulated among the members of the Council beforehand or at the meeting itself. By adopting this procedure you will have more control over the "goals versus achievements" of the District and the members will get a clear picture of the District. Sending a copy of it with your remarks to the RD will enable him/her to assess the latest situation in your District.

Your success as DG depends upon your ability to have purposeful and meaningful DC meetings. Plan the meeting in advance by discussing the matter with your DS and DT. Send out the notice convening the meeting sufficiently in advance. If possible fix the date and venue of all DC meetings at the very first meeting of the DC. This will enable the representatives from clubs (DC members) to plan their programmes accordingly. Good and purposeful DC meetings do not just happen—they are planned well and in advance.

Invite your RD and RD Elect to attend your DC meetings. While neither may be able to attend all or any meetings, their advice and knowledge will be very valuable. They may be requested to present the meeting with an evaluation of the proceedings. Their suggestions will be useful not only to the club representatives but also to you. Since these are "working" meetings, do not ask them to deliver lengthy speeches.

District Conference

The District Conference is the general meeting of the body of members of the clubs within the District, similar to the Regional Convention, but at the District level.



The most important business of the conference includes receiving the annual report on the working of the District and the annual accounts of the District and the election of the DGE. A sample agenda for the conference can be found in Appendix VII. This will, of course, require revision to fit the needs and purposes of your conference.

The other purposes of the conference are:

- to provide added enthusiasm and inspiration to carry each club through the coming months;
- to give club officers/club officers elect additional training;

Installation of your Successor

It is the custom in some Districts to install the DGE as the new DG at the District Conference. In some Regions, the DG is installed as a member of the Regional Board at the Regional Convention. Whatever the practice in your District, see that the new DG is installed at a duly convened function. But, he/she does not take over as DG until 1 July. Hand over all District files, manuals and other materials to your successor not later than the date on which he/she assumes office.

Elmer Crowe Award

The International movement recognises the importance of DGs by having an award to acknowledge outstanding achievements. The Elmer Crowe Award is given each year to the top DGs around the world as chosen by the International President Elect. Nominations are made by the RDs based on the performance of DGs in their term of office. Criteria for this award may be obtained from your RD.

The DG's Tool Kit

It is suggested that a "tool kit" containing the following be kept available:

- letterheads, cards, etc.;
- Club President's Manual;
- District Governor's Manual;
- New Member Orientation Manual;
- Regional Constitution;
- Model Constitution and Model By-Laws for Local Club;

- Club Programme Manual;
- Service and Fund Raising Project Manual;
- Extension—Membership—Conservation Resource Manual; and
- an up-to-date list of names and addresses of Regional officers, Service Directors, Club Presidents, Secretaries and Related YMCA Secretaries.

How a DG Can Help Clubs Functioning below Expectations

- Urge regular Board meetings—at least monthly. Attend yourself when possible.
- Suggest help for weak officers; you might suggest that they form committees or appoint assistants to help them.
- Take weak officers with you on your visits to strong clubs.
- Review club officers' duties as suggested by their own club by-laws and in Appendix I of the *Club President's Manual*.
- Help the club to get good officers for the next year by discussion of the responsibilities of each officer and the strengths needed.
- Arrange joint meetings with nearby clubs.
- Offer suggestions for good club meetings.
- Encourage the club to have good programmes.
- Offer suggestions on obtaining new members whose character is in keeping with the ideals of Y'sdom.
- Show the officers a sample club budget and show the advantages of having one. Check on the dues structure.
- Talk to each club officer; find out his/her problems and offer suggestions.

the Region, but if this is not available it must be done by the DG. IHQ automatically sends a copy of this *District Governor's Manual* to all new DGEs on receiving information of their appointment.

District Newsletters

To enable clubs to know of each other's activities, publication of monthly (or at least bimonthly) newsletters is desirable.

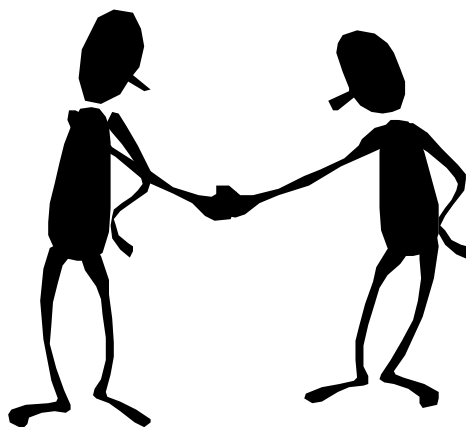
Newsletters should be brief and to the point. Glossy paper is not necessary. The newsletter should include information on District, Regional, Area and International programmes, as well as events or activities within the District. If possible, newsletters should be sent to all members in your District and also to the Regional officers. Exchange bulletins with other Districts. Build District spirit and enthusiasm.



Other District Events

The promotion of fellowship among the clubs is very important. Many Districts use various ideas for coming together, including sports, games, picnics, dances, boat cruises, camping and cultural competitions.

Recognition of Achievements of your Team



As your term as DG draws to a close, it will be very obvious to you that most of the accomplishments were due to the assistance you received from your District Team, the Regional officers and the club representatives. It would be fitting, therefore, for you to express your appreciation in some form.

In some Areas and Regions, "mementos" are given to individuals and clubs for outstanding achievements. In our international organisation, however, there are some Regions in which such awards are not part of the culture, with the general feeling that election to office is honour enough and that all officers are expected to perform in an exceptional and diligent manner. Even in these Regions, however, a verbal expression of appreciation is in order. Your actions should, therefore, be governed by the traditions and culture of your District. A word of caution: excessive emphasis on awards and competition may be disruptive to the cooperation and fellowship within the District.

- to give added opportunity for greater club member participation due to shorter travelling distances than for Regional Conventions; the start of "Internationalism";
- to strengthen inter-club relationships;
- to discuss mutual problems and their solutions;
- to make announcements of mutual interest; and
- to promote various International programmes.

Conference responsibilities

- the DG has ultimate responsibility for the entire conference;
- the RD and RD Elect should be informed and invited to attend;
- the DS gives at least three weeks' written notice together with the agenda;
- hospitality charges are fixed in consultation with the host club and all clubs are informed in advance by the DG (in some Districts it is customary for the home club of the DG/DGE to host the conference); and
- the DT sends the annual statement of accounts to the clubs.

Attendance

- all members of all clubs in the District;
- the RD/RD Elect—if possible;
- any International or Regional officers residing within or close to the District; and
- related YMCA staff (YMCA Liaison with Y's Men).

Planning

- the major responsibility rests with the DG and he/she should prepare a proper programme in consultation with the host club, the DS, the DGE and the DT;
- the DS or some other person appointed by the DG should act as recording secretary;
- all items for action should be followed up;
- the DS should obtain reports from clubs at least two weeks before the conference and see that the highlights of each club are given due prominence in his/her report; and

Official Club Visitations

As DG, you should visit each club at least twice during the year. Such visits should be planned well in advance and the clubs notified of the schedule. The RD should also be notified of the visitation schedule. He/she may want to have you stress some particular phase and will also want to send greetings in advance of your visit.

While on your visit arrange to have an interview with the Related YMCA Secretary of the club. This can help you to learn much about the club. Items for discussion might include those topics on the club visitation report form (see Appendix VIII).

If at all possible, schedule your club visits so that you can also attend a meeting of the club's Board of Directors. Discuss the club's problems and suggest remedial measures. It might also be helpful to have the club visitation form in front of you and ask the Board members for the specific information needed on the form.

Address the club on subjects of your own choosing. If the club has guests at the meeting, you might also lightly cover the following topics:



- The Y's Men movement;
- Partnership with the YMCA;
- International projects;
- What the Region does; and
- What the District does.

Study the concerned club file before you visit and be conversant with the various activities and any problems facing the club.

Following your visit, write to the President of the club, thanking him/her for the hospitality, fellowship, etc., and encouraging action on any problems you may have discussed.

Club Support

Get to know the members, especially the new ones, in each club.

Maintain close relations with club officers and leaders.

Encourage each club to develop the fundamentals of sound administration.

Through visits, correspondence and meetings at District events, continue to pass on information and assess club strengths and weaknesses.

As an "ideas person" and "motivator", observe how close the clubs are to meeting the various criteria for a good club. Suggest remedial measures if need be.

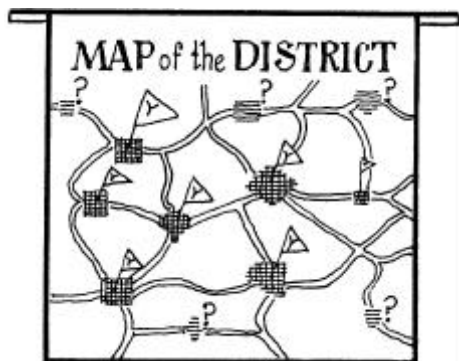
Counsel weak officers tactfully, building on their strengths and offering various alternatives for action. Do not infringe upon the position of the Club President.

Extension

Role of the DG in Extension

The DG plays the primary role in extension, with the help of the District Council (DC), the clubs, the RD and the RSD for Extension. Often, the DG is the person who makes first contact with the staff of the YMCA that has no

Y's Men's Club. Another responsibility of the DG is to make sure that the Y's Men of the sponsoring club have been properly trained and have the appropriate materials. These can be obtained from the RD, the RSD, the Area officers or from IHQ. Perhaps most importantly, the DG must maintain a nurturing relationship with the new club for at least the first year, ensuring a good start.



Setting Priorities

Each year the DC should make a careful review of possible sites for new clubs, first looking at those YMCAs nearby which have no clubs. The DC's findings should be shared with the RD or RSD for Extension before proceeding.

Preparation

The Region may have a team trained in extension work which will assist a club in sponsoring a new club. In this case, the DG will work closely with this team once the extension possibilities have been identified.

Membership— Conservation

You are requested to study the *Extension—Membership—Conservation Resource Manual*.

Recognising the Weak Club

During club visitations, the DG must strive to recognise problems in clubs and counsel the officers and members in implementing corrective procedures. Special training and orientation sessions may be necessary. Enlist the aid of the local YMCA staff. The club visitation form may help identify problem areas.

Building Membership

This must be a continuous effort by all clubs. The DG can help this by encouraging competitive membership contests within and between clubs, assisting clubs in having good programmes and making sure that the club officers receive proper training.

Budgeting

Encourage each club to have its own budget prepared, if possible before the new club officers take over in July.

Your Role as Member of Regional Board/Council

As the official representative of the District on the Regional Board/Council, the DG reflects the concerns and reports on the progress of the



clubs in the District. Responsibilities to the Regional Board include:

- assistance in the collection of dues and rosters from the clubs as required by Regional or Area procedure;
- submission of quarterly reports on club events and club health;
- monitoring work on extension, membership and conservation in the District;
- ensuring the holding of training sessions for club officers;
- ensuring the election of your replacement as DG;
- training and involvement of the DGE; and
- promotion of Regional and International programmes.

Election of the DG

The election of the DG is normally governed by the Regional Constitution. To assist the process, a nominating committee headed by the Past DG is recommended. Among the various methods are the following:

- clubs can, in rotation, put forward names for the position, with election by the District Council;
- clubs can nominate persons for the position and the election can be held by mail ballot, at a District Council meeting or at the District Conference; and
- at a District Conference, nominations can be presented by a nominating committee or made by those in attendance and all in attendance participate in the voting.

Training Your Successor

The DGE should be involved in club visitations as well as having some special duties, such as planning for the District Conference, selecting his/her team, setting the goals for his/her year as DG, etc., and should receive copies of all DG correspondence. The DGE should be trained at a special training event sponsored by