



Making Friends

Personal Growth

Leadership Development

Community Involvement

WE HELP PEOPLE.

2005 National Awards Program Manual

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APPLICABLE USJC POLICIES

Policy 12-11.D

No State Organization or its Local Chapters shall be eligible to receive any single project or programming awards unless such State Organization provides at least one (1) judge to serve on The U.S. Junior Chamber Awards Committee (as a judge) for the judging of such awards, or pay a Five Hundred Dollar (\$500) proxy fee.

Policy 12-11.E

No State Organization or its Local Chapters shall be eligible to compete in any individual competitions unless such State Organization provides at least one (1) judge to serve on the Awards Committee (as a judge) judging such awards. (The project/programming judge and the individual competitions [judge] may be the same person.) If the state cannot provide one (1) judge, with the consent of the National Service Center and the Awards Committee Chairman, they may arrange for a specific substitute judge from another state, or pay a Five Hundred Dollar (\$500) proxy fee. If no such arrangements are made, competitors will be disqualified.

Policy 12-11.F

No State Organization or its Local Chapters shall be eligible to receive any memorial awards, single project or programming awards, unless such State Organization is in good standing and has no accounts receivable from the previous year, as of the date set by the Executive Committee.

What These Policies Mean

These policies exist to benefit three parties—you, your state organization, and The United States Junior Chamber. These policies are intended to provide a framework to assess the efforts and skills of Jaycees in an objective and fair manner. These policies are not intended to make the awards program challenging, raise funds for the National Organization, or to cause individuals or state organizations any undue hardships.

Policy 12-11D and E—If your state has participants in Individual competitions or "books judging," the state must provide one (1) judge for individual competitions and one (1) judge for books judging; the same judge may judge both competitions and books. The judge **MUST** come from the state in question—however, in the case of an emergency, a proxy may be obtained with the permission of the National Service Center **AND** the Awards Committee Chair. Judging is the best way to bring information back to your respective states regarding "books" and competitions and is a wonderful opportunity to keep former competitors involved in your programs.

National Awards Judge Eligibility

A qualified judge is one who:

1. Is selected and approved by their state organization or has previously served as a National Awards Judge,
2. Is currently a member of a local Jaycee chapter or, if outside the USJC age limit, is a USJC Ambassador or a JCI Senator,
3. Has been an active Jaycee for a minimum of one year, and
4. Has turned in Single Project Entry and/or Chapter Annual Report entries for state competition prior to judging or has judged either Single Project Entries or Chapter Annual Report entries at two or more state competitions.



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AREAS OF OPPORTUNITY

All programming is categorized into four Areas of Opportunity. Based on the answer to question one of the Chairman's Planning Guide (CPG) (the primary purpose), all chapter projects are placed into one of these Areas. Commissions are used to further classify chapter projects. Commissions provide additional means for chapters and states to develop and offer balanced programs to their members and communities.

Membership recruitment activities would be included in all Areas of Opportunity. It is expected that when chapters set goals in each opportunity area, membership goals will be included in each area as well.

Note: in most cases, "chapter" can refer to either a local chapter or a state organization in the below definitions and examples, except where otherwise specified.

Business Area of Opportunity

Embodying the line of the Jaycees Creed that states, "Economic justice can best be won by free men through free enterprise," this area provides an opportunity for individual members to contribute to the development and enhancement of the economic infrastructure, prosperity, and well being for all nations.

Almost all members of Junior Chamber are involved in some business activity - working on their own, for another company, or preparing to open their own business. The Junior Chamber was established in 1920 to give young people an active voice in the business community. This same purpose is now found in the Business Area of Opportunity and is divided into four Commissions:

- **Marketing and Public Relations.** Projects in this Commission are conducted to promote the image of your chapter and the Junior Chamber movement in the community. Some examples are brochures, business cards, television appearances, chapter marketing via local print media, radio PR efforts, press releases, external awards programs such as Distinguished Service Awards or Business Sponsor Awards, parades, pageants, newsletters, Jaycee Week, ongoing public relations work and training in marketing and public relations.
- **Strategic Planning.** This includes all projects involving recordkeeping, reporting, planning, needs analysis and evaluation. Examples include developing Chairman's Planning Guides, creating, reviewing and revising a chapter business plan and any other short-term or long-term planning and evaluation. Training in the above activities would also be included here.
- **Financial Management.** This Commission ensures that the chapter's finances are handled in a proper way and looks for ways to enhance the financial stability of the chapter. Any project run with the primary purpose of raising funds for the chapter would go here.
- **Business Opportunities.** Projects in this Commission gives chapters the chance to enhance the economics of the community by conducting projects to increase business productivity. Economic progress can be achieved by partnering with the local Chamber of Commerce, organizing small investment clubs, visiting successful companies to learn how they conduct their business, and by inviting successful entrepreneurs to speak at monthly meetings. Junior Chambers can also conduct training sessions on how to enhance company operations and promote free enterprise as the best way to achieve economic justice.

Community Area of Opportunity

Embodying the line of the Jaycee Creed that states, "Service to humanity is the best work of life," this area develops the sensitivity of individual members to societal problems, and knowledge of community dynamics in solving these problems, through actual experience. Like all citizens, Junior Chamber members have a stake in the betterment of their communities.

The Community Area of Opportunity is built around four Commissions. Below are some basic concepts under these four classifications:

- **Community Service.** This Commission involves projects that are designed to promote or improve the quality of life for people in the community. This includes projects that deal directly with community needs such as elderly assistance, mental health and retardation, and health and safety. Projects dealing with properties, economic development, energy and the environment would also be included here. Note: youth projects would be listed under the Children and Youth Commission (Community) and state, national and international Junior Chamber priority projects would be under the State, National and International Junior Chamber Involvement Commission (International).
- **Community Fundraising.** Projects in this Commission deal with the direct raising of funds for a specific non-Jaycee program. This includes fundraising for local disaster or emergency assistance, health related organizations, foundations and any organized community charities.

- **Government and Civic Involvement.** These are projects that deal with all areas of involvement with the local, state and national governmental process. Projects include town forums, debates, "Get Out The Vote", advocacy issues, criminal justice projects, etc., as well as providing assistance to other civic organizations in the community.

- **Children and Youth.** This Commission's responsibility is to promote and coordinate projects related to children and youth. As the future of our community lies in the hands of today's young people, many projects should be conducted to ensure that young people are well prepared to take the community leadership roles in the years to come. Examples include youth sporting events, fingerprinting, building a playground, holiday egg hunts, reading and other educational programs, etc. Note: Projects involving children of non-Jaycees fall under this Commission. Family-related projects, where children of Jaycees are involved with their Jaycee parents, may fall under the Personal Development Commission or Chapter Activities Commission.

Individual Area of Opportunity

Embodying the line of the Jaycee Creed that states, "Earth's great treasure lies in human personality," this area provides an opportunity for individual members to realize their personal potential through training programs.

While there is an Area of Opportunity for individual development, every single activity in the Junior Chamber organization is oriented to develop the potential and skills of the individual member. Active participation in activities in any of the Areas will give the member the opportunity to enhance his or her potential. Training opportunities dedicated to the enhancement of a Jaycee member's personal skill set (not related to official Jaycee responsibilities) and not specifically covered by another Area would be included here.

The Individual Area of Opportunity through its four Commissions ensures that new members are brought into the organization and are provided with training to fully develop their personal and professional potential:

- **Personal Development.** This Commission includes projects that improve the quality of life of the membership. Such projects provide education that benefits members in both their personal and professional lives. Examples include training in the areas of family values, spiritual development, hobbies, retirement planning, time management, public speaking, communication skills, and the USJC competitions program.

- **Professional Development.** Projects aimed at developing members as leaders in their chapters and professions are the focus of this Commission. Examples include the leadership training, team building, "how to motivate others" courses, and other managerial training.

- **Membership Retention, Growth and New Chapters.** This Commission ensures that new members join the chapter regularly, receive proper orientation and are included in the chapter's activities immediately after joining. Project examples include M-Nights, Growth Week, assisting another chapter with membership recruitment, new member orientations, establishing a new chapter and activation programs like Springboard and Degrees of Jaycees.

- **Chapter Activities.** This Commission ensures that members have the opportunity to participate in a wide variety of social activities, and that chapter meetings are well planned and members have the opportunity to participate in meeting procedures. Some examples include socials, chapter awards programs, chapter meetings, sports, etc.

International Area of Opportunity

Embodying the line of the Jaycee Creed that states, "The brotherhood of man transcends the sovereignty of nations," this area provides an opportunity for individual members to contribute to the development of goodwill, understanding, and cooperation among all peoples.

Programming in this area would encompass all projects and programs that enhance a member's knowledge of different cultures and countries around the world. This includes the following two Commissions:

- **State, National, and International Junior Chamber Involvement.** This Commission includes all state, USJC, and JCI emphasis programs. Consult your state organization for a list of state programs. Current nationwide chapter projects include: Jaycees Against Youth Smoking (JAYS), Outstanding Young Farmer (OYF), Ten Outstanding Young Americans (TOYA), Government Involvement, and Youth Education Services (YES). For a complete list of National Partner programs for 2005 visit the U.S. Jaycees website at www.usjaycees.org. Examples of JCI programs include PRIME, JCI Business Academy, and Best Business Plan in the World.

Note: Chapter visitation programs would be included under this commission. Chapter twinning would be included under the International Involvement Commission.

- **International Involvement.** Projects in this Commission include those that provide assistance or promote understanding and communications between the chapter and people outside the United States. Junior Chamber members recognize the fact that the present world problems can often be solved through international collaboration, tolerance and friendship. Members put this belief into practice by collaborating in joint worldwide projects. Examples include food drives for other countries, chapter twinning, international guest speakers, etc.

Classification of Chapter Projects

Since all Junior Chamber projects provide opportunities for members to enhance their potential, it can be difficult to determine how best to classify a project. A chapter should determine the purpose of each project that is conducted in order to ensure meaningful programs are included into the chapter's plan of action for the year. Once the purpose of the project is determined, the project is grouped under the Area of Opportunity that is best reflected by that purpose.

Some guidelines for determining how to classify chapter projects:

- Does the project involve training in planning, analysis or evaluation, or in developing Chairman's Planning Guides? If so, it goes under the Business Area of Opportunity and the Strategic Planning Commission.
- Does the project involve training on how successful businesses operate or how to start a business? If so, it goes under the Business Area of Opportunity and the Business Opportunities Commission.
- Is the project a USJC or JCI training program like Jaycees Against Youth Smoking (JAYS) or PRIME? If so, it goes under the International Area of Opportunity and the State, National and International Junior Chamber Involvement Commission.
- Does the project involve training the member about recruiting or about the Junior Chamber movement, its history, structure, etc. (for example, a new member orientation or a refresher course for existing members)? If so, it goes under the Individual Area of Opportunity and the Membership Retention, Growth and New Chapters Commission.
- Does the project involve training the member to be a leader in their chapter or workplace? Does it involve some sort of managerial training? If so, it goes under the Individual Area of Opportunity and the Professional Development Commission.
- Does the project involve improving a member and his or her family's quality of life (like hobbies, retirement planning, spirituality or family values) or developing a member's personal skills (such as public speaking, the USJC Competitions Program or basic automobile repairs)? If so, it goes under the Individual Area of Opportunity and the Personal Development Commission. Note, many projects in this Commission will have application to a member's professional life, but unless they involve leadership or managerial training, they would go here.



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CHAPTER AWARDS

The Chairman's Planning Guide (CPG)

The Chairman's Planning Guide (CPG) is one of the best tools for success that The U.S. Junior Chamber has. It is a ten-step tool used to plan and evaluate a project. It has been effectively used in launching businesses (i.e., Dominos Pizza), political campaigns and chapter projects across the nation. Every project the chapter runs should utilize this guide.

The CPG is a series of questions designed to guide the project chairperson and the members of the committee through the process of running and evaluating the project. The following is an explanation of each of the ten questions. (In order to receive recognition for chapter projects, the questions of the Chairman's Planning Guide are combined with materials that substantiate the progress and impact of a project to form the Single Project Entry. Please refer to the section on Single Project Entries for more details.)

1. Primary Purpose.

A brief statement giving the one reason the chapter wants to conduct this project.

2. Give a brief description of the proposed project and background information. Follow this with a listing of the specific and measurable goals to be accomplished by this project.

Summarize the concept of the proposed project - the who, what, or how that provided the idea - and briefly describe the desired results. Explain how this proposed project relates to the chapter's objectives, priorities, and goals. The brief description will relate specifically to a priority and goal in your chapter business plan. Project goals must be **S.M.A.R.T.** (SPECIFIC, MEASURABLE, ATTAINABLE, REALISTIC, and TIMELY.) There must be at least one goal, but there is no maximum number of goals a project may have. The first goal must match the primary purpose. Questions three through seven are the plan of how to attain these goals. Remember that successful achievement of project goals will have a positive influence on achievement of the primary purpose.

3. What are the specific manpower assignments?

Document proposed involvement, both member and non-member. List each individual's contact information along with his or her specific duties and responsibilities. For manpower assignments where a specific person(s) has not yet been selected, list the specific responsibilities, talents, skills, knowledge, or abilities that person(s) will need to possess.

4. What specific materials, supplies, and resources will be required?

List all materials and supplies that will be needed, from both chapter and community resources, to successfully complete this project. List each resource, providing detailed contact information (address, telephone numbers, contact person, etc.), adding a notation if materials are expected to be purchased or donated. This will assist in preparing a budget later.

5. Describe the potential problems and the possible solutions to successfully complete this project.

Anticipate potential problems and develop backup plans or alternate solutions to each problem.

6. Complete a proposed budget indicating all anticipated income and expenses.

Keeping project goals in mind, refer to the list of materials, supplies, and resources, along with the proposed action steps, to determine estimated project income and expenses. Include the value of donated items (goods and services) under both income and expenses. Because every Junior Chamber is a type of non-profit organization, a non-profit style budget is utilized. The non-profit budget requires that all project income must match the project expenses and that all profit be returned to the chapter.

The Project Financial Statement is a helpful form to maintain good budgeting of the project. The form is available on the USJC Web site at www.USJAYCEES.org.

7. List the specific steps to bring this project to a successful completion showing planned dates for each step.

Prepare a detailed list of what actions are planned or will need to be completed, including dates for each planned action. These steps should be detailed allowing for future chairpeople the ability to conduct the project solely based on the information provided.

8. Record any revision of the original plan.

Anything that changed in the original plan, steps one through seven, should be recorded and explained. It is important to highlight all modifications so that a clear understanding is provided for future chairpersons. Minor changes do not need to be listed, such as a committee meeting held on Tuesday instead of Monday. Note: record actual income and expenses, including any revisions, on the budget sheet under tab two.

9. What solutions or recommendations do you have for a future chairperson?

What changes could have been made that would have made the project more successful? What things made the project successful? Compile a detailed list of recommendations for the next project chairperson.

10. Give specific and measurable results for each goal established. Describe the impact of the project on the chapter, individual members, and the community.

First, list each goal from question two and the results for each goal. What were the specific results of each goal? Then describe the impact of the project on the chapter, individual members, and the community. Identify the impact on the committee members, the chapter, and the community as a result of the completion of the project. Use the opportunity to reach the reader as to why this project should - or should not - be run again.

Chapter Project Awards

Each year, chapters across the nation conduct projects that impact their members and the communities in which they serve. The National Awards Program has been established to honor the chapters that conduct these outstanding projects.

The material and information used in managing and conducting good projects serves as the basis on which national recognition is given. Those project committees that utilized the Chairman's Planning Guide (CPG) in conducting projects, while also maintaining records of their activities, should select from the original planning guide and records to prepare the final award entry.

Chapter Divisions

Chapter Single Project Entries, Area of Opportunity award entries and Annual Report award entries are also judged in conjunction with chapters having similar membership bases. These are known as the chapter divisions. The USJC National Service Center assigns the chapter division based on the chapter's January 1 base membership. The following are the chapter divisions:

Chapter Divisions	Base Membership
Division 1	0 - 20
Division 2	21 - 30
Division 3	31 - 50
Division 4	51 - 70
Division 5	71 - 90
Division 6	91 - 125
Division 7	126 - 200
Division 8	201+
Division 9	Institutional Chapters

Single Project Entries

Chapter projects are submitted and judged annually at the national level. The project submission is known as the Single Project Entry. This combines the CPG with the substantiating material described below. First- and second-place winners are selected from the entries submitted in each Commission in each chapter division.

Guidelines for Single Project Entries

The following are the basic criteria that will be considered in selecting the outstanding Single Project Entries. The judging will be based on the impact of the project. The first questions on the CPG to be judged will be questions one, two and ten.

A. What was the impact on the chapter and/or the community?

1. Did the project accomplish its goals?
2. Did the committee chairperson and members learn leadership and management skills through the project?
3. Did the project reflect a sincere effort to fulfill specific needs?

4. Was the project based on needs rather than ease of undertaking?
5. Did the project address a concern of the chapter and/or community?
6. Did the project reflect a sincere effort to get involved in problem areas?

B. How well was the project managed?

1. Was the chairperson given the proper training for his or her responsibilities?
2. How well did the committee plan for the achievement of its goals as they related to the chapter's objectives?
3. Was adequate concern given to the financial management of the project?
4. Did the committee's management reflect a consideration of the individual talents of its members?
5. Was proper communication utilized such as committee meetings, committee structures, and public relations?

C. How successful was the project?

1. Was the CPG used as an ongoing management tool?
2. Does the substantiating material adequately document the committee's action?
3. Were the evaluations taken seriously and used as learning experiences?
4. Was the project well managed?

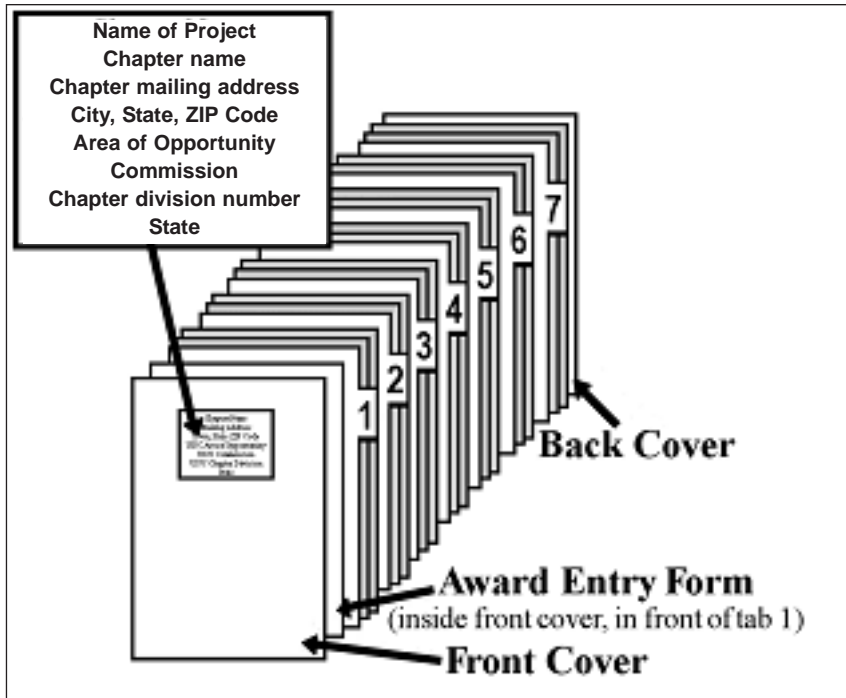
D. How well were resources used?

1. Were possible community resources identified?
2. How well did the chapter utilize the time, talent, and other resources of non-members in the following:
 - a. Problem or need determinations
 - b. Goal setting
 - c. Committee planning
 - d. Project success
3. Were the resources used to benefit the participating individuals?

Rules for Single Project Entries

1. The purpose of the Single Project Entry is to allow chapters and chairpersons an opportunity to be recognized for their accomplishments. Impact is MORE important than format.
2. The project MUST be outlined using the CPG format with the completed CPG form as a cover page.
3. Only entries that place first or second in state judging are eligible for national competition.
4. The entry MUST be certified on the state award winners' certification form.
5. State and local organizations MUST have dues paid in full through December 31 to be eligible.
6. Recognition is to be conferred on the basis of progress of projects between January 1 and December 31. Projects need to be completed to receive recognition. The project can be started the previous year but needs to be finished during the award year.
7. The chapter's membership size at the beginning of the award year (January 1) is the basis for determining the chapter's appropriate chapter division.
8. The decisions of the National Awards Committee are final and irrevocable.
9. A specific project may be entered in only one of the 14 Commissions.
10. The chapter may submit Single Project Entries in all 14 Commissions if those entries placed first or second on the state level.
11. The Single Project entry notebook shall be limited to a total of 30 pages, including the CPG (tab one) and substantiating sections (tabs two through seven) and excluding the Awards Entry Form, tab dividers and front and back covers.
12. Up to seven pages can be multiple-page documents. The CPG - including the CPG form - is the first multiple-page document and MUST be behind tab one. Multiple-page documents include such items as magazines, bulletins, manuals, agendas and newsletters. Each of the above may be counted as a multiple-page document. A collection of related items (photographs, receipts, newspaper clippings, agendas from different months, etc.) is NOT considered to be a multiple-page document.
13. A page shall be one-sided on a sheet of paper and each page shall be numbered. Each multiple page shall be numbered Multiple Page No. 1, Multiple Page No. 2, etc., in addition to the overall page numbers. For example, a radio broadcast transcript included in the substantiating material might be numbered Page 7, Multiple Page No. 2. This means it was the seventh page of the thirty allowed and the second multiple-page document in the Single Project Entry. The CPG was Page 1, Multiple Page No. 1 and the Budget Sheet/Financial Statement was Page 2.
14. White (8-1/2 × 11) paper should be used for all materials in the entry. This will permit photocopying. Originals of substantiating material that are not on white paper, i.e., magazines and flyers, are excluded from this requirement unless they have been photocopied.
15. Cardboard or extra heavy paper should not be used.

16. Photographs that best substantiate the project should be included.
17. A label with the following information is required on the front cover:
- Name of Project
 - Chapter name
 - Chapter mailing address
 - City, State, ZIP Code
 - Area of Opportunity
 - Commission
 - Chapter division number
 - State



18. Entries MUST be picked up at the designated time during the Year-End Meeting by the outgoing State President or their representative (with written authorization).

The primary purpose of the project/program will identify in which Commission and Area of Opportunity the project should be entered. For example, if the primary purpose was to raise money for a charitable organization, the Single Project Entry would be included in the Community Fundraising Commission of the Community Area of Opportunity. If the primary purpose was to raise money for administration of the chapter, the Single Project Entry would be included in the Financial Management Commission of the Business Area of Opportunity.

The following is an example of the Single Project Entry Guidelines:

FRONT COVER

Include the Awards Entry Form inside the front cover, in front of tab 1
 The state organization verifies on this form that the project won first or second place at the state level for that chapter division.

TAB 1: Chairman's Planning Guide

Include the CPG Form and the completed Chairman's Planning Guide, questions 1-10. This is page one, multiple page 1.

TAB 2: Financial Management

Include the Budget Sheet/Financial Statement.
 This is the document that demonstrates the planned and actual expenses and income. Copies of statements, receipts, etc., may be included as supporting documentation.

TAB 3: Planning/Training

Include any committee meeting notes, reports, surveys, or correspondence documenting the need for the plan and purpose of the project.

TAB 4: Correspondence

Include all correspondence (both incoming and outgoing), newsletter articles, chapter fliers, and minutes, etc.

TAB 5: Personnel Management

Include a participation list of Jaycee and non-Jaycee involvement, records used to support activities on the project, and new member recruits, etc.

TAB 6: Public Relations

Include promotional materials, news clippings, communications to the public, transcripts of radio and TV spots broadcast, etc.

TAB 7: Photographs

Photo documentation of the project provides an excellent, usable record for future project chairmen.

BACK COVER

Procedures for Single Project Entries

A packing slip giving the address for national judging can be secured from the state Awards Chairman, state office or the USJC Web site and must accompany the entry. Included should be a copy of the packing slip, the Single Project Entry (an Awards Entry Form must be included with each entry), and the authorized signature or stamp on the entry stating that the entry is a first- or second-place state winner.

The original packing slip (one per chapter to cover all Single Project and Annual Report entries) and a check to cover all submissions must be mailed separately and postmarked by the date published by the National Awards Committee and mailed to the National Service Center (National Awards Program, The U.S. Junior Chamber, PO Box 7, Tulsa, OK 74102-0007).

Project of the Year

Single project entries are recognized as the Projects of the Year in each of the 14 Commissions and in the four Areas of Opportunity. Project of the Year by chapter division is awarded under each Commission. The Sweepstakes Project of The Year winners will be selected from the first-place chapter division winners in each Commission, while the Area of Opportunity winners will be selected from the first-place Sweepstakes Project of the Year winners under each Area.

Eligibility

Chapter project entries selected and certified as first- or second-place chapter division winners per Commission in their states are eligible for national recognition.

William B. Robertson Award

The William B. Robertson Award is presented annually to the chapter having the best community service project in the nation. The Community Service Sweepstakes Project of the Year winner is presented with this award.

The award is named in honor of William B. Robertson of Virginia. Robertson was a co-founder of Camp Virginia Jay-cee, a Jaycee operated summer camp for children and adults with mental retardation. He was elected to the USJC Hall of Fame in 1987.

Dr. Jerry Bruce Memorial Award

The Dr. Jerry Bruce Memorial Award is presented annually to the chapter having the best project in the nation. The winner is selected from the four Area of Opportunity "Project of the Year" winners.

The award is named in honor of Dr. Jerry Bruce, who served as President of the Idaho Junior Chamber during 1961-62 and was killed in an automobile accident near Boise, Idaho, in 1962.

Chapter Annual Report Awards

In addition to the Single Project Entry awards, local chapters also compete for awards based on the chapter's Annual Report. These are known as the Chapter Annual Report Awards.

Chapter Annual Report awards encompass the areas of activity of a successful chapter based on surveys and evaluations. The Annual Report should incorporate the chapter's activities and periodic evaluations into a year-end summary of the results of the chapter's initial Business Plan. Annual Report goals and results need to be grouped according to the Areas of Opportunity for judging.

Guidelines for the Chapter Business Plan and Annual Report

The following are suggestions designed to assist in preparing the chapter's Business Plan, Chapter Annual Re-port, and Area of Opportunity Report award entries. These are ONLY suggestions and NOT intended to be a SET FORMAT.

Planning the Year

The start of any good chapter Business Plan is to determine the needs and desires of the membership, chapter, and community. The chapter should have a clearly stated purpose that embodies the overall philosophy of the chapter. (Some chapters refer to this as the Chapter Plan, the Chapter's Plan of Action or a Year of Planned Action.)

Surveying the Needs of the Members

The key to a successful chapter program is understanding the needs and wants of the chapter members. This may be accomplished by conducting an effective survey. Surveys are recommended at the beginning of the year and at mid-year.

Evaluate the survey and relate the information learned from it, including specific information concerning the number of members responding and quantitative results. If available, look at last year's Annual Report for comments.

Assess Chapter and Community Needs

Assess long- and short-range goals and objectives to shape the direction of the chapter. Evaluating strengths and weaknesses will show improvements needed to ensure a chapter that meets the needs of the members and community.

There are numerous other sources to determine community needs and what projects and programs can be conducted. A membership survey about community concerns will provide an idea of what projects will ensure good participation. Various community organizations and local government may also be included to determine what they see as concerns in the community. In some cases, they may have their own survey results available for use by the chapter.

Define the Objective of the Chapter

A chapter exists to meet the needs of the membership and community it serves, as determined by the surveys. A statement should be drafted to define that objective.

Establishing the Level of Success

Establishing the level of success is best accomplished through the process of goal setting. The goals established need to address the specific concern found in the survey process. Set specific goals for each area that was prioritized. Goals need to be quantitative in nature. Good goals need to be SMART:

Specific

Measurable

Attainable

Realistic

Timely (have a time frame)

Goals should be listed in order of importance, from highest to lowest. The highest priority goals should be those that directly affect the impact of the area being addressed. For example, a community fundraising area's highest priority goal should be the desired amount of money to be raised.

In setting goals, pay attention to the desired impact, especially in relation to the strengths and weaknesses identified. For example, if a weakness is identified as low attendance at general membership meetings, goals may need to be established under that area to address how many members per meeting are targeted. The goals established will create the level of success being aimed for during the coming year. Achievement of that success is the measure of the chapter's impact.

Now that the goals have been set, plans should be made to accomplish them. The next step is to select the best project or programs to conduct during the year to achieve those goals. This is the basis for developing the chapter's Calendar of Events.

Reviewing the Chapter Business Plan

It is important to periodically review the plan and evaluate progress toward the achievement of the goals. Reviews can be conducted as often as deemed necessary to effectively monitor success. Effective approaches may include:

1. Review of the goals established in the plan.
2. Review of the projects run and the specific results.

3. Review of upcoming projects and activities.

Remember to take into consideration those members' needs and wants are continually changing. Constant monitoring of this situation will enable a chapter to better serve its members and achieve its goals. A chapter's Plan of Action is not written in stone. Change it according to reviews and evaluations done throughout the year. If significant changes have been made to the Plan of Action, it is important to communicate this to the membership.

Submitting the Chapter Annual Reports

These seven items must be included in your Chapter Annual Report in some format:

1. Summary and evaluation from President
2. Financial statement
3. Chapter business plan, including any revisions to the plan created from the periodic evaluation
4. Report of activities including specific and measurable accomplishments and areas of impact
5. Problems encountered and action taken
6. Revised chapter strengths and weaknesses
7. Recommendations for the future

Chapters may find it helpful to further break down the Areas of Opportunity into Commissions when constructing their Chapter Business Plans and Annual Reports. However, Commissions are not used for judging Annual Reports, and books covering only an individual Commission will not be judged. National judging is based only on the overall chapter annual report.

Only first- or second-place winners from the state competition in each chapter division are eligible for national competition. These must be clearly stamped or certified as such by the submitting state. Chapters will prepare one Chapter Annual Report.

When submitting for year-end competition, the Awards Entry Form must be the top page of the Chapter Annual Report.

There is no need for folders or labels for any of the annual report entries, provided the award entry form is clearly visible. The annual report entries may be securely bound or stapled, or a clear report cover may be used.

When constructing the annual report entries, please keep in mind the judges are on a very tight time schedule. It will be helpful if each Area of Opportunity is clearly tabbed and separated in the Chapter Annual Report, depending on the format chosen for that entry. The easier it is to read, the easier it will be to judge. Tell what was done, why it was done that way, results from the project, and impact. Charts, graphs, pictures, etc., may be included.

Remember, report format and writing quality is secondary to the impact and accomplishments achieved by the chapter or state organization. By following these basic guidelines, a smooth and efficient judging process will be ensured.

Henry Giessenbier, Jr. Memorial Award

Each state organization annually recognizes chapters that have done the best job in developing "the WHOLE member through the WHOLE chapter." This award is known as the Giessenbier Memorial Award.

Henry Giessenbier Jr. (1892-1935) was the founder and first President of The United States Junior Chamber, which was established in 1920. He conceived the idea of a young person's organization dedicated to the personal and professional development of its members.

Eligibility

Each state organization may recognize one chapter per chapter division with a Giessenbier Memorial Award. Chapter Annual Reports are the basis for state recognition.

Entries selected as first- place Giessenbier award winner and the second-place chapter at the state level are eligible to enter national competition in the following areas:

- Clarence H. Howard Memorial Award
- Hampton Whetsell Memorial Award
- Institutional Chapter Howard Award

Clarence H. Howard Memorial Award

All first- or second-place Giessenbier award winners from state competition are eligible for the Clarence H. Howard Memorial award. First-, second-, and third-place Howard award winners are chosen in chapter divisions one through eight. A first-place Institutional Howard is awarded for chapter division nine.

Clarence H. Howard, as President of the St. Louis Chamber, was a major contributor to Henry Giessenbier's success in founding the St. Louis Junior Chamber and The U.S. Junior Chamber.

Hampton Whetsell Memorial Award

The U.S. Junior Chamber annually presents the Hampton Whetsell Memorial award to up to three first-year chapters that conducted the most outstanding activities during their first year of affiliation. The year of affiliation must be CONCLUDED during the award year, January 1 through December 31.

This award is named for Hampton Whetsell III. Whetsell's desire to be the best and his will to succeed were recognized during the Annual Meeting in Memphis, Tennessee, with The U.S. Junior Chamber Chapter Pacesetters award for the largest extension (113 members) in a community of between 850 and 2,500 people. A member for only five months, he was the Chapter President of the Bowman, South Carolina, Junior Chamber. He died in an auto accident on August 18, 1989, while driving home from working on a chapter extension.

No chapter division breakdown is used in determining the three Hampton Whetsell Memorial award winners. The same criteria and format used for the other Chapter Annual Report awards is used and judging is based only on the first 12 months of the chapter's activities. If the Whetsell winner was also a first- or second-place chapter division winner in state Giessenbier judging, the entry can also be considered for the Howard award, based on those 12 months of activities.

Eligibility

A chapter is eligible after concluding its first 12 months of affiliation and up to 24 months of affiliation, but in no case would be eligible for this award after the second Year-End Meeting following its initial affiliation with The U.S. Junior Chamber.

Judging Criteria for Howard and Whetsell Memorial Awards

Successes in each Area of Opportunity will help determine a chapter's overall success. In addition, the following criteria will be used to assess a chapter's overall success:

1. Did the chapter increase its membership size during the awards year?
2. Does it appear that the members actively participated in the planning and evaluation process?
3. Were members given the opportunity for personal and professional development through chapter activities?
4. Did the chapter make an impact on its members? On the community?

Harold A. Marks Memorial Award

The Harold A. Marks Memorial award is the highest achievement a Junior Chamber chapter can attain in the USJC. The chapter receiving the award is chosen from the first-place Clarence Howard Memorial award winners and is recognized as the number one Junior Chamber chapter in the nation.

The award is named in honor of Harold A. Marks who served as a National Director of the Arizona Jaycees in 1935-36. He was killed in March of 1936 while flying to the installation of a new chapter.

Area of Opportunity Reports

These seven items must be included in your Area of Opportunity Reports in some format:

1. Summary and evaluation from President
2. Financial statement
3. Chapter business plan, including any revisions to the plan created from the periodic evaluation
4. Report of activities including specific and measurable accomplishments and areas of impact
5. Problems encountered and action taken
6. Revised chapter strengths and weaknesses
7. Recommendations for the future

Chapters may find it helpful to further break down the Areas of Opportunity into Commissions when constructing their Chapter Business Plans and Annual Reports. However, Commissions are not used for judging Area of Opportunity Reports, and books covering only an individual Commission will not be judged. National judging is based only on the four Areas of Opportunity.

Only first- or second-place winners from the state competition in each chapter division are eligible for national competition. These must be clearly stamped or certified as such by the submitting state. Typically the copy of the Chapter Annual Report is separated into Areas of Opportunity, and each area is put in a separate book to form the Area of Opportunity Reports. Each area book MUST include copies of each of the seven items listed above. Chapters submit in the areas that have been certified first- or second-place winners. For example: If a chapter is certified in three Area of Opportunity Reports, plus a Chapter Annual Report entry, the chapter must submit four books: one complete Chapter Annual Report covering all Areas of Opportunity and three with only the pertinent Area of Opportunity and the required substantiating material listed above. Unless directed otherwise, only the copy of the Chapter Annual Report

(with all judging sheets) may be returned by the National Service Center.

When submitting for year-end competition, the Awards Entry Form must be the top page of each Area of Opportunity Report - with the Area of Opportunity clearly labeled - plus the top page of the Chapter Annual Report.

There is no need for folders or labels for any of the report entries, provided the award entry form is clearly visible. The annual report entries may be securely bound or stapled, or a clear report cover may be used.

When constructing the annual report entries, please keep in mind the judges are on a very tight time schedule. It will be helpful if each Commission is clearly tabbed and separated in the Area of Opportunity Report, depending on the format chosen for that entry. The easier it is to read, the easier it will be to judge. Tell what was done, why it was done that way, results from the project, and impact. Charts, graphs, pictures, etc., may be included.

Remember, report format and writing quality is secondary to the impact and accomplishments achieved by the chapter or state organization. By following these basic guidelines, a smooth and efficient judging process will be ensured.

Sweepstakes Awards

Sweepstakes awards are presented to the most outstanding chapter in each of the four Areas of Opportunity. The recipient of each award will be selected from the 9 first-place (per chapter division) award entries.

Blue Chip Program

Blue Chip is defined as, "A consistently successful venture or enterprise. Something that is well-established in its worth and stability." Completing the Chapter Blue Chip program will help to ensure that the chapter is consistently successful, is well managed, and is a stable organization.

The Chapter Blue Chip program is a planning, evaluation, and reporting process utilizing members and community input. When used properly, the Blue Chip program will help the chapter develop its members and impact the community.

Continual Blue Chip Success

Several levels of Blue Chip have been created to recognize chapters' continuous years of success. The different levels and requirements include:

Blue Chip: Chapters achieving the requirements listed on the Chapter Blue Chip Certification Form will be recognized as Blue Chip chapters for the first two consecutive years.

Bronze Chip: Chapters that achieve Blue Chip status for a minimum of three consecutive years will be recognized as Bronze Chip chapters.

Silver Chip: Chapters that achieve Blue Chip status for four consecutive years, with an extension completed within any one of the first four years.

Gold Chip: Chapters that achieve Blue Chip status for five consecutive years. Chapters must complete Silver Chip during the previous year.

Diamond Chip: Chapters that achieve Blue Chip status for ten consecutive years. Chapters must complete an extension between years six and ten.

Platinum Chip: Chapters that achieve Blue Chip status for 15 consecutive years. Chapters must complete an extension between years eleven and fifteen.

Double Diamond Chip: Chapters that achieve Blue Chip status for 20 consecutive years. Chapters must complete an extension between years sixteen and twenty.

Henry Giessenbier Chip: Chapters that achieve Blue Chip status for 25 consecutive years. Chapters must complete an extension between years twenty-one and twenty-five.

For more information refer to Blue Chip Tips or Green/Red Chip Tips on the official USJC web site, www.USJAYCEES.org.

Outstanding Chapter Web Site

In cooperation with the National Technology Advisory Committee, Presidential recognition is given to the most outstanding chapter site on the World Wide Web. To be considered, the following minimum criteria must be met:

1. These pages must not be part of a personal home page.
2. These pages must be dedicated to the chapter and chapter business.
3. There must be a minimum of two pages.
4. The Web site must have a Board of Directors page.
5. There must be a statement of purpose and mission statement.

6. There must be recent chapter projects with a minimum of two listed.
7. There must be one or more links to community Web sites.
8. There must be a link to the U.S. Junior Chamber Web site and all links must work.

Eligibility

All chapter Web sites who have a working link in the "Chapter Links" section of the U.S. Junior Chamber Web site will be considered for this award.

Judging Procedure

Each site nominated will be evaluated in the following areas:

1. Design and layout (does it flow, will I go inside?)
2. Originality (creativity)
3. Functionality (easy and clean navigation)
4. Appropriate use of JavaScript, applets, graphics, Flash, audio, video, etc.
5. Does site present a positive image and communication?
6. Good content (is it engaging, do I want to come back?)
7. Good links (no or limited broken links, missing pictures or graphics)
8. Contact information (board members, project chairs, webmaster, chapter or state)
9. Fast loading pages - bandwidth usage
10. Overall look and feel of site



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INDIVIDUAL COMPETITIONS

The USJC Individual Competition Program is designed to help promote the skills of its members in the areas of speaking, writing, debating, and interviewing. These competitions help members become more confident in presenting themselves verbally and in written format; skills that can be transferred to a member's personal and professional life.

General Eligibility Requirements

Each state selects its representative through statewide competition. The state's first-place competitor/team or alternate is eligible to represent their state. There is only one representative per competition per state. Contestants must be fully registered to attend the Year-End Meeting or Annual Meeting prior to the time of competition; one-day registration is not permitted. Contestants must be of Jaycee age (18-40) at the time of national competition, or their dues must still be current. They must also be a Jaycee in good standing and a member of a recognized Jaycee chapter. In the Andrew and Charlotte Mungenast Family of the Year competition, at least one family member must be of Jaycee age and meet the above requirements. Note: family members that are outside of the USJC age limit are not required to be registered for the Year-End Meeting or Annual Meeting.

Current or past national officers, national staff officers, National Award Committee chairs and state presidents are not eligible to compete in any of the competitions. National Award Committee members are not eligible to compete for a period of three years after leaving the committee. Unless otherwise specified, current (having served during any portion of the year on which judging is based) state officers, unqualified state chairpersons/program managers and local chapter presidents are not eligible to compete. State officers include any individual elected or appointed to the state board of directors. This includes region and district directors, vice presidents, secretary, treasurer, parliamentarian, etc.

Competitors are allowed to compete once at the Year-End Meeting and once at the Annual Meeting in a given competition. The portfolio competitions are only held at the Year-End Meeting.

Program Manager Eligibility

Program Managers are allowed to compete in national Junior Chamber individual competitions IF THEY MEET THE FOLLOWING CRITERIA:

1. Meet ALL QUALIFICATIONS of the particular competition
2. ARE NOT RESPONSIBLE for ANY of the following INDIVIDUAL COMPETITIONS during the fiscal USJC awards year:
 - a. Durward Howes (Speak-Up)
 - b. Write-Up
 - c. Brownfield
 - d. Armbruster
 - e. Mungenast Family of the Year
 - f. Jaycee Jeopardy
 - g. Jaycee Debate
 - h. Master's Speak-Up
 - i. Jaycee Idol

General Guidelines for All Competitions

Dress

Contestants are encouraged to wear business professional attire during competition. Military uniforms are considered business professional attire. No chapter or state uniforms, badges, pins or buttons will be allowed. A membership pin of the USJC is allowed and encouraged, but will have no impact on the competitor's score.

Use of Notes or Props

In all competitions (including the interview portion of the portfolio competitions) except debate, no notes or props will be allowed. Notes are permitted during the debate competition, but props are prohibited.

Procedure for Entering

An official entry form and an entry fee of \$50 are to be postmarked by the date published by the National Awards Committee and mailed to the National Service Center. For the portfolio competitions, a total of six copies of the portfolio (including the official entry form) must also accompany the entry fee. Each copy needs to be stapled/connected and must be three-hole punched. **NO BINDERS OR NOTEBOOKS.**

Portfolio Competitions

"Portfolio" is a more accurate description of what is required on the resumes for Brownfield, Armbruster, and Mungenast Family of the Year competitions. The following is an example of the Portfolio Guidelines:

Individual Awards Entry Form

For a listing of the correct forms for each competition area, refer to the Forms section of the USJC Web site.

TAB 1: Resume

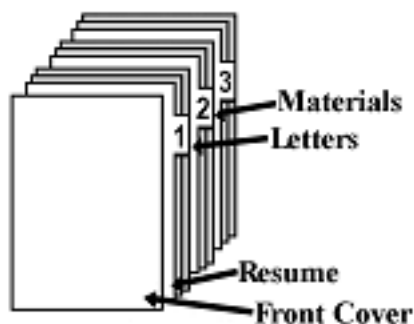
Use a professional resume format - maximum two pages in length.

TAB 2: Letters of Recommendation

Include three to five one-page letters of recommendation, including the Local Chapter President's letter.

TAB 3: Substantiating Materials

Include a section of substantiating materials up to ten pages in length.



Additional Tips and Suggestions

1. Portfolios should be clearly labeled and tabbed. Resume first, then letters of recommendation (Local Chapter President's letter first), then the rest of the substantiating materials. **NO MORE THAN 15 PAGES TOTAL.** Multiple-page documents are **NOT** permitted (see "Rules and Suggestions for Single Project Entries" for the definition of a multiple-page document).
2. All pages must be numbered.
3. The original portfolio and five copies must be submitted. See "Procedure for Entering," above, for more information.
4. Make copies of items that the competitor does not want to lose. Competition Portfolios will not be returned.

There is no standard resume format; members have enjoyed the flexibility of the Annual Reports with the Area of Opportunity program and this also brings flexibility to the competition program. Start with basic personal information; educational and professional/employment information should be included. Please include when the competitor first joined the Jaycee organization. **AFTER THIS INFORMATION ITEMS TO BE INCLUDED IN BOTH THE RESUME AND SUBSTANTIATING MATERIAL ARE TO BE FROM THE CURRENT JAYCEE AWARD YEAR** (except Brownfield, which is the first 12 months of membership).

Suggested Resume Items

- Number of members recruited
- Names of members recruited
- Number of projects attended
- Breakdown of projects attended by Area of Opportunity

- Number of projects chaired or committees served on
- Name of projects with completed CPGs
- Number of Degrees advanced
- Local Jaycee office held
- Number of new member orientations (attended and/or conducted)
- Number of state, national, or international meetings attended
- Names and dates of meetings attended
- Number and kind of training sessions (attended and/or conducted)
- Honors and awards
- Number of public relations opportunities involved in
- Number of extensions worked on (and number of successful extensions)
- Number of chapter assists (especially at-risk chapters under 30), projects worked on, members recruited, re-newals assisted with, CPGs, Degrees involvement, travel, competitions, etc.
- Significant events that occurred in the competitor's life that year beyond the Jaycees. Also any positive changes outside Jaycees that are directly related to the Jaycee movement. Items not related to Jaycees should be carefully explained. If a competitor wishes to show a relationship between these items and their Jaycee experience, this should be made explicit.

Substantiating Material

More, rather than less, information will enable easier judging and selection of the Brownfield, Armbruster, and Mungenast award winners. This is a competition for an award. The skills in the interview process and resume production should enrich the member's employment marketability. The majority of the points for judging the portfolio will be the resume (the portfolio) and the letters of recommendation not the substantiating material.

Suggested Substantiating Materials

- Membership applications
- Letters
- Fliers, calling lists, etc.
- Lists, charts, and graphs
- Summaries
- Newspaper clippings and radio or TV coverage listings
- Travel vouchers
- A short form of the resume
- Color Photos
- Thank-you notes
- Postcards
- Certificates
- Calendars
- Financial statements and receipts
- Agendas or meeting minutes showing actions taken by the competitor
- Training vouchers

These are suggested items. These are not requirements. A COMPETITOR IS NOT LIMITED TO THESE ITEMS. The choices and order of these items will depend on the competitor. These are only SUGGESTIONS!

C. William Brownfield Memorial Award

The C. William Brownfield Memorial award is presented annually to up to five outstanding first-year members. The award is named in honor of Bill Brownfield, the author of the Jaycee Creed. Bill Brownfield recognized that the spirit and enthusiasm of the Junior Chamber movement came from the spirit of first-year members.

Additional Eligibility Requirements

First-year members are eligible at any time during and up to their first 24 months of membership. In no case would a member be eligible for this award after the second Year-End Meeting following the member's initial entry into membership of the U.S. Junior

Chamber. All other eligibility criteria listed under "General Eligibility Requirements" also apply.

Judging Procedure

The judges will review the portfolios and conduct an oral interview of each nominee at the competition. The portfolio will count 50% and the oral interview 50%. The final round of competition will consist of an oral interview only. Winners of the award will be determined strictly by final round scores.

Contestants are divided into separate groups to facilitate judging. There will be a panel of judges in each contest room with finalist candidates selected from each room. No spectators will be allowed during the interview competition.

Most of the oral interview will be based on life-relevant questions, determining the nominee's enthusiasm for the Junior Chamber, and the nominee's understanding of the organization's philosophy, aims, and beliefs. It is not the intent of this award to recognize those who have memorized volumes of Junior Chamber history.

Portfolio Requirements

Nominees must submit a personal portfolio that reflects their activities. The portfolio shall include only those activities entered into during the first 12 months of the nominee's Junior Chamber career. If applicant has MORE than 12 months experience, they are evaluated on their FIRST 12 MONTHS.

John H. Armbruster "Keyman" Memorial Award

The John H. Armbruster "Keyman" Memorial award is presented annually to up to five outstanding members who have continued to show support, dedication, and enthusiasm following their first year of membership.

The award is named in honor of John H. Armbruster in recognition of his long and faithful service to The U.S. Junior Chamber. He was a charter member of the St. Louis Junior Chamber and throughout his life he contributed to the organization. John H. Armbruster founded The Junior Chamber Crew Club and through his publication, Log of the S.S. Fellowship, he kept up correspondence with members across the nation and throughout the world for more than 40 years.

Additional Eligibility Requirements

Members who have been a member of the U.S. Junior Chamber for more than one year are eligible to compete, provided they meet all other eligibility criteria listed under "General Eligibility Requirements", above.

Judging Procedure

The judges will review the portfolios and conduct an oral interview of each nominee at the competition. The portfolio will count 50% and the oral interview 50%. The final round of competition will consist of an oral interview only. Winners of the award will be determined strictly by final round scores.

Contestants are divided into separate groups to facilitate judging. There will be a panel of judges in each contest room with finalist candidates selected from each room. No spectators will be allowed during the interview competition.

Most of the oral interview will be based on life-relevant questions, determining the nominee's enthusiasm for the Junior Chamber, and the nominee's understanding of the organization's philosophy, aims, and beliefs. Judges are also looking at the skills the member has obtained and how they have been put to use.

Andrew and Charlotte Mungenast Memorial Award (Family of the Year)

The Andrew and Charlotte Mungenast Memorial Award is presented annually to up to five outstanding families in The U.S. Junior Chamber. These are families who have promoted and exemplified the objectives and beliefs of the Jaycee Creed. The award is named in honor of Andrew and Charlotte Mungenast. Andrew was one of the founders of The U.S. Junior Chamber and served as its first secretary. His wife, Charlotte, was known as the First Lady of Jaycees by the U.S. Junior Chamber and Junior Chamber International.

Additional Eligibility Requirements

Married couples with or without children, single member parents with children and brothers/sisters living in the same household may enter this competition. All members of the family group that are 18-years-old or older must meet the same eligibility criteria listed under "General Eligibility Requirements", above, and must participate in the competition.

Judging Procedure

The judges will review the resumes and conduct an oral interview of each nominee at the competition. The resume will count 50% and the oral interview 50%. A portion of the interview will be based on the resume. The entire family will be interviewed, although children are not required to be present.

Contestants are divided into separate groups to facilitate judging. There will be a panel of judges in each contest room with finalist candidates selected from each room. Finalist Mungenast competition may be conducted in the afternoon on competition day.

Durward Howes "Speak-Up" Memorial Award

Speak-Up competition is held twice each year (Year-End Meeting and Annual Meeting) to determine the most outstanding speakers in the U.S. Junior Chamber for that year. It is not the intent of this award to recognize professional speakers. The first-place winner must deliver his or her winning prepared speech at the general assembly meeting following the announcement of winners.

The award is named in honor of Durward Howes, President of The U.S. Junior Chamber in 1930-31. Howes is known as the father of the Ten Outstanding Young Americans program.

Additional Eligibility Requirements

Past national Master's Speak-Up winners are not eligible. All other eligibility criteria listed under "General Eligibility Requirements" also apply.

Time Limits

The time limit for the prepared speech is five to ten minutes and is three to five minutes for the impromptu speech.

Judging Procedure

The contestants will be judged on the basis of their delivery, speech content, salesmanship, and continuity utilizing a speech evaluation sheet. Contestants should take care not to identify their chapter or state in either their prepared or impromptu speeches. The prepared topic will be published and each contestant will receive the topic when the deadline passes for all entries are into the National Awards Program Manager at the National Service Center.

Contestants will be divided into separate groups to facilitate judging. There will be a panel of judges in each contest room, with finalist candidates selected from each room. The finalists will compete against one another on a common impromptu topic. That topic will be announced to each candidate just prior to his or her speech. Winners of the award will be determined strictly by final round scores.

Master's Speak-Up

The Master's Speak-Up competition is held twice a year (Year-End Meeting and Annual Meeting) and provides eligible state officers and local chapter presidents the opportunity to compete while in office. The format and judging procedure for this competition is the same as for the Durward Howes "Speak-Up" competition. The first-place winner must deliver his or her speech at the general assembly meeting following the announcement of winners.

Additional Eligibility Requirements

Only current (the year on which judging is based) state officers and local chapter presidents are eligible to compete in Master's Speak-Up. Program managers are not eligible to compete in Master's Speak-Up. Past national Durward Howes (Speak-Up) winners are not eligible. All other eligibility restrictions on current or past national officers, state presidents and National Awards Committee members also apply to this competition.

Write-Up Award

Write-Up competition is held twice each year (Year-End Meeting and Annual Meeting) to determine the most outstanding writers in Junior Chamber for that year. It is not the intent of this award to recognize professional writers. The winning essay from the Year-End Meeting competition will be published in the official publication of The U.S. Junior Chamber.

Judging Procedure

The essay will be judged on the basis of the comprehension and clarity of the topic, format of presentation (logic), development of the essay (creativity), and mechanics. Contestants should take care not to identify their chapter or state in their essays. An impromptu topic will be given to all contestants at the beginning of the competition. Each contestant will have 30 minutes to complete the impromptu topic. This same procedure will apply for the finalists' competition. Finalist Write-Up competition will be conducted in the afternoon on competition day. Winners of the award will be determined strictly by final round scores.

Jaycee Jeopardy

Jaycee Jeopardy is a question-and-answer contest dealing mainly with the history of the Junior Chamber organization, its officers, goals, and activities. The competition is held twice each year (Year-End Meeting and Annual Meeting) to determine the most outstanding historians in the Junior Chamber for that year. Sources of information may include *The Jaycee Book*, *Jaycees Magazine*, *A Legacy of Leadership* (the 75th anniversary history book), Annual Meeting program book, National Programs, and TOYA program book. Finalists are selected from all contestants and from the finalist round, up to five winners will be selected.

Judging Procedure

The contestants will be judged on the number of correct answers given. For the preliminary round, a questionnaire will be given to all contestants at the beginning of the competition. Each contestant will have 30 minutes to answer the questions. The finalists' competition is an oral round, "Jeopardy" style. Spectators are not allowed during the written test portion of the competition, but are encouraged to watch the final round.

Jaycee Debate

The Jaycee Debate competition is held twice each year (Year-End Meeting and Annual Meeting) to determine the most outstanding debate team in the U.S. Junior Chamber for that year. It is not the intent of this award to recognize debate professionals. The first place Debate winners at the Year-End Celebration may represent the U.S. Junior Chamber at the World Debating Competition. This competition is held in November at the JCI World Congress.

Additional Eligibility Requirements

A Jaycee Debate team must include two speakers and one coach or idea person. All three members must be from the same state, but do not have to be from the same chapter. One member of the team may be a current (the year on which judging is based) state officer or local chapter president, meeting the same eligibility criteria as the Master's Speak-Up competition, below. The other two members of the team must meet the same eligibility criteria for all other competitions listed earlier under "General Eligibility Requirements."

Judging Procedure

Teams will be divided into separate groups with a panel of judges in each of the competition rooms. Finalist teams will be selected from each room. Competition will be on a single-elimination basis with winning teams moving on to the next level of competition. The two finalist teams will face off in the final round, which should be held during a general session, if possible, to allow for audiences to experience the Debate Competition.

Each team will be given the topic fifteen minutes prior to competition. Teams will argue opposite sides of the topic and a coin toss will be used to determine which team will be able to choose their preferred side. Both teams are provided with the topic at the same time and the team winning the right to choose either "for" or "against" will be provided with 30 seconds to make their determination. Different topics will be used for each round of competition and may be either Jaycee or non-Jaycee related.

During the Debate, speakers will adhere to the following time limits: five minutes for, five minutes against, five minutes for, five minutes against, three minutes against (closing argument), and three minutes for (closing argument). **NO NEW MATERIAL MAY BE INTRODUCED** during the closing arguments; the speaker may only rebut material already presented. Each team will be allowed one two-minute time out between speakers throughout the match. The team not speaking is allowed to ask questions of the speaker after the initial minute of speech in each of the five-minute sessions but only at the discretion of the speaker. The time used to ask and answer the question counts against the current speaker's time.

The person designated as the team coach is not allowed to be one of the two speakers and must remain in that role for all rounds of the debate. In addition, the closing argument speaker must be the same person as that team's first speaker.

Jaycee Idol

The Jaycee Idol competition is held at the Annual Meeting and provides Jaycees the opportunity to showcase their singing abilities. This competition is similar (but NOT completely identical) to the "American Idol" style competitions.

Entry Procedure

The top three contestants from statewide competition are eligible to compete. In addition, at-large entries are welcome from states that did not hold a statewide Jaycee Idol competition. Contestants will submit a video of themselves performing their music without accompaniment. This is to ensure that all taped entries are legitimate performances, and not lip-synched. All tapes should be in a VHS format (full sized tapes, please) with label indicating the performer's name, state, and contact phone numbers for the contestant and

their state IDVP and/or President. Performances shall be a maximum of 5 minutes in length, performing only ONE song.

The Awards Committee and/or the National Service Center will select judges for the initial round. The judges will select up to ten national competitors and two alternates.

All submissions must be received at the address published by the National Awards Committee by July 1. The finalist competitors selected will be mailed a congratulations letter by August 25 (or the following Monday when that falls on a weekend).

Final Competition Rules

Finalist competitors will only be allowed to use an instrumental compact disc for their performance, and songs may be no more than five minutes long. Dress for this competition is performance wear-whatever is appropriate for your song selection. However, keeping in mind that we are an organization of young professionals, overly suggestive or revealing clothing is not permitted (as decided by the National Awards Committee). The finalist competitors will perform during the Annual Meeting, and up to three winners will be selected based on their final performance only. The audience will judge the competition by secret ballot, with results tallied and verified by the National Awards Committee. In the event of a tie, the tie will be broken by a pre-determined secret panel of 3 judges.

Eligibility

Any individual member of a recognized Junior Chamber chapter is eligible to compete, provided they meet all other eligibility criteria listed under "General Eligibility Requirements", above. Past national first-place winners are not eligible.



2005 National Awards Manual

OFFICER AWARDS

The following awards are presented annually to those individuals who meet eligibility requirements and demonstrating outstanding dedication to The U.S. Junior Chamber. Except for Cavalli, Frost, and Whitfield nominees, entries must be postmarked by the date published by the National Awards Committee and sent to the National Service Center. For each award, the National President appoints a select panel of judges.

Don Cavalli Memorial Award

The Don Cavalli Memorial award is presented annually to the most outstanding National Vice President in the nation. The award is named in honor of Don Cavalli, of Ogden, Utah, former State President of Utah and a past National Vice President. Cavalli died in October 1977 from a rare blood disease. The National President shall select the recipient of the Don Cavalli Memorial Award.

Clayton Frost Memorial Award

The Clayton Frost Memorial award is presented annually to up to five outstanding State Presidents. The award is named in honor of Clayton Frost, former North Carolina State President, who died in April 1946 in an automobile accident while returning from the installation of a new chapter.

The National President, after conferring with the National Vice Presidents, shall select the recipients of the Clayton Frost Memorial Award.

Allen Whitfield Memorial Award

The Allen Whitfield Memorial award shall be presented annually to up to 20 outstanding State Presidents who have shown exemplary dedication and commitment to the Junior Chamber movement.

The award is named in honor of Allen Whitfield from Iowa. He served as National President in 1936-37. He died in 1984.

The National President, after conferring with the National Vice Presidents, shall select the recipients of the Allen Whitfield Memorial Award.

R. Bradley Trafton Award

This award is presented annually to up to 25 outstanding non-paid State Officers. These include State Secretary, Administrative Officer, Treasurer, Chaplain, Appointed Officers, and other state positions not qualified for other awards. This award is named in honor of R. Bradley Trafton, a past U.S. Junior Chamber staff officer from New Hampshire. He also served as State President, Internal Vice President, and Chaplain (twice) for the New Hampshire Junior Chamber.

For each entry, a letter of recommendation from the State President must accompany each entry form. Each state organization may nominate up to six individuals for this award. The National Executive Committee selects the top 60 State Officers nominees, and the National President's appointed committee selects the award recipients.

Dennis Hamilton Memorial Award

The Dennis Hamilton Memorial award is presented annually to up to ten outstanding State Vice Presidents who, regardless of the name of their offices, are responsible for statewide programming.

The award is named in honor of Dennis Hamilton, who, while serving as an Administrative Vice President of the Oklahoma Junior Chamber, died in an airplane crash on April 7, 1973, at the age of 30.

For each entry, a letter of recommendation from the State President and a National Vice President must accompany each entry form. Each state organization may nominate up to two outstanding State Vice Presidents for this award. The National Executive Committee selects the top twenty State Vice President nominees, and the National President's appointed committee selects the award recipients.

Steve Little Memorial Award

The Steve Little Memorial award shall be presented annually to up to ten outstanding State Vice Presidents, who regardless of the name of their offices, are in charge of statewide or area-wide membership activities.

The award is named in honor of Steve Little who, while serving as President of the Wisconsin Junior Chamber, died in a car accident in January 1982 while driving to a Junior Chamber meeting.

For each entry, a letter of recommendation from the State President and a National Vice President must accompany each entry form. Each state organization may nominate up to two outstanding State Vice Presidents for this award. The National Executive Committee selects the top twenty State Vice President nominees, and the National President's appointed committee selects the award recipients.

Clint Dunagan Memorial Award

The Clint Dunagan Memorial award is presented annually to up to 15 outstanding Regional Directors in the nation.

The award is named in honor of Clint Dunagan from Midland, Texas. He served as President of the Texas Junior Chamber in 1944. He died on November 5, 1956, at the age of 37 in an airplane crash near Lampasas, Texas.

For each entry, a letter of evaluation from the State President and the region's final Blue Chip submission must accompany each entry form. Each entry form must have the State President's signature. Each state organization may nominate up to two outstanding Region Directors for this award. The National Executive Committee selects the top 40 Region Directors nominees, and the National President's appointed committee selects the award recipients.

M. Keith Upson Memorial Award

The M. Keith Upson Memorial award is presented annually to up to 25 outstanding District Directors in the nation.

The award is named in honor of M. Keith Upson from Caney, Kansas, 1958-59 U.S. Junior Chamber Vice President. He died October 29, 1959, from a life-long diabetic ailment.

For each entry, a letter of evaluation from the State President and the district's final Blue Chip submission must accompany each entry form. Each entry form must have the State President's signature. Each state organization may nominate up to three outstanding District Directors for this award. The National Executive Committee selects the top 60 District Directors nominees, and the National President's appointed committee selects the award recipients.

Seiji Horiuchi Memorial Award

The Seiji Horiuchi Memorial award is presented annually to up to 12 outstanding State Chairpersons/Program Managers.

The award is named in honor of Seiji Horiuchi, who served as Vice President of The U.S. Junior Chamber in 1958-59. He is credited with originating the concept of the Chairman's Planning Guide.

For each entry, a State Program Manager's Planning Guide (ten-question CPG form) with substantiating material must accompany each entry form. Each entry form must have the State President's signature. Each state organization may nominate up to five State Chairpersons/Program Managers for this award. The National Executive Committee selects the top 30 State Chairpersons/Program Managers nominees, and the National President's appointed committee selects the award recipients.

Charles Kulp, Jr. Memorial Award

The Charles Kulp, Jr. Memorial award is presented annually to up to 40 outstanding Local Presidents in the nation.

The award is named in honor of Charles Kulp, Jr. from Delaware. Kulp was Delaware's State President and Local Chapter President for the Wilmington Junior Chamber. He died of cancer in 1979.

For each entry, a letter of evaluation from the State President and the chapter's final Blue Chip submission must accompany each entry form. Each entry form must have the State President's signature. Each state organization may nominate up to six outstanding Local Presidents for this award. The National Executive Committee selects the top 120 Local Presidents nominees, and the National President's appointed committee selects the award recipients.

Outstanding Local Vice President Award

The Outstanding Local Vice President award will be presented annually to up to 20 outstanding Local Vice Presidents.

For each entry, a letter of evaluation from the State President and the chapter's final Blue Chip submission must accompany each entry form. Each entry form must have the State President's signature. Each state organization may nominate up to twelve outstanding Local Vice Presidents for this award. The National Executive Committee selects the top 40 Local Vice Presidents nominees, and the National President's appointed committee selects the award recipients.

Seldon Waldo Memorial Award

The Seldon Waldo Memorial award will be presented annually to up to five outstanding U.S. Junior Chamber Committee Chairpersons, Committee Members, or National Consultants having served the preceding year.

The award is named in honor of Seldon Waldo, an attorney from Gainesville, Florida, who served as U.S. Junior Chamber President in 1946-47. He died November 8, 1950, of nephritis, at the age of 35.

All National Consultants, National Chairpersons, and National Committee Members (whether appointed by the President of The U.S. Junior Chamber or designated by the Staff Program Manager with the approval of the President of The U.S. Junior Chamber) whose programming activity is nationwide in scope are eligible.

For each entry, a U.S Junior Chamber Planning Guide (ten-question CPG form) with substantiating material must accompany each entry form. The CPG must include the following information:

1. A copy of committee objectives. A report on the nominee's activities, results, and recommendations.
2. Copies of all promotional materials developed in full or in part and mailed out by The U.S. Junior Chamber during the year.
3. Financial report, including originally approved budget, approved budget changes, and actual expenses.
4. Recommendations for the future of the program.

Wayne McCall Memorial Award

The Wayne McCall Memorial award is presented annually to up to three individual members who have made the most outstanding contributions in International Affairs activities.

The award is named in honor of Wayne McCall, the first JCI Senator from Oregon. On October 28, 1956, he died fighting a fire while serving as a member of the volunteer fire department of Cottage Grove, Oregon.

The National Executive Committee will select up to three McCall Award winners. The judging is based on the project CPG with substantiating material.

Bill Butler Memorial Award

The Bill Butler Memorial award is presented annually to the individual or program that has contributed the most to improving and modernizing corrections facilities during the preceding year. The award is named in honor of Bill Butler, who served as President of an institutional chapter. He was killed while putting down a riot within his community.

For each entry, a letter of recommendation must accompany each entry form. A local chapter or state organization must submit the nomination. The National President's appointed committee selects the award recipients based on the following criteria:

1. The individual or program must have actually helped people within the criminal justice system find a motivation and/or method to remain crime-free and reenter mainstream society.
2. The individual or program must be capable of being judged on a factual (statistical) level rather than emotional appeal.
3. The individual or program must utilize as high a degree of community resources as possible.



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MEMBERSHIP AWARDS

Individual Membership Awards

Recruiter's Hall of Fame

Each year, up to ten of the most outstanding recruiters may be inducted into the Recruiter's Hall of Fame.

To become a nominee, a minimum of 200 new members must be recruited during the award year (January 1-December 31), or recruit 500 members during a lifetime, or both.

To be eligible for consideration, the Hall of Fame application must be mailed to the National Service Center and postmarked by the date published by the National Awards Committee.

Each winner will receive a plaque at the Year-End Meeting and his or her name will be permanently enshrined in The U.S. Junior Chamber Exhibition Hall.

Return The Favor Award (RTF)

The "Return The Favor" Award is presented annually to U.S. JCI Senators and/or U.S. JCI Senate Organizations that provide outstanding and conscientious service to the Jaycees of their city, town, state, or nationally.

The judging is based on written input during the year to the U.S. JCI Senate's Return The Favor Chairman by State Presidents, Regional Vice Presidents, and State RTF Chairpersons.

The U.S. JCI Senate presents RTF Awards quarterly. These recipients are eligible for the annual U.S. Junior Chamber RTF Award presented at the Year-End Meeting.

The awards entries are judged by the U.S. JCI Senate National President, the Administrative Vice-President and the RTF Chairperson. Judging is based on activity reported during the year and supported by substantiating material.

Membership Excellence Awards

The Chapter Membership Excellence Awards recognize the outstanding accomplishment of chapters that multiply their membership within one year. These awards are presented at the Year-End Meeting and are designed to recognize those chapters that double, triple, or quadruple their membership during the year.

The Individual Membership Excellence Awards recognize the outstanding accomplishment of individuals and their contributions to growing the organization. These awards are presented at the Year-End Meeting and are designed to recognize those individuals who recruit 50, 75, or 150 members in the year.



2005 National Awards Manual

STATE AWARDS

Each year, state organizations conduct projects that impact their members and the communities in which they serve. The National Awards Program has been established to honor those states that conduct these outstanding projects.

State Tiers

State Annual Report award entries are, in part, judged in conjunction with states having similar membership bases. These are known as the state tiers. The USJC National Service Center assigns the state tier based on the state's January 1 base membership. The following are the state tiers: *(Note: State tiers have changed for 2005, please make note of the new membership requirements for each tier)*

State Tiers	Base Membership
Tier 1	0 - 750
Tier 2	751 - 1,750
Tier 3	1,751

Suggested State Business Plan Guidelines

State Business Plan awards encompass the activities of a successful state based on surveys and evaluations. Area of Opportunity awards will be awarded based on the judging of the state's Annual Report and recommendation of the Executive Committee. Planning to be successful in each of these areas is the first step toward the state's success. Incorporate these areas into the state's Plan of Action for the year.

Planning and procedures utilized by chapters for Annual Report development is the same for states. The only difference is that the goals of the chapter's involvement in state programs and projects need to be tracked as well as individual and state community needs. The look and the feel of the Annual Report would be similar to the local chapter's Annual Report. The biggest difference is that the goals should reflect chapter numbers as well as individual and community involvement.

Suggested State Plan Areas of Opportunity and Annual Report Guidelines

State Area of Opportunity awards encompass the activities of a successful state organization and will recognize those portions of a state's programs that achieve excellence in impacting the state's members. The Area of Opportunity awards will be determined by judging the state's Annual Report. No other separate documentation is necessary, just as for local chapters. Please refer to the four Area of Opportunity categories described in the beginning of the National Awards Manual.

Annual Report

The Annual Report will be judged first for evaluation of performance overall as a state organization and by each Area of Opportunity, first by state tier. The first-place winners in each Area of Opportunity area, and overall by state tier, will then compete against the other state tier winners to determine the most outstanding state in the nation and the most outstanding state in each Area of Opportunity category. The most outstanding state in the nation will not be determined by who wins the most Area of Opportunity awards. States are not required to include programs that encompass all Areas of Opportunity, just as for local chapters.

The Annual Report is similar to a Local Chapter Annual Report. It must include, but is not limited to:

1. State President's summary and evaluation.
2. Financial statement.
3. State Business Plan, including all revisions, periodic evaluations, and year-end evaluation. Include impact on the local chapters, members, and state organization.
4. Recommendations for the future.
5. Report from Vice Presidents, regions, districts, or from other organizational structures.

Just as a local chapter plans its year based on the needs of the members, so should a state's Business Plan re-reflect the needs of the local chapters, members, and the state organization. These can be determined through many means, including but not limited to:

1. Survey of chapters, members, or state officers.
2. Brainstorming and evaluation by state officers.
3. Recommendations from previous administrations. Recommendations from other bodies, such as long-range planning committees, Blue Ribbon-type panels, etc.

These needs should determine the priorities in establishing goals and objectives for the state organization. It can also help determine the organizational structure and evaluate whether the same structure should be maintained or changed. States are no longer limited to having the set programming, membership, and administrative structure as previously prescribed. States best know the needs of the state organization and can add and/or delete areas of the organization.

The Annual Report needs to explain how these goals, objectives, and changes in structure, etc., will impact the local chapter, member, and state organization as well as the rationale behind these based on the needs determination and analysis.

Once goals are established, a report of periodic monitoring, including either a monthly, quarterly, or mid-year evaluation of progress to date, including any revisions to the state plan, should be done. The overall impact on chapters, members, and the state organization will be presented in the Annual Report. Remember, if a goal cannot be tracked numerically, it is a wish, not a goal.

The most important criteria on which the state will be evaluated on either overall or Area of Opportunity is IMPACT. What was accomplished for the local chapters, members, and state? Quantitative results need to be related, (e.g. net growth numbers, retention numbers, net number of chapters, number of local members involved, etc.) as well as the significance of those numbers. Questions should be asked such as, "What was important about the results achieved? What is their significance?" For example, "Did the growth focus on red-line chapters? A previously unserved area? How were programs instrumental in promoting and developing the membership base?" and so on. The report format and writing quality is secondary to the impact and accomplishments achieved by the state organization.

The year-end results should be broken down by Area of Opportunity. The areas being assessed encompass all areas of state management and operation. For example, communication efforts will be judged by the means used and effectiveness of communication used for all officers and areas, not just the state newspaper or President's newsletter. The entire Annual Report will be used to judge each Area of Opportunity.

Remember, unless there are changes in the state's organization and structure, the Annual Report will be similar to the previous state programming books. However, instead of separate reports by area, they should be incorporated into a single Annual Report - just as a business or company would produce.

George O. Wilson Memorial Award

The George O. Wilson Memorial award is presented annually to the state organization with the best programming by Area of Opportunity, by state tier. The award is named in honor of George O. Wilson, who served as President of The U.S. Junior Chamber in 1921-1922.

Success in each state Area of Opportunity award area will help to determine a state's overall success. In addition, the following criteria will be used to assess a state's overall success:

1. Did the state increase its membership (members and chapters) size during the awards year?
2. Does it appear that the chapter and state leaders actively participated in the planning and evaluation process?
3. Were state leaders provided the opportunity for training and development?
4. Were members given the opportunity for personal and professional development through state programs and activities?
5. Did the state make an impact on its members, chapters, or on the community?
6. How were the state goals determined as they related to the State Areas of Opportunity? Do the goals appear to relate to the needs and desires of chapters or the state?
7. What levels of success were used and how were these levels determined based on available resources and activities? Were these levels met?
8. Did the results achieved make an impact on the chapter? Members? State?

Number One Overall State Award

The Number One Overall State award is presented annually to the state organization with the greatest impact in the U.S. Junior Chamber. The best overall state organization will be selected from the George O. Wilson Memorial award winners of each state tier.

James McKeithan Memorial Award

The James McKeithan Memorial award is presented annually to the state organization conducting the best and most comprehensive activities in the area of international involvement. Judging is based on the International Area of Opportunity section of a state's George O. Wilson Annual Report submission. No other separate documentation is required. The award is judged by the National President, Executive Vice President and one Staff Officer selected by the National Executive Committee.

James McKeithan of Mission, Texas, represented The U.S. Junior Chamber as an Ambassador to South America in 1968. While serving in this capacity, he drowned while swimming in Natal, Brazil.

Statewide Project Award

Statewide Project awards are presented annually to the state organizations conducting the most outstanding statewide projects. First, second-, and third-place awards are presented at Year-End Meeting. Statewide projects are not judged according to Commission or Area of Opportunity.

The award is judged on a Chairman's Planning Guide with substantiating material for each project entered. Only projects entered specifically for these awards will be considered. States may enter as many projects as they desire in this area.

Entries must be certified by the State President and sent with the appropriate entry fee to the National Service Center and postmarked by the date published by the National Awards Committee.

State Publication Award

The State Publication award is presented each year at Year-End Meeting to up to three states having the most outstanding state publications. Such publications must be published at least quarterly. First-, second-, and third-place awards are presented.

Judging Criteria

All entries will be judged according to the following three criteria:

1. PLANNING

- Primary purpose stated clearly and simply
- Stated goals related to state's priorities
- Goals are specific and measurable
- Realistic budget presented
- Management techniques defined
- Benefits to members stated clearly

2. IMPLEMENTATION

- Roles of state officers defined
- Roles of non-members defined
- Manpower, resources, and supplies identified clearly
- Steps to implement project stated clearly
- Project implemented to produce benefits to members

3. EVALUATION

- Goals evaluated separately, results measured
- Financial results presented clearly
- Recommended changes clearly explained
- Complete description of problems and how they were handled
- Ways benefits were delivered to members

Procedure for Entering

Submit a completed Chairman's Planning Guide and current Statement of Ownership, Management, and Circulation (U.S. Postal Service Form 3526). Answer all questions and fill in all blanks on the CPG with necessary supporting information. Entries should be neatly presented and submitted in a binder, mailed to the National Service Center and postmarked by the date published by the National Awards Committee.

Andrew G. Mungenast Founder's Plaque

Andrew G. Mungenast plaques are presented annually to the state with the highest percentage of increase in chapters and to the state with the greatest numerical growth in chapters. Verification is made through U.S. Junior Chamber growth records from January 1 to December 31.

Andrew G. Mungenast was one of the founders of The U.S. Junior Chamber and served as its first secretary.

Membership Plaques

Membership plaques are presented to the state with the highest percentage of membership growth and to the state with the greatest numerical membership growth. Both are based on official U.S. Junior Chamber membership records from January 1 to December 31.

Outstanding State Web Site

In cooperation with the National Technology Advisory Committee, Presidential recognition is given to the most outstanding state site on the World Wide Web. To be considered, the following minimum criteria must be met:

1. These pages must not be part of a personal home page.
2. These pages must be dedicated to the state and state business.
3. There must be a minimum of two pages.
4. The Web site must have a Board of Directors page.
5. There must be a statement of purpose and mission statement.
6. There must be recent state projects with a minimum of two listed.
7. There must be one or more links to community Web sites.
8. There must be a link to the U.S. Junior Chamber Web site and all links must work.

Eligibility

All state Web sites who have a working link in the "Chapter Links" section of the U.S. Junior Chamber Web site will be considered for this award.

Judging Procedure

Each site nominated will be evaluated in the following areas:

1. Design and layout (does it flow, will I go inside?)
2. Originality (creativity)
3. Functionality (easy and clean navigation)
4. Appropriate use of JavaScript, applets, graphics, Flash, audio, video, etc.
5. Does site present a positive image and communication?
6. Good content (is it engaging, do I want to come back?)
7. Good links (no or limited broken links, missing pictures or graphics)
8. Contact information (board members, project chairs, webmaster, chapter or state)
9. Fast loading pages - bandwidth usage
10. Overall look and feel of site