



The HOMENETMEN LEADER'S GUIDE

Հ.Մ.Ը.Մ.ական ՂԵԿԱԿԱՐԻ ՈՒՂԵՑՈՅՑ

English Version Second Edition 2.1

February 2019



Prepared by: Dr. Shahe Yeni-Komshian

Commissioned by: Homenetmen Western USA Regional Executive Board

Sponsored by: Homenetmen Central Executive Board

The content of the Homenetmen Leader's Guide includes original writings by SY, as well as edited past documents and/or reproduction of already prepared documents.

The Guide is available on-line as an e-document, at: [www. Homenetmen.net](http://www.Homenetmen.net)



**The Homenetmen Leader's Guide was Developed on the Occasion of the
100th Anniversary of HOMENETMEN
As a Tribute to its Remarkable Contribution to Armenian Society,
In the Hopes of Educating Future Generations of Leaders to Carry on the Torch.**

SY

PREFACE

Homenetmen has bylaws, rules and regulations, but no formal leadership development program. Governing bodies also do not have a comprehensive orientation guide for new board members. Hence this guidebook.

This Guide is primarily written for the leadership of Western USA Region. However, the entire Homenetmen family with all of its Regions and Chapters could use this guidebook, with minor adjustments of region specific information.

WHY Do We Need to HAVE a GUIDE for LEADERS?

Every nonprofit organization needs a board development process. Homenetmen has to give tools to those leaders who are expected to lead our youth, to better explain to them their role and responsibilities, educate them about their position and functions and help improve their performance. Quality leaders are better mentors.

This Guide may be utilized for two purposes:

- 1. As a **reference handbook**, adopted by any Homenetmen leader, or*
- 2. As **content and information source** for orientation meetings or **educational workshops** of board members and leaders, either face to face or on-line.*

WHY is this GUIDE written in the ENGLISH LANGUAGE?

This document is prepared for all Homenetmen leaders, all over the world. Therefore, it should soon be translated to Armenian.

The decision to first prepare the document in English, is purely a pragmatic one. It is an unfortunate fact that, in the Diaspora, the use of the Armenian language and particularly reading, is becoming quite challenging to the youth. The inability to get educated thru Armenian documents, in turn is limiting many of the committed young individuals to stay and prevail in Homenetmen ranks, let alone advance and become leaders. Hence this GUIDE, geared to our youth who unfortunately lack the command of our language and alphabet. This document is meant to not discriminate the latter category. It is also meant to enlarge our compass and attract a larger proportion of the Armenian youth into our ranks.

That said, propagation of the Armenian language still remains a fundamental goal of Homenetmen. Having a syllabus in English does not and should not deter any chapter leadership to keep Armenian as the primary language for educating its members, nor from speaking and encouraging to speak in Armenian. In fact, one of the intents of the GUIDE is to emphasize the importance of communicating in Armenian and make all of our leaders more attentive towards the goal of Armenian language usage.

Index of Commonly Used Terms and Acronyms:

Varchoutyoun = Executive Committee = Executive Board (the latter is the preferred term)

Varchagan: Board Executive, Director or Officer

Adenabed: Board Chairman and President (Homenetmen uses the term Chairman)

Sherchanayin Varchoutyoun: Regional Executive Committee = Regional Executive Board (REB)

Masnadjughi Varchoutyoun: Chapter Executive Committee = Chapter Executive Board (CEB)

Sherchanayin Nergayatzoutzich: Regional Board Representative or REB Liaison

Varchagan Nergayatzoutzich: Chapter Exec. Board Representative or Chapter Exec. Board Liaison

Hantznakhoup/Yentahantznakhoup: Committee / Sub-Committee

Scoutagan Khorhourt: Scout Council

Marzagan Khorhourt: Athletic Council

Scout: The term encompasses all scouting sections, Ari, Arenoush, Kaylig and Arduveeg

Pajanmounk: Division - Homenetmen branch, such as scouts, sports, youth, auxiliary etc.

Khoump: Unit- It may be a scout troop of any division or a particular sports team e.g. basketball etc.

Miavor: A similar structure to a Chapter, representing a city within a Region, with lower membership and less governance responsibilities

Scoutagan Meeyavor: A scouting structure called section, consisting of either 2-3 troops or combination of scout troop and cub scout pack, within the same chapter

Executive Director: Salaried senior management leader



TABLE of CONTENTS

1. Why Does One Serve as a Homenetmen Leader?.....	Page 10
<ul style="list-style-type: none"> • The Homenetmen Mission • Homenetmen as a Resource: Serving the Community and the Young Member 	
2. The Task of the Homenetmen Executive Board	Page 17
<ul style="list-style-type: none"> • The Homenetmen Executive as Champion of HOMENETMEN CORE VALUES • The Homenetmen Leader is also a Manager • Function of the Board: The 6 Responsibilities • The 3 Ps: How Does an Executive Board “Execute” Successfully? 	
3. The Homenetmen System: How Do We Function? How Do We Serve?	Page 37
<ul style="list-style-type: none"> • Governance Rules and the Organizational Structure • The Chapter Concept and Volunteerism • The Homenetmen Program and its Scope of Activities • Auxiliary Activities 	
4. The Homenetmen Leadership Role within the Armenian Community	Page 46
<ul style="list-style-type: none"> • Community Leadership in the Diaspora • Intercommunity Dynamics and other Community Organizations • What Should a Leader Know about Population Statistics? • The Leadership Role of Homenetmen within the Community 	
5. The Executive Board	Page 63
<ul style="list-style-type: none"> • Board Membership • Job Description of Board Members • Operational Divisions • Specific Duties and Responsibilities of the Executive Board • The Executive Director 	
6. Board Meetings	Page 78
<ul style="list-style-type: none"> • How to Conduct an Efficient Meeting? • The Meeting Agenda 	

7. Reflections on Board Membership	Page 86
<ul style="list-style-type: none"> • Why Were You Elected? • What is Expected from You? • A Special Working Relationship with Coaches and Scout Leaders 	
8. Guidelines for the Board Chairman	Page 89
<ul style="list-style-type: none"> • As a Leader • Getting Started • Volunteer vs. Professional Relationship • Relationship with Committee Liaisons • The Chairman and the Community • The Chairman and the Financial Program • Participation in Events 	
9. Guidelines for Board Varchagans = Officers	Page 95
<ul style="list-style-type: none"> • Getting Started • Acting as a Counselor, advisor • Fiduciary Responsibilities 	
10. Enhancing the Homenetmen Brand Awareness	Page 98
<ul style="list-style-type: none"> • How to Portray and Market the Homenetmen “Product”? • Marketing Plan and Strategies • Marketing Execution 	
11. Planning and Organizing Successful Programs	Page 107
<ul style="list-style-type: none"> • Annual Goals • Action Plan • Activity Schedule and the Program Outcome Model • Understanding Incentives 	
12. The Scouting Program	Page 114
<ul style="list-style-type: none"> • Homenetmen Scouting Goals • The Western Region Scouting Program • The Scouting Triangle • The Divisions of Homenetmen Scouting • Homenetmen Scouting Leadership Hierarchy and Function • The Scoutmaster • Regional Scout Council 	

- Scout Council: Role and Responsibilities
- Aims and Methods of Scouting
- Activity Planning
- Best Behavior Rules
- Scout Safety Guidelines
- Emergency Measures

13. The Sports Program Page 141

- Homenetmen Practices Amateur Sports
- How Does Homenetmen Interpret YOUTH SPORTS OBJECTIVES AND VALUES?
- The Homenetmen Young Athlete's Educational Requirements
- The Sports Division of Homenetmen Western USA
- Homenetmen Athlete's Ten Commandments
- Role and Responsibility of the Chapter Athletic Committee
- Expectations and Responsibilities of Coaches
- Homenetmen W USA - Athletic Age Divisions
- Athletic Event Participation Rules and Event Rules
- Homenetmen W USA – Athletic, Parental and Coaches' Code of Conduct
- Homenetmen W USA - Substance Abuse Policy

14. The Financial Program Page 161

- Financial Planning
- Chapter Assets and Bylaw Covenants Regarding Chapter Owned Property
- Who Pays for Homenetmen Activities?
- Sources of Income in a Chapter
- Good Governance Implies Board Oversight
- Understanding Financial Statements
- Accounting Principles and Policies

15. Visual Branding Identity and Communication Policy Page 172

- Visual and Graphic Branding Identity
- Communication Rules and Guidelines
- Communication Policy
- Proper Use of Logos

16. Event Planning Guidelines Page 178

- Event Planning Guide
- Event Accounting Policies & Procedures
- Event Flyer and Ticket Printing Guide

17. Proper Protocol within Homenetmen Ranks	Page 182
<ul style="list-style-type: none"> • Respect of Hierarchy • Meet and Greet Customary Rules • Interrelations and Communication Code with Chapters • Protocol Etiquette at Events • Flag policy 	
18. The Organization and Transformational Change	Page 187
<ul style="list-style-type: none"> • Essentials of the Transformation Change within the Organization • Process Improvement • Succession Planning • Strategic Planning: How to Win the Challenge and Create Positive Change • Leading to Success • How to Measure Success and Metrics to Measure Progress • The Vision: 2020 and beyond 	
19. Homenetmen, the Worldwide Organization	Page 203
<ul style="list-style-type: none"> • History of Homenetmen - The Early Years • Evolution of Homenetmen into a Worldwide Organization • Homenetmen Returns to the Homeland • Homenetmen Central • Governance Rules and the Organizational Structure • General Assembly Meetings and Respective Boards 	
20. More Information about Homenetmen	Page 222
<ul style="list-style-type: none"> • Frequently Asked Questions(FAQs) about Homenetmen • Statistical Charts about Homenetmen • More Information About Homenetmen and Scouting • Bylaws of Homenetmen Youth Division • Parliamentary Procedures, Motions - How to conduct a General Meeting 	
21. Additional Topics that Homenetmen Leaders Ought to Know	Page 257
<ul style="list-style-type: none"> • History of the Armenian Nation • The Armenian Genocide • The Armenian Diaspora Today • Understanding the System of Governance: Republic of Armenia • Understanding the System of Governance: United States of America 	

- The Republic of Armenia: Achievements and Challenges
- The Republic of Artsakh: Achievements and Challenges

22. Appendix Page 314

- Suggestions for Executive Board Orientation Workshops
- Published Articles about Homenetmen

23. Acknowledgements and References Page 318

This Booklet has 21 chapters:

- The title of each chapter is highlighted in **Red color**
 - ❖ Between each chapter there is a summary, termed Homenetmen leader's checklist
- The title of each section within each chapter is highlighted in **Blue color**
- Sub-section titles are highlighted in **orange**



- **Out of the Box Thinking: A suggestion/explanation that is not conventional for Homenetmen at the present time, but worth of consideration**





Chapter 1. Why Do We Serve as Homenetmen Leaders?

YOU ARE JOINING The Leadership of an ELITE ORGANIZATION

Welcome to Homenetmen, an Armenian organization with a particular purpose, an organization that functions with an efficient and orderly approach to tasks.

HOMENETMEN IS ONE OF THE VERY FEW Armenian organizations that have had a consequential impact on Armenian life for over a century, and still remain timely.

Established in 1918, Homenetmen has been a school to more than half a million scouts and athletes over the last centenary. As of 1/1/2019, it is the largest Armenian youth organization with 111 chapters all over the world. It is up and running in 104 cities, in 24 countries. It has hundreds of thousands of supporters all over the world. It has over 25 thousand dues paying members, by far the largest of any other organization.

Homenetmen is also incorporated in the Republic of Armenia and has over 1000 members. It operates in 10 cities with 14 chapters and has 2 camps. Homenetmen-HASK is the official representative of Armenia at the World Organization of Scout Movement.

Within the Homenetmen contingent, Homenetmen Western USA Region is the most sizable. Established in 1968, Homenetmen Western USA Region is a community force to reckon with:

- a. Homenetmen Western USA has more than 6,300 active (dues paying) members
- b. It has a strong alumni force and tens of thousands of community supporters
- c. It has 17 chapters and 2 Miavors located within 3 states: California, Nevada & Arizona.
- d. It is the largest Armenian youth organization in the United States in the 6-20 age group. It has as many members in its ranks as all of students attending Armenian schools in W USA.
- e. The Navasartian Games & Festival organized by Homenetmen's Western U.S. Regional is the largest Armenian festival or event in the Diaspora, attracting about 50 thousand spectators.

Here are the Major Catchphrases that Best Identify Homenetmen:

ԲԱՐՁՐԱՑԻՐ ԲԱՐՁՐԱՑՈՒՐ: ELEVATE YOURSELF and OTHERS AROUND YOU

ԱՌՈՂՋ ՄԻՏՔ ԱՌՈՂՋ ՄԱՐՄՆԻ ՄԷՋ: HEALTHY MIND in a HEALTHY MIND

ՄԻՇՏ ՊԱՏՐԱՍ: BE PREPARED

ԼԱԲԱԳՈՅՆ: DO YOUR BEST

Why Does One Serve as a Homenetmen Leader?

In Homenetmen, organizational leadership is a dual focused approach, that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an **attitude and a work ethic** that empowers an individual in any role to lead from the top, middle, or bottom of an organization. Serving on the Board is an honor and responsibility.

WHO QUALIFIES as a Homenetmen LEADER? Within the Homenetmen family, the following decision makers are considered Leaders:

1. Regional and Chapter Varchagans (Board Executives)
2. Scout Council members
3. Athletic Council members
4. Scoutmasters and Leaders
5. Coaches
6. Board sub-Committee Chairs
7. Actively engaged Homenetmen Benefactors.

Why Does One Serve on the Board of the Organization?

The primary responsibilities for anyone who chooses to serve on any board – either nonprofit or for-profit, is to be a reasonable, prudent person with a dedication to making decisions that are in the best interest of the organization. The same applies to Homenetmen board members. But we also differ.

- The governance of Homenetmen differs from other non-profits or corporations. The latter have two distinct co-dependent leaderships, namely a board and a senior management headed by the CEO.
- Within Homenetmen governance, senior management is the Board. The chairman of the board is also the president and CEO.
- How we come to serve on a board also differs. Other non -profits board members are rarely elected; they are often appointed, or thru a process are self-selected. In Homenetmen, Board candidates should fulfill some requirements, and are elected by their peers, after being nominating thru a democratic system based on our bylaws.

And the answer to why one would serve as an executive on the Board is straightforward: **To implement and execute the mission of Homenetmen.**

A Homenetmen Board member serves to **follow the motto of Homenetmen: Elevate Yourself and Others Around You.** Becoming a Homenetmen leader is entirely voluntary and certainly the position brings on honor to the individual. But it also bestows responsibility. **This journey is not limited to the individual Board member's ascension to leadership, it's more so about the "others"- members and the community, that the leader has been entrusted to teach, lead and serve.**

Our aim is to enhance the development of a "Healthy Mind in a Healthy Body" in our members and the community. We function with the spirit of "Always Prepared" and "Do Your Best". The Board is the mirror of the organization and board members should be the reflection of what the mission of their organization is.

The Homenetmen mission is to educate, empower and keep the youth engaged.

What are the key points of the above mission?

- **First**, we are an Armenian organization. Our goal is to give our members a Homenetmen experience that enriches the members' knowledge about their heritage and makes them proud of their identity. We also empower them to become actively engaged with Armenian national interests (HAYAGERDOUM).
- **Second**, we are good citizens. It is the purpose Homenetmen to provide boys and young adults with an effective program designed to instill desirable qualities to build character, to develop in them personal fitness, to train the youth in the responsibilities of participating citizenship, and, thus prepare productive members of our society, successful citizens with a set of values and principles (MARDAGERDOUM).
- **Third**, Homenetmen is a school outside of regular schools and provides extracurricular education. Scouting and sports are the means to achieve better Armenian values, spirit and new knowledge. This is essential for our perseverance- HAYABAHBANOU.
- **Fourth**, we are an open organization. Any person of Armenian descent can become a member, as long as there is evidence of Armenian ancestry. They can have a name ending with IAN, YAN or not. Also, this is an organization for young boys and girls, women and men, without any discrimination.
- **Fifth**, through its Chapters and facilities, Homenetmen provides a healthy and safe environment, away from society vices, where each member has the opportunity to achieve his or her highest goal in athletic, scouting and cultural arenas.

The Homenetmen MISSION

The Homenetmen mission is to prepare physically fit young Armenians, who are endowed with noble intellectual and spiritual values, who conduct themselves as exemplary citizens and remain dedicated to their Armenian root.

What is the meaning of the above Mission?

In the US, it is to develop the archetype of the 21st century Armenian- American citizen, male or female, who is proud of his/her native country yet feels a complete and committed sense of Armenian identity and belongingness. Homenetmen members:

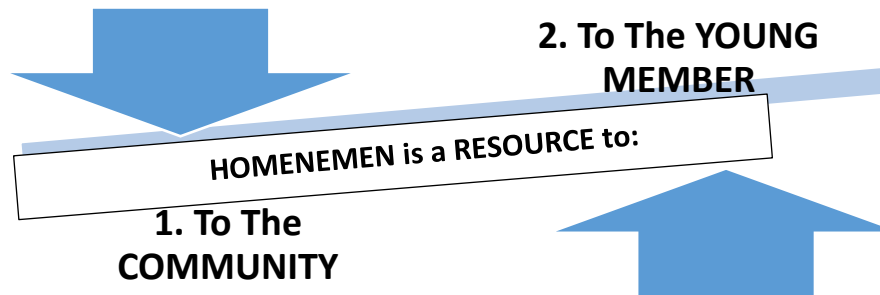
- Are patriotic Armenians, committed to their Armenian identity and culture, enriched with Armenian values and spirit
- Are prepared to fulfill the varied responsibilities of participating in and giving leadership to their Armenian society, as well as to American or other forums of the world
- Have a high degree of self-reliance as evidenced in such qualities as initiative, courage, and resourcefulness
- Have strong ethical and stable values.
- Have the desire and skills to help others and believe in individual and collective achievements.
- Have the desire to learn the principles of Armenian and American (or their country of citizenship) social, economic and governmental system.

Therefore, as an entrusted custodian of the organization, any potential Homenetmen leader candidate should be ready and determined to serve his/her local community and homeland Armenia. If not, Homenetmen is not the right organization for that individual.

WHAT IS IT THAT WE DO? WHO DO WE SERVE?

Homenetmen IS a RESOURCE:

1. To OUR Community
2. To OUR Youth



1. Homenetmen, a Resource to the Local Community

A community resource is anything that has the potential to improve the quality of life in a community. Homenetmen is not a self-serving organization, rather, value driven. When Homenetmen is properly understood as a resource program, the community will see its value and use it more effectively. When quality programs are delivered, more of the youth will join and a larger community is served. This is how Homenetmen has operated and will continue to serve the communities around. The community leadership role that Homenetmen provides is to expose the youth to their Armenian heritage through healthy, educational and productive activities and linking them to their community and society. As Board members, this concept should be reflected in our thoughts and activities, all the time.

From the day of its inception, Homenetmen has combined scouting and athletic activities together, since it believes that they are complementary parts of its mission. **By combining the two programs we have become a more inclusive resource to boys as well as girls within the community.** Homenetmen is an organization that serves the overall functioning and health of the community. We also provide for community members' more abstract needs, such as the need to belong and to feel meaningful connections with other individuals. How?

- In today's world, not all of the youth have Armenian friends. By engaging the youth in sports, Homenetmen seeks to strengthen and hopefully cement their link to the rest of the Armenian community. Being part of a team sport provides our youth a healthy and safe social atmosphere.
- Homenetmen believes that Scouting is the second arm of the two-pronged approach and thru scouting offers opportunities of friendship and service to the community. Homenetmen regards

scouting as a conduit to instill values and educate the youth about our heritage, our language and our history. We strive to give to our youth a sense of where we come from, what our national goals are, what responsibilities we may have and what fulfillments we may receive. This is all done by giving them the opportunity to get constantly engaged with Armenian community life around them.

That said, after 100 years, nothing can be taken for granted. The world has changed; the youth have changed. The community is changing, Homenetmen is changing, and here are the facts:

- **Armenian youth < 18 years of age, attending Armenian schools in the Diaspora, including CA:** Less than 5%
- **Total # of students in W USA attending Armenian schools VERSUS # of Homenetmen members in W USA Region** Almost Same
- **% decline in Homenetmen scouting membership in the past decade:** More than 20%

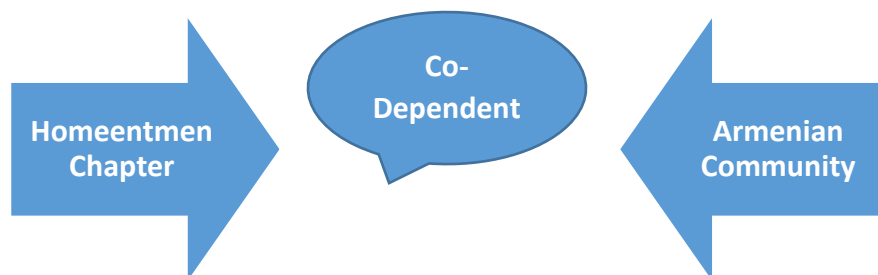
The above statistics is critical. Armenians are less and less attending Armenian schools. Young Armenians are joining Homenetmen in large numbers. The scouting ranks are decreasing.

Homenetmen is a large reservoir for the Armenian youth and its responsibility for out of school activities and education is immense. We cannot fail in that.

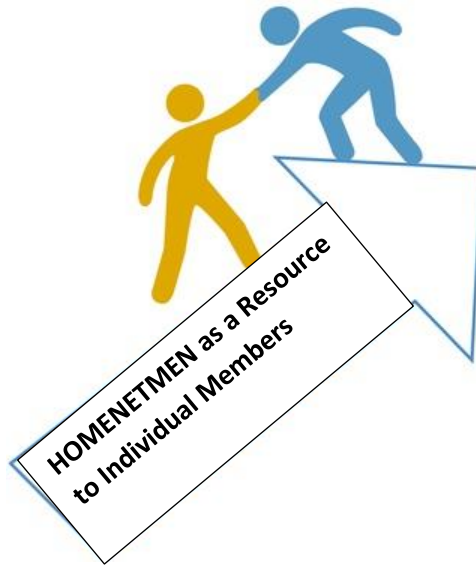
The Bastion for Community Resource is the Local Chapter:

How does Homenetmen function in communities? Thru its local chapters. The Homenetmen world and regional structures are essential to our mission but **the foundation of Homenetmen is the chapter.**

Generally speaking, “If it doesn’t happen in a chapter, it doesn’t happen at all”. It is important for all leaders to recognize that it is the chapter, the geographic subdivision of Homenetmen W USA Region usually representing a city, that has the main responsibility for community service. This is truly an important concept.



2. Homenetmen, a Resource to the Young Member



True, Homenetmen is a value driven organization and mainly a resource to the community. But it also serves and benefits the member directly, during and after the member's Homenetmen experience.

What are some of the practical personal benefits that a young member receives from the Homenetmen experience?

1. First and foremost an Opportunity to Meet Other Armenian Teens, in local communities, in the USA or all over the world. Scouting and sports are magnets to meet new friends. Lifelong friendships, so important in life, develop.
2. Connection to Armenian roots, opportunity to improve the language, learning about our culture, getting engaged with the community and Armenia. This Armenian experience that a Homenetmen young member is exposed to is such an advantage, compared to others who lack a similar grounding.
3. Social and Networking Skills: Members learn how to handle challenges in interactions, improve interpersonal skills, values that one does not always learn in the classroom or at home.
4. Valuable Community Service Experience: In today's competitive world, the youth need strong resume's for college admission. The Homenetmen experience and exposure to community service is a gateway to college admissions and also to workforce.
5. Skill Development: If one serves as a scout leader, coach or an executive, one builds enough skill, confidence, independent judgement to become a successful leader in future personal and professional life. A lot of management techniques are learned thru the Homenetmen experience.

All of the above are time tested real benefits that many Homenetmenagans have enjoyed thru the years.



Homenetmen Leader's Checklist #1



WHY DO WE SERVE as LEADERS?

Because Homenetmen REPRESENTS:

- 1. The point of service to implement the programs — Scouting, Athletics—that instill character and values in our youth.*
 - The strategic aim for Homenetmen is to produce the archetype of the 21st century Diasporan citizen, who is proud of his/her native country yet feels a complete and committed sense of Armenian belongingness.
- 2. A support service to the Armenian community — for the purpose of assisting the progress of such community. Homenetmen members always remain a resource to the community. Its alumni continue to serve and lead the community even after matriculating from its ranks.*
- 3. A life experience to benefit the member in his/her life*

And Because:

The true resource for the community is the local Chapter. The larger organization is the backbone but the Chapter is the heart. Usually “If it doesn’t happen in a chapter, it doesn’t happen at all”.

TRUE GOAL of serving as a Leader: Prepare Armenian youth with character and values(MARTAGERDOUM) with focus on HAYEGERDOUM and HAYABAHBANOU.



Chapter 2. The Task of Homenetmen Leaders and Executive Boards

...Today, we do not have orphans but we do have orphaned communities;
and the task of Homenetmen is
to assemble them, organize and grow those communities stronger.



«1918-ին Պոլսոյ մէջ ստեղծուած ՀՍՀՄ-ը այդ օրերուն առաւելաբար
զբաղեցաւ որբահաւաքի եւ որբախնամ աշխատանքներով,
սակայն այսօր որբեր չունինք, այլ ունինք որբացած գաղութներ,
եւ զանոնք համախմբելը, կազմակերպելն ու զօրացնելը
ՀՍՀՄ-ի պարտականութիւնն է»

Եղբայր Գառնիկ Մկրտիչեան

This chapter describes the roadmap of how Homenetmen leaders and executives will be able to achieve the above statement.

The organization's executives are expected to be positive role models in order to shape the character of the youth and help them develop into responsible members of society. **The job often involves long and irregular hours, but it's rewarding for those who enjoy working with young people.**

- First and foremost a Homenetmen Leader should be able to **see the big picture**:
 1. Strive to always protect the Homenetmen value system
 2. Be able to bridge and interconnect the Mission and Values with its programs
 3. Understand the essence of how Homenetmen functions: People, programs, processes
- A leader should be knowledgeable about Homenetmen **governance rules and organizational structure**:
 - **Bylaws**: <https://www.homenetmen.net/pb/docs/WesternUSA%20bylaws%20p3.pdf>
 - **Procedure Rules and Regulations**:
https://www.homenetmen.net/pb/docs/Homenetmen_Rules_for_Meetings_and_Executive_Regulations-english.pdf
 - In addition, he/she should become **well informed about** the demography of **the specific Armenian community**, the community structure and community leadership, as well as the priorities of the Armenian nation, to name only few.
- Finally, a Board member, during all phases of his /her tenure, needs to ask and come up with answers to the following:
What distinguishes us, Homenetmen, from other or similar organizations? Can we be the tall red pencil and not look alike to others? Of course we can: We have our unique niche. We just need to maintain momentum by delivering true service and an experience to remember.



The primary responsibility of a Homenetmen Executive is to be the champion of HOMENETMEN CORE VALUES:

The Board's foremost responsibility is to be loyal to the values that identify our organization:

1. **Armenian Identity and Advocacy:** We value our history, language and heritage and strive to foster a sense of national pride and patriotism for our Armenian heritage and a commitment to our just cause. We also are engaged in supporting the prosperity and strength of the Republic of Armenia and Artsakh.
2. **Citizenship:** We highly value and respect the offerings and laws of the communities that we live in and strive to become solid citizens and productive members of society through positive engagement and community service. As good citizens we feel a strong commitment to the USA. We show appreciation for their civil rights by utilizing the freedom to become successful. We are industrious, responsible and avoid becoming a burden on society. Education is extremely important for us as good citizens.
3. **Fun & Family Oriented Environment** One of our biggest accomplishments since our inception has been in maintaining a close-knit family environment encompassing all of the values that each family cherishes and strives to create in their own household. This environment is drug and violence-free, non-discriminatory and non-abusive. It also provides opportunities for our youth to have fun while bonding with others and building a sense of camaraderie. Homenetmen is successful when youth participate in activities and as parents so generously volunteer their time and efforts.
4. **Individual Physical & Intellectual Growth:** We value and understand the importance of individual growth as well as collective achievement through active learning, recreation, physical health and education. The concept of **Strong/Healthy Mind in Strong/Healthy Body** reflects this notion. We will nurture and advance the physical and mental capabilities of our youth in part by helping each individual realize the importance in their identity as Armenian-Americans and by promoting our rich cultural and national heritage. We strive to create and maintain an environment that allows each individual to achieve their personal best, whether that talent lies in athletic, scouting or cultural abilities.
5. **Teamwork and collective growth:** Our motto "**Elevate Yourself and Others Around You**" reflect and exemplify this core belief. We value and believe in achieving highest levels of success through shared commitment, and promote collaborative and democratic decision making in leadership. We expect and encourage our youth to give back to the organization and their community through rewarding volunteer and mentor activities.
6. **Character & Confidence-Building:** We help members elevate their character and confidence-building skills, while simultaneously promoting discipline in all aspects of their

lives along with personal accountability and acceptance of responsibility for all actions. We help our youth become more aware of their personal identity, boosting confidence and helping individuals realize their significance within a team and an organization. Members enjoy being part of an enriching environment where they can develop their identity while also thriving within supportive group dynamics.

7. **Striving for Excellence:** We value the necessity to seek for excellence with ongoing personal and organizational improvement. We value the need for continuous evaluation and tracking of progress to strengthen our programs. We value continuity of organizational traditions but consider flexibility to change an essential ingredient for progress and the fight against organizational stagnation.
8. **Volunteerism:** We value the principle of being a volunteer. We consider volunteers the core of our organization's governance and encourage their involvement in all major decision making. From cub scouts' years and forward, "WE DO OUR BEST". Our volunteer work philosophy as scouts and as members of Homenetmen is to "BE PREPARED".
9. **Sportsmanship:** We value the principle of "fair play", honesty and camaraderie in all sports and competitive activities. We teach and endorse healthy sportsmanship as the spirit of fair play, applying this principle equally to all of our group activities. All members, especially our youth, are asked to exhibit a sense of fairness and common decency at all times and in all interactions. In doing so, they project the highest level of personal integrity, honesty and loyalty. As an athletic youth organization, we continually strive to help members achieve sporting excellence on the field, while also using those activities to shape the hearts and minds of our youth. Life is not about winning at all costs, but instead about sportsmanship, good citizenship and making a positive impact on our communities and those around us.
10. **Respect:** We value and highly promote respect towards one's self, leaders, elders, and all team members. We value mutual **trust** among members and between the members and the organization/leaders. We value **inclusiveness** and open mindedness, promote tolerance and encourage dialogue on differences of opinion. We ask our youth to respect all individuals, whether at athletic venues, scouting events or other team interactions.
11. **Discipline:** We value commitment to discipline as one of the strongest and most necessary traits to achieve personal and collective excellence.
12. **Responsibility:** We value responsibility for one's self, the team, the organization and the community that we serve.
13. **Accountability:** We value the belief of personal accountability. We also value a leadership that demonstrates integrity and is accountable for its actions, decisions and results.
14. **Transparency:** We value and promote transparency in decision making and all aspects of management and governance.

The Homenetmen Leader is also a Strong Manager

The Homenetmen Board is an Executive Board

Often the question is asked. Is it better to lead or manage? Leaders have to inspire. Managers need to plan and execute well.

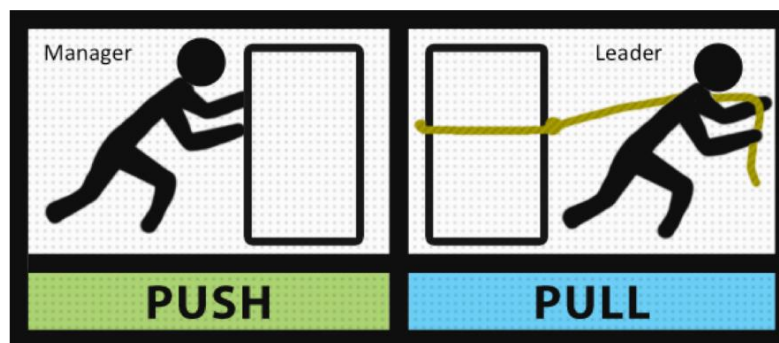
Many non-profit organizations have a hybrid leader-manager model. So does Homenetmen:

- In a stable, competitive environment, good management is paramount
- In a dynamic, challenging environment, leadership is key



Given the size of most local chapters and resource constraints, **the leader-manager model is most appropriate for capturing the complementary role that Homenetmen leaders have to play.**

Homenetmen executives have to be strong role models and inspire. At the same time, they need to work hard, and be detail oriented managers.



As for the nature of the Board, **Homenetmen Boards are both governing and managing Boards**, not just advisory. In other words, **Homenetmen Boards function as Executive Boards**. It means the Board leads the organization and has the authority to direct and control. In addition, the Board makes the day to day decisions of what gets done as well as the long term decisions about how to organize operations to achieve the organization's purpose.

Function of the Board: SIX Fundamental Responsibilities



The leadership of Homenetmen local chapter is composed of voluntary individuals/citizens who promote the Homenetmen program within a geographical area. It is the board's responsibility to provide leadership and supervision for all program activities within the territory covered by its charter in such a manner as to ensure compliance with the provisions of the Bylaws and the Rules and Regulations of Homenetmen. The Region or local chapter is an administrative organization charged with fulfilling the purpose of the organization.

Six major functions help a chapter deliver the Homenetmen purpose, thru good leadership and management:

- Being a true custodian for Armenianness (Armenian identity, spirit and essence)
- Championing the use of the Armenian language
- Developing programs and activities
- Advancing Community Outreach with local communities and the Armenian Church
- Promoting membership development
- Training and managing the volunteer force

These six functions and all other responsibilities are accomplished in each region and chapter in a manner that is guided by our bylaws but influenced by local conditions and circumstances. How a region or chapter organizes to carry out and sustain this plan in the most efficient way is determined by its size, the resources available, its present structure, and other local factors.

1. Custodian for Armenianness

Armenianness is the sum of Armenian identity and spirit/soul; it is synonymous to Armenian essence or ethos. It means **“Hayetzi Inknoutyoun”** which is the sum of **“Hyagerdoun + Hayabahbanoum”**.

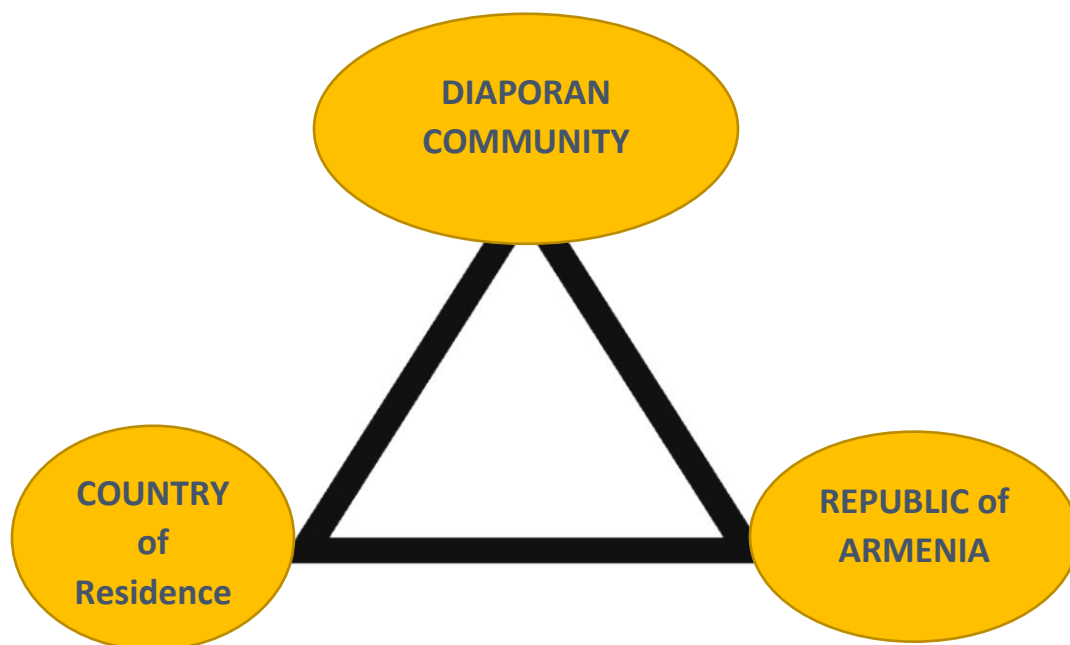
Homenetmen has currently (2019) over 95 chapters in the Diaspora and that is why the longevity of the Armenian Diaspora is inherently linked with the future of Homenetmen. As described above, the

organization has a vast Diaspora presence and has a strategy and policy of full engagement with Armenian community life.

But, Will the Diaspora Persist? Can Armenian communities remain vibrant and active?

It is fair to say that the long term survival of a vibrant Armenian Diaspora is dependent on the outcome of the interactions of 3 different forces:

- The vitality of the local community,
- The positive and negative effects of the country of residence, and
- The contribution of the Republic of Armenia in assisting the vitality of the Armenian communities in the Diaspora.



The Diasporan communities are exposed to integration strains and assimilation pressures of the country of residence and clearly the only force that will halt assimilation and possibly help the Diaspora in the preservation of its Armenianness, is homeland Armenia. Different communities have different stress conditions, different risks of assimilation but all have the common bond to fight for perseverance as Armenians aka “Hayetzi Inknoutyan Bahbanoum”, which is the sum of “Hyagerdoun and Hayabahbanoum”.

For this purpose, it is essential for the Board to direct all of its constituencies and divisions to become champions of all facets of being Armenian. “Armenianness” is an essential short and long term strategy.

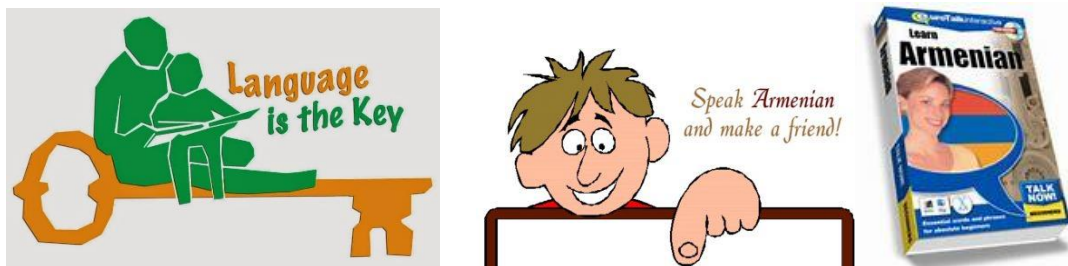
Here is what “Armenianness” means to Homenetmen:

“Hyagerdoun + Hayabahbanoum= HAYETZI INKNOUTYOUN:

1. **Protecting the Armenian identity and culture and promoting the development of patriotic feelings**, within Homenetmen ranks. **Keeping the Armenian spirit and way of life “Haygagan Voki” alive** in future generations.
 - This happens by engagement with the Armenian community and its affairs, in all of Diaspora.
 - It happens thru Homenetmen out of school educational programs, thru scouting and sports.
2. **Championing and Prioritizing the Use of the Armenian Language:** The Board should embrace the policy to make sure that the use of Armenian language remains as first language in Homenetmen activities (see below):
 - It ought not disappear during communications, from and during activities.
 - Adjustments have to be made, as discussed below. Protecting and prioritizing the use of Armenian language in all of activities should not marginalize nor discriminate those who do not master our language.
3. **Promoting Armenian schools:**
 - **Encouraging enrollment of Homenetmen members into Armenian schools**, hence assisting all Armenian schools in local communities.
 - Enhancing sports in Armenian schools by organizing KAHAM Games.
 - **Targeting and capturing Armenian students of American public schools, charter schools and other private schools** and bringing them into the Homenetmen family, hence increasing the circle of young Armenians that are engaged with Armenianness.
4. **Encouraging Relations with Armenia.** Engaging and keeping a sustained relation with the homeland, the Republic of Armenia.
 - Homenetmen has a policy of Pan-Armenian approach, which means appropriate attention to the communities of the Armenian Diaspora but also a significant commitment and engagement with the Republic of Armenia. This should always be a strong Board policy.
 - A strong bond with the homeland is the only way to keep the Diasporan communities vibrant in the long term.
 - Conversely, providing concrete financial assistance to certain projects that improve life in Armenia is a duty. Fortifying the link between Armenia and all Homenetmen members by frequent homeland visits and ongoing engagement with sister-chapter relationships, is a necessity.

2. Championing the Use of Armenian Language

The Language Challenge and the Homenetmen Policy



The continued use and communication in the Armenian language during all Homenetmen activities, be it scouting events, sports, public events and or meetings, is an essential policy for Homenetmen.

But clearly this is a challenge that needs attention by all Boards.

The Language Challenge

The challenge starts at home. Many Armenian families use Armenian as a second language and often the Armenian language is the non-dominant spoken language in many Diasporan families. Hence, Homenetmen membership in the US is segmented into different categories of members with vast differences in their capability of Armenian language comprehension and ability of expression. Some members understand and speak Armenian well. On the other side, we have members who don't even comprehend simple sentences. This is our reality and is also our challenge.

In the US, we cannot overlook reality. Each Chapter Board has the responsibility to encourage the policy of Armenian language use and become the advocate of Armenian as the spoken language during most of activities. But, it should not neglect, bypass and or alienate the non-Armenian-speaking youth.

When challenged, some chapters have started to capitulate to 100% English language use. This is wrong and against our mission and policy.

So, what can be done? What should be done?

1. Verbal Communication:

- Where and when there is language difficulty, the English language can be used but programs should still be conducted in Armenian. In such situations, English is spoken with repeated segments of communication in Armenian language. In other words, some segments of what is spoken are translated and communication is basically bilingual. This should be the case in scouting, general events or otherwise.

- Each chapter should come up with a specific plan of a minimum standard of Armenian communication. It means that during any Homenetmen related activity, communication stays in Armenian and repeated in English for those who are not competent in the language.
2. Written Communication:
- Board communiques are already bilingual. E-mails are almost often in English.
 - The major problem is education and educational materials. This is particularly a challenge for scouting rank advancements and “Gark” lessons. Unquestionably the scouting teaching material should be bilingual. Otherwise many fall behind.
3. Should Homenetmen teach Armenian language lessons to its young members?
- Yes, and No. There are 2 levels of teaching:
- **Informal Teaching:** To those who struggle in Armenian language expression/communication, the scout leader, coach, executives etc. teach them basic sentences in Armenian; what is thought is repeated each week. The member in turn, has to repeat the basic material. The KEY is REPETITION of words and sentences.
 - **Formal Teaching of Armenian language to members? Does Homenetmen have the ability or manpower?** Conceptually and strategically the answer is yes but operationally this would be a tall task for Homenetmen to execute by its own manpower. The issue of language teaching to a larger percentage of the youth, outside of Armenian schools, should be a common **priority for the entire community leadership, not Homenetmen alone**. But Homenetmen leadership, in some communities should have the maturity to think outside of the box. **We should consider what benefits the youth and the community at large and the long term strategic necessity**. And if it implies some alternate approaches of how we are used to function so far, then it warrants special consideration from all Boards.

OUT OF THE BOX THINKING



Creative Thinking

- Given that Homenetmen has thousands of the youth and ARS has teachers and operates One Day schools in most of communities, perhaps consideration should be given to Homenetmen-ARS 1 Day school joint programs, such that part of weekly scouting programs would consist of Armenian language lessons. From a strategic perspective, this is important and desirable. From a practical perspective, it needs a lot of work. It is noteworthy that 14 of 16 ARS One Day schools geographically match with corresponding Homenetmen chapter locales, hence integration/collaboration, if advantageous, is quite achievable.
- Where there are no ARS schools, Church Armenian schools may exist. That would be another option.

3. Developing Programs

The chapter leadership and the chairman are responsible for creating and maintaining a meaningful program that enriches the lives of boys, girls and young adults and contributes to the community. The programs should be well thought and expected to bring value, knowledge and other positive outcomes. The Board should use community connections to develop highly visible programs and activities for Scouts and athletes that promote the organization. Working with volunteers, the leadership should create engaging programs and activities that teach Scouts the types of outdoor and life skills that will help them in their professional and social lives and athletes to become better citizens. All along a stronger Armenian identity is polished and developed. See details in Chapter 11.

The question and challenge remains the following: **Can we keep the youth interested with our programs? Can we evolve and modernize our programs without losing our identity? What distinguishes us from others who offer similar programs?**

4. Community and Church Outreach

As mentioned, Homenetmen's mission is to be a resource to the community. And as Chapter 4 will show in detail, Homenetmen has a fundamental role within the overall community leadership. It stands logical then, that as community-based organization, the organization should be visible and the chapter executives responsible for maintaining valuable relationships with the community they serve.

In this context, the word community implies the Armenian church, all local Armenian organizations and institutions, as well as American organizations and local businesses. The Chairman in particular ought to be engaged and visible. She/he works under the direction of both the CEB and the REB, frequently meeting with community leaders, church leaders and residents in his/her area to share the organization's mission and try to get people involved in the cause.

➤ Church Outreach

Religion and the church are part of the Homenetmen essence. One of the three components of the Homenetmen scouts' oath is to serve God (in addition to homeland and family).

The Board must ensure that a close relationship with the Armenian church is developed. Church leadership should be invited to all important Homenetmen events. The Homenetmen Board and Church leadership should collaborate on all strategic community aspects. And even though Homenetmen scouts have their special Saint Mesrob religious Emblem as a most important badge, all chapters have to develop a strong bond with their local church and frequently attend church and church events.

- Homenetmen follows the Armenian Orthodox Apostolic Church but has many catholic and protestant members. We have an open and strong relations with the Armenian Catholic Church and the Armenian Evangelical Protestant church.



- It is true that Homenetmen has a special relationship with the Sea of Cilicia and in California a natural bond with the Western Prelacy of the Armenian Apostolic Church of America. However, Homenetmen encourages all of its chapters who are geographically located in areas where there is no Prelacy church, to develop a strong relationship with the Diocese church. Both Homenetmen and the Western Diocese of the Armenian Church have an open policy of cooperation in this regard.



➤ Community Outreach

- a. As mentioned, being a community leader, Homenetmen should develop a close and ongoing contact with all institutions of the **Armenian community**, in particular with Armenian schools and organizations. Attending local events such as local school events, community meetings and events, fairs and community leadership meetings allows Homenetmen to engage members of the community in the organization. In addition, Homenetmen leadership should take larger responsibilities that have national strategic goals (see later, chapter 4).

- b. Engaging with **non-Armenian local organizations and business owners is also very important** and long overdue. We are part of our entire community and although the Armenian one is priority, we have to be visible to all. That is the only way to get the respect and the support of the community at large.



- c. Finally, the **Homenetmen community itself**: Chapters and chapter Board members must also attend the Homenetmen regional activities, Navasartian Games and annual meetings, to strengthen his/her contacts within the organization.

5. Membership/Relationships: Making Scouting and Sports Available to All Youth



Within Homenetmen, membership includes only dues paying individuals. The categories of membership are as follows: scout, athlete or auxiliary member. The latter includes all adult volunteers (committee members, coaches, mentors etc.), but also adults who are paying their dues, support activities but are not actively engaged.

It is to be noted that within the larger Homenetmen organization i.e. Homenetmen worldwide, the percentage of scouts and athletes are very close to each other. In Western USA Region however, the proportion is as follows: Scouts 20%, athletes 66% and auxiliary members/adult volunteers 14%.

Growth occurs locally and that is why Chapter Boards are expected to be very clear about their responsibility to bring scouting and athletics to a larger proportion of the community that they serve. More attention has to be given to recruit scouts and increase the scouting ranks.

Local chapters are inherently chartered to involve an increasing number of youth from Armenian schools into quality programs of Cub Scouting, Boy Scouting, in all aspects of sports and athletics. We should be aware that membership growth has to occur beyond and above traditional school aged scouting and sports, such as the very young/toddlers, the youth age 18-35, as well as families.

Chapter membership growth occurs in five ways, and all are needed for healthy growth:

- Organizing new units e.g. adding new sports, new teams, getting alumni engaged, etc.
- Recruiting new members to existing units
- Guiding program transition (e.g. scout/athlete to register for the youth division-YPD or as Board committee member)
- Interrupting the downhill path of weakened units, programs or divisions that are becoming weak and/or inactive, before it is too late
- Organizing non-core programs, such as toddlers/Abaka program, HRASHK Miavor, different aspects of the alumni/young professionals
- Increasing tenure—scout leaders, committee members, coaches and varchagans or as mentors.

Note again that Homenetmen works within and for the community. As addressed later in chapter 4, the Board has to evaluate the demographic and statistical factors and have a full understanding of local critical mass, subcultures and other variables, to make proper outreach decisions.

6. Training and Managing Volunteers



Next to an elected Board, Homenetmen has an army of appointed positions, all led by volunteers. Chapter executives are responsible for the selection of all scout leaders, coaches, committee members and volunteers.

As mentioned, Western USA has almost 1000 adult members (non-scout/non- athlete), most of them in active volunteer positions. For comparison, the BSA has about a million adult volunteers. The chapter executive is expected to be a positive role model and keep the other volunteers interested in their role. The Board should monitor the behavior of all volunteers by regularly attending activities sponsored by each division to ensure their conduct is always aligned with the standards of the organization.

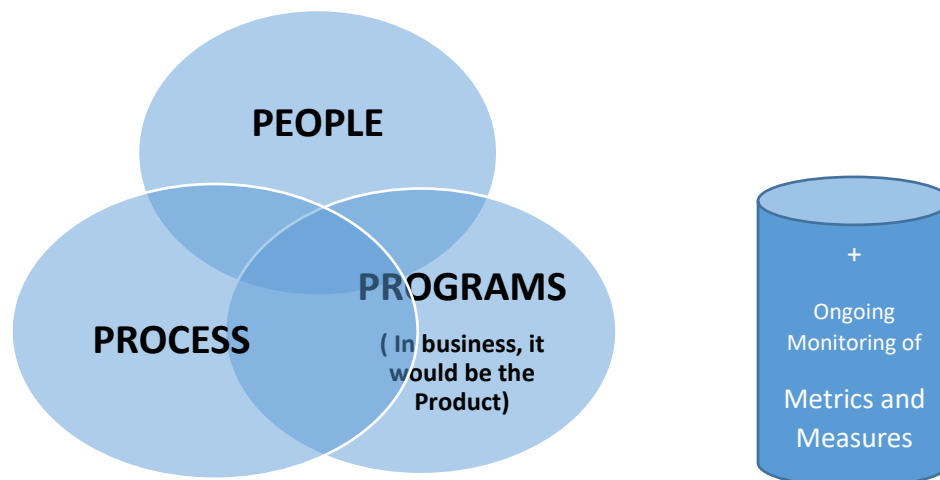
The more volunteers we have, the stronger we become; but our adult volunteers need basic training. Training is a fundamental responsibility of the Board as well as the key professionals (e.g. Executive Director)

How Does the Executive Board “Execute” Successfully? The 3 Ps

The above section described what are the major functions of the Board. But success is highly dependent on execution.

Non-profit organizations are like businesses; they need a performance management strategy. Add to this the fact that Homenetmen is mainly an event based and event driven organization, good execution becomes essential.

Ultimately the Board has to run the show and as any other business or non-profit, the execution of Homenetmen activities depends on the 3 P’s. In our case: **People, Process and Programs**.



You’ll find a “3P” model in nearly every industry. Any successful business owner or organization can likely identify this process in their own business, even if they’ve never put their management practices into this context.

Competent and dedicated people make or break an organization. Tasks, projects are significantly more successful if a process and workflows are followed. It is also a fact that most businesses or organizations usually fail due to problems with the first two, not the product itself (or, in our case the programs).

To be noted, at no point the 3 P’s will become successful without metrics and measures- to be discussed later.

The People

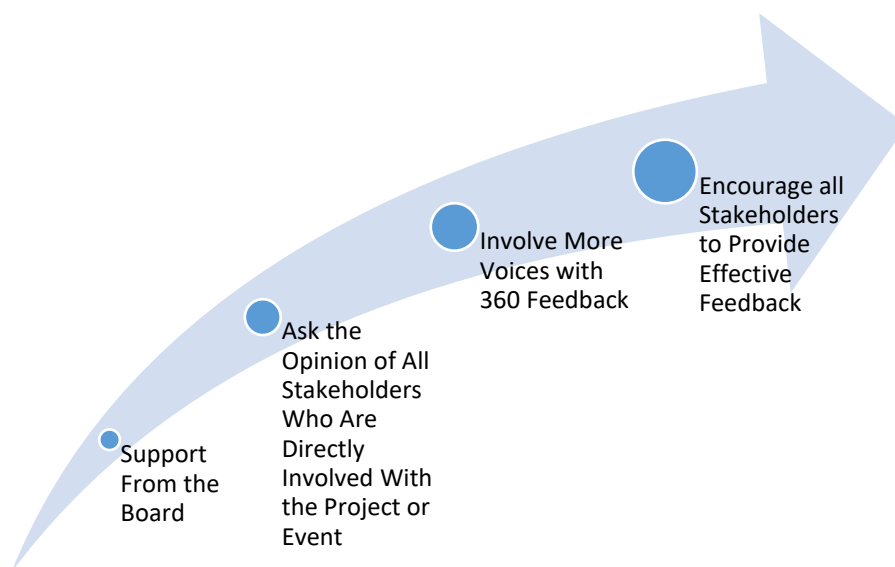
Performance management starts and ends with people. Period. Who is involved, how much they are involved, and why they are involved can make a giant difference as to whether or not employees and managers get on board and stay on board for their own benefit. Top leadership might have a vision of a long-term performance management strategy in mind or in place, but unless people are considered and factored in, it will remain an unrealized pipe-dream.

Successful leaders are not dictators and organizations such as Homenetmen are a service to the people, both internal(members) and external(community). An organization is only strong as the team behind it. The Homenetmen “team” or “people” are many: they are the Board members, Committee members, athletic coaches, scout leaders, mentors. There are also the scouts, athletes, auxiliary members, parents and community supporters. There are also financial supporters and other leaders within the community. Finally, there are paid employees and consultants.

Not only the selection of “people” has to be right, electing and appointing individuals who believe in the Mission and are dedicated to the organization, but the organizational culture has to be inclusive and support all of its stakeholders.

A Homenetmen activity needs broad support. Most events or projects do not start at the Board level; it starts at a Division level. For better success all “people” need to be engaged and it starts with strong support from the Board.

Last but not least, adjustment with times: Today most Board members do not have the same flexibility of time to manage. That is why appointed professionals such as Executive Directors, at Regional or Chapter level, have to be considered to assist all Boards.



Support from the top: Leaders (Board and others) should not only support our vision and processes, they should outwardly champion it. Like any other company initiative, process, or expectation, leadership buy-in is key to ensuring your well-oiled performance management engine keeps running.

Ask stakeholders to self-assess: The “right” people make us successful, the wrong generally don’t. If we as Homenetmen leaders don’t audit our people, and only bother with them when there’s a need or a problem, we will miss the point.

If the Board involves Committee members, coaches, scout leaders, members and parents in the process, giving them a voice and chance to share their perspective, it will shift the onus away from “isolated leaders” and onto a “team” to participate in a more balanced two-way conversation. Having members to self-asses also enables leaders to better understand the member’s thoughts and views prior to any meetings. Letting different stakeholders update their goals in real-time, allowing them to comment on achievements and development needs, and rate their own competencies and skills and provide examples to support their self-ratings.

Involve more voices with 360° feedbacks: Athletes and scouts often work with multiple leaders or teams to accomplish their activities. Reviews that incorporate Board Representative -only input risk leaving out a giant piece of the performance-picture. When the Board thinks of the people who should be involved in the process, it should be beyond managers and supervisors, which means athletic and scout directors, coaches and scout leaders. Rather it should be organization-wide, multi-rater peer input including parents. This can be in the form of informal feedback in the form of an email, a survey, or even a formal 360° input on competencies and/or goals. The idea is to create a culture where members know that their actions are being recognized by leaders and factored into their evaluation. The Board has to also train all stakeholders on providing effective feedback.

The Process

The next “P” is “Process” and how the performance management process works and looks at any stage of the year or cycle. Success on a large scale is all about the process! Executive Boards have to be very focused on process.

An organization may be designed as a structure or as a process, often both. An organization as a structure looks on who does the job, whereas an **organization as a process is mainly concentrated on how the job is done**. For service oriented businesses or organizations such as Homenetmen with member concentrated fields such as scouting and sports, process is essential. Routine, repetitive tasks and procedures are essential, but communication, creativity and efficiency are even more important parameters of success.

The “process” starts at the purpose level then moves the organization along through electing the right leaders and the hiring of employees, but it doesn’t stay there. **Process means designing tasks, projects and workflows.** It is not limited with the programs that we offer thru scouting and sports but how to organize complex tasks such as Navasartian Games or Jamborees. **Process means Homenetmen brand awareness, branding of the visual identity, marketing, financial development, accounting, membership expansion, information technology, database, management of gymnasiums, transformational change, etc.).** Process also implies to be compliant with laws and regulations that need to be met, to avoid hiccups from happening; such as fines, lawsuits, and other unforeseen expenses.

The Product/Programs

In business the 3d P is the product, with Homenetmen it is our programs. In business, it is necessary to always tweak the process and the people involved with a product, but once you’ve developed a successful product it’s done. It is the product that exemplifies and gives branding to the business. It is wise to keep that branded product.

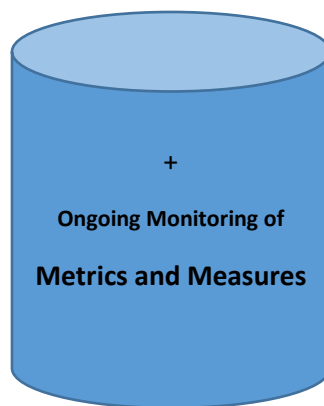
Same with Homenetmen, **the core programs are well set and highly recognizable: scouting and athletics.** But this doesn’t mean that a program cannot be improved or enhanced. Even in business, especially when a product happens to be a service – if you’re adding new elements to it or changing it completely then you’re either:

- a) Adding an element or two to an already successful one, or
- b) Re-vamping, re-branding, re-strategizing entirely (i.e., launching a new service). If you’re going to innovate or improve, often that’s a matter of launching a totally new product or service to compliment your existing one.

Within Homenetmen, our core expertise and historically acknowledged programs are scouting and athletics, mostly targeting school aged children. But Homenetmen also can add programs to its core:

Examples:

- Adding new disciplines to sports (futsal, softball etc..) or, expanding chess as an activity, is an absolute plus.
- Even more, the addition of a toddler age program-Abaga (see next chapter) or a youth division, are additions that should be championed by any Board, at all chapters and regions.
- The special need athletic program “Hrashk” is an important new program to be further encouraged.
- Moreover, in smaller chapters, Boards should look outside of the box. Sometimes, in chapters where there is lack of adequate resources, coordination of programs with cultural and service oriented organizations such as Hamazkayin and Armenian Relief Society, is to be explored and piloted.





The Homenetmen Leader's Check List #2



The task of a Homenetmen leader

As an Executive, **CONSTANTLY ASK YOURSELF:**

- As board members, are we promoting the organization's value system?
- What distinguishes us, Homenetmen from other or similar organizations?
- Are we champions for Armenia and protectors of the Armenian language?
- What benefits does your Homenetmen chapter offer to its members?
- What benefit does your Homenetmen chapter offer to the community?
- Are we conscious of the membership growth details?
- Do we train and manage our volunteer force?
- Are we attentive to the 3Ps concept: People, process and program? Do we have measures and feedback?



Chapter 3. The Homenetmen System:

How Do We Function? How Do We Serve?

Homenetmen is a worldwide organization with one central leadership but functions locally. There are 10 geographic Regions over the world, usually a country or a section of a country, and each region further divided into chapters (usually cities). At present (1/2019), Homenetmen has 111 chapters in the world, of which 6 are inactive chapters. The USA Western Region has 19 chapters (2 of them Miavor).

GOVERNANCE RULES AND THE ORGANIZATIONAL STRUCTURE

A Board member quickly realizes that he is part of a large and experienced organization with a set of rules. Governance is the system of rules, practices and processes by which an organization is directed and controlled. Governance essentially involves balancing the interests of a company's many stakeholders, such as members, leadership, stakeholders, financiers/donors, the community and in some aspects the government.

Governance is also "the process of decision-making and the process by which decisions are implemented (or not implemented)".

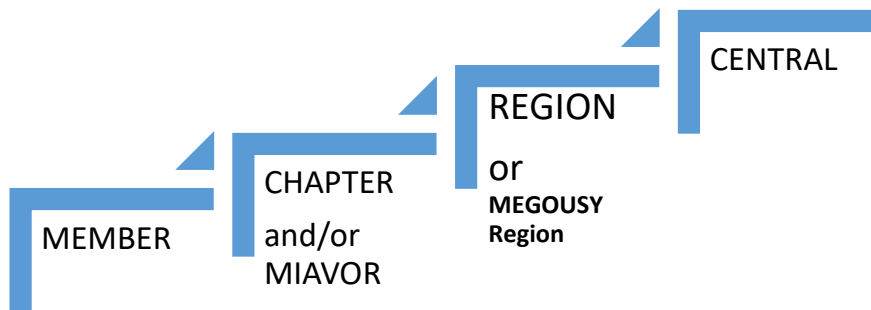
Organizational governance refers to the system by which organizations are directed and controlled. The governance structure specifies the distribution of rights and responsibilities among different participants in the organization and specifies the rules and procedures for making decisions in the organization's affairs.

Being a large organization and acting globally on 5 continents, Homenetmen has to have a strong governance. Organizing, planning and supervising the activities of a scouting and athletic organization is no easy task and assumes lots of hard work by dedicated members.

The newly elected leader has to get quickly familiarized with the Homenetmen governance model. **Below is a summarized version of the Homenetmen Structure and Governance Model:**

Structure

There are 3 levels of jurisdiction in Homenetmen: Chapter, Region and Central.

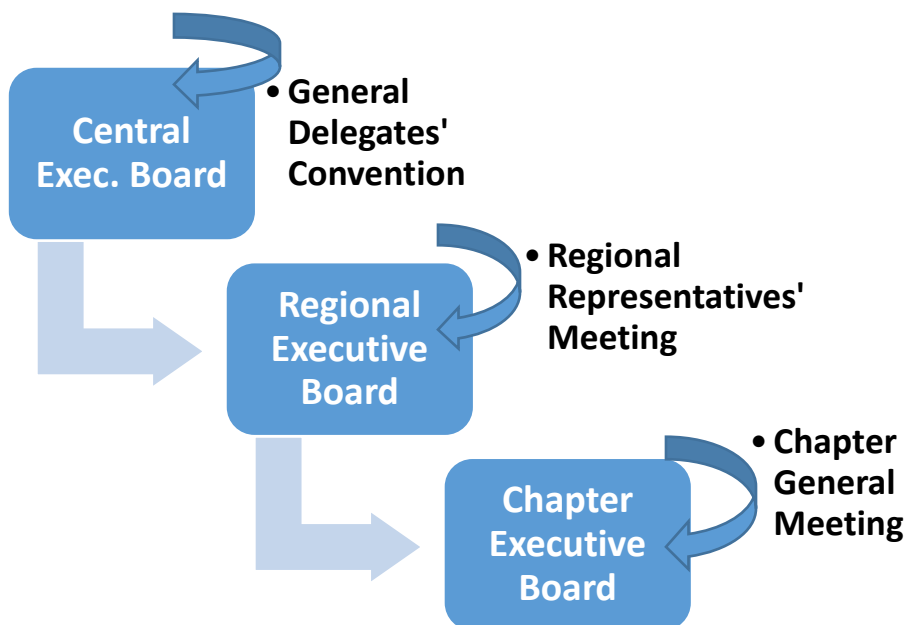


The responsibility and jurisdiction of a Board is determined by the corresponding geographic area:

- Chapters and Miavors: **City**
- Megousy Region: A city or a district within a country
- Region: **A country**, with the exception of USA - Eastern and Western Regions (2 Regions in one country) and South America Region-Argentina+ Uruguay (2 countries in one Region)
- Central: **the whole world**

The basic rule of Homenetmen governance is as follows:

- Executive Boards govern; they are the Driving Force
- General Meetings legislate and elect the Executive Boards



Governance

- Homenetmen's **activities are governed by its by-laws** which include a set of rules & regulations to govern its regions "Dzerakir Ganonakir" and another set that is geared more towards regulating the activities within each region called "Nerkin Ganonakir". The by-laws define the responsibilities and jurisdictions of each committee or body and the procedures and the protocols that are to be followed in meetings and other activities.
- The executive committee (Board) of each chapter is the driving force and the coordinator of all of its activities.
- There is a hierarchy in Homenetmen. Chapter Boards report to their corresponding Regional Board and Regional Boards report to the Central Board. Homenetmen structure is modeled after democratic governments except the fact that the people serving on its Boards are volunteers. These Board members are elected by meetings at different levels for a specific period of time. Elected Board members have obligations and responsibilities towards the scouts, athletes, members, Homenetmen and the Armenian nation.

The Homenetmen Member – Rights and Responsibilities

- Homenetmen members, just like in any other organization, are the equivalents of cells in a body. If the cells are healthy then the body will be healthy. As such, if our members are healthy (physically and mentally), so is the organization.
- All Armenians (or Armenians of mixed descent) can become members of Homenetmen as long as they adopt its by-laws and follow its rules and regulations.
- Homenetmen by-laws clearly state the financial and moral obligations of each member towards the organization. These expectations are a reflection of the healthy relationship that each member ought to bring to the organization.



The Chapter Concept and Volunteerism

Homenetmen's work is a collective work and as such it requires a spirit of collaboration and cooperation from all of its members to realize its goals. The good of the organization should be guiding the light, not personal sympathies, dislikes and/or preferences. Opinions and suggestions should be translated into collective decisions that are followed and executed by every member. This is the exact opposite of intolerance and imposing your opinion on others.

As already clarified, the local Chapter is the foundation. The mainspring of the chapter idea is the willingness of leading citizens within a given geographic area to volunteer and cooperate in serving youth through scouting and athletics.

The governing body of a Homenetmen chapter is called the Chapter Executive Board. The CEB is made up of members-at-large elected by the chapter annual General Meeting, a body that meets once a year, but special General Meetings may be called to handle special business.

The elected representatives speak for the organization reflecting the thinking of every segment of the leaders' responsibility territory—Armenianness, scouting, sports, cultural, civic, educational, technological, progressive thinking etc... Ideally, the CEB must include the community leadership necessary to identify resources, secure financial support, and make those major decisions that face a chapter. In essence, the CEB membership is a cross section of the citizenry of the area—volunteers banded together in a joint effort to serve youth.

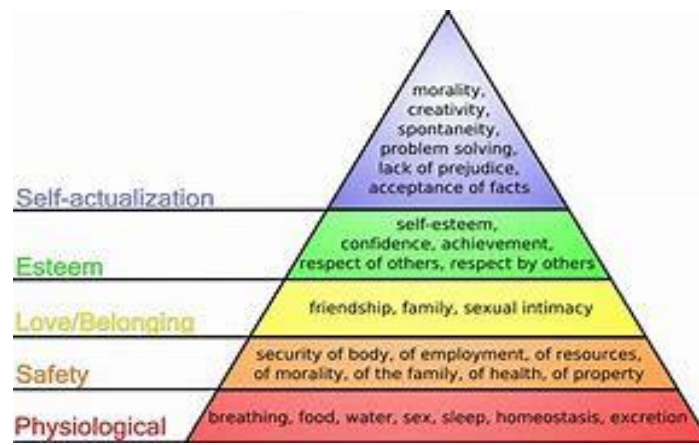
The CEB is committed to serving all divisions and units of its membership.

Leadership by Volunteers

Clearly, such a relatively complex work agenda necessitates a trained leadership. The way that Chapter Executive Boards are organized and the way they function is a testament to our policy of maintaining Homenetmen as a volunteer movement. In fact, all executive board members and committee members are all volunteers. Within the limits of Homenetmen policy, they carry responsibility for formulating and executing the plans necessary for promoting scouting/sports/ and the Homenetmen mission in their area. They determine membership goals, budgets and programs, leadership training programs, professional staff needs, and other details of local chapter operations. Volunteerism finds full expression in the organization and operation of the CEB.

Volunteerism is a great human quality that helps individuals reach their full potential. Volunteerism can also be self-serving in a good way. There is no question that volunteering for Homenetmen provides members and leaders with valuable managerial and leadership experience that will help in future professional careers.

As Maslow's Hierarchy of needs indicates, the importance of helping others by volunteering transcend Homenetmenagans into the 'self-actualization' phase, achieving one's full potential.



Balancing A Volunteer Culture with Professional Guidance

Homenetmen is a volunteer a grass roots organization. Volunteerism is engraved in the history, traditions and bylaws of the organization. It is our culture. that will never change.

Local chapters prosper in proportion to the stature, vision, and enthusiasm of the volunteers who plan and carry out its activities. Not all Chapters cover a geographic area with large Armenian populations, but in a few Chapters' geographic areas, there is enough dense Armenian population to the point that Chapter membership exceeds thousand members and absolute volunteer management becomes insufficient and ineffective. That is why, in certain large chapters professional positions are necessary. Glendale is an example.

Also, for athletics, good coaches are necessary and those may be professionals who, at times, have to be rewarded financially.

Finally, at the Regional level, good management has to operate with professional guidance. This is becoming more and more important, especially in the spheres of finance/fundraising and marketing. This reality divides the administration of Homenetmen into workable segments in terms of volunteer personnel and professionals, whereby the Board is always the top of governance.

Homenetmen needs more of professional staff, due to necessity. Then need for Executive Directors in senior management is becoming more clear. See Chapter 5 for more details.

The Homenetmen Program and its Scope of Activities

The Board is a reflection of the organization and the Homenetmen scope of activities is a reflection of its programs. It includes the traditional core or essential programs mainly for the adolescent and young adults. But Homenetmen offers activities from toddler age all the way to senior citizens. And a Board has other management responsibilities for activities enabling the success of its programs

It is helpful to look into Homenetmen program and activities, as follows:

1. **Core Programs:** Mainly engaging the adolescents/young adults from age 6-18.

- Scouting and Sports: The two main Homenetmen core programs. Those are the main Value Adding Activities.
- Homenetmen in Armenia programs: Because of its strategic relevance, all programs in Armenia are also considered a core programs.
***Beyond scouting and sports, the above core programs are inclusive of cultural activities, seminars, learning and development and Armenian language support.

2. **Auxiliary Programs:**

- Age Unlimited: *Family oriented social programs and events*
- Age 20-35: The recently established *Youth Division Program*, for college age Homenetmen members and the young professionals.
- Age 2-5: The very young, toddlers and pre-schoolers- *ABAKA Program*: Functions in some chapters; currently not yet a bylaws approved program, but strategically very important for growth.
- Age 30 and above: Activities for *Homenetmen alumni*
- Age unrestricted: *Community oriented activities* and festivals
- **"HRASHK" Miavor** for members with special needs

HRASHK Special Needs Program Unit- Miavor:

"Close to 2 percent of today's newborns are born with some degree of special needs, sometimes revealing themselves later in life. Yet, children who have special needs should not be excluded from participating in public events like the Navasartian Games. Furthermore, if Homenetmen did not launch this initiative, who would?" NK

3. **Enabling Activities:** Those are activities that do not directly add value to a member, but must be performed to allow Value Adding Activities later on.

- Managing Agoumps, Gymnasiums, community centers, properties, owned equipment
- PR and marketing, publications
- Information Technology/Database
- Financial development



Auxiliary Activities: Ideas for New Member Constituencies

It is essential for chapter board members to think outside of the box, beyond and above the obvious scouting and sports programs. The so called auxiliary or (supplementary, supportive) programs need attention. It is particularly important to focus on:

- The very young (2-5), and
- All types of youth programs, especially for college years and young professionals.

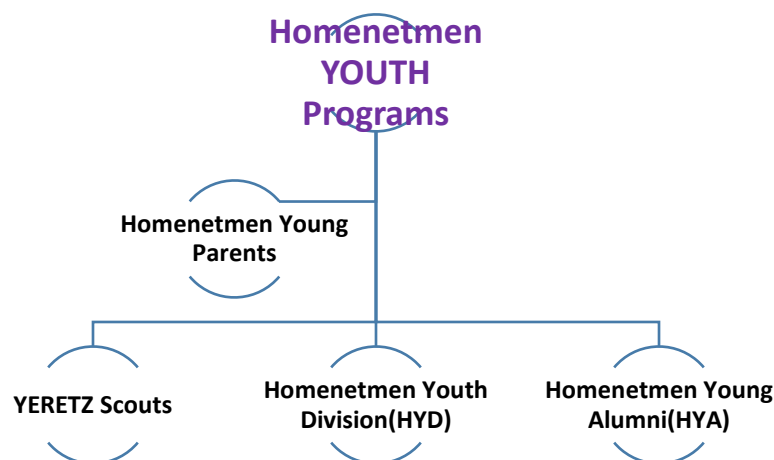
Programs for the Youth -

College Age and the Young Professionals:

After age 18, Homenetmen has several programs targeting the young adults, age 18-35:

1. Scouts who like the outdoors, there is the **YERETZ scout** program
2. **Youth Division Program (YDP)** is a structured program with its own by-laws, structure and program. See chapter 20, BYLAWS of HOMENETMEN YOUTH Division (HYD).
3. **Homenetmen Young Alumni (HYA)** – for college students and the young professional age 25-35. Less structured as a program, but intends to bring the Homenetmen alumni together with social events. Participants are encouraged to be dues paying members.
4. **Homenetmen Young Parents (HYP):** Parents of al young Homenetmen members from toddlers, all the way to age 18. Parents may form Advisory committees and assist their children’s activities. Parents are encouraged to become Homenetmen members but are not obligated.

Each Chapter Board has to encourage the initiation of one or more of the above programs in their jurisdiction.



Pilot Program:

ABAGA (or ABAKA)

TODDLER and PRESCHOOLERS' PROGRAM (age 2-5)

Abaga means “future” in Armenian. The future of the Armenian communities resides in the youngest and their parents. That is why Homenetmen Norther California has a combined, inter-chapter Abaga program.

Abaga is mostly a cultural program for parent and child, between ages 18 month to 5 years old. Age appropriate activities are planned for twice a month. The program promotes Armenian culture, heritage and language immersion.

This program has been a success in the past, with the Walnut Creek chapter, starting 2007. The toddlers have grown engaged and committed.

The Abaga program is still a pilot project. It is not a bylaws approved program. However, all chapters are encouraged to initiate their Abaga units.



The Homenetmen Leader's Check List #3



The Homenetmen System

LOOK BEYOND THE OBVIOUS:

1. Enhance the volunteer spirit within the organization but seek professional guidance
2. Think of Scouting and Sports as the 2 core value adding activities of Homenetmen
3. Remember that Homenetmen has other value adding activities including Youth programs, Toddler programs and programs for the those with special needs
4. As a Board member, consider the management of enabling activities as your major responsibility



**Volunteers
Needed**



Chapter 4: The Leadership Role of Homenetmen Within the Armenian Community

Any Diasporan Homenetmen leader, has to have full understanding of the structure and intricacies of the Armenian community leadership that he/she serves, in the city, state and beyond. That is why, **beyond and above his/her merits as an expert in scouting, sports or otherwise, a Homenetmen leader has to become well versed in the Pan – Armenian goals/agendas and intercommunity dynamics**, have good knowledge of the population statistics that he/she is part of, and then fully endorse the leadership role of Homenetmen within the Armenian community, from a larger national perspective.

It is a fact that neither Homenetmen nor the larger community leadership has really appreciated the importance of the Homenetmen role as a community leader. It is time for Homenetmen Board members to appreciate its significance, act in accordance and make others see it too. But to be fair, the degree of contribution to the progress of the communities that Homenetmen serves varies. It is highly linked to understanding the true purpose of Homenetmen and how it organizes its programs.

When Homenetmen is properly understood as a resource program, the community will value it and will utilize it more effectively. And vice versa, if Homenetmen leaders understand their role as a chain link in the community dynamics, the Homenetmen impact will be greater. This means, that for Homenetmen, its **community leadership role should be defined with a larger national perspective in mind, not short term projects or certain events**.

That is why Chapter and Regional executives need to begin analyzing the needs, challenges and characteristics of their local community, understand the function of the other organizations in their area and develop relationships. The Homenetmen Chairperson ought to be engaged and visible in the community, frequently meet with community leaders and residents in his/her area. Homenetmen should have close ties with the Armenian church, Armenian schools, political and advocacy forces, educational/cultural/humanitarian and other organizations.

Finally, Homenetmen leadership should also be aware of the changing landscape of what is called new community leadership and the effect of money in that definition and/or perception.

Important COMMUNITY FACTS

In order to lead well, Homenetmen leaders and all board members have to be appraised and educated about the following topics:

- What is the definition of a community leader in the US?
- Goals/Agenda of Armenian Community Leadership
- Community structure/Intercommunity Dynamics and Definition of Community Leadership
- Demography and statistics of the specific Armenian community
- Leadership Role of Homenetmen Within the Armenian Community

Community Leadership in the Diaspora

The Complex Leadership TASK of Today:

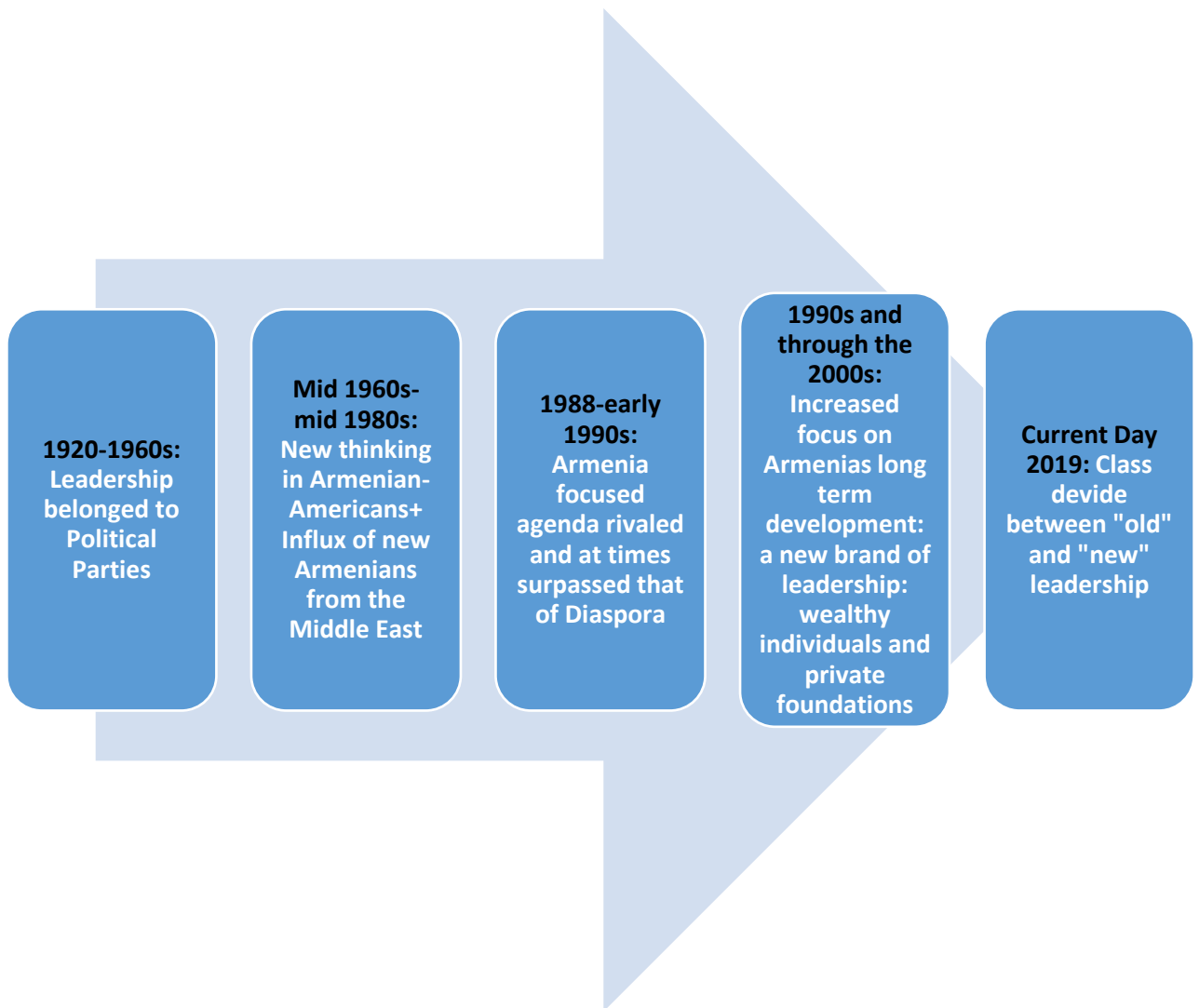
Community leadership is the "process of social influence in which an individual or a group of people can enlist the aid and support of others in the accomplishment of a common task".

Within the Armenian community, organizations more so than individuals assume the leadership role, led by the board of directors.

- some of those organizations lead in specific categories, e.g. culture, youth, etc.
- others are more broad based e.g. political activism
- but all are expected to target a similar set of collective goals.

Today, the notion of organizations leading our communities is being challenged by super rich individuals, but still remains valid.

Who is a Legitimate Community Leader?



Adapted from Antranig Kasbarian - <https://armenianweekly.com/2018/10/03/recalibrating-leadership-and-legitimacy-in-the-armenian-diaspora/>

1920s to 1960s: There was a time, decades ago, when our community could be described in rather straightforward terms. The vast majority of people traced their immediate roots to the *yergir*—Western Armenia—and to the Armenian Genocide. **Leadership and legitimacy belonged, for the most part, to the political parties** (Dashnak and Ramgavar, especially), **their affiliated organizations** (ARS and AGBU, in the philanthropic sphere; *Baikar* and *Hairenik* in the literary sphere), **and the representative church bodies.**

These organizations' primacy drew upon their lore and accomplishments in the Old Country, while for succeeding generations they renewed themselves by working to keep Armenians Armenian, mainly through language, culture, and history...Whether it was the Dashnaks and their dream of a free, independent, and united Armenia, the Ramgavars with their defense of Soviet Armenia and the *status quo*, or the near-universal mourning and condemnation of the Genocide, the leading organizations carved out a rather stable, bipartite playing field that proved to be durable and steady, lasting well into the 1960s and beyond.

But beginning in the 1960s and '70s, this steady-state began to change. A fresh generation of Armenian-Americans had begun to think and act in new ways. Meanwhile, the influx of *new* Armenians – from the Middle East and elsewhere – both challenged and re-energized our existing community structures. Ultimately, the field of play became widened: Increasingly we saw groups popping up that were non-partisan, multi-sided, or unaffiliated with traditional structures. The existing framework, while still in place, was becoming more diverse and or even challenged.

Then came 1988, and the floodgates really opened...as did Armenia itself: First there was the Karabagh movement, then the devastating earthquake, and within a few years we witnessed the USSR's total collapse and the emergence of a fledgling, independent state. As these developments engulfed Armenia, our people worldwide couldn't help but seek engagement as the new Armenia presented needs both urgent and immediate.

In this environment, the diaspora's attention became broadened, as an Armenia-focused agenda rivaled and at times surpassed, the need to keep our Diasporan communities strong and vibrant. This diversification seemed to spread our communities' resources too thin, but the renewed focus on Armenia also seemed natural.

During the '90s and accelerating through the 2000s, amidst all of this, something significant happened: there has been a move away from knee-jerk, emergency assistance, and increasing focus on Armenia's long-term development. Alongside our community-based groups, a small subset of individuals – most of them affluent – were no longer content with writing checks to those in charge. Rather, they began to move in a different direction, establishing their own mechanisms for tendering support. Diasporan engagement was no longer about immediate assistance. Instead of soup kitchens and orphanages, today's entrepreneurs look at aiding civil society groups, promoting education and creativity, and investing in those seeking to improve themselves and their living conditions across Armenia.

Now, alongside the boots-on-the-ground, traditional leaders – the editors, educators, activists, advocates, and professionals – there are nearly as many representing a *new* brand of leadership:

Super-wealthy individuals who have set up their own private foundations, venture groups, or exchange programs – e.g. Tufenkian, COAF, Paros, Birthright Armenia, TUMO, Armenia 2020, and more. These individuals are undeniably doing substantial work in and for Armenia, but are largely ‘one-man shows’ [sic] accountable mainly to themselves and to their donors, and who intersect rather vaguely with ongoing work in our communities here. And yet, these new actors undeniably carry popular appeal among our public, offering nourishment and inspiration to many who endorse their good works in the homeland. In that sense, they are playing a valuable, albeit different, leadership role.

So this newly ascendant elite is not a ‘community leadership’ in the traditional sense. And yet, it’s hard to deny its role in forging new sorts of popular engagement vis-à-vis Armenia. Perhaps, then, we should simply enlarge our purview, and agree that this segment carries value equal and complementary to our existing, grass-roots efforts. Indeed, it is hard to imagine one leadership sphere operating without the other: After all, can a fundraiser for Artsakh’s border villages succeed unless there is an educated, motivated audience for it.

But there is more, [the increasing class divide between ‘old’ and ‘new’ leadership](#). Since independence, and with plenty of encouragement from Yerevan, there has emerged an overriding emphasis on *money*. Those who have it and spend it are acknowledged as community leaders, while those who don’t, well... sorry.

[The result increasingly is a ‘pay to play’ environment](#), which runs counter to the longstanding ethos and practices of our communities.

Community leadership in the US is no more solely for Diaspora advancement. Today, it consists of:

- 1) Ongoing efforts to hold us together and perpetuate us as a people in the Diaspora**
- 2) Engagement and action for benefit of the homeland**

The Homenetmen Leader as a Community Leader

First, the Homenetmen leader needs to recognize that Homenetmen does not operate in a vacuum. We are a chain in a big circle and each of the community organizations/institutions supplement each other's function.

Second, the big picture. Today's leader is responsible for an Armenian Nation with 2 components: Republic of Armenia and Diaspora

- 100 years post-Genocide, we are Diasporans unavoidably assimilated to various degrees, living in an American culture of individualism, ambition, and self-importance.
- All of us, as engaged organizations, are trying to navigate our way and do our best to remain active participants in the life and future of our complex Diasporan community.
- The primary current Armenian national priority is to strengthen Armenia and Artsakh.

It is a complex and difficult path, but in order to ensure our collective longevity and progress, we have to understand where we were, where we are, and where we are going. That is how we approach the issue of leadership in the Diaspora and link it to Armenia.

So, it starts with understanding common goals and the national agenda. Leaders are individuals but leadership of a community implies understanding the common agenda and acting for the pursuit of



some common goals.

Pan Armenian Agenda: From an overall national perspective, the larger Armenian or Pan-Armenian common agenda may be summarized as follows:

1. Secure, Healthy and Strong Republic of Armenia (and Artsakh)
2. Armenian Rights and Solutions to Unresolved Injustices
3. Healthy and Strong Armenian Diaspora

PAN-ARMENIAN COMMON AGENDA

Our National Agenda is based on the following



3 categories:

A. Healthier and Stronger Republic of Armenia	B. Solutions to the Unresolved Injustices: The Armenian RIGHTS or HAY TAHD	C. A healthy Armenian Diaspora
<ul style="list-style-type: none">• Protect the national interests and security of the homeland• Create a healthier civil society in order to strengthen the Republic• Protect the institutionalization of democracy and rule of law• Secure the people's economic well-being and establish social justice	<ul style="list-style-type: none">• IB. Just Resolution of the ARMENIAN GENOCIDE• IIB. Free and secure ARTSAKH• IIIB. Safe and sustainable JAVAKHK	<ul style="list-style-type: none">• Build and better organize Diaporan communities• Protect and enrich the Armenian identity• Influence and guide the governments' policies on matters of interest to the Armenian Nation

In the Diaspora each of the above national challenge is addressed with respective goals.

The following is the context of the strategic goals that in the Diaspora, a community level leadership including Homenetmen, has to pursue:

1. Preserve our national identity and culture. Protect our faith and language
2. Minimize the % of disengaged Armenians in the Diaspora
3. Advance the national interests of the Republic of Armenia and Artsakh
4. Pursue justice for our national cause

Intercommunity Dynamics- Community Organizations that Homenetmen Collaborates with and WHY?

Armenian Intercommunity Dynamics

Homenetmen is a non-political organization that serves all Armenians. It is a grassroots organization that serves all layers of the Armenian community. Its membership includes all Armenians without any prejudice. But from the beginning Homenetmen has been closely associated with a set of organizations who share a common goal.

All Armenian communities have prominent individuals. But the stronger communities have a community structure which involves organizations. Several institutions and organizations in the USA have been in the privileged position to lead our communities for the past several decades. Homenetmen is part of that leadership.

Intercommunity Dynamics

Chain of Armenian Community Institutions



Homenetmen leaders have to understand that there is an intercommunity dynamic. A strong relationship with churches, schools and local non-Homenetmen organizations should be developed, and relationships with its leaders cultivated.

The set of institutions and organization that Homenetmen collaborates most closely are called **Aligned Organizations**. Most of those are grassroots organizations, just like Homenetmen.

The reason for this collaboration is simple. We share a common national agenda.

Homenetmen Aligned Institutions and Organizations - ՈՒՂԵԿԻՑ ԿԱԶՄԱԿԵՐՊՈՒԹԻՒՆՆԵՐ

Institutions/Organizations

- Churches
- Organization:



Հ.Մ.Ը.Մ.
Homenetmen



Հայ Յեղափոխական Դաշնակցություն / Armenian Revolutionary Federation: Founded 1890, by Krisdapor (Krisdapor Mikaelian), Rosdom (Stepan Zorian), and Zavarian (Simon Zavarian) in Tiflis.

Հայ Օգնության Միություն / ARS - Armenian Relief Society: Founded by Edward (Edgar) Agnoui (Khatchadoor Maloomian) in NY, 1910.

Համազգային Հայ Կրթական և Մշակութային Միություն / Hamazkayin Armenian Educational and Cultural Society: Founded on May 28, 1928 in Cairo, by a group of nine Armenian Intellectuals including Levon Shant, Nigol Aghbalian, Dr. Hamo Ohandjanian, and Kaspar Ipekian.

Հայ Երիտասարդաց Դաշնակցություն / Armenian Youth Federation: Founded in 1933 by Karekin Njdeh in Boston. It serves as the youth organization of the ARF.

Հայ Դատ / Armenian National Committee: The largest and most influential Armenian-American grassroots political organization. Working in coordination with a network of offices, chapters, and supporters throughout the United States and affiliated organizations around the world, the ANCA actively advances the concerns of the Armenian-American community on a broad range of issues.

Առաջնորդարան Հայոց- ԱՄ Նահանգներու Արեւմտեան Շրջան / Western Prelacy of the Armenian Apostolic Church of America: Established in 1973 the Prelacy serves under the jurisdiction of the Catholicosate of the Holy See of Cilicia.

Արեւմտեան Թեմի Ազգային Վարժարաններ / The Prelacy Armenian Schools: The Prelacy Armenian School system is governed by the Board of Regents, which is appointed by the Prelate and Executive Council.

Ասպարէզ / Asbarez Newspaper: Most popular Armenian newspaper in the US. Began publication in 1908 in Fresno, California. Asbarez is the official publication of the ARF Western United States.

Other Important Armenian Institutions and Organizations: Beyond the aligned organizations, there are many other Armenian institutions and organizations that local Homenetmen chapters may need to collaborate and find synergies.

- We should acknowledge the work that AGBU does. AGBU is active in all Armenian communities and in many instances we should cooperate.
- At the Regional level, Homenetmen always coordinates activities with the Consulate of the Republic of Armenia.
- We should also establish relations with the new emerging nontraditional leadership

Therefore, effective intercommunity dynamics, Homenetmen leaders need to:

- Understand the intricacies of their own local Armenian community and become participants within the intercommunity dynamics.
- Understand that Homenetmen, in its role as an organization, avoids DUPLICATION of functions but looks proactively into creating SYNERGIES with the rest of the chain of Armenian community organizations.
- Respect and maintain traditional relationships with aligned organizations, while being open to build new ones that share common goals.
- Enlarge the circle of the non-Armenian community. Grow and empower the relationships.

Homenetmen leaders should realize that there is a change in the definition of community leadership, favoring assistance to Armenia.

Homenetmen is not conflicted about it but it realizes that building and strengthening the Diaspora communities still remains its fundamental responsibility in pursuit of HAYAGERDOUM and HAYABAHBANOU

What Should a

Leader Know about its community population statistics?

Factors Influencing community needs

Being a community leader in 2019 is much different then 2-3 decades ago.

Leaders in the Diasporan communities have added discrete challenges, as follows:

- Diversity of Armenian sub-cultures in local communities
- Degree of critical mass, or the lack of, in our communities
- Decrease in Armenian school attendance
- Major decrease in Armenian language use in Armenian households
- The recent increase in Armenian organizations with identical goals

CA has a total population of 40 million of which 600,000 - 850,000 is estimated to be Armenians. However, the concentration of Armenians differs vastly. The larger Los Angeles Area is home for over 500,000 Armenians or about 4% of the population. Glendale has about 35% of its population as Armenians. In the Northern CA larger San Francisco bay area however, Armenians are just above 25,000 which makes 0.3% of the population, or 1 of 1,000 inhabitants.

The stronger the resources the stronger the Armenian community. The same translates to Homenetmen chapters.

The following community characteristics and resources determine the needs of each chapter and have a direct effect on the outcome of programs:

- Human resource: Qualified educators, mentors, coaches
- Membership statistics: Growth and Retention
- Membership age demographics and its effect on programs
- Availability of facilities
- Language barriers

Population statistics has a direct effect on potential Homenetmen membership growth, workforce of mentors/educators. The following variables will have an effect:

- a. Critical mass and its effect on membership and workforce
- b. Subcultures
- c. Demographics and source of members

Effect of critical mass

The strength of the Armenian critical mass or the lack of it obviously makes a big impact on how to effectively manage the community. Homenetmen chapters mirror this statistic. In addition:

Membership and mentors' workforce/ resource management depends on:

- Growth: New young members
- Growth: Engaging a new cadre of Adult Members
- Retention of the Experienced Dedicated Workforce

Variables affecting membership and its critical mass:

- Age distribution of current membership
- Local area Armenians' demographics
- Membership Source: Primarily Armenian school students?
- Background of parents: Are parents past Homenetmen – agans

Subcultures:

Armenian communities generally have 3 subcultures:

- Established American Armenians
- Immigrants from the Middle East and Iran
- Newer immigrants from Armenia and the older Soviet Union

At least annually, all above factors have to be analyzed by the leadership of Homenetmen.

Demography and Source of Homenetmen membership:

Based on the above, the Board has to analyze its membership and make plans accordingly.

Traditionally Homenetmen membership in the US has been homogeneous, composed of the following:

- Pro-ARF sector of community
- Children attending Armenian schools
- Mostly families who are immigrants from the Middle East

In the past 10 years, this traditional membership status quo has been challenged. Today, in most chapters (especially outside the greater Los Angeles area):

- Membership Source: Comes primarily from non- Armenian school students
- Background of parents: Most parents do not have past Homenetmen experience

- The most growing sub community, that of immigrants from Armenia, do not understand the Homenetmen purpose and are not engaged with Homenetmen

Lack of critical mass challenges this premise, affects operations and brings into light the following strategic questions:

- Who is considered a supporter and who do we target for potential membership
- Who do we collaborate with, in our communities?

Growth and Resource Management is dependent on community resources:

- For better recruiting consider this:
 - The target should not be limited to Armenian speaking kids only
 - The target should mainly be kids who are not attendees of Armenian schools
 - The target should include all Armenian subcultures
 - The adult target should extend far beyond parents with past Homenetmen experience
- For better retention: Pay attention to the needs of the members.

The above evaluation is key for the efficiency of Homenetmen leadership role within the community.

Here is the bottom line.

Homenetmen leaders have to be highly cognizant of the changes in community leadership definition. We should rise above it, do our homework by analyzing the needs of our communities and remain focused on the true goal: Youth extracurricular education.

Let's not forget: We still have a fundamental leadership role and responsibility in Diaspora community affairs. We, Homenetmen, are a most important bastion of HAYABAHBANOU.

The Key Leadership Role of Homenetmen in the Community – HAYABAHBANOUM

Extracurricular (Out of School) Education thru Scouting and Sports Programs

For any Armenian individual, being Armenian starts within the family and then expands to the community around. The community offers many options to strengthen one's identity and there is a chain of Armenian organizations/institutions that complement each other. The chain consists of the Armenian church, Armenian schools, political and advocacy forces, educational/cultural/humanitarian and other organizations.

Where is Homenetmen in this community chain? Thru scouting, sports and family oriented programs:

- We educate. By attracting the youth to scouts and sports, we offer them extracurricular, outside of school education.
- We motivate and activate a high proportion of the youth and keep them engaged within the community. We keep our alumni close to the community, often with other roles.

We mobilize, unify, and empower our supporters and the larger public thru athletic and sports events. Homenetmen is an organization where training starts early, most of the time at age 6. After a decade under Homenetmen, many members continue to serve the organization, and even though some move on, a good proportion of Homenetmen members remain engaged with the Armenian community and some become community leaders with other responsibilities. Members remain engaged with the Armenian community and some become community leaders with other responsibilities. Therefore, all Board members have to realize the importance of Armenian education given outside of the Armenian school, through non-scholastic extracurricular activities. That is where lies the national role of Homenetmen and it should receive special emphasis by all Chapters and leaders.

Homenetmen leaders have to be highly cognizant of the leadership challenges but remain focused on the true goals. Let's not forget: We still have a fundamental responsibility in Diaspora community affairs. We are a most important bastion of HAYABAHBANOUM.

Through the appeal of its structure, Homenetmen bears membership from the Armenian youth attending both Armenian and non-Armenian schools. Currently, 60-65% of its members age 25 and under do not attend Armenian schools. As such, nearly 8,000 Armenian youth in the world are exposed to the Armenian identity and culture through Homenetmen.

In the West USA Region, many kids do not attend Armenian schools. To almost 3000 school aged members who do not attend Armenian schools. Homenetmen has become the source of Armenian environment.

A major Homenetmen goal yet to be achieved: GO BEYOND ARMENIAN SCHOOLS and BRING KIDS FROM NON-ARMENIAN SCHOOLS into HOMENETMEN PROGRAMS

In

What is the real community impact of Homenetmen? It is extracurricular, outside of school education, to sustain the goal of HAYABAHBANOU.

In some circles, Homenetmen with the "athletic-scouting" label is deemed of secondary national importance, as if it has an autonomous "less important" goal. The reality is that Homenetmen does not have a self-serving dictum. Its philosophy is based on the pan Armenian principles and its mandate is to strengthen the Armenian nation and within the Pan-Armenian space, its activity scope falls under the organizational-educational sphere of the national agenda.

When we talk about education, the role and effect of Armenian schools is unparalleled, but **the importance of Armenian education outside of the Armenian school through non-scholastic extracurricular activities has yet to receive special emphasis, and herein lies the leadership role of Homenetmen.**

Smaller Chapters: Think Outside of the Box



Creative Thinking, non-traditional

In larger communities, each of the aligned organizations have a traditional role and scope of activity. That should be respected. In such communities it is important to have periodic meetings between organizations, to coordinate activities and events.

However, in smaller communities where there is limited manpower, a variation to traditional operations is appropriate:

In San Diego, perhaps Phoenix and others, **consideration should be given to combine Homenetmen, Hamazkayin and ARS activities together.** This needs to be under Regional auspices.

Having 6-18-years learn the language in weekly educational classes, having dance ensembles to dance together, having sports groups practice together and same individuals becoming part of scout units, all under one effective leadership as opposed to multiple less competent guidance, may be worth exploring, as a pilot project.



Finally, relations with the non-Armenian Community

Do not forget. We are American citizens. We have obligations but we also have rights. Good relations with governmental officials are essential for both. As such, the Homenetmen Board Executive:

1. Has to find out who his/her state and federal representatives and senators are and reach out to them on Armenian – American concerns. On occasions, should join local ANCA teams and meet such representatives/senators
2. Should acquaint with the city mayor, the county commissioner, the police commissioner and the fire chief, and others.
3. Should acquaint and develop a relationship with the BSA Council that the chapter is associated with.
4. Be proactive in making relations with local sports leagues representatives
5. Develop relations with local large business companies' leadership (High Tech, banking, etc.)
6. Develop some relation with the local newspaper senior staff
7. Is encouraged to develop a relationship with the local National Guard



The Homenetmen Leader's Check List #4



The Leadership Role of Homenetmen Within the Armenian Community

- By far the most important role that Homenetmen plays as a community organization is the rich extracurricular education offered to school aged adolescents, outside of Armenian schools.
- As a Board member, one needs to consider Homenetmen as a resource to a vast section of the community, as follows:
 - The community target should not be limited to Armenian speaking kids only
 - The target should mainly be kids who are not attendees of Armenian schools
 - The target should include all Armenian subcultures
 - The adult target should extend far beyond parents with past Homenetmen experience
- Homenetmen collaborates more closely with a number of organizations called Aligned Organizations. The reason for this collaboration is simple: We share a common national agenda.
- Respect and maintain traditional relationships with aligned organizations, while being open to build new ones that share common goals
- Develop relations with the non-Armenian community
- NEVER forget the TRUE community leadership role of Homenetmen: **HAYAGERDOUM** and **HAHABAHBANOUM** thru out of school education.



Chapter 5. The Executive BOARD

or simply THE BOARD

The executive board is a functioning administrative group elected to take the necessary action to achieve the purposes of the chapter. It carries out the resolutions, policies, and activities voted on by the General Meeting. It determines policy for the board in accordance with its delegated authority, and within the context of the Charter and Bylaws and the Rules and Regulations of Homenetmen. The board protects the long-range future of Homenetmen as a leading organization within the community. Chapter board members play two complimentary but very different roles. First, like the familiar corporate board member, they govern the organization. Unlike the corporate board member, they also sign on as volunteers agreeing to undertake any assignment reasonably asked of them.

Board Membership

A. Process of Election to the Board:

1. Members are nominated and elected at the annual general meeting (or the respective Regional Representatives' Meeting, or the World Congress).
 - Elected officers of the board vary from 5-11 members (or as by-laws guidelines).
 - Elected board members represent various interests of the chapter membership.

2. Board composition: After annual elections, the board elects

- Its chairman, secretary and treasurer.

- It also defines which board member will be responsible for which discipline (scouts, athletic, social, educational, financial, PR/communications, IT etc.). There would be a scout representative, the athletic representative (or athletic director), etc.

- The members of the board that are not part of the cabinet and do not have a technical position are called Advisors.

B. The Tivan or Cabinet of the Board

Organizations with a large board of directors may have a smaller body of the board, called **executive committee of the Board**, to handle its daily business.

In Homenetmen, this subdivision of the Board is called TIVAN or the Cabinet of the Board and is usually composed of the president, secretary and the treasurer.

- The Tivan convenes regularly and performs the necessary preparatory work prior to meetings. Previous meeting minutes are read and approved during these meetings. No decisions are made during these meetings.
- The Tivan acts for the entire board in the intervals between board meetings.
- The entire board receives the minutes of such meetings for approval at the next board meeting.
- The Tivan may not act contrary to action previously taken by the board.

Job Description of Board Members

Chairman

For Homenetmen, CEO, President and Chairman are the same. In Homenetmen, we prefer to use the term chairman.

- He oversees all disciplines and makes sure that plans are executed properly and in a timely fashion.
- He also oversees the day to day business (including public relations) of the chapter and presents reports to the Board.
- The chairman presides over Board meetings. He ensures that meetings are run in an orderly fashion.
- He, along with the secretary, signs the meeting minutes and prepares the agenda for the next meeting.

The ultimate authority for conducting the affairs of Homenetmen lies with volunteers. The Board chair is the top volunteer leader.

- The Chairman, as the chief executive officer of the board, is the principal adviser as well as the director of the professional and office staff members (unless there is an Executive Director).
- The Chairman gives leadership to the establishment of effective operation of Homenetmen consistent with the Charter and Bylaws of Homenetmen and provisions of governing documents by the board.
- The chairman serves as chair at meetings executive board, and its Tivan. He or she serves as an ex officio member of all committees of the board.
- The chairman works closely with the other officers and the Scout leaders/athletic coaches in planning and carrying out programs; providing necessary materials and financial resources for board programs; directing, supervising, and evaluating other volunteers; and establishing effective relationships with Armenian community and chartered organizations.
- In the event that the Region or Chapter has an Executive Director, the Chairman works very closely with such executive director.

- The chairman is primarily an administrator and a personnel specialist who helps recruit strong men and women to board leadership, fires their enthusiasm, and welds the individuals into a strong working team.
- The chairman also acts as the “morale” officer of the Board, as its inspirational leader, and promotes the quality of Scouting within Scouting units and Sports activities within Sports units.
- The chairman has a deep sense of accountability and dedication to the purposes of Homenetmen, the achievement of annual objectives, the strategic plan, and for the financial sustainability and growth of the council.

Vice Chairman

The vice chairman assumes the chairman’s duties in his or her absence.

The vice chairman is an optional position. The VC perform functions as assigned by the executive board. Vice chairmen may be responsible for such functions as finance, administration, program, and membership/ relationships, or as deemed by the bylaws.

Secretary

- The secretary prepares and archives the meeting minutes (including roll-call, date and location of meeting, issues discussed in meetings and their associated decisions, planned activities and accomplishments, received and sent communications and action items with names of committee members who are responsible in carrying out a certain task).
- The minutes are read and approved during the following meeting. It is the secretary’s duty to forward a copy of the minutes to the higher body namely the Regional Board.
- The secretary is also the keeper of all the received and sent communications. All communications are drafted by the secretary. -The executive committee could hire a full time employee to assist in this work, if deemed necessary.
- The secretarial responsibilities may be assigned to one person or sometimes divided between a **recording secretary** and a **corresponding secretary**

The Treasurer

- The treasurer is responsible for receiving and holding for disbursement all funds.
- The treasurer has a close working relationship with the chairman.
- This person assures that adequate accounting systems are used, that reports on the financial health of the organization are made at meetings of the executive board, that financials are audited annually by a certified public accountant and, in general, makes certain that board’s internal controls are in working order.
- The treasurer is responsible for all receivables, payables and banking transactions.
 - Banking transactions are handled with the permission and signatures of two of the three pre-approved Board members.
 - The treasurer also submits reports and statements of the financial status of the Chapter.
- It is the duty of the treasurer to document all transactions in detail for auditing purposes.
- Assistant treasurers help all of the above, as required.

Controller

- The controller could be the same or an added position to the treasurer
- He reviews and validates the treasurer's work,
 - He posts all accounts to the general ledger and archives all financial transaction supporting documents
 - He submits regular financial reports to the Board
- Works closely with the board member in charge of equipment/property and keeps an active list of chapters' property.

Board Representatives/Liaisons to Committees

The Board assigns its representatives to the many operational committees that it forms. The representatives act as the liaison between the two bodies and attend committee meetings.

- These representatives oversee the proper execution of the Board decisions and provide guidance to the committee members.
- Although committee meeting minutes are submitted to the executive Board, for efficiency reasons the liaison/representative remains the functional link between the Committee and the Executive Board.

a. Representative Officers of Homenetmen Core Programs

- **Scouts director:** In charge of scouting programs and activities. Works closely with Scout Counsel and scoutmaster and scout leadership as the Board liaison.
- **Athletic director:** In charge of sports activities. Works closely with Athletic Council and all coaches as the Board liaison.

b. Representative Officers/Directors of the Executive Board in charge of Enabling Activities:

- **Social Activities director:** In charge of planning events and activities for members as well as the community. The net profits from activities are fundamental for the Chapter core activity expenses.
- **Public Relations/ Internet/Social Media director:** Helps the president in the branding/marketing efforts. Also in charge of preparing newsletters, communicating with members/community, etc.
- **Educational Director:** Helps Scout and Athletic Councils, and coaches in developing the material for member education and training; develops coaching training clinics; organizes community targeted symposia, and other educational and training aspects.
- **Database and IT (Information Technology) director:** The Board has to have a solid membership database and a strong community data mine. Information should include all of the following: name/address/telephone/e-mail/Facebook address/Instagram/Twitter.
Also, note the following:

- Chapters should have their dues paying membership database i.e. database for Active Members, but should not discard entirely those who have stopped paying dues. This means, the list of past members.
- A separate database of Homenetmen alumni should be available
- Also, the Homenetmen community supporter list.
- **Fundraising director (recommended)**- Usually a special position, for a specific project.
- **Equipment/Property management officer:** The equipment/property management officer is in charge of the equipment owned by the chapter. He / She works with the accountant and keeps an active list of chapters' property.
- **Cultural programs director (in some chapters)**

Chapter Board Operations: Program or Activity Divisions

- The way that a Board carries its operations is thru the activities that it offers. Our bylaws have determined scouting and sports as the **main/core activity divisions** or disciplines. Those two activities (programs) have always been and continue to be popular youth activities and allow opportunities for the youth to join Homenetmen. Everybody in the community has a choice, some join scouting, some athletics, some both.
- In order to run its programs, the Board needs a support structure. This support structure enables the Board to operate and execute its activities and programs. That is why we call such activities **enabling activities or processes**, such as public relations, information technology etc.
- The way operations run is thru Committees or sub-committees of the Board. The Board is responsible for appointing strong committees to run the operational divisions and for helping each discipline to succeed.
 - Activities need people to be led by people. Committees (or sub-committees) run the respective activities, programs and processes.
 - Committee members are volunteers who help units in every phase of Scouting and athletic activities, and the other enabling functions. It is preferable for Committee members to have Homenetmen experience.
 - It is also desirable that some be specialists in particular areas such as training/coaching, finance, camping, educating and help chapters when their specific services are required.
- The board appoints members to those committees. Each board committee elects a chair from its committee members. The committee chair is then approved by the Chapter Board.
- The supervision of each committee is exercised by the Board through Representatives or Liaisons, who are members/Directors of the CEB and appointed for that particular domain. For example: Athletic Director, Scouting Representative, Event Planning or Social Activities Director etc.
- Separate meetings are held by these committees, where the respective CEB Liaison also attends.
- It is important for such committees to have metrics or ways to measure their activities and share the metrics with the CEB.

Specific Duties/Responsibilities of the Board



Broadly speaking, the following is the scope of Homenetmen Board responsibilities.

1. Be committed to the mission, values, and goals of Homenetmen. Review from time to time whether programs are truly a reflection of the Mission.
2. Remain cognizant of the Armenian culture, identity and language. Make sure to maximize the use of the Armenian language during activities. Become a guardian for HAYABAHBANOUM.
3. Carefully follow the execution of all operational and fiduciary responsibilities.
4. Always monitor the Quality of programs- scouts, sports, youth, events, other.
5. Appoint and if necessary dismiss the Scoutmaster, Scout Council and Athletic Council members, and coaches.
6. Organize strategic planning.
7. Focus on Fundraising.
8. Attend to Board development (and succession planning).
9. Maintain proper communications with members; adequate branding/outreach with PR and marketing
10. Maintain membership database and manage Information technology
11. Manage board issues from a policy perspective. Observe conflict-of-interest policies
12. Work as a team during Board Meetings
13. Attend, participate, and vote at board meetings.
14. Treat all Homenetmen stakeholders as customers. Listen to them, communicate with them and pay attention to customer/stakeholder satisfaction
15. Supervise the Executive Director (if there is one) and the rest of staff.

The Homenetmen EXECUTIVE DIRECTOR

Out of the BOX Thinking – Professional Staff at the Executive Level



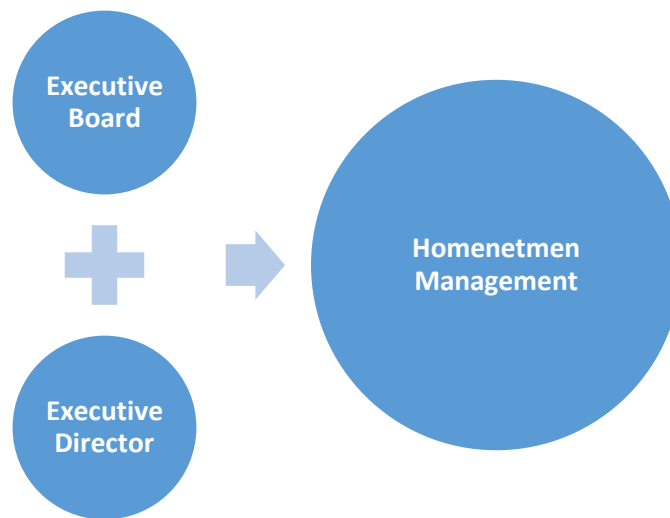
Non -traditional, creative thinking

Other than Glendale Ararat chapter, Homenetmen does not function/manage through Executive Directors. Our Bylaws and tradition direct us to operate solely by the Board model of management, and its Chairman as the practical CEO.

For small organizations that is a perfect model, but in larger organizations, where the demand is higher, and with the changing time commitment of Board members, a non-conventional but creative model should be entertained, for the sake of a better outcome.

This model of a Board and an Executive tandem together managing the organization is not novel. In fact, many non-profits apply this model.

It is not necessarily a divergent approach, rather, it is complementary, albeit contrary to our traditions and cultural norms,



In this model, the Board will always remain the backbone and the higher authority of Homenetmen management.

Thoughtful consideration is given to add Executive Directors to Senior Management in Regions and large Chapters

Appropriate budgeting is planned to hire the Executive Director

Professional Staff

It is important for Homenetmen to keep the volunteer nature of the organization BUT ALSO seek non volunteer professional staff, for assistance and guidance.

Today, Homenetmen Central, Regionals and many chapters do have professional staff to help run the organization.

These professionals consist of Executive Directors, executive secretaries and assisting secretaries, facility managers if needed, receptionists, bookkeepers, athletic directors, coaches and others as required.

PROFESSION AL STAFF

**Executive Director
Executive Secretary
Assistant Secretary
Favility Manager
Receptionist
Bookkeeper
Athletic Director
Coach
Other**

The aforementioned staff provide the administrative guidance that shapes the work of many volunteers into a coordinated, efficient pattern to get the greatest results from the volunteers' investment of time and effort. The professionals also serve as advisers to the Board, officers and committees.

Homenetmen Needs to Hire More Executive Directors

The need to add Executive Directors into higher management is becoming dire. This need is based upon assessing today's reality.

At least in Western USA Region, the quality of Homenetmen Board members is regressing. This is due to many reasons, of which the two most important are the limited hours that elected volunteer individuals are able to offer to run Homenetmen affairs, for a variety of reasons and the limited experience and education for such a position.

Any position within the Homenetmen leadership spectrum is time consuming. We have a HANDS ON organizational structure. We cannot run the organization unless there is involvement. The Homenetmen program and its scope of activities are vast and need intense engagement. Chapter 5 explains the responsibilities of the Executive Board members and to be honest it takes many hours in a week from each Varchagan. The job does NOT consist ONLY of participating/attending a Board meeting; it has a lot of follow up responsibilities.

Homenetmen Central, Regions and many of the Chapters need best practices for management. The ongoing demands of daily activities and the successful implementation of the plans need commitment. Any Homenetmen entity that manages about 1000 members needs an Executive Director. In the Western USA Region, that includes Ararat-Glendale, Massis- San Fernando and Shant- Crascenta Valley chapters, as well as Regional Exec Board. Pools of other chapters may also need an Executive Director, such as, all of Northern CA chapters and or a combination of LA area chapters. Currently only Ararat chapter works thru an executive director with formidable results.

The Role of an Executive Director in Board Management

The Distinction Between the Roles of the Board and Executive Director Is Part of Good Governance

Homenetmen does not have experience with a management model such that Executive Directors function as top managers; to date, that function lies within the scope of the Chairman. If there is a change, we need to respect our bylaws and we ought to be logical and careful. Good governance requires accountability.

Accountability requires that all parties have a specific job description and the organization outlines the duties that they expect individuals in each role to perform. If EDs are appointed, the broad explanation of duties is that the board and its chair are largely responsible for oversight, risk management and strategic planning. The executive director and his staff are largely responsible for implementing the board's plans and managing the daily activities of the organization. There is some room for flexibility within the roles. The key to maintaining clarification between the roles is having written descriptions of duties and responsibilities and maintaining clear communications between the board and the executive director.

How Does the Role of the Board Differ from That of the Executive Director?

The Board remains the highest authority and its Chairman, the highest in hierarchy.

The Board chair and directors continue to be elected volunteers. The executive director is a salaried appointed professional.

It's important to remember that the board is responsible for all governance activities, including overseeing legal issues, financial issues, and issues related to people and programs. This responsibility requires all board members to perform their board duties in ways that ensure legal and ethical integrity and also ensures the public trust.

A board of directors has many legal and fiduciary responsibilities. Generally speaking, they must know and understand all applicable state, federal and local laws that pertain to the organization. The board also provides legal oversight in all areas and relays pertinent legal information to the executive director and staff as needed. Homenetmen board members should do the same.

The board makes sure that the operations of the organization stay aligned with the mission, vision and values of the organization. This is important for organizations that have tax-exempt status because they must continue to operate under the same purpose for which the government granted them nonprofit status.

The board's governance duties include proper oversight over the executive director and the management of the organization's activities. The board of directors selects and hires the executive director, writes the job description and duties, and assesses the individual's performance.

The board must make sure that the executive director is running the organization well and within the purpose and mission of the entity. The board has the right and responsibility to remove low-performing executive directors.

As part of their oversight duties, the board of directors is responsible for creating and approving an annual budget and making sure that the executive director has the financial resources to further the organization's mission.

The Executive Directorship Requires a Trusted Relationship with the Board and its Chair

The board chair and the executive director nearly always have a close working relationship with each other because they work together on most activities of the organization. As with most close working relationships, the organization benefits when the board chair and the executive director understand and abide by their distinct roles and have a mutually trusting relationship.

The health of every organization depends on the relationship between the executive director and the board chair. For Homenetmen, it would probably work best to clarify their respective roles, duties and responsibilities right from the start, allowing for minimal degree of flexibility in defining roles and expectations.

Relationships take time to build and nurture. Trust must develop between the board and executive directors.

How much interaction the executive director has with the board also varies substantially based on their trust relationship. An executive director should welcome the board chair to interact regularly and directly with staff and volunteers.

Executive Director Position Description

The Executive Director is the key management leader of Homenetmen. The Executive Director is responsible for overseeing the administration, programs and strategic plan of the organization. Other key duties include fundraising, marketing, and community outreach. The position reports directly to the Board of Directors.

Reporting to the Board of Directors, the Executive Director (ED) will have overall strategic and operational responsibility for Homenetmen staff, programs, expansion, and execution of its mission. She or he will initially develop deep knowledge of field, core programs, operations, and business plans.



Here Are the Duties and Responsibilities of the Executive Director

The board chair typically serves as the liaison between the board and management. It's common for the executive director to attend board meetings to stay in the loop of board business. Whether the executive director attends board meetings or not, the role requires keeping the board informed about what the staff and volunteers are doing. It's important for the executive director to provide the board with feedback on progress toward achieving goals for the strategic plan and any budget needed to fulfill the expected duties.

The Executive director manages all of the day-to-day responsibilities of the organization, including managing staff and volunteers. Working with staff, the executive director develops policies to inform the various programs as they work toward fulfilling the organization's charitable purpose.

Another important duty of the executive director is to serve as the face and public spokesperson for the organization. Executive directors often make public presentations to the media, members, donors, government representatives and members of the community at large. This role may remain with the Chairman, if the Board decides to.

The role usually requires many hours outside of the office, as they often attend or host fundraising events, public relations events and events for various organizational programs.

The importance of the executive director's role requires that the board choose someone who is a person with high ethical and moral standards, and who has a spotless reputation. Most executive directors aren't really ever off-duty, even when they're off-the-clock.

It is helpful for the board chair and the executive director to share some responsibilities. Such shared duties often include developing an overall fundraising plan, reviewing the budget and assessing whether the organization is staying true to its mission.



General Responsibilities

1) Board Governance: Works with board in order to fulfill the organization mission.

- Responsible for leading Homenetmen in a manner that supports and guides the organization's mission as defined by the Board of Directors.
- Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, all information necessary for the Board to function properly and to make informed decisions.

2) Organization Mission and Strategy: Works with board and staff to ensure that the mission is fulfilled through programs, strategic planning and community outreach.

- Responsible for implementation of Homenetmen's programs that carry out the organization's mission.
- Responsible for strategic planning to ensure that can successfully fulfill its Mission into the future.
- Responsible for the enhancement of Homenetmen's image by being active and visible in the community and by working closely with other professional, civic and private organizations.

3) Planning, Fundraising & Communications:

- Design and complete the strategic planning process for the program expansion.
- Establish relationships with the current and future funders, and political and community leaders.
- Expand local revenue generating and fundraising activities to support existing program operations and expansion while simultaneously retiring building debt.
- Deepen and refine all aspects of communications—from web presence to external relations with the goal of creating a stronger brand.
- Use external presence and relationships to garner new opportunities.

4) Financial Performance and Viability: Develops resources sufficient to ensure the financial health of the organization.

- Responsible for the fiscal integrity of Homenetmen, to include submission to the Board of a proposed annual budget and monthly financial statements, which accurately reflect the financial condition of the organization.
- Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
- Responsible for fundraising and developing other resources necessary to support Homenetmen's mission.

5) Organization Operations. Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate.

- Responsible effective administration of Homenetmen operations.
- Responsible for the hiring and retention of competent, qualified staff
- Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals.
- Actively engage and energize Homenetmen volunteers, board members, event committees, alumni, partnering organizations, and funders.
- Develop, maintain, and support a strong Board of Directors; serve as ex-officio of each committee; seek and build board involvement with strategic direction for both ongoing local operations as well as for the national rollout.
- Lead, coach, develop, and retain Homenetmen high-performance senior management team
- Ensure effective systems to track scaling progress, and regularly evaluate program components, so as to measure successes that can be effectively communicated to the board, funders, and other constituents.

Professional Qualifications:

- A bachelor's degree and ideally an MBA
- Track record of transparent and high integrity leadership
- Five or more years' senior nonprofit management experience
- Action-oriented. Solid, hands-on, budget management skills, including budget preparation, analysis, decision-making and reporting
- Strong organizational abilities including planning, delegating, program development and task facilitation
- Ability to convey a vision of Homenetmen's strategic future to staff, board, volunteers and donors
- Knowledge of fundraising strategies and donor relations unique to nonprofit sector
- Skills to collaborate with and motivate board members and other volunteers
- Strong written and oral communication skills. Passionate communicator
- Ability to interface and engage diverse volunteer and donor groups and work effectively in collaboration with diverse groups of people
- Demonstrated ability to oversee and collaborate with staff
- Strong public speaking ability

Actual Job Responsibilities:

1. Planning and operation of annual budget.
2. Establishing employment and administrative policies and procedures for all functions and for the day-to-day operation of the nonprofit.
3. Serving as Homenetmen's primary spokesperson to the organization's constituents, the media and the general public.
4. Establish and maintain relationships with various organizations throughout the state and utilize those relationships to strategically enhance Homenetmen's Mission.
5. Report to and work closely with the Board of Directors to seek their involvement in policy decisions, fundraising and to increase the overall visibility of the Organization throughout the State.
6. Supervise, collaborate with organization staff.
7. Strategic planning and implementation.
8. Oversee organization Board and committee meetings.
9. Oversee marketing and other communications efforts.
10. Review and approve contracts for services.
11. Other duties as assigned by the Board of Directors.
12. Salary and benefits determined by the Board



The Homenetmen Leader's Check List #5



The Board of Directors

THE BUCK STOPS HERE



Chapter 6. Board Meetings

HAVING REGULARLY SCHEDULED MEETINGS IS AN ADMIRABLE GOAL. HOWEVER, THE LEADER NEEDS TO MAKE SURE THAT THE TIME SPENT AT SUCH MEETINGS IS VALUABLE. OTHERWISE, THE MEETINGS BECOME ROUTINE AND UNPRODUCTIVE

In this day and age, Executive Board meetings may occur either face to face or virtual i.e. thru Skype, Google Meeting (formerly called Hangout) or Apple Facetime.

However once a month **face to face meeting** is recommended.

In general, Executive Boards generally meet 2-4 times per month on a fixed date including summer meetings.

The board cabinet (Tivan) decides the date and the location of its meetings (unless decided during the last meeting). Evening meetings are often most appropriate.

The meeting is legal only when the majority of board members are present. Decisions are taken by a majority vote. The meeting is run by the chairman and for good protocol implies that members request permission to speak from him.

The Board ensures that its activities are compliant with the general direction of the organization (developed by its general assembly meeting and its regional representatives meeting and its by-laws. The local activities shall reflect the spirit and the text of the by-laws and the mission of Homenetmen.

The Executive Board is mostly a decision making body rather than a discussion body.

- The Board should know its financial position at all times. If additional funds are needed to meet an obligation, the board should take the initiative and suggest that the funds be sought. Conversely, if funds are not available for a project that could be eliminated or deferred, the board would suggest this course of action. The board should continually recognize the necessity for maintaining solvency and sustainability of the Chapter.
- Membership is another area in which the board can give positive leadership. The basic justification for the board's existence is the organization and maintenance of Scouting units and Athletic teams. The board should receive a thorough review of the board's membership standing. This includes a comparison concerning each chapter in youth members and units against the goals. In addition, the percent of youth served in relation to total available youth (TAY) in the community should be reviewed often.

HOW to Conduct an Efficient Board or Committee Meeting

Most meetings are conducted by the chairman.

Here is a typical meeting agenda with proper procedures:

Successful meetings have content and a process.

Content= What

- Agenda items
- Goals
- Subjects for discussion
- Tasks
- Problems that need solving
- Decisions made


Process=How

- Methods and procedures
- Ground rules
- Tools being used
- Group dynamics

Meetings follow rules and procedures described under Robert's Rules.


Organizations using parliamentary procedure usually follow a fixed **AGENDA.**

Here's a typical example:



<p>I. CALL TO ORDER The chairperson says, "The meeting will please come to order."</p> <p>II. ROLL CALL Members say "present" as their names are called.</p> <p>III. MINUTES The secretary reads a record of the last meeting.</p> <p>IV. OFFICERS' REPORTS Often limited to a report from treasurer, but others may report at this time.</p> <p>V. COMMITTEE REPORTS First come reports from "standing," or permanent committees; then from "ad hoc," or special committees.</p>	<p>VI. SPECIAL ORDERS Important business previously designated for consideration at this meeting.</p> <p>VII. UNFINISHED BUSINESS Business left over from previous meetings.</p> <p>VIII. NEW BUSINESS Introduction of new topics.</p> <p>IX. ANNOUNCEMENTS Informing the assembly of other subjects and events.</p> <p>X. ADJOURNMENT The meeting ends by a vote, or by general consent (or by chair's decision if time of adjournment was pre-arranged by vote).</p>
--	---

QUORUM...
The number of members that must be present for business to be conducted legally. The actual number is usually stated in the bylaws.







HOW DO MEMBERS GET THEIR SAY?

THEY MAKE MOTIONS!

A motion is a proposal that the assembly **TAKE A STAND** or **TAKE ACTION** on some issue.

Members can:

<p>PRESENT MOTIONS (make a proposal)</p> 	<p>SECOND MOTIONS (express support for discussion of another member's motion)</p> 
<p>DEBATE MOTIONS (give opinions on the motion)</p> 	<p>VOTE ON MOTIONS (make a decision)</p> 

The Role of the Facilitator (Chairman):

The person responsible to define and control the process of a meeting is the facilitator. For Homenetmen, this person would be the Board chairman.

The Role of the Facilitator= Chairman

Before the meeting: Prepare the agenda for the meeting

- Distribute an e-mail one week prior to the meeting asking for “a call of topics”
 - Obtain all pre-work from topic leaders
 - Construct the agenda allowing the topic leader time to present and discuss the issue
 - Distribute the agenda and pre-work at least a day prior to the meeting
- Make the necessary changes to the agenda

During the meeting: act as the orchestra leader

- Help the group define the overall goal, as well as the specific objectives
- Help the team keep discussions on track, so that the meeting is effective
- Help the group communicate effectively
- Create an environment that is proactive, open to new ideas and solution oriented

The content of the meeting on the other hand is not dominated by the chairman. The Committee members should be active participants and topic leaders.

Those who present a report during the meeting:

Anyone on the Board can submit agenda items and therefore become the topic leader. In Homenetmen the subcommittee representatives are de facto topic leaders relating their field of responsibility.

In advance of a meeting topic leaders need to supply the facilitator=chairman and the rest of team members with the following:

- The name of the agenda item
- The required pre-work i.e. documents, statistics etc., need to be sent via e-mail or hard copy in advance of the meeting
- State a desired outcome: What is the purpose of the discussion? What do you want to come out of the discussion?
- At the meeting the topic leader contributes to the discussion and helps keep the discussion on track

The Role of Participant Board members:

Participants support the meeting and make it more effective:

- Arrive (or log for virtual meetings) on time
- Study all pre-work and come prepared
- Follow guidelines of the meeting
- Be effective and help meeting stay on track
- Participate in discussions, give advice and opinion

The AGENDA

The meeting agenda should be prepared and distributed to participants prior to the meeting day. An agenda is crucial to meeting success in three (3) ways:

- 1) It clarifies the objective so people understand the meeting purpose and tasks;
- 2) Distributing the agenda prior to the meeting helps participants plan and prepare to make an effective contribution, and
- 3) During the meeting, the agenda provides direction and focus for the discussion.

TYPICAL AGENDA for Homenetmen Board Meetings

1. Review of the previous meetings minutes and action items.
2. Review reports from sub-committees that details activities and accomplishments of each discipline (scouts, athletics, social, educational).
3. Review all communications from the Regional Board and other chapters are always read and proper action taken.
4. The Board always reviews the previous meetings minutes and action items.
5. Executive board agendas usually include reports of the president, the treasurer, the operating committee chairs, and the treasurer. From time to time special committees will need to report. As a general practice, only committees that have something current and important to report should be asked to do so.
6. The committee chairs will be asked to report in board meetings. The board reviews in detail the activities and accomplishments of each discipline (scouts, athletics, social events, educational, etc.).

A board's work is accomplished by its committees and, if these committees are composed of responsible people under respected chairs, their decisions and actions should be accepted without time-consuming discussion.

At its meetings, the board ensures that its activities are compliant with the general direction of the organization (developed by its general assembly meeting and its regional representatives meeting and its by-laws). The local activities shall reflect the spirit and the text of the by-laws and the mission of Homenetmen.

Here is a generic agenda found in major parliamentary authorities. Of course, each group/organization will tailor the basic agenda to meet its needs, as noted above.

AGENDA

- Call to Order
- Approval of Minutes
- Correspondance
- Treasurer's Report
- Executive Board's and Officers' Reports
- Standing Committee Reports
- Special Committee Reports
- Special Orders
- General Orders
- Unfinished Business
- New Business
- Annoucements
- Adjournments

Agenda Breakdown

1. **Call to Order** – After determining a quorum (the minimum number of members who must be present at meetings for business to be legally transacted), the Chair will call the meeting to order. “This meeting will come to order.”
2. **Minutes** – The Chairs announces this agenda item by saying “We will now hear the reading of the minutes by the Secretary” Then the chair asks “Are there any corrections to the minutes?” (Pause to allow members to react). If there are corrections, the Chair instructs the Secretary to make the correction and then he asks for any further corrections. After a pause to allow members to react, the Chair declares the minutes approved and corrected.

Content of Minutes

Minutes are a written record of what actually happened at a meeting as opposed to what was said. The minutes should always be written in the third person and always in prose rather than sentence fragments, the first paragraph of minutes should contain the following:

- The kind of meeting (regular, special, adjourned, etc.)
- The name of the assembly/location
- The date and time of the meeting
- The fact that presiding and recording officer were present or, in their absence, who substituted as pro tem officers
- Whether the minutes of the previous meeting were approved as read or as corrected

The body of the minutes should contain the following:

- All main motions stated in full, with the name of the maker and the fact that it was seconded, and the action that was taken.
- All points of order or appeals, whether sustained or lost.
- A separate paragraph for each subject. Subject titles in the left margin are helpful, but this is strictly and action that was taken.
- The last paragraph should state the hour of adjournment.
- The name of each Committee and the reporting member are listed in the minutes with a notation that the report is attached to the minutes.
- No effort is made to paraphrase a member's remarks or report.
- When a count has been ordered or the vote is by ballot, the number of votes for each side is recorded in minutes.
- In correcting minutes, the secretary simply draws a line through the error, being careful not to obliterate it, and writes the correction in the margin or directly above the error.
- The Secretary signs the minutes and lists his title after his/her name.

3. Correspondence

The Agenda item where all incoming and outgoing letters are read to the members of the meeting.

4. Treasurer's Report

It is given for information only. The Treasure reports the balance on hand as of the last report given, the total receipts and the total disbursements since that report and the current balance on hand as of this report. The Treasurer should be prepared to answer questions on the details of the report.

5. Executive Board and Officers' Reports

Homenetmen is an organization with an Executive Board. Therefore, it is the President/Chair who presents the Board report; in his absence it would be the Secretary who gives the report. The other officers who have a report would be called on in the order which they are listed in the bylaws.

6. Standing and Special Committee Reports

A Committee Report is a statement agreed upon by a majority of the Committee. It should be written and need not be addressed or dated since it is understood to be for the assembly and the date is on the minutes to which it will be attached. It is written in third person prose. The minutes of the Committee meeting are never appropriate as the report. The Committee Chair signs the report alone.

Committees are the foot soldiers of an organization. The real grunt work of the organization should be done by Committees. A Committee is comprised of one or more person elected or appointed to consider, investigate and possibly take action on behalf of the society.

Special Committees are known as Ad Hoc or select committees because they are appointed or elected to take up a specific task. When they give their final report they are automatically dissolved as a Committee.

Standing Committee reports are heard first and then Special Committees are called in the order in which they were named. The Chair generally does not call on Committees if he knows do not have a report.

7. Special Orders

Items of business which have been postponed to a specific time in a meeting and have been given, by 2/3 vote, the priority designation of “special order.” The Chair determines if there are special orders to be introduced by consulting the minutes.

8. General Orders

Items of business which have been postponed to the next meeting by a majority vote. The Chair finds these in the minutes as well.

9. Unfinished Business

Items that have been carried over from the previous meeting due to having adjourned without completing the prescribed order of business. The presiding officer should never ask if there is any further unfinished business. It is the responsibility of the chair to know all unfinished business and exercise leadership in bringing it to the attention of the members.

10. New Business

The point in the agenda when new subjects may be introduced in the form of main motions. Motions to take from the table may be under this heading also. Remember that a group may not be required to decide a question more than once in any given session, except through the process of Reconsideration, Rescind or Amendment of Something Previously Adopted, so that under this heading only motions that are essentially brand new questions are in order.

11. Announcements

Announcements are in order before adjournment. Previous notice of a member’s intention to offer a motion at the next meeting may be given at this time.

12. Adjournment: When there is no further business on the agenda and no one is seeking the floor the Chair may adjourn the meeting by saying “There is no further business, this meeting is adjourned.” The motion is assumed, the vote is by general consent and it is efficient and expedient.



The Homenetmen Leader's Check List #6 Board Meetings



1. Board meetings can be face to face or virtual, thru Google Meetings or Skype
2. At least once a month face to face meetings are necessary
3. It is important to have a good process and content prepared for a successful meeting
4. Parliamentary process is honored
5. The chairman is the facilitator but all board members are active participants
6. Standing and special reports should be scrutinized and thoroughly addressed
7. Unfinished business from prior meetings should always be addressed





Chapter 7. Reflections on Board Membership

It is essential for Executive Board members to know how Homenetmen works—its structure and operational procedures. Board membership, however, is far more than the mechanics of the structure and procedures. Following are a few special reflections for board members.

Why Were You Elected?

Getting elected is voluntary, but generally each board member is elected because of some skills, experience, and characteristics unique to the individual that match current needs of the local Homenetmen chapter.

There are some qualities common to all board members. Reflect on the fact that you are:

- Committed to the mission of Homenetmen
- A true champion for Armenian language use and HAYABAHBANOUM in general
- Willing to give time necessary to be an effective board member
- Capable of placing Homenetmen's purposes and interests above your own professional and personal interests when making decisions as a board member
- Able to contribute moral and financial support to the Board consistent with your own means
- Able to contribute your personal and professional qualities that complement those of other board members
- Committed to the approach and tone of the Board's fund-raising efforts
- Skilled at being a team player



What Is Expected of You?

The obligations of board members extend well beyond attending meetings and participation in group decisions. Each board member is expected to meet standards of personal conduct and commitment on behalf of Homenetmen that are perhaps higher than those usually expected of other volunteers.

Reflect on these expectations:

1. Know Homenetmen's mission and follow current trends in how this mission is carried out.
2. Serve in Board's leadership positions or undertake special assignments willingly and enthusiastically when asked.
3. Ask timely and substantive questions at meetings consistent with your conscience and convictions, while supporting the majority decisions on issues decided by the board.
4. Maintain confidentiality of the executive board sessions, and speak for the Board only when authorized to do so.
5. Avoid prejudices and grievances of others, and urge individuals (member or not) with grievances to follow established policies and procedures through their committee or leadership ranks. (All matters of potential significance should be called to the attention of the Board president as appropriate.)
6. Bring a sense of humor and balance to the board's deliberations.
7. Counsel other executives as appropriate to offer support in possibly difficult relationships with groups or individuals.
8. Serve the Board as a whole rather than as a special interest group or constituency.
9. Avoid even the appearance of a conflict of interest that might embarrass the board or Homenetmen, and disclose any possible conflicts to the board in a timely fashion.
10. Maintain independence and objectivity, and do what a sense of fairness and Homenetmen Bylaws dictate even though not necessarily obliged to do so by law or regulation.
11. Suggest other persons of achievement who could make significant contributions to the organization and the Chapter by serving on committees.
12. Assist Homenetmen and your chapter by implementing fund-raising strategies through personal influence with others (i.e., corporations, individuals, foundations, governmental agencies and representatives).

A Special Working Relationship with Coaches and Scout Leaders

The chapter board and appointed officers such as scout leaders and coaches play contrasting yet deeply interrelated roles. The entire board governs and is focused on policy making and the board's strategic plan. Specialists from the board, namely the Liaisons, along with appointed officers, namely

those who run scouting and sports, manage activities and Board members see to it that the board is well managed rather than managing it themselves.

Here is how it works:

With strong input from the scoutmaster, coaches and the respective committee (council), the Board Scout Director and/or Athletic Director (the Liaison) makes recommendations to the entire Board to make decisions and carry out that policy and. The execution and management of the day-to-day operations is then forwarded to the aforementioned appointed leaders, thru the Liaisons.

The Board Scout Representative executive and the Athletic Director are the direct link with the coaches and scoutmasters. He or she accepts responsibility for giving guidance and leadership to scoutmasters and coaches to execute and achieve the board's mission, strategic plan, and its annual objectives.

The Board governs and the Scout/Athletic/other committee Representatives along with scout leaders and coaches manage. The Board must clearly distinguish between them, if it wants the two to work in harmony for Homenetmen's success. This relationship is based on mutual trust and open communication.



The Homenetmen Leader's Check List #7



Reflections on Board membership

- Each Board member should bring his/her unique skill, experience to the table
- A Board member serves the whole organization not a select interest group
- The Board and the appointed Scout and Athletic Directors and other Committee Representatives/Liaisons must have special relations with the scoutmaster/scout council, coaches/athletic council and respective other committees, in order to efficiently supervise the day to day operations of the organization



Chapter 8. Guidelines for Board Chairpersons

The Board Chairperson as a Leader

The Chairperson is the top leader of the Chapter (or Region) and the primary volunteer leader of an organization promoting and extending a program for boys and young men and women, over a defined geographical territory. As the principal leader, the chairman acts as chair of the board. The administrative and financial phases of chapter operation come closely under the chairman's supervision.

The chairman is an administrator with the ability to recruit strong people for board and other operational leadership positions. Chapter chairs ought to be a good partner to the Regional Executive Board members.

Getting Started

As with any new responsibility, there are things to learn and things to do first. Your indispensable guide will be the past chairperson(s), who is in the best position to know all aspects of the board and its operation as well as the people involved. If there is a Regional or Chapter executive director, he/she is an unquestionable guide.

You might ask, "What should I do first?"

A newly elected chapter chairperson usually takes these steps first:

1. Get better acquainted with and consult with the Regional chairman, Regional Liaison with your chapter and with immediate past chapter president about your orientation. Establish a convenient time for brief but regular get-togethers with your Regional executives.
2. Study this booklet and ask the Regional executive's advice on other essential materials to review.
3. Meet and get acquainted with other chapter officers. Your first meeting might be over lunch or dinner. Discuss a few of the current goals and deadlines for the chapter.
4. Make filling key committee vacancies and replacing inactive committee chairs your highest priority. Work with the Regional Liaison executive to develop an action plan for this recruiting task.

5. Place priority dates in your calendar, including meetings of the chapter board (where you preside), and an occasional annual event such as the Regional annual meeting, Regional recognition dinner or Navasartian Gala Dinner, and the Regional Annual Representatives' Meeting. If you don't already have one, you may want to set up a Homenetmen file as part of your personal files.

Your Regional Liaison executive will help you assemble the necessary materials. This might include copies of the following:

- Homenetmen Articles of Incorporation and Bylaws
- Map of the WUSA Region showing the Regional territory and chapter alignment
- Regional strategic plan
- Regional annual plan
- Regional budget
- Roster of the executive board with addresses and phone numbers
- Organization chart of the Regional professional staff
- You should know the proper protocol but also traditions, customs, and policies that are important in your Region and chapter and also be familiar with the chapter's properties, trust funds, articles of incorporation and bylaws, and insurance program.
- Last but not least, knowledge about Homenetmen, the rest of the community leadership, your community's demography and subcultures, your city and county, Armenian history, current knowledge about the Republic of Armenia and clarity on Hay Tad positions about national priorities.

Volunteer-Professional Relationship

One unique characteristic of Homenetmen is the happy and effective relationship that has developed and is maintained between professionals and volunteers. The ratio is significant; there is on average only one professional (consultants or office personnel) for every 1000 volunteers. This is what characterizes Homenetmen movement as being primarily volunteer. The professional provides guidance and expertise, while the volunteer provides leadership and renders service.

The chairman has to be in constant connection with employed office personnel and senior professional consultants if there are any (for example, an Executive Director) and contracted professionals (for marketing and other purposes).

Relationship with Board Officers and Committee Liaisons

With the chapter chairperson, a good relationship with the Regional Board, Regional Board liaison as well as the Chapter Athletic and the Scout executives is a must. For a positive long term outcome, this relationship becomes extremely important.

It is important that the president and other executives develop a working relationship in which each is utterly frank with the other. This is a partnership and should not be considered an employer-employee arrangement or superior-subordinate. Above all else, they all must face up to the facts.

Relationship with Scout/Athletic Directors and other Directors: Each has separate and distinct responsibilities, and yet, to be effective, they must complement each other. The Scout and Athletic executives will protect the chairman's time so the hours he or she gives will be of maximum effectiveness to the chapter.

As the chapter chairman sees things that he feels should be done by respective Councils, he may freely discuss them with the Scout executive and athletic director.

Also, as the president should meet with the CEB representatives and come to know with their discipline/division responsibilities and potential challenges.

Relationship with Regional: The chapter chair and the REB chair (and at times office professionals) should also agree to communicate at regular intervals to make plans together and keep each other informed of what the other is doing. They will establish agendas and expectations for the board and other key CB meetings. They will also arrange to have immediate access to each other in times of emergency.

Relationship with the Regional Board Liaison: The chapter chairman should also understand that the direction of the Regional organization overall must come from one source, the RB Liaison executive. A good relationship with the REB chairman is a must, but most of the directions to the chapter come thru the REB liaison.

The Board Chairman and the Public/Community

By your position as head of the Board you will find yourself, knowingly or unknowingly, involved in public relations. Your statements will often be taken as reflecting the official interpretation of Homenetmen, both locally and regionally, rather than as your personal opinion. For this reason, at the Chapter level, you should check with your Regional Executive before making any public statement. Familiarize yourself with rules and regulations, local and Regional charter and bylaws, and other Homenetmen world policies, so that you can properly interpret Homenetmen and how it is to be operated.

With our vigorous, active program involving thousands of youth and adults, we must always be prepared to handle emergencies and have a procedure to handle community relations. Working with your Board, come up with some helpful guidelines for handling communication of a crisis or emergency situation.

The Board Chairman and the Financial Program

The Board financial program requires the chairman's continuous attention both on the revenue and expense side.

1. The chairman must be close to the preparation of the budget and financial planning.
2. The chairman has to be concerned with the financial management of the Board as revealed in the monthly finance statements, and should be familiar with the internal controls that are used to keep expenditures within budgeted limits. The president has to be alert to avoid incurring debts and accumulating deficits so that the chapter will be solvent at all times.
3. He or she makes sure that the board uses its property assets efficiently and in such a way that these assets do not jeopardize the chapter's ability to provide basic field service.

Homenetmen is a nonprofit, but that does not mean revenue is not important. Just the opposite.

4. The chairman will have to work closely with finance committee personnel in setting up the fundraising organization. He also has to have a list of supporters called Friends of Homenetmen (FOH) and personally gets engaged in FOH campaigns. When approaching board members, he or she will encourage each member to participate as much as possible.
5. Other important finance projects that will require the chairman's attention from time to time are endowment development, the approach that might be made for a foundation grant, or a special project that should be underwritten.

The Chairman and Fundraising Efforts

Fundraising is both science and art. With guidance from General Meetings, the Board and the chairman have to navigate this path intelligently. A president has to monitor all of the following

6. At the Regional level the board should consider professional help in fundraising especially with endowment and grants. It is a fact: you spend money (hire a professional) to make money.
7. Having said so, Homenetmen typically seeks an executive with prior fundraising experience, as the organization is constantly raising money to fulfill its goals. Board presidents having fundraising experience and connections are a plus. This is true both at the Regional and Chapter level. He/she is responsible for soliciting donations from community members and local businesses that want to support sports and Scouts and for planning programs and events to raise money.
8. Everybody should participate in fundraising and fundraisers differ in scope according to the age of the members. For example, younger athletes or Scouts may sell items like popcorn or homemade cookies or do car washes. However, at the board level often seek grants from local businesses and Friends of Homenetmen donors. Hence, Donor development and cultivation is one of the major tasks of the chairman.

Participation of the Board Chairman in Events (Within the Organization and the Community)

The following are considered to be sufficiently important to justify the chairman's personal attention. Occasionally, a special situation will develop that could necessitate the president's participation.

Here is a list that is not comprehensive

- Homenetmen Annual Regional Representative Meeting
- The chapter General annual meeting
- Annual recognition dinners
- Executive board meetings
- Sports Victory Night dinners
- Scout recognition dinners
- Regional organized conventions; Area conferences
- Chapter operating committee meetings
- Chapter finance committee meetings
- Executive staff meetings
- Summer camp (at least one visit annually)

In addition, personal participation of the president is expected in the following:

- Major events organized by local Armenian organizations
- Church events, Church annual banquets
- Local Hay Tad events (make also an acquaintance with your Representative and Senator)
- Other non-Armenian community events, especially with local businesses
- Acquaintance meetings with local city government: mayor's office, police chief, fire chief, parks and recreation director, etc.





The Homenetmen Leader's Check List #8



Guidelines for Board Presidents:

- The Chapter chairperson needs to develop a strong relationship with the REB chairman and the REB Liaison
- The chairman needs a very close working relationship with the Scout and Athletic directors and all committee representatives.
- The chairman is expected to be visible within the entire organization
- The chairman has to be visible in the community
- The chairman has to lead the fundraising efforts





Chapter 9. Guidelines for Chapter Varchagans (Officers, Directors)

Getting Started

For newly elected chapter executives, there are things to learn and things to do first. Your special guide will be the Regional Board Liaison and the Chapter Board president; sometimes prior CEB executives act as advisers or mentors for newly elected CEB members.

A new executive usually takes the following steps first:

1. Get better acquainted with and consult with the CEB chairman and the REB about your orientation. Establish a convenient time for brief but regular get-togethers.
2. Study this booklet and ask the executive's advice on other essential materials to review.
3. Meet and get acquainted with the chairman and other chapter officers. Discuss a few of the current/prior year goals and deadlines for the board.
4. Serve as officer and member of the board, and particularly as the representative of the of CEB at a specific Board committee. Keep the chairman and board informed of the such committee (or Council-Khorhourt) conditions and successes, and any problems in delivering the program.
5. Make filling key vacancies of your committee and replacing inactive persons your highest priority. Work with the other executives to develop an action plan for this recruiting task.

The Board Officer acts as a Counselor, Adviser, Mentor, Service Representative, and Donor.

All along the year, counsel and mentor as follows:

1. Vision: Give all board officers a vision of what it means to provide exceptional service to Homenetmen disciplines and units throughout the chapter.
2. Ensure adequate recruiting in all disciplines (scouting, sports, etc..) to achieve and maintain growth.

3. Continuing education: Be sure your chapter provide not only opportunities for immediate orientation and frequent basic training, but also provide monthly learning experiences for all directors, committee members, coaches, scout leaders and young potential leaders. Upgrade the quality of your annual educational conference. Be sure the conference includes the best in training sessions, fellowship, inspiration, and information on the latest in leadership. Do everything possible to make it easy for everyone to attend, e.g., attractive setting.

4. Preventing incomplete or dropped disciplines or divisional activities: Be sure that all programs (core, supporting or enabling) and each section/division has a commitment and a strategy to provide prompt, intensive, and persistent care when problems occur that could threaten the efficiency of such program/discipline/section activities.

Responsibilities of Board Officers:

Homenetmen as an organization has its constituency as beneficiaries, namely its members and the community. The leadership of the organization manages its affairs on behalf of its members. Therefore, in official terms the Board is the **fiduciary**.

A **fiduciary relationship** is where a person or organization places some type of trust, confidence, and reliance on another person or organization. Elected Boards who have a delegated trust and confidence would then have a fiduciary duty to act for the benefit and interest of the organization.

The following are fiduciary responsibilities of Homenetmen Boards:

1. Enhancing the Homenetmen brand awareness and its public standing
2. Planning and organizing successful programs and activities for its members
3. Scouting program
4. Sports Activities
5. Sound and transparent Financials
6. Communications/Visual branding
7. Event planning for members and the community
8. Making sure Homenetmen is a resource to the community; enhancing the leadership role of Homenetmen within the community
9. Proper protocol
10. Transformational change





The Homenetmen Leader's Check List #9



Guidelines for Board Officers:

- **Directors/Officers of the Board are the main mentors of the organization**
- **The Directors are the guardians of the organization**
- **The Directors have a delegated confidence entrusted on them and have 10 specific responsibilities**





Chapter 10. Enhancing the Homenetmen Brand Awareness

Enhancing the organization's public standing

The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community. This is the way to bring **membership growth**. **This is done by better marketing our brand.**

Marketing is key to enhance the public standing of Homenetmen. Publicizing of the **Homenetmen brand awareness** is one of the most important duties of a board executive. The goal is twofold:

9. Establish the Homenetmen trademark as a most essential organization in the community and promote the Homenetmen image to a larger market.
10. It also means protecting the **Homenetmen tradition**.

Branding is the process that creates a unique name and image for the product, in this case Homenetmen trademark, in the public's mind or for the organization in the society. You can't brand something. You earn your brand

Branding makes the mission and vision of the organization more visible. It is however an imperfect science that boils down to constant change -- based on where we are, where we want to be and, most importantly, what the market is doing. That is why we need to market our Homenetmen brand.

For many years Homenetmen did not need marketing of its brand. Now it does. The reason is twofold:

11. To our existing members and especially to benefactors and supporters, our organization needs to demonstrate current and future relevance. It has to be seen as one of the most important and consequential organizations, for the future of the diaspora and Armenian; this demands better communication and improved visual branding.
12. For the larger Armenian population that has yet to appreciate the value of Homenetmen, we need to promote and brand ourselves tactically, by targeting different segments of the larger Armenian community, each with specific messages.

Enhancing the Homenetmen Brand Awareness

How to Market the Homenetmen” Product”



-
- a. Homenetmen is the largest Armenian youth organization in the world.
 - b. Unlike other diaspora organizations, Homenetmen has an active daily presence in Armenia with 1000 members
 - c. Homenetmen Western US has more than 6,300 active members, tens of thousands of alumni and a larger army of supporters
 - d. Homenetmen Western US has 19 chapters located within the states of California, Nevada & Arizona.
 - e. Homenetmen is the largest Armenian youth organization in the United States and the W USA Region has as many young members in its ranks as students attending Armenian schools in the area.
 - f. The Navasartian Games & Festival organized by Homenetmen’s Western U.S. Regional is the largest Armenian event in the Diaspora.
-
-

Fundamental Statistics of Marketing of the Homenetmen Brand

Homenetmen as an organization and its members have a lot to be proud about. We do have a story to tell that is still very relevant. Our brand speaks for itself, but it needs to be promoted and marketed in the Armenian and non-Armenian communities with content but with a more targeted strategy. The marketing campaign has to be based on the following:

1. **Credibility:** The constituents have to believe that the organization has the ability to deliver its promises. This means listening to the grass roots and having a strong board with solid management practices that has built respect.

2. **Authenticity:** The target constituencies have to care about what we as Homenetmenagans care. Speaking authentically about the challenges that we face and the expertise that we have developed in solving the problems will make it easier for people to trust us and the organization.
3. **Differentiation:** Distinguishing ourselves from other organizations doing similar work should rely on better explaining our mission. Is what we do still inspiring to people in order to attract a broader base of support? Is it sustainable for the long term? Do we have achievable goals for success that captivates the targeted constituency's imagination (example: what motivates a hayasdandzi to become a Homenetmenagan)?

As a prerequisite, a successful campaign needs the above three characteristics.

Our usual marketing is through the Web and Facebook

<https://www.facebook.com/HomenetmenUSAWR> with over 3,300 followers

<https://www.facebook.com/Navasartiangames> with over 9,200 followers

https://www.facebook.com/groups/161556273941710/?ref=br_rs with over 12,300 followers

<https://www.homenetmen.net> The Western USA Homenetmen Region Website

<https://www.homenetmen.org> The Homenetmen Central Website

<https://twitter.com/HomenetmenCentr>

<https://www.homenetmen.org/hy/marzig-info> Marzig: the official Homenetmen magazine

What is the Homenetmen Program that we Need to Publicize and to Whom?

Depending on who is the segment that we are targeting, the interest of the constituency varies. Therefore, we have to describe all components of our programs and then target the proper constituency, specific market and membership segment:

1. This is best done by **describing Homenetmen activities based on age:**
 - 2-5 toddlers and preschooler children (Abaka Program): the target are by parents
 - 6-18 school aged kids and adolescents (core membership scouting and sports)
 - 18-35 young adults (Youth Division Program)
 - Adults above 35 of age (Alumni, volunteer members, coaches, mentors, leaders)
 - HRASHK- special needs members: The PR target are the parents
 - The Community at large

2. Target a more inclusive member base using a more specific membership segment definition:

- full member (dues paying)
- associate members or so called part time members on our roster (some missing their dues, some not).
- alumni
- member families
- supporters
- community

3. Special constituency targets:

13. Expand membership into untapped Armenian populations and sub-cultures by flexible approaches
14. Prioritize efforts to attract the students who attend non-Armenian schools
15. Better engage the Armenian youth who are not fluent or conversant with the Armenian language.
16. Individuals with special needs

4. More targeted internal programs:

17. For example, expand the Homenetmen athletics program into two categories, both at volunteer level:
 - the first, the traditional athletic program, targeting inter-Homenetmen competitions;
 - the second, for skilled athletes, competitive teams that participate at the community leagues' state and national level.
18. Differentiate the Homenetmen scouts brand from general scouting by emphasizing that it is first and foremost a bastion for Armenian culture and identity, in addition to fun outdoor activities and the development of good citizenship.

MARKETING STEPS

Process of Marketing

19. **Define the Masterbrand** and emphasize areas of focus: present our Mission consistently the same way
20. **Standardize all Homenetmen logos and the acronym.** Absolutely avoid the HMEM acronym.
21. **Share and publicize our marketing strapline identifying 4 outcome areas:**
 - Armenian culture, values and tradition
 - Lifelong friendships and fun,

- Strengthening the community
 - Excellence and achievement
22. Leverage Homenetmen's image in the local and Armenian communities through **strategic chartered partnerships** with:
- Armenian schools
 - community public schools
 - community businesses
 - sports leagues
 - BSA
23. **Find better synergies and collaborative plans** with Armenian churches and other harmonious Armenian organization (ARS, Hamazkayin, student associations).

Marketing Strategies

Broadcast our brand thru all communication channels: traditional media, social media, web, mobile, B2B etc.

1. Internally:
 - **Promotional and member orientation videos.**
 - **Via regular electronic newsletter**
 - **Share new training programs** and promotional materials for Scouts/Athletic/ Youth/ overall
 2. Social Media
 - Facebook
 - Twitter
 - You tube
 - Instagram
 - Snap
 3. Media Relations- press releases
 4. Public Relations- Newsletter
 5. Direct Marketing
 - e-mail
 - Post office mail
 - Texting
 6. Special Events
 7. Navasartian
 8. 100th Anniversary of Homenetmen events
- For #7 and 8, may use Advertising Channels:
- Newspapers
 - Billboards

- Posters
- Radio



People in Charge of marketing

The individuals or entities in charge of Homenetmen PR:



The PR Team:

- The key player is **the professional marketing consultant, or alternatively the REC Executive Director** who among other duties is in charge of public relations/marketing
- **The PR Committee** or Public Relations & Marketing Team, at Regional and Chapter level, are supervising the planning and execution
- Strong and homogeneous **Executive Boards** at the Regional and Chapter levels, who understand the importance of marketing and are engaged, are key for a successful PR outcome.

PR Action Plan/Execution

1. Identify, appoint, hire the PR/Marketing team or a Regional Executive Director, as above
2. Market the organization to the extended Homenetmen constituency, targeting each and every internal and external stakeholder:

Internal /Homenetmen Members:

- **Parents of toddlers and preschoolers from age 2-5: ABAKA:** this program is to be manned and managed by parents. This is the best way to attract young parents into the organization
- **Parents of the youth with special needs-** HRASHK program
- **Parents of young members,** who will grow and strengthen our volunteer workforce: Develop a new member category for both Homenetmenagan and non Homenetmenagan parents, with rules and regulations that follows the school PTA (parent-teacher association) model. Parents should have their own board called **Homenetmen Parental Committee.**
- **The 18-35 age Young Adults' Youth Division program** needs leaders; it also needs purpose with more activities. We should link the program to ongoing programs in Armenia such as Birthright Armenia.
- **Skilled athletes: The more competitive volunteer level athletic teams for skilled athletes, a defined category in Homenetmen sports that** competes with the community leagues, in state and national championships.
- **Marching band: Maximizing the marching band exposure.** Expand community outreach within the community to increase our visibility, beyond scouts.
- **"ASSOCIATE members"** without the strict adherence to membership criteria: For example, Hayasdandzi Armenians may initially become associate members- Soccer teams already exist; we ask them to participate in our tournaments as associates. Also young athletes whose parents may have hesitations about Homenetmen may be more amenable to participate with our teams as associates (this will help smaller chapters to broaden their membership).
- **The Alumni: More connections and interactions.** We should create an active alumni database with subcategories and a profession based database.
- **Long Serving Leaders and Mentors: Appreciation and retention of adult volunteer members.** Boards should avoid potential conflicts with long serving leaders, avoid friction and unwanted negative consequences.

- At the Regional level: **A committee composed of past Navasartian Games presidents** and others to spearhead funding and construction plans for a **future Regional sports center** in the greater Los Angeles area. This is important for branding and gives purpose to our dedicated team of donors.
- Homenetmen **100th ANNIVERSARY EVENTS: maximizing exposure and** taking advantage of this unique opportunity.

External: The Community

- **Non-Armenian schools' student population:** this is for the 6-18-year-old market and is our biggest reservoir. It is also most important strategic goal because it allows Homenetmen to service young Armenians who may potentially be lost.
- **The Armenian youth who are not fluent or conversant with the Armenian language.** Scout leadership has to realize that more and more there are individuals we have young members who do not understand the language and we ought to be sensitive and creative to get parallel communication methods and educational programs.
- **Ethnic Armenians who seek to have their own chapters** or Miavors: Iraqi (done), Syrian, Armenians from Armenia, other.
- **Emerging Armenian communities - Communities with potential Homenetmen Miavors:** We should encourage the emergence of new Miavors in cities where we lack critical mass, and give support and directives to them thru the newly appointed Executive Director.
- **"Professionally Successful" segment** of the society. This is important both for marketing and financial support.
- **Collaborative plans with Armenian churches,** both Prelacy and Diocese, given location.
- **Synergy with other harmonious Armenian organizations** (ARS, Hamazkayin, student associations) in established large markets and flexibility in creating shared leadership and programs in small communities where we lack manpower.

Partnerships:

Partner with other Armenian and non-Armenian community-based organizations to **better leverage ourselves:**

- Have quarterly meetings to deepen relationships among Armenian community organizations. This will raise our stature and build effectiveness and potential for collective action. The cooperation should be mainly at the educational level and collaboration in smaller markets.

- Build bridges between Homenetmen and key business institutions to increase partnership and cooperation. Navasartian business partners should become perennial partners with more specific targets: sports, scouting, education, sport centers etc. Other collaboration with local government and nonprofits should follow.
- Capitalize on the BSA relationship
- Develop relations with local sports leagues



The Homenetmen Leader's Check List #10



Enhancing the Homenetmen Brand Awareness

1. Promoting the Homenetmen brand awareness is a most important responsibility of a Board member
2. Marketing of Homenetmen should be specific. It should be tailored towards and based on the interest of the respective constituency.
3. All aspects of communication – traditional, social media, mobile, web, have to be utilized
4. The use of a marketing consultant is often beneficial



Chapter 11: Planning and Organizing Successful Programs

Most Homenetmen Board members are dedicated individuals. They commit their time to help organize successful events. A great leader however should not define and limit his/her responsibility in organizing the activity alone, rather he/she makes sure that the activity fulfills a positive outcome, a desired benefit, at individual and collective levels.

Here is the sequence how programs are planned:

- a. First, think of the big picture, i.e. Annual Goals
- b. Develop an Action Plan for each goal
- c. Prepare Annual Schedule of Activities
- d. Understand the incentives of the different stakeholders

After prioritizing the annual goals and coming up with action plans, all activities - scouting, sports, social events, festivals etc. merge together under the annual master schedule of events. This master schedule is shared with members and community supporters via social media and other means, and is updated as need be.

The context in which activities have to be planned however, should be based on the program outcome model. In other words, it is important to prepare goals, plans, activities and ultimately a program that is thought well, such that all activities are analyzed upfront to achieve a positive result and outcome, with a long lasting effect.

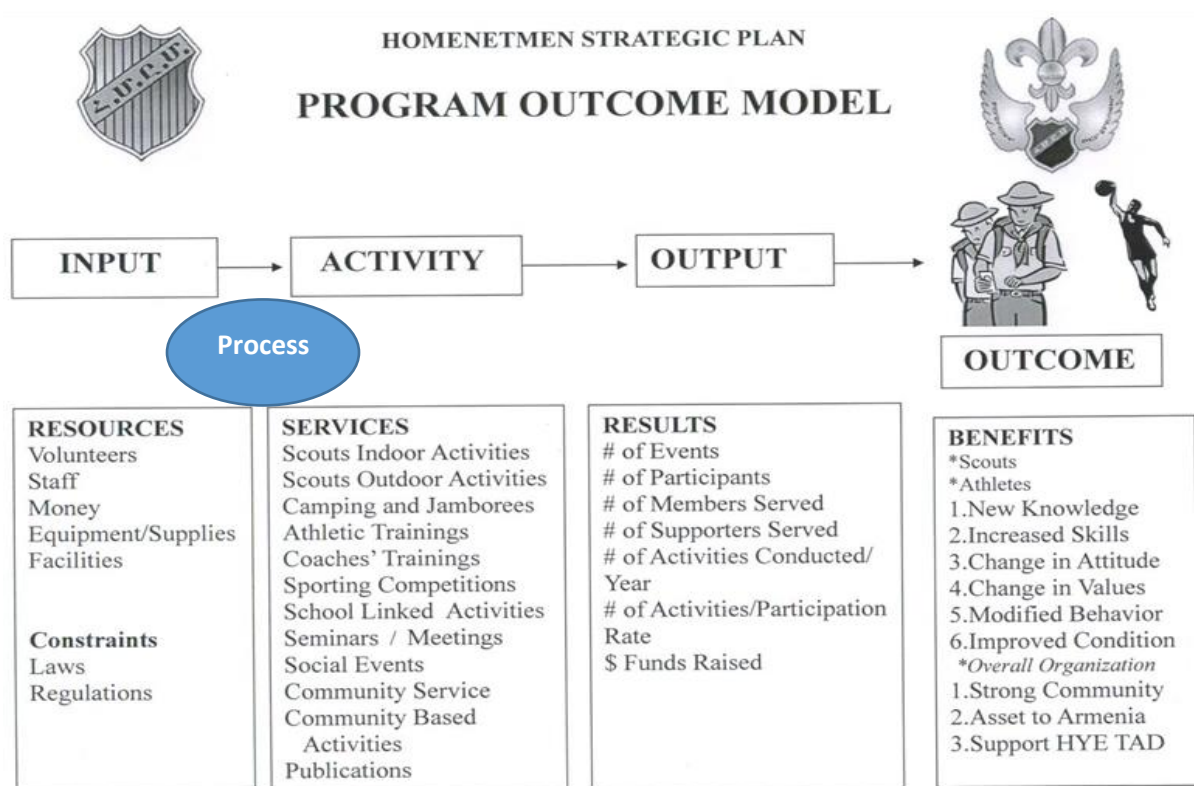
The Program Outcome Model

Programs or activities have to be linked to outcomes such as knowledge, skill, value or behavior and then measured. If not, the impact of such activities may be self-serving, without impact or potential.

Outcomes evaluation looks at impacts/benefits/changes to members (as a result of your program(s) efforts) during and/or after their participation in your programs. Outcomes evaluation can examine these changes in the short-term, intermediate term and long-term. Nonprofits like Homenetmen do

not have to be experts in outcomes-based evaluation in order to carry out a useful outcomes evaluation plan.

- In most major activities in life and work, there is a "20% of effort that generates 80% of the results". This basic guide will give you the direction to accomplish that 20% needed to develop an outcomes evaluation plan for your organization.
- Once you've carried out the guidelines in this basic guide, you can probably let experience and funders help you with the rest of your outcomes evaluation planning, particularly as you implement your evaluation plan during its first year.



As described above, the model looks into the **resources** that we have, the **activities and services** that we provide and **the results** that we obtain. Homenetmen does all of the above and our leaders are good in it.

Note: Please remember, processes described in a prior chapter are essential to move from resource mobilization into successful activities or services. This model is not explaining processes, rather the importance of outcomes.

What we often miss is analyzing the results, before and after each activity, and making sure that each activity is **linked to a positive outcome**. In other words, the activity itself is not the important goal, rather the effect of that particular activity on changes or outcomes, usually expressed in terms of:

- knowledge and skills (these are often considered to be rather short-term outcomes)
- behaviors (these are often considered to be rather intermediate-term outcomes)
- values, conditions and status (these are often considered to be rather long-term outcomes)

Outcomes should be measured and we as Homenetmen executives and leaders should understand that notion. We cannot just organize a tournament or a jamboree. We ought to have outcome targets and indicators:

Outcome targets

These are the number and percent of participants that you want to achieve the outcome, for example, an outcome goal of 15% increase in membership

Outcome indicators

These are observable and measurable “milestones” toward an outcome target. These are what you'd see, hear, read, etc., that would indicate to you whether you're making any progress toward your outcome target or not. For example, the number and percent of new members who were retained six months after the program.

Every Homenetmen leader is only successful if he/she functions with the outcome model. Otherwise he/she is a valuable asset but is simply a help not a leader. If one looks at the outcome column carefully, it becomes clear that everything in Homenetmen is geared into MARTAGERDOUM and HAYAGERDOUM/HAYABAHBANOU.

Annual goals, action plans and activity schedules should follow the above POM model.

Big Picture: ANNUAL GOALS

The Board ought to set a clear set of goals for the Chapter, before embarking on deciding on the nature of activities.

In other words, clarifying the big picture comes before agreeing on projects, activities and the schedule of events.

Some of the annual goals would be general goals that make common sense but need attention. Others are more specific for the particular year.

Example of a small to medium size Chapter's Annual Goals:

1. Strengthen the governance of the organization.
2. Communicate better with stakeholders, internally and externally.
3. Prioritize the use of the Armenian language during scouts and athletic activities. Emphasize the Armenian Spirit during all activities.
4. Engage and mentor younger members (18-30) for leadership positions to create a new cadre of scout leaders and coaches.

5. Prioritize better coaching boys' and girls' junior basketball teams (ages 6-10).
6. Update and maintain the website and social media channels.
7. Update the Database and clarify the membership.
8. Start an analysis to examine the potential purchase of a GYM.
9. Organize social and fundraising events with the goal of raising, for example, \$30,000 in profit.

After prioritizing the annual goals and coming up with action plans, all activities - scouting, sports, social events, festivals etc. merge together under the annual master schedule of events. This master schedule is shared with members and community supporters via social media and other means, and is updated as need be.

Action Plan for each Goal: How, who and when?

To Carry Out Goals, Action Plans Are Required that gives answers to the following questions for each specific Goal: **How, who and when?**

Action plans work because they focus on doing, not just planning. Action Plans transform a theoretical Goal into a practical reality:

❖ The act of writing an action plan forces us to think our objective through. It means:

- Being able to clearly and succinctly state each of our goals
- Outlining the steps we need to take to get from start to finish
- Choosing the strategies we will follow to carry out these steps.

These allow us to create a plan that can be tracked.

❖ Writing action plans also include:

- Reflecting on obstacles we might encounter while taking action.
- Making plans to overcome the obstacles that do pop up.
- Identifying resources we may need to follow the plan.
- Creating mini-goals or identifying rewards to keep us motivated.

❖ As one prepares Action Plans, he/she should consider the following:

- Responsible Party: Who Will be in charge to implement? Central Committee or Regional/Chapter Executives?
- Timeline: By When? (Month/Year)
- Resources: Financial, human & other necessary resources to implement, at Chapter, Regional and Central level
- Potential Barriers What individuals or "entities" might resist? how?

Communicating the Action Plan:

Who will do it? What methods are to be used? How often? Evidence of Success= Benchmarks (How do we know that we are making progress?)

Evaluation Process = Measures (How do we determine that our goal has been reached?)

Plans with a Change in Sight

Some goals and action plans will create a change of habitual methods. That is a tall task and many of us will be hesitant. **Change within Homenetmen should occur by commitment**, not by compliance. Therefore, while designing our implementation action plans, it is essential to be realistic of our capabilities and also remember the acceptance factor and acceptance often depends on Regional or local resource availability

Execution and Implementation of more challenging Activities

- Sometimes there has to be ad-hoc committees or clarification of a roles and responsibilities within, to move on
- Sometimes, implementation of a program needs some training and education
- Formal reviews by the board to provide continued visible proof of the organization's commitment to the change initiative or activity

Action Plan Example:

Goal #4 = To mentor younger members for leadership positions:

How?

- Understand what the young members want and how could they be helpful and more engaged.
- Appoint 1 or 2 junior members (18 to 30 of age) to each of the following committees: Scout council, Athletic, Technology, Fundraising, and PR.
- Shadow and mentor junior members' performance by senior/experienced members.
- Educate junior members about Homenetmen and its governance, thru formal but socially inviting activities...
- Create an opportunity of a "shining moment" for each junior member, by making them in charge of an event.
- Plan to move 3 junior members into the next year Executive Committee.

Who: Decide who from the Executive will be in charge each action item/task

When: Agree on when= timeline/deadline of each task implementation

Understanding Incentives

As a leader or executive, especially in an organization that deals with different categories of individuals, it is important to understand that a successful outcome is dependent on the buy-in of those who we are taking care of, the different segments of our constituency. The more they are involved, the more they are passionate, the better the outcome. Hence the importance of looking at things from the constituency perspective and understand their incentives.

Incentives are the cornerstone of modern life and understanding them is the key to solving just about any diddle. An incentive is simply a means of urging people to do more of a good thing and less of a bad thing. But most incentives don't come about organically; someone has to invent them. There are three basic flavors of incentive: social, economic and moral. Very often a single incentive scheme will include all three varieties.

To begin with, elected Chapter Executives themselves should have the right incentive to serve on the Committee. They should have zero economic incentive; they may have a dose of social incentive but as leaders they ought to have moral incentives too with the objective of improving their Organization to the better.

Equally important is for Homenetmen leaders to identify the incentives of the different stakeholders that compose the Homenetmen larger family. The stakeholders include:

- Scouts and athletes
- Parents
- Community members
- Homenetmen Executives superior to the Chapter Executive
- Committees that report to the Chapter Executive



For any program or activity to have a lasting success, the passionate involvement and contribution of the involved party is a must. A leader has to know that giving an order doesn't lead to success. The Executive board members should understand that each of the above stakeholders might have different incentives. It is their responsibility to incentivize the various stakeholders be it the members or

parents. This needs ongoing attention, listening to the stakeholders' points of view and communicating with them calmly.

This approach will create a more participatory response from any stakeholder, members will benefit more and volunteers will work with more passion. That is the way to yield a better outcome for all and the organization.



The Homenetmen Leader's Check List #11



Planning and Organizing Successful Programs

- The Board has to set a realistic list of goals, for the duration of its term and monitor the implementation of each and every one
- The Board has to observe and monitor that all activities be linked to a positive outcome in the form of knowledge, skill, value or behavior.
- In order to yield better activity outcomes, the incentives of different constituencies should be well understood. Leaders cannot lead by simply giving orders. To get others involved, Board members have to be open minded, listen and communicate with their members, parents and other Homenetmen stakeholders.



Chapter 12: The Scouting Program

Homenetmen Scouting Goals

**BEING SISTER AND BROTHER
MEANS**

BEING THERE FOR EACH OTHER



**Why Do Homenetmen
Members Refer to One
Another as Kooyr and
Yeghpayr?**

In 1918, at the end of World War I, Armenian orphans took refuge in orphanages in Constantinople. In order to help them, Homenetmen leaders organized scout groups in these orphanages.

The ideals of the scouts inspired the orphans with strength and freed them from orphan complexes. They became members of one family. Hence, the founders of the scout groups decided that all Homenetmen members should call one another kooyr and yeghpayr.

Parallel to the Homenetmen - organization goals, the scouting division of Homenetmen follows the essence of world scouting spirit.

The Homenetmen scout oath and law does not differ much from that of world and Boy Scouts of America.

There are some differences:

- Homenetmen scouting has a strong Armenian dimension to it. The oath emphasizes the fact that the Armenian scout will learn the Armenian language well and will use it when necessary. All activities are geared towards building a stronger Armenian identity.
- Also, Homenetmen scouting provides a co-education and unlike world scouting and the BSA, is for both young girls and boys.
- A key principle of the Homenetmen scouting is the fact that the leadership is also co-ed.
 - Scouts are put in patrols, which are groups of 8 – 10 scouts ranging in age from 11 to 14 years old. The patrol is led by an older 12-14-year-old, more experienced scout, who is the Patrol leader. The troop is led by the scoutmaster who is always a young adult boy or girl (not an older adult).
- Volunteer parents who help scouting as members of the **Scout Council do not lead scouts directly**. They may be counselors or mentors in a different way, and their role and responsibilities are described elsewhere, but the function of a scout council is best defined as a coordinating body.

Homenetmen **scouting goals are similar to the overall goals of the organization**. However, Homenetmen scouting has bylaws and its goals are further articulated as follows:

Goals of Homenetmen Scouting Division:

- A. To prepare young Armenians with strong character and moral values dedicated to the service of the Armenian nation and to the realization of its cause.
- B. To prepare healthy, sturdy and brave individuals.
- C. To enhance their intellectual abilities.
- D. To instill within them the sense of responsibility, honesty and dedication.
- E. To prepare ideal citizens by promoting the spirit of collaboration and love of service, as well as the sense of camaraderie.

The Homenetmen Western U.S. Region Scouts also pursues the following specific purpose:

To enhance scouts in their Armenian language use and fluency and to expose them to the Armenian culture and traditions.



Homenetmen Western U.S.A. Region's Scouting Division

SCOUTING is a KEY Core Program of Homenetmen

Along with Sports, the Scouting Division of Homenetmen in the Western USA Region is one of two core programs of the Homenetmen organization. For its more than 1,150 scouts, Homenetmen Western USA provides the opportunity of a lifetime experience.

Unlike other Homenetmen Regions, the number of Western USA Region scouts has been decreasing in the past 15 to 20 years.

This is a challenge to the Region and all Chapters, who have to once again prioritize the scouting program and allocate time and effort as much as the sports program

The scouting division and the movement is considered to be the best vehicle to fulfill the Homenetmen mission. It is the foundation for the out of school extracurricular education that Homenetmen provides to the youth.

- Homenetmen scouting is a great vehicle to enhance young adolescents in their Armenian language and to expose them to the Armenian culture and traditions.
- It is also a structured program to instill in each and every one of them a sense of social and moral responsibility. It builds character.
- The scouting program features troop activities such as field trips and outdoor scouting expeditions. Moreover, each troop hosts an annual camping trip, inviting other local chapters to participate.
- In addition to regional activities, every four years, scouts from the Homenetmen Western USA participate in Homenetmen worldwide jamborees.
- The Homenetmen Western Region also hosts its own jamboree every four years in which about 500 scouts from local chapters participate in a 1-week camp.
- Tekuya Camp is available to all chapter scouts: Homenetmen Camp Tecuya is the first and only Homenetmen campground in the Diaspora. Located in Frazier Park, CA, it is a 24-acre site about 66 miles from Glendale.
- Homenetmen Scouting offers its scouts the opportunity to earn badges and medals in their areas of interest. The most prestigious of these medals is the St. Mesrob emblem. Introduced by Homenetmen Western USA to the Boys Scouts of America, in conjunction with the Western Prelacy of the Armenian Apostolic Church, **the St. Mesrob Emblem is among the official badges of the BSA** which a scout can earn after fulfilling the program requirements. The badge is named after Sahag Mesrob, who as the inventor of the Armenian Alphabet in the 5th century is a most prominent figures in Armenian History.

Homenetmen is a BSA Chartered Organization



Homenetmen is affiliated with the Boy Scouts of America and the scouting program has a relationship of mutual support with the BSA. As such, the Region, which is recognized by the Boy Scouts of America as a chartered organization, has registered its scouts and leaders with the Boy Scout of America Verdugo Hills Council Troop, Crew and pack # 104.

Homenetmen W USA region chapters have the liberty to join the Verdugo Hills Council, or join their local BSA Council, or remain independent.

But, scouts in Homenetmen Chapters do not function thru other chartered organizations:

BSA works thru local community chartered organizations with its many units and its local Scout councils. Such organizations may be religious institutions, clubs, lodges, civic groups, urban agencies, industry, labor groups, or other duly constituted groups that assembles for the purpose of providing the Scouting program. The Boy Scouts of America makes its program available by issuing a charter for each unit.

Homenetmen on the other hand does not function thru other institutions or entities. It works thru its own structure i.e. its chapters from start to end, and its units/troops are part of the respective chapter, not of a chartered organization such as a church etc.

The Scouting Triangle

There are 32 million scouts in 160 countries all over the world and Homenetmen scouts are in 24 of those countries. In the USA there are 2.4 million youth participant scouts and Homenetmen W USA has more than 1150 members.

Successful scouting is based on a balance between three elements that form a triangle: a. the scouting program, b. the youth who are the beneficiary of the program and c. trained adults who are volunteers who provide support and education. Remove one of the three elements of the Scouting triangle, and the movement wouldn't be successful. This model was inspired by the fire triangle, which is the geometric illustration of the three elements a fire needs to ignite: fuel, oxygen, and heat. Remove one, and the blaze goes bye-bye.



Homenetmen scouting fits this model exactly.

In this context, the fuel is the program, the oxygen is the youth and the heat is provided by adults.

Much of the effectiveness and success of Homenetmen scouting will depend on the know-how of well-trained young adult scoutmasters and trained adult leaders in carrying out a good program. In the Homenetmen model, scoutmasters provide basic the heat but added heat is provided by adults, and therefore it is imperative to have trained adult leaders – Scout Council or Troop Committee members.



Who is responsible for the Fuel I.e. Programs?

- The Regional Scout Council and the REB provide program and operational guidelines

- Chapter Exec Boards provide support, facilities, program information and training
- The Scoutmaster and Chapter Scout Councils provide local programs and measurement tools
- Local Units (Ari/Arenoush troops, Cub scout packs) implement programs and opportunities for the Scouts to achieve Scouting's mission at leadership and character development

How Do We Breathe Oxygen: Youth?

- Youth learn leadership skills serving in various patrol, team and unit leadership positions
- Youth enroll in training programs to gain leadership skills
- Youth make it a practice to assist in community service projects through their unit and chapter
- Youth advance in rank and responsibilities and earn awards
- Youth age out and become young adult leaders

How Do We Produce Heat: Trained Adult Leaders?

- This educational guide
- Training seminars
- Training workshops

The Divisions of Homenetmen Scouting

Scouting is a year-round program uniquely designed to meet the needs of youth and their families. The program offers fun and challenging activities that promote character development and physical fitness. Scouting is designed to be experienced outdoors. Hiking, camping, are just some of a Scout's outdoor experiences.

Family support is an essential part of the program, and parents are encouraged to play an active role without direct interference in activities, especially with Cub Scouts.

The 3 different Homenetmen Scouting Divisions: Scoutagan pajanmounkner (age based)

1. Cub Scouts-Kayleeg/Ardzuveeg - ages 6-11
2. Boy/Girl Scouts-Ari/ Arenoush - ages 12-16
3. Venture Scouts-Yeretz – ages 16 +

CUB SCOUTING or Kayleeg/Ardzuveeg Division: ages 6-11

How Does the Kayleeg Program Help the Kids?

The whole concept of Homenetmen cub scouting is meant:

- To do fun things with other kids
- To meet and make Armenian friends
- To assist in character development

Fun Things

Kayleegs/Ardzuveegs get to wear a cool uniform, go places, and see things. They play all kinds of sports and build things.

The elements of the program include service projects, ceremonies, games, skits, songs, crafts, and all the other activities enjoyed at pack meetings

Make Armenian Friends

This is particularly important for communities where there are no daily Armenian schools. Cub scouting is the perfect environment to make long lasting Armenian friends

Secondly, it is an environment to hear and speak the Armenian language early in life.

Character development

Character is defined as the collection of core values by an individual that leads to moral commitment and action.

For Homenetmen Cub Scouts, character is “values in action.” Character development is a part of everything a Cub Scout does and character development lessons can be found in every aspect of the Cub Scouting experience.

Cub Scouts’ Activities

Some of the best things about Cub Scouting are the activities you get to do: camping, hiking, going on field trips, or doing projects that help your hometown and the people who live there. Cub Scouting means “doing.”

Cub Scout Pack Meetings: The pack meeting gives the boys a larger experience and helps them to connect their individual activities to the entire Cub Scouting program.

Cub Scout Camping: Learn to live in the outdoors. Camping takes you on exciting adventures into the natural world.

Outings and Field Trips: “Outing” is a big part of Scouting. Cub Scouts get out and about with many kinds of outdoor fun, such as field trips, hikes, nature and conservation.

Service Projects: Doing service projects together is one way that Cub Scouts keep their promise “to help other people.”

Boy/Girl Scouting/Ari/Arenoush Division: ages 11- 17

The traditional Scouting experience for youth is from the fifth grade through high school. Service, community engagement and leadership development become increasingly important parts of the program. The success of scouting is based on its program as well as its structure.

Here is how the Homenetmen scouts are structured:

Ari/Arenoush Structure:

The structure is based on the following: Patrol, Troop and Section (aka Scoutagan Meeyavor)

Patrol

The patrol is the smallest unit within the scout division. Each Aree or Arenoush is a member of a patrol which has eight to ten scouts of the same gender. The patrol leader and the assistant patrol leader oversee the activities of the patrol and organize the patrol's program with the senior patrol leader. Four to five patrols together form a troop.

Each patrol is identified by an animal, such as ardzeev (eagle), yeghneeg (deer), aydzkagh (wild goat), etc. An image of this animal, called the patrol's t totem, appears on both sides of the patrol's banner and on the left sleeve of the scout's uniform. Totems have distinctive color schemes, which correspond to the colors of the patrol's banner.

Troop

A Homenetmen troop is composed of a number of scouts grouped together, who work together to realize the troops goals, ideals and tasks. Through their periodic meetings the scouts fulfill their responsibilities and perform their duties to the community.

The Scoutmaster leads the Homenetmen troop, assisted by the assistant scoutmaster and the senior patrol leader. These three, along with the leadership of the troop's patrols, organize the weekly agenda and the annual program of the scouting activities.



Scout Section (Meeyavor)

A Homenetmen Chapter's scouting division is organized into sections. Each section includes two or more troops.

Sections may be organized in one of the following two ways:

- a) Two or three scout units of different types, for example, a pack (Vohmag) of cub scouts (Kaylig), a troop of boy scouts (Aree) and/or a venturing crew (Yeretz Paghank).
- b) Two or more scout units of the same type, for example, two or more boy scout troops.



Homenetmen Scouting Hierarchy and Leadership Functions

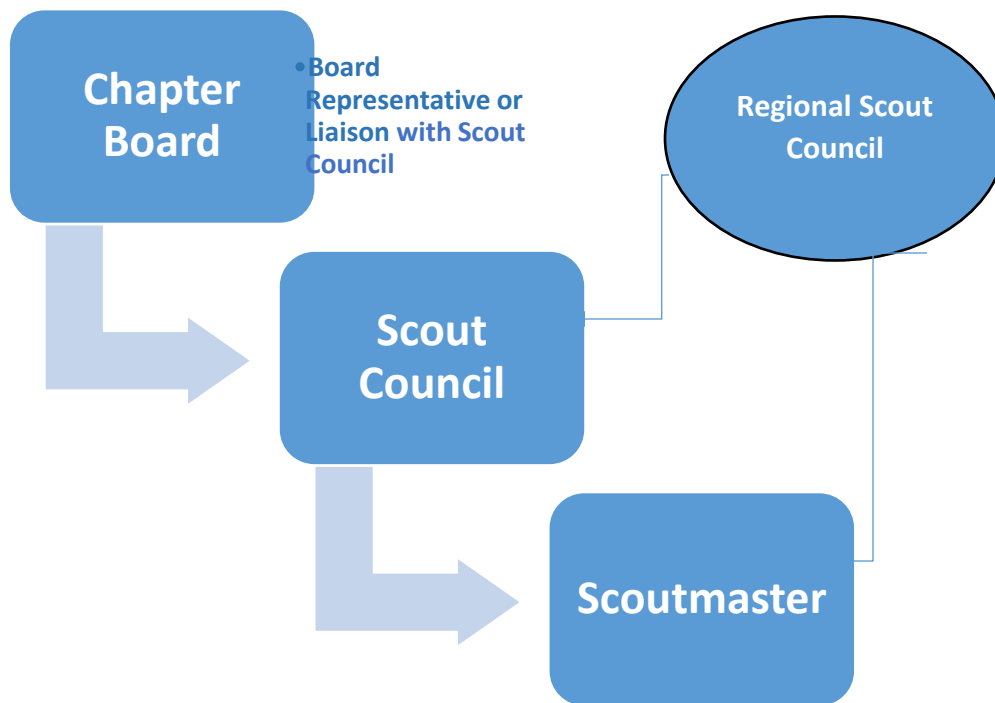
Homenetmen Scouting is led by young uniformed leaders and older appointed non-uniformed mentors with responsibility to assist the uniformed leaders. The latter entity is named the Scout Council and is assisted by a Board Representative as a Liaison with the Board.

In West USA Region, the role and responsibility of the Scout Council, in Armenian Scout Khorhourt is equivalent to Varich Marmin.

A. Hierarchy at the organization level

The hierarchy and relationship is as follows:

1. The Board is the highest authority in the Chapter and communicates with the Scout Council through its Scout Liaison or Representative
2. The Scout Council is the link to the Scoutmaster.
3. Along with the Chapter Board, the Regional Scout Council too has a responsibility and relationship with the chapter SC and the scout leadership. The responsibility of each is different.



In essence:

- The Regional Scout Council (RSC) provides support and help to the chapter scouting division to be successful. It provides opportunity for Regional activities. It also provides training in Scouting, especially for leaders, giving them the information and program resources they need to run successful units. From time to time, chapter leaders will need expert, on-the-scene help, advice, and guidance on problems that may develop or on projects that may be undertaken, and the RSC can provide this support.
- The Chapter Board provides leadership, meeting facilities and other support for all activities needed. The Board scout representative to the scout council is the point man to execute all.
- The Scout Council (SC) makes sure that all the activities of the troop run smoothly; and the scouts acquire all the necessary knowledge to advance in rank. Furthermore, the SC carries on the administrative functions of the troop and facilitates the educational program. The SC is a committee of the Board and as such does not have a separate bank account. After each activity, finances are reconciled with the Board.
- Scoutmasters and scout leaders organize and implement scouting activities

B. Hierarchy at the Uniformed Scouts' Level:

Scouts who wear a uniform also have ranks and hierarchy. At the uniform scouting level, the different aspects of hierarchy based on position (Bashdon), level(Asdijan), and rank (Gark).

1. Positions (Bashdon)

Positions within the troop and the patrol

There are five leadership positions within a Homenetmen troop and patrol. Some of these positions are appointed, while others are elected. These elections take place every six months. Scouts of 11-18 years of age are eligible to participate in the elections.

The elected positions are:

- Assistant patrol leader
- Patrol leader
- Senior patrol leader

The appointed positions are:

- Assistant scout master
- Scout master

The Homenetmen scouts adhere to the following structure of positions which are explained in the scout bylaws:

Positions within the Chapter and the Region

In addition, there are other positions that pertain to chapters and regions and are unique to Homenetmen scouting. Those are all appointed positions. The following positions could be filled by scouts of either gender:

- Section Assistant Scoutmaster - (orange shoulder loops with a green stripe in the middle)
- Meeyavori/ Section Scoutmaster - (orange shoulder loops)
- Chapter Assistant Scoutmaster - (white shoulder loops with an orange stripe in the middle)
- Masnadjughi/ Chapter Scoutmaster - (white shoulder loops)
- Regional Assistant Scoutmaster - (blue shoulder loops with a white stripe in the middle)
- Regional Scoutmasters - male and female - (blue shoulder loops)
- Regional Senior Scoutmaster - (purple shoulder loops)

2. Levels (Asdijan) in Homenetmen scouting

A level(Asdijan) represents the criteria of scouting knowledge and leadership. These levels are unique to Homenetmen scouting and are permanent.

In order to qualify for a level, a scout has to complete all the necessary requirements for the acquisition of that particular level. After having completed all the requirements, the scout must be promoted to the level which is a permanent recognition. Both the troop and the patrol may have one or more scouts of the same level.

The five scout levels in Homenetmen scouting are the same as the above positions and the qualification process is explained in the scouting bylaws

Scoudee Asdeejanner (permanent)

Pokh Arachnort – white stripe on left pocket

Arachnort-2 white stripes on left pocket

Varich Arachnort- 3 white stripes on left pocket

Pokh Khmpabed – Green with white ribbon on shoulders

Khmpabed- green ribbon on shoulders

3. Ranks (Gark) within Homenetmen scouting and Boy Scouts of America (B.S.A.)

The following stages represent the progression in the education of the Homenetmen scout:

Norakir scout

Norendza scout

Yegrort garky scout

Aracheen garky scout

Vgayal scout

Araratian scout

The scout must strive to achieve ranks both in Homenetmen and the Boys Scouts of America.

The Homenetmen Western United States Regional Scouting Council will keep a record of the scout's progress.

It is possible to meet the requirements of Homenetmen and B.S.A. ranks out of sequence; however, the scout advances the ranks in order.

A scout in the Homenetmen Western United States region uses the following books to acquire the knowledge necessary to advance to the various ranks.

- The Boy Scout Handbook of the B.S.A. provides the knowledge required about all the scout ranks.

- The Merit Badge books of the B.S.A. contain the information regarding the acquisition of the various badges.
- Ari-Arenushi Grk'oyg, prepared by the Homenetmen Western United States Regional Executive Committee, complements the material above and teaches the scouts about Homenetmen's traditions and values.
- Books which introduce various Armenian historical cultural and religious emblems, such as the Saint Mesrob Mashdots Emblem.

The scout acquires the various ranks in progressive order beginning with the B.S.A.'s 'Become a Scout' rank followed by Homenetmen's 'Norakir' rank. The scout thus accomplishes the first eight ranks in staggered order, four from the B.S.A. and four from Homenetmen.

After having accomplished a B.S.A. rank, the scout must achieve a Homenetmen rank before proceeding to the next B.S.A. rank. This does not prevent the scouts from pursuing their topics of interest, with their scoutmaster's guidance. However, advancing to a rank and wearing the corresponding insignia requires an orderly progression through the ranks.

After achieving the Aracheen Gark rank, the scout may continue to increase in knowledge and receive B.S.A.'s 'Star', 'Life' and 'Eagle scout' ranks in progressive order.

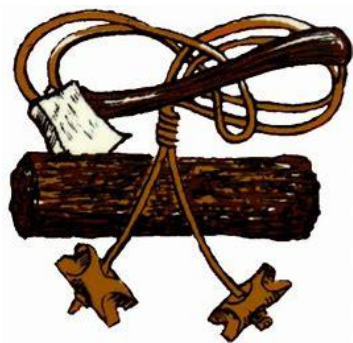
Concurrently, but also in order, it is possible to advance to the 'Vgayal' and 'Araratian' ranks, which completes the scouts' educational and leadership knowledge making them a Homenetmen scout.

4. Badges and Emblems

Emblems: Azkayeen Emblem and Religious Emblem

Merit Badges: B.S.A. Merit Badges and Azkayeen Badges

Milestone Ranks/Course: Homenetmen scouts are also encouraged to progress to BSA Eagle scout rank and Wood Badge training course.



Wood badge

The Scoutmaster

The Scoutmaster is the key **youth-facing young-adult leader**. The scoutmaster is a uniform bearing young-adult, who has progressed in the scouting youth leadership into the highest leadership rank within the chapter.

In smaller chapters, the Khempabed- The leader of each scout troop is the scoutmaster. Or it would be the Akella for Cub scouts

In larger chapters, Masnadjughi Khempabed or the leader of all scout troops is the scoutmaster

The **Scoutmaster** is the young-adult responsible for working directly with the Scouts to help them create the program for the troop. The Scoutmaster trains boy leaders to run the troop by providing direction, coaching, and support.

“ “The more responsibility the Scoutmaster gives his patrol leaders, the more they will respond.”

“The most important object in Boy Scout training is to educate, not instruct.” ”

— [Robert Baden-Powell](#)

Responsibilities

- Trains and guides boy leaders.
- Works with other responsible adults to bring Scouting to boys.
- Uses the methods of Scouting to achieve the aims of Scouting.
- Can be male or female, but must be an adult, at least 18 years of age.
- Is appointed by the chapter scout khorhourt and approved by the chapter Board and also by the Regional Scout Council.

Note: unlike the BSA, in Homenetmen the scoutmaster is a young-adult, not an older adult



The Scoutmasters from all Homenetmen Regions at the 10th Jamboree

The REGIONAL SCOUT COUNCIL - RSC

The Regional Scout Council- RSC of Western USA is the highest authority of scouting affairs in the Region. Its members are appointed for 2 years by the Regional Executive Board. The Regional Enthanour Khempabed, the highest ranking scoutmaster, is an ex-officio member of the RSC. The Regional Scout Council promotes the overall Homenetmen Scouting program, as follows:

1. Ensures that Homenetmen maintains its Armenian mission to develop engaged Armenians who are proud of their identity and benefit from their rich culture. Ensures that chapters use the Armenian language in scouting activities and help create a plan for those who have difficulty with the language
2. Along with the REB scout liaison, carries on the administrative functions of the Region as it relates to scouting activities
 - Prepares and properly executes the biannual RSC activities
 - Especially facilitates the educational program
 - Supervises the registration of personnel with Homenetmen databank
 - Organizes pan-chapter camps
3. The RSC supervises all of Homenetmen Western Region Chapters' activities by collaborating and giving guidance to all Scout Leaders and Chapter Scout Councils
 - Supporting the activities of chapters; makes sure that all the activities of each chapter run smoothly; and the scouts acquire all the necessary knowledge to advance in all respective ranks (From Norendza to Ayp Gark)
 - Carrying out the general principles of advancement in Scouting by providing adequate leadership and leadership training to all chapters
 - Preparing proper new educational materials. Updating current scout material. Translating scouting material, as indicated
 - Organizing educational seminars to train and motivate scout leaders and Council members.
 - Making sure enough scouts participate and receive the high level i.e. Vgayal/Araradian ranks, as well as the Religious and National insignias
 - Ensuring that standards in Scout policies are protected
 - Ensuring the standards and integrity of the merit badge requirements for advancement in scouting
5. Collaborates with BSA- Boy Scouts of America
 - As of 2014 Homenetmen does not operate as a separate BSA Council, rather allows each of its chapters to participate with their corresponding local BSA Council
 - Homenetmen leaders participate and occasionally even lead the BSA Council's supervised "Wood Badge" leadership insignia and receive the corresponding bead.
 - Encourages many of its chapter members to reach the prestigious "Eagle Scout" rank

RSC ORGANIZED (OR SUPERVISED) ACTIVITIES/ INSIGNIAS/ RANKS

Special RSC Activities

1. «ՀԱՄԱՅՆ Շրջուն Շուշանաճաղիկ» Բաժակ- every 5 years (to date x 2)
2. "Սկաուտի Օր" -Inter Chapter scouting activities challenge
3. 23d of April March from Pasadena to Montebello Armenian Genocide Memorial Monument
4. Navasartian Games Opening and Closing Ceremonies
5. RSC CAMP every 4 years
6. Pan-Homenetmen Camp in Armenia every 4 years

Շքանշաններ - Insignias

1. «Սուրբ Մեսրոպ Մաշտոց կրօնական Շքանշան, Արի-Արեւուշէրու
2. «Սուրբ Վարդան» կրօնական Շքանշան, Գայլիկ-Արծուկներու
3. Դեպի Ազատութիւն Ազգային Շքանշան

Կարգեր – Scout Ranks

1. Վկայեալ Կարգ
2. Արարատեան Կարգ

The Chapter Scout Council Aka Scout Khorhourt aka Varich Marmin Aka Troop Committee

The Homenetmen scouting program is based on the fact that the young-adult scoutmaster and his/her assistants are the main scout program/activities leaders. However, they need adult advisers and therefore, at the chapter level the scoutmaster and the assistant leaders are guided and supported by the Scout Council.

The Scout Council is also called Scout Advisory Council. Sometimes it is called Troop Committee instead.

The scoutmaster leads all the activities of the troop without direct involvement of the Scout Council.

The troop committee or SC provides general oversight to the activities of the troop.

Scout Council

- The scout Council is the adult leadership of scouting, essentially the board of directors of the chapter scout program.
- It is composed of 5-11 members that includes Masnajughi and Meeyavori Khempabeds.
- The SC is appointed by the Chapter Executive Board.
- The Scout Council is comprised of adult members preferably with past scouting experience and knowledge.

The Chapter Board appoints also one of its members as its representative or liaison to the scout council.

The USE of Armenian Language During Activities:
The scoutmaster and the Scout Council should encourage Armenian language use and fluency and have minimum standards for the use of the Armenian language during all activities.

THE ROLE OF SCOUT COUNCIL

- The SC appoints the scoutmaster who is also approved by the Executive Committee of the Homenetmen Chapter.
- The SC supports the activities of the troop; makes sure that all the activities of the troop run smoothly; and the scouts acquire all the necessary knowledge to advance in rank.
- Furthermore, the SC carries on the administrative functions of the troop and facilitates the educational program.
- Scout Councils report to their Chapter Exec Board and also to Regional Scout Council on finances, scouting membership, numbers of scouts attending camps and on their review of charter renewal applications for the Troops and Packs. The Regional Council in turn reports to the REB.

Scout Council members may have their own special uniform.

SCOUT COUNCIL RESPONSIBILITIES

Here are more specific responsibilities:

- Promoting the Scouting program
- Registration of personnel with Homenetmen databank
- Finding/providing facilities and leadership for a year-round outdoor program, including summer camp.
- To ensure that local units (i.e. a Scout Troop or Cub Pack) within its territorial area carries out the general principles of advancement in Scouting
- To insure the integrity of the merit badge requirements for advancement in scouting
- To make Scout training available to units
- To ensure that Homenetmen maintains its Armenian mission, use the language in activities, have a plan for those who have difficulty with the language, help develop engaged Armenians who are proud in their identity and benefit from their rich culture
- To provide adequate leadership and leadership training for the local units
- To ensure that standards in Scout policies, badges-and insignia are protected
- To ensure that adequate financing exists for the support of the local units.

Recruitment of New Scouts

The Council is a planning and supervising body whose job is to see that every eligible young person within the council territory has an opportunity to become a scout member.

To achieve that task, the council performs also the following marketing tasks:

- Conduct a community organization survey. The SC should have a list of all the schools within the boundaries of the council and should survey their needs and their desires regarding young people and their ability to join Homenetmen.
- Develop cooperative relationships with groups and organizations serving special youth populations.
- Participate in the development of the CEB's long-range plan and the forthcoming year's goal and objectives planning.
- Provide support for CEB to succeed in their unit and membership objectives.
- Work cooperatively with the scoutmaster to reregister new scouts and lengthen their tenure.
- Recruit, train, and motivate Khorhourt members to serve on the committee and help it to carry out its functions effectively.
- Develop more effective communication with parents.
- Stimulate the use of the program by youth populations in our many Armenian sub-cultures; i.e., from Armenia, Middle eastern countries, American-Armenian, etc.

Character Development in Cub Scouts

The Council has to prioritize character development, in all scouts, and in particular the Cub Scouts. This implies for the kids to experience core values in six general areas: God, world, country, community, family, and self. Therefore, the leaders should seek out and maximize the many opportunities to incorporate character development in scouting activities.

Additional Information that Scout Council members ought to know:

1. In order to plan and achieve goal oriented activities, Scout Council members have to be educated about Homenetmen and the scouting movement. Most of the information in this manual is pertinent to SC members. In addition, the following is desirable knowledge for top leaders:
 - Hierarchy of the Homenetmen scout organization
 - Current bylaws (Ganonakir and Nerkin Ganonakir)
 - The role and responsibility of the Varchagan Liaison/Board scout representative vis- a-vis the Khorhourt and scout leaders
 - The role of scout committees (khempabedagan gazmer) at every level (Miavor, Masnadjugh, Sherchanayin, Getronagan)
 - The role & duties of the Khempabed
 - The few differences between Chapter Scout Khorhourt vs Varich Marmin

Many of the above are part of Vgayal scout requirements.

2. Top scout leaders have to go one step further and help the organization come up with solutions to challenging realities; for example, alternative leadership models for some Chapters w/o critical mass?
 - Potential shared scouting activities and management responsibilities with close neighboring chapters- a novel idea that may be beneficial to chapters with limited resources
 - The BSA-like hybrid model: Role/responsibility of the adult or PARENT volunteer as a potential scout leader:

Today, nearly 1.2 million adults provide leadership and mentoring to Cub Scouts, Boy Scouts, and Venturers.

Some of those volunteers help with different activities. Some become adult scoutmasters. Some are Troop Committee members.

The question is, is the adult leadership model appropriate for Homenetmen? If so, how to adapt, integrate and apply this new model into Homenetmen scouting?

This manual does not answer this question but makes you think. Chapter scout leaders who are interested in such non-established modalities need to get more informed and communicate with the Regional Scout Council leadership.

THE AIMS AND METHODS OF SCOUTING

The Scouting program has three specific objectives, commonly referred to as the “Aims of Scouting.” They are **character development, citizenship training, and personal fitness**. The methods by which the aims are achieved are listed below in random order to emphasize the equal importance of each.

Ideals – The ideals of Scouting are spelled out in the Homenetmen Mission, Scout Oath, the Scout Law, the Scout motto, and the Scout slogan. The Scout measures himself against these ideals and continually tries to improve. The goals are high, and, as he reaches for them, he has some control over what and who he becomes.

Patrols – The patrol method gives Scouts an experience in group living and participating citizenship. It places responsibility on young shoulders and teaches boys how to accept it. The patrol method allows Scouts to interact in small groups where they can easily relate to each other. These small groups determine troop activities through their elected representatives.

Outdoor Programs – Scouting is designed to take place outdoors. It is in the outdoor setting that Scouts share responsibilities and learn to live with one another. It is here that the skills and activities practiced at troop meetings come alive with purpose. The outdoors is the laboratory for Scouts to learn ecology and practice conservation of nature’s resources.

Advancement – Scouting provides a series of surmountable obstacles and steps in overcoming them through the advancement method. Although there is a schedule, the Scout plans his advancement and progresses at his own pace as he meets each challenge. The Scout is rewarded for each achievement, which helps him gain self-confidence. The steps in the advancement system help a Scout grow in self-reliance and in the ability to help others.

Association with Adults – Boys and girls learn a great deal by watching how adults conduct themselves. Scout leaders can be positive role models for the members of their troops. In many cases a Khorhourt member or Varchagan who is willing to listen to boys/girls, encourage them, and take a sincere interest in them can make a profound difference in their lives.

Personal Growth – As Scouts plan their activities and progress toward their goals, they experience personal growth. The Good deed concept is a major part of the personal growth method of Scouting. Adolescents grow as they participate in community service projects and do Good deed for others. Probably no device is so successful in developing a basis for personal growth as the daily Good deed. Frequent personal conferences with his Scoutmaster or Varchagans help each Scout to determine his growth toward Scouting’s aims.

Leadership Development – The Scout program encourages boys and girls to learn and practice leadership skills. Every Scout has the opportunity to participate in both shared and total leadership situations. Understanding the concepts of leadership helps a boy accept the leadership role of others and guides him toward the citizenship aim of Scouting.

Uniform – The uniform makes the Scout troop visible as a force for good and creates a positive youth image in the community. Scouting is an action program, and wearing the uniform is an action that shows each Scout’s commitment to the aims and purposes of Scouting. The uniform gives the Scout identity in a world brotherhood of youth who believe in the same ideals. The uniform is practical attire for Scout activities and provides a way for Scouts to wear the badges that show what they have accomplished. For the complete Homenetmen uniform details, see chapter 20.

Scouting Activity Methods:

1. Outdoor activities
2. Theme activities: Healthy heart day, friendship day, arts and crafts day, etc.
3. Design and creativity: e.g. arts and crafts
4. Learning technology and skills
5. Team building activities
6. Games, scouting games and other
7. Visits to historic sites, museums, landmarks, nature and parks
8. Activities with others, e.g. other chapters, BSA troops, other Armenian youth
9. Service to the community
10. Prayer and reflection; attending church
11. Participate in Armenian National Events
12. Learning about Armenian language, history, culture and current affairs

Games will also be a separate category.

www.inquiry.net

Following is a preliminary list of miscellaneous program ideas for Patrols to choose from when they don't have other business to take care of.

Additionally, look activities at:

www.boyscouttrail.com

www.netwoods.com

Activity PLANNING

Scout leaders prepare scouting programs/activities. The Scout Council makes sure that activities follow the Program Outcome Model as described above. They also assist in the implementation and monitor the scout activity/program.

The overall Homenetmen scouting goal is achieved thru a balanced program. The latter is delivered using the attached 12 methods, which give the program variety and range. Sometimes one method will be more suitable than another. On occasions you may use a number of methods within the same activity. The SC makes sure that all methods are part of scouting activities.



SCOUT ACTIVITIES

Activities should be fun and/or interesting, mostly indoors, and capable of running 20-45 minutes (although they could be completed in one meeting, or over several). Most will require some preparation or assembly of resources and materials prior to the meetings.

Activities are different then preparing for rank advancement. Activities are **in addition to requirements** of working on various types of awards and recognitions, and practicing the standard Tenderfoot to First Class advancement skills.

EXAMPLES of ACTIVITIES

- Conduct a refresher course in first aid
- Hold a safety course
- Practice setting up tents and/or a hammock for camping
- Make different ropes
- Learn to use a backpacker for cooking meals on the trail
- Learn how to change a tire of a car
- Learn how to iron a pair of pants
- Conduct a uniform and insignia inspection of the Patrol and discuss any errors or problems and how to fix them
- Learn Morse code
- Learn Smart phone use
- Create a display or computer slide show about your Patrol or a recent Patrol activity, complete with photographs and text

MORE ACTIVITIES

- Conduct a sports clinic in a sport of the Patrol's choice
- Perform maintenance on bicycles
- Learn to make pasta
- Learn to make ice cream
- Make a video
- Learn how to upload a video
- Learn fundamentals of graphic design
- Construct model rockets
- Learn how to find the current weather conditions and the weather forecast for a location outside your local area
- Create a patrol cookbook
- Create a skit, song or mime
- Memorize Gettysburg address
- Memorize Mayr Hayrenik
- Listen to Martin Luther King, Jr.'s "I Have a Dream" speech and discuss it with the Patrol
- Find a current event about Armenia and present it to the troop

Proper Behavior Rules/Expectations During Activities

- Rules are meant to create a safe environment for our youth and are not meant to be abused
- Rules apply to participants of any function / event associated with the Homenetmen Organization.

How Do I behave in Scouting/Athletics?

a) Respect

1. I will have the utmost respect for my leader(s), understanding that they are volunteering their time for the sake of my education. This includes but not limited to:

- No talking when Leader is talking
- Not following the directions of Leaders
- No yelling
- No inappropriate behavior
- No talking back
- No swearing
- No misuse of equipment
- No damage to the property of the Gym or any visiting location

2. I will respect my fellow scouts/athletes. This includes but not limited to:

- No eating or drinking at meetings
- No interrupting a fellow scout/athlete when he/she is talking
- No interfering with the education of any other scout/athlete
- No bullying, name calling, belittling or negative talk

3. I will respect my uniform, scouting principles, and my organization.

This includes but is not limited to:

- Respect the scouting / national flags and not let them touch the ground.
- Uniform should be clean and ironed
- Scouts Poghabs and hats cannot touch the ground
- Follow and participate in the scouting/athletic lessons with interest
- No swearing
- No smoking, drugs or alcohol
- No provision of drugs, alcohol or tobacco to underage youth

b) Punctuality:

1. I will be at scouts or Gym every scheduled Sunday, and will not be late, unless informed otherwise by my leader.
2. I will notify my leader if unable to attend.
3. In case of trips, I will be at the meeting location at least 30 minutes before departure.

Scout Safety Guidelines

Safety during activities has not been a major problem for Homenetmen, but it is an ongoing concern. We are a volunteer organization and we depend on the help and participation of volunteers. During all activities, and in particular, if outside of routine meetings, proper safety guidelines are to be followed.

The Scout Council/Parent Committee or assigned individuals are responsible for the safety of our scouts. Every adult leader and volunteer in Scouting is responsible for the physical and emotional safety of the boys and girls, and we demonstrate that by agreeing to follow these standards at all times.

1. All Chapters should develop and follow Safety Activity Checkpoints-SAC Instructions, for staying safe while participating in activities. The Board should prepare SACs and share it with the leaders. Leaders should read the checkpoints, follow them, and share them with other volunteers, parents before engaging in activities.
2. Arrange for proper adult supervision of adolescents, especially Arenoush girls. The scout group must have at least two unrelated, approved adult volunteers present at all times, plus additional adult volunteers as necessary, depending on the size of the group. Adult volunteers must be at least 18 years old (or the age of majority defined by the state, if it is older than 18) and must be screened by the council before volunteering. One lead volunteer in every group must be female.
3. Get parent/guardian permission. When an activity takes place that is outside the normal time and place, advise each parent/guardian of the details of the activity and obtain permission for scouts to participate.
4. Report abuse. Sexual advances, improper touching, and sexual activity of any kind with girl members are forbidden. Physical, verbal, and emotional abuse of girls is also forbidden.
5. Be prepared for emergencies. Work with Ari/Arenoushes and other adults to establish and practice procedures for emergencies related to weather, fire, lost girls/adults, and site security. Always keep handy a well-stocked first aid kit, scouts' health histories, and contact information for their families.
6. Travel safely. When transporting scouts to planned Scout field trips and other activities that are outside the normal time and place, every driver must be an approved adult volunteer and have a good driving record, a valid license, and a registered/insured vehicle. Insist that everyone is in a legal seat and wears her seat belt at all times, and adhere to state laws regarding booster seats and requirements for children in rear seats.

7. Ensure safe overnight outings. Prepare scouts to be away from home by involving them in planning, so they know what to expect. Avoid having men sleep in the same space as girls and women.

8. Role model the right behavior. Never use illegal drugs. Don't consume alcohol, smoke, or use foul language in the presence of scouts. Do not carry ammunition or firearms in the presence of scouts unless given special permission by your council for group marksmanship activities.

9. Create an emotionally safe space. Adults are responsible for making Scouting a place where girls are as safe emotionally as they are physically. Protect the emotional safety of scouts by creating a healthy team culture. Typically, encourage behaviors like respecting a diversity of feelings and opinions; resolving conflicts constructively; and avoiding physical and verbal bullying, clique behavior, and discrimination.

10. Ensure that no scout is treated differently. Homenetmen Scouts welcome all members, regardless of race, ethnicity, background, disability, family structure, religious beliefs, and socioeconomic status. When scheduling, helping plan, and carrying out activities, carefully consider the needs of all involved, including school schedules, family needs, financial constraints, religious holidays, and the accessibility of appropriate transportation and meeting places.

11. Promote online safety. Instruct scouts never to put their full names or contact information online, engage in virtual conversation with strangers, or arrange in-person meetings with online contacts. On group Web sites, publish girls' first names only and never divulge their contact information. Develop a Scout Online Safety Pledge and have them commit to it.

12. Keep scouts safe during money earning. A wide variety of organizations, causes, and fundraisers may appeal to Scouts to be their labor force. When representing Homenetmen Scouts, we cannot participate in money-earning activities that represent partisan politics or that are not Scout– approved product sales and efforts.



Emergency Procedures

Although we hope the worst never happens, as leaders and volunteers, we must observe proper procedures for handling accidents.

Homenetmen scouting is led by scout leaders and often a scoutmaster is present on the scene of all activities. Often however, adult SC members or parents have added responsibilities. Here is the suggested protocol for emergencies, to be followed by ALL in charge:

- F. At the scene of an accident, first provide all possible care for the sick or injured person. Follow established procedures for obtaining medical assistance and immediately reporting the emergency. To do this, you must always have on hand the names and telephone numbers of Homenetmen Chapter Board and Scout Council staff, parents/guardians, and emergency services such as the police, fire department, or hospital emergency technicians.
- G. If a child/adolescent needs emergency medical care as the result of an accident or injury, first contact emergency medical services, and then follow Homenetmen procedures for accidents and incidents. Your adherence to these procedures is critical, especially with regard to notifying parents or guardians. A responsible adult must remain at the scene at all times. Follow police instructions. Do not share information about the accident with anyone but the police, Homenetmen leadership, and, if applicable, insurance representatives or legal counsel.
- H. If the media is involved, let Homenetmen-designated staff discuss the incident with these representatives. In the event of a serious accident, notify the police.
- I. When calling the Emergency Answering Service number please supply the answering service with the following: State the emergency and degree of severity, your name, phone number, and location. You will be called right back; remain at the location and keep phone available.
- J. If you are a volunteer, report as much information as possible to the Homenetmen representative, including name(s) of victim(s) and the parent/guardian's emergency phone numbers. The Homenetmen representative will contact the parent/guardian. DO NOT make any statements orally, or in writing, which could be interpreted as either an assumption or rejection of responsibility for the accident. Prepare a written report of the occurrence and participate in a follow-up if asked.
- K. In the event of minor illness: Call a parent/guardian to come for the child. Do not leave a child unattended. If a volunteer takes a scout home, assure that there is someone at the girl's residence to care for her.
- L. In the event of a minor accident: Immediately give First Aid treatment, transport to an emergency room or doctor's office if necessary and telephone parent. Ask the parent/guardian to come to the site of treatment. If parent(s)/guardian cannot be reached, call the person designated to act in an emergency. Continue to try to reach the parent(s)/guardian so they may assume responsibility for medical decisions. Remain with the child until parent is present.

- M. Record in Writing-Accident & Incident Report: Conditions existing at the time of the accident; names and addresses of witnesses; order of events following the accident; and any medical attention, opinion or instructions received from parents. Notify the Homenetmen office as soon as possible within 24 hours and submit a Homenetmen Accident & Incident Report. Submit completed insurance forms and a copy of the Homenetmen Accident & Incident Report to the Homenetmen Office.
- N. Serious Accident, Emergency, or Fatality: Assess scene safety and proceed once safety is ensured. Attend to the injured by checking for consciousness, breathing, signs of circulation and bleeding. Secure doctor, ambulance, police or clergy as appropriate. This may include calling 911. In the event of a fatality or serious accident, always notify the police. Provide all possible care for the sick or injured. Retain a responsible adult at the scene of the accident. See that no disturbance of victim(s) or surroundings is permitted until the police have assumed authority. Ensure the safety of any children at the scene and initiate crowd control.
- O. Property Emergencies: In the event of property emergencies (i.e., plumbing, electrical, vandalism, etc.), contact the appropriate Site Manager. Provide the following information when calling: State your name and type of emergency, degree of severity of emergency, your location and or name of property and provide a phone number where you can be called right back.

Emergency Contact Sheet


FOR EMERGENCY SERVICES: DIAL 911

The best time to prepare for an emergency is before it happens. Fill out this sheet and keep it near each phone. Update the sheet when necessary, and be sure to let family, babysitters, and others know that it is available.

EMERGENCY NUMBERS		
Poison Control Center: 1-800-222-1222		
Hospital Name:	Phone:	
Doctor's Name:	Phone:	
Dentist's Name:	Phone:	
Pharmacy Name:	Phone:	
Health Insurance Plan:		
Policy #:	Phone:	

FAMILY CONTACT NUMBERS		
Parents' Names:		
Kids' Names:		
Address:		
City:	State:	Zip:
Home Phone:		
Mom Cell #:	Mom Work #:	
Dad Cell #:	Dad Work #:	
Emergency Contact 1		
Name:		
Relationship:		
Phone:		
Emergency Contact 2		
Name:		
Relationship:		
Phone:		

In an emergency, call 911 or your child's doctor. Before your child gets sick, speak with your doctor about the best way to handle an injury, illness, or emergency.





The Homenetmen Leader's Check List #12

The Scouting Program



1. The scouting division and the movement is considered to be the best vehicle to fulfill the Homenetmen mission.
2. Homenetmen scouting is successful if a balance exists between the 3 elements of the triangle: Program, youth and trained adults
3. Homenetmen scouting is led by the scoutmaster who is a young-adult. It is necessary that the scoutmaster leads the activities of the troop without much involvement from Scout Council or Board members.
4. The Scout Council is a much needed committee composed of adults. The SC provides general oversight to the activities of the troop.
5. The SC functions as the board of directors of scouting. It carries administrative, financial and educational responsibilities
6. The aim of Scouting is youth character building while strengthening their Armenian identity. All activities have to be directed towards that goal.
7. It is essential for scouts to have proper behavior during activities. It is essential that the SC develop strict safety guidelines and proper emergency procedures for all.



Chapter 13: The Sports or Athletic Program

The Sports Division of Homenetmen in the Western USA Region, along with scouting, is one of two complementary core programs of the Homenetmen organization. It is also the division with most membership.

Homenetmen Practices Amateur Sports

Homenetmen is not an athletic club, it is a sports organization. By its by-laws and its rules sports is defined as an amateur discipline.

Amateur and professional athletes do have a few things in common, such as some shared skills and passion for their sport. The primary differences lie in the fact that for professionals, performance within a sport can make or break their careers. Getting paid is the litmus test of professional versus amateur athletes.

Homenetmen athletes are not career athletes and certainly are not paid. They participate for leisure and fun, with the ultimate goal of out of school extracurricular Armenian education and character formation.

There are times when Homenetmen makes an exception to the rule and becomes a professional club. This is done for broader national interests and in consultation and coordination with non-Homenetmen community leadership.

At the present time, such is the case in Lebanon, especially with basketball teams. That is the exception to the Homenetmen rule.

Homenetmen Western USA Region, along with all other Homenetmen Regions and Chapters practices amateur sports.

How Does Homenetmen Interpret YOUTH SPORTS OBJECTIVES AND VALUES?

The Homenetmen concept, an organization that provides healthy environment for the youth, well organized and well supervised, is based on its sports division. The visionary leader and intellectual Shavarsh Krissian had the thought of bringing first and foremost athletic teams together, for a common goal of giving a sense of belonging and pride to the youth. He and his mentors added scouting as an equally important discipline.

Here is the fundamental philosophy of modern Homenetmen sports:

- An important issue is the difference between youth and professional models of sport. KIDS ARE NOT PROS! The goals of professional sports, simply stated, are to entertain and ultimately to make money. Financial success is of primary importance and depends heavily on a product orientation, namely winning. Is this wrong? Certainly not. But Homenetmen is not for professionals, period.
- WHAT SHOULD YOUTH SPORTS BE ABOUT? Coaches, like young athletes, involve themselves in sports for many reasons. Youth sport objectives in general can range from simply providing a worthwhile leisure time activity for children to laying the foundation for becoming an Olympic champion or a professional athlete. But there are many other goals that may well be more appropriate. Some of them are physical, such as attaining sport skills and increasing health and fitness. Others are psychological, such as developing leadership skills, self-discipline, respect for authority, competitiveness, cooperativeness, sportsmanship, and self-confidence. These are many of the positive attributes that fall under the heading of character. Youth sports are also an important social activity in which children can make new friends and acquaintances and become part of an ever-expanding social network. Furthermore, sports can serve to bring families closer together. Finally, of course, youth sports are (or should be) just plain FUN!
- Homenetmen is an organization and sports is practiced in an organized fashion. Over the past 100 years, hundreds of thousands of young athletes have been groomed under Homenetmen ranks. The organization has had true champions on many countries over many years, but Homenetmen has attracted and continues to attract young athletes to participate in organized sports, not because it produces champions, but rather for the following reasons:
 - To have fun.
 - To improve their skills and learn new skills.
 - To be with their friends or make new friends.
 - For thrills and excitement.
 - To become physically fit.
 - And finally, to succeed or win



BUT IS WINNING THE ONLY THING? THE REAL MEANING OF WINNING, the meaning that Homenetmen endorses is as follows:

1. Winning isn't everything nor is it the only thing. Young athletes can't possibly learn from winning and losing if they think the only objective is to beat their opponents. As a form of competition, sport involves a contest between opposing individuals or teams. It would be naïve and unrealistic to believe that winning is not an important goal in sports. But it is not the most important goal.
2. Failure is not the same as losing. Athletes should not view losing as a sign of failure or as a threat to their personal value. They should be taught that losing a game is not a reflection on their own self-worth. In other words, when individuals or teams lose a contest it does not mean that they are worth less than if they had won. In fact, some valuable lessons can be learned from losing. Children can learn to persist in the face of obstacles and to support each other even when they do not achieve victory.
3. Success is not equivalent to winning. Thus neither success nor failure need depend on the outcome of a contest or a won-lost record. Winning and losing apply to the outcome of a contest, whereas success and failure do not. How then, can we define success in sports?
4. Athletes should be taught that success is found in striving for victory. The important idea is that success is related effort! The only thing that athletes have complete control over is the amount of effort they give. A youth soccer coach had the right idea when he told his team "you kids are always winners when you try your best! But sometimes the other team will score more goals."

Homenetmen believes that when winning is kept in perspective, the child comes first and winning is second. In this case, the most important coaching product is not a win-loss record; it is the quality of the sport experience provided for the athletes.

The Homenetmen Young Athlete's Educational Requirements

In addition to instilling the above philosophy in young athletes, a Homenetmen coach, along with the Athletic Council has the added responsibility of teaching our young athletes about their Armenian heritage and the organization they represent, in addition to character and value driven education.

Coaches and Athletic Directors are mentors. Just as in scouting, **the mentors of the Homenetmen athletic program have to provide an educational training to the young athletes.** This is often neglected but it is of utmost importance.



The following topics should be thought to all Homenetmen athletes:

1. Homenetmen core values
2. Homenetmen history and legacy
3. The Homenetmen BRAND, the Homenetmen EXPERIENCE and Homenetmen's role in our communities
4. Homenetmen: Worldwide and Western USA region structure
5. Armenian history/culture - Azkayin Tasdiaragoutyoun (with linkage to Hay Tahd)
6. The Republic of Armenia today: geopolitics, socioeconomic challenges. Why is it important that Armenia thrives? Why does it matter to us, the Diaspora?
7. Role models: Top athletes and other accomplished Armenians in the USA
8. Athletic competitions: Proper behavioral conduct
9. Sport objectives and values: The meaning of winning
10. Teens/adolescents and issues pertaining to the US LAW
11. Awareness in social networking

**Athletic Committees and Coaches have to prioritize the education of athletes
and
Organize appropriate workshops that include the above educational topics**

The Sports Division of Homenetmen in Western USA Region

The Sports Division of Homenetmen in Western USA Region has a membership of 4,000+ young Armenian Americans. Almost all chapters have athletic activities.

HOMENETMEN WESTERN UNITED STATES REGION operates thru the REGIONAL ATHLETIC COUNCIL (RAC). W USA RAC sponsors all major regional athletic programs and activities; it also organizes some local league competitions as well.

Homenetmen has hundreds of teams in different age divisions in the following athletic activities: Basketball, soccer, volleyball, swimming, Track & Field, Tennis, Table Tennis, Chess and futsal.

Homenetmen W USA Sport Disciplines



- ☐ Basketball
- ☐ Soccer
- ☐ Volleyball
- ☐ Track and Field
- ☐ Table Tennis
- ☐ Swimming
- ☐ Tennis
- ☐ Chess
- ☐ Futsal
- ☐ Softball

Each chapter provides opportunities to its teams to regularly train and practice. Some chapters organize clinics, camps and also participate in local tournaments and local leagues. For individuals who like advancement in Basketball, some of the basketball programs create opportunities to have better chances in getting in high school and college scholarships programs. Basketball division is committed to develop and organize various activities, such as Tournaments, clinics, camps, In addition to each Chapter's activities, Homenetmen Chapters participate in the following tournaments organized by Homenetmen Western Regional:

- **Annual Tournament Games:** Throughout the year many tournaments are organized, involving different age groups and different sports disciplines. For example, in San Diego, Orange County, Fresno, Ararat (Volley ball), Azadamard, San Francisco, and Shant Crescenta (Futsal and soccer).
- **KAHAM (Inter-School) Games:** held annually since 1982, it brings together students throughout the Southern CA Armenian schools to compete in basketball, volleyball, soccer, and track and field competitions. All local Armenian schools, without exception, participate in KAHAM Games.



- **Annual Navasartian Games:** This is the most popular of all W USA Region Homenetmen athletic activities. Those Games are limited and specific to Homenetmen chapters and athletes.
 - Homenetmen Navasartians date back to 1918, first in Constantinople. Later, Aleppo and Beirut had highly successful Navasartian Games for almost 5 decades.
 - In the Western USA Region, the first annual Navasartian Games were held in 1975, at East Los Angeles College before only a few hundred spectators. Today, over 300 teams and 4,000 athletes from Homenetmen Western Region chapters, as well as guest teams from around the country and the world, participate in several weekends of sports competition. Each year the organization symbolically dedicates the Navasartian Games to a special event significant to the community.
 - For five decades (43d in 2018), the LA Navasartian Games have been the community's most attractive event, drawing about 50,000 spectators. The athletic competition is held over a fourteen-week period starting in late March. The Games culminate on the Fourth of July Weekend with a festival and the closing ceremonies. About a hundred businesses and organizations participate in the festival with food and game booths.
 - The Navasartian Games have now become more than just Homenetmen's event. The Games have a special place in the heart of the community.
- In the past few years, Homenetmen RAC is organizing Softball Games that include non Homenetmen teams. As such, REB and RAC are exposing the Homenetmen culture and tradition a to a wider audience.

And starting in 2018, The Navasartian games have added a parallel competition, that of Homenetmen Navasartian Special Olympics Tournament, for young and adult individuals with special needs – “HRASHIK”.

This is a new world of inclusion and community, where every single person is accepted and welcomed, regardless of ability or disability.



HOMENETMEN ATHLETE'S TEN COMMANDMENTS

Homenetmen athlete's motto is "healthy minds in healthy bodies". He or she differentiates himself/herself from other athletes by specific moral commitments and obligations towards Armenia and Armenians.

Homenetmen's athletic programs are not just competitions and success is not just measured by winning games. It is an expression of the fighting spirit and the strength of character. Thus, the Homenetmen athlete;

1. Is loyal to the "elevate yourself and elevate others with you" slogan. He / She ought to be willing to unconditionally help others in their local community and the fatherland (Armenia).
2. The Homenetmen athlete is a person with high morals.
3. On the playing field or outside it, the Homenetmen athlete is a kind and disciplined person that also believes in fair play.
4. He/she has to always have control of emotions and measured expressions because personal actions are a reflection on the whole organization.
5. The athlete is respectful of the coaches and committee members and follows their guidance.
6. The athlete displays a strong will to win and does not show any weakness.
7. He or She believes that they belong to a large family believing in collective work and team spirit.
8. Accepts a win or loss with the same "esprit sportif".
9. Takes care of his/her health and stays away from bad habits.
10. Believes in Armenia and the Armenian cause and is ready to help Armenia and the Armenian people.



ROLE and RESPONSIBILITY of Chapter Athletic/Sports Committee

The Chapter Board executes its sports activities via the Athletic Committee(AC).

The Board Athletic Director is the liaison between the AC and the Board.

The AC will have its own leadership: Committee chair, secretary and treasurer and include all coaches, of all disciplines.

Here is a summary of role and responsibilities of the AC:

1. Set goals and objectives for the calendar year
2. Prepare a complete annual program and schedule, based on pre-approved Board budget guidelines
3. Oversee implementation of the Chapter's or the Division's sports activities, all practices and tournaments, in accordance with Board's guidelines
4. Prepare and implement roster submission, membership fee collection, participation fee collection and team uniforms
5. **Prioritize the athletic educational course as a most important goal. Make sure that every young athlete completes the Homenetmen young athletes' educational course**
6. Organize and coordinate periodic educational programs and training seminars required for athletes and coaches (additional to above)
7. Review policies and procedures
8. Monitor that all athletes, coaches and parents are following proper code of conduct
9. Organize fundraisers to support the sports program
10. Prepare an annual report for year-end general Meetings
11. **Encourage and educate all athletes to participate in various Chapter activities and functions**

In Addition to Overseeing the Athletic Program, What Should Athletic Committees Focus on?

Homenetmen athletes are often just athletes; they love the sport and help their team but do not feel engaged with the rest of the organization:

- They do not feel responsibilities towards other aspects of Homenetmen programs and community work.
- They are also not provided with enough Armenian heritage and identity building opportunities and /or formal education

Therefore:

- **Educating, encouraging and expecting that all athletes participate in various chapter functions and having athletes more engaged with the community beyond sports should be a strong responsibility of Athletic Committees and Coaches**
- **Prioritizing the implementation of the athletic educational course is a most important task of Athletic Committees and Coaches**



Expectations and Responsibilities of Coaches

Homenetmen coaches are Homenetmen members. Almost all are volunteers. Few are financially supported.

Each sports discipline has a coach; each team has a coach. Some coaches are in charge of several teams.

What are the responsibilities and expectations? Simply put, *the role of a Homenetmen coach is first and foremost to teach Homenetmen Values, similar to a Scout leader. That is, to teach leadership, teamwork, discipline, work ethic, to drive to a goal, through sports.*

a. The coaches will be positive role models in personal management, appearance, ethics, and behavior by:

- Connecting athletic experiences with life experiences.
- Providing an atmosphere of teamwork and collaboration among coaches and players.
- Becoming an integral part of, and developing rapport with, the Homenetmen community including the Board, Athletic Committee, other coaches, parents, and athletes.
- Modeling good sportsmanship at all times.
- Creating and maintaining a safe and healthy environment for athletes.
- Following a leadership style which provides an effective positive criticism
- Considering important commitments of athletes outside their sports, within Homenetmen and the community.

b. The coaches will maintain a role of coach as professional and will keep the role of coach in proper perspective by:

- Developing and communicating clear and specific goals for the team and individual players throughout tryouts and the season.
- Modeling and teaching skills necessary to succeed.
- Developing and demonstrating a good knowledge base of best practice specific to their coaching arena.
- Supporting and collaborating with coaches in other Homenetmen athletic programs.
- Maintaining open and honest communication with athletes, parents, and other coaches.
- Supporting student academic expectations, responsibilities, and achievements.
- Developing the knowledge and understanding of Homenetmen policies and procedures as it applies to athletics.
- Promoting and enforcing the athletic, parental and coaching codes of conduct.

REEMPHASIS: The Coach is the one who has to make sure that all young athletes complete the Homenetmen young athletes' educational course requirements.

HOMENETMEN Western USA 2017-2018 Age Divisions

Effective 9/7/2017

The following are the different age categories upon which athletes are registered for tournaments:

AAA Division Over 40

12/31/1978 or OLDER Players must be 40 years of age or older on the first day of the scheduled start of the tournament.

AA Division Over 30

12/31/1988 or OLDER Players must be 30 years of age or older on the first day of the scheduled start of the tournament.

1-A Division

1/1/1918 – 12/31/2000 Based on Tournament Results, Space, and Regional Athletic Council Approval

2-A Division

1/1/1918 – 12/31/2000 Based on Tournament Results, Space, and Regional Athletic Council Approval

3-A Division 12/31/1997 or OLDER – 21 and Older

U21 1/1/1997 – 8/31/2001 – 21 Years Old and Younger

U18 9/1/1999 – 12/31/2002 – 18 Years Old and Younger

U16 9/1/2001 – 12/31/2005 – 16 Years Old and Younger

U15 9/1/2002 – 12/31/2006 – 15 Years Old and Younger

U14 9/1/2003 – 12/31/2007 – 14 Years Old and Younger

U13 9/1/2004 – 12/31/2008 – 13 Years Old and Younger

U12 9/1/2005 – 12/31/2009 – 12 Years Old and Younger

U11 9/1/2006 – 12/31/2010 – 11 Years Old and Younger

U10 * 9/1/2007 – 12/31/2011 – 10 Years Old and Younger PARTICIPANTS CANNOT BE BORN AFTER 12/31/2013

U9 * 9/1/2008 – 12/31/2011– 9 Years Old and Younger PARTICIPANTS CANNOT BE BORN AFTER 12/31/2013

U8 ** 9/1/2009 – 12/31/2011– 8 Years Old and Younger PARTICIPANTS CANNOT BE BORN AFTER 12/31/2013

U7 ** 9/1/2010 – 12/31/2011 – 7 Years Old and Younger PARTICIPANTS CANNOT BE BORN AFTER 12/31/2013

* U10/U9 Women's Size 28.5-inch basketball – Size 4 Soccer Ball

** U8/U7 Junior's Size 27.5-inch Ball – Size 4 Soccer Ball – SCORE WILL NOT BE KEPT.

Athletic Event: General Participation Rules and Event Rules

General participation Guidelines:

- a) All participants representing Homenetmen Western U.S. Region chapters must have been members of their respective chapters on or before specified deadlines. Names filed with the Homenetmen Regional Executive shall be used to check membership records of the members in the Western U.S. Region. All other participation rules announced by the Regional Executive via bulletins to the chapters shall also apply.
- b) The following sports EVENTS are being part of the Homenetmen Western Regional Athletic calendar:

Basketball	Team Event
Soccer	Team Event
Volleyball	Team Event
Swimming	Individual Event
Table Tennis	Individual Event
Tennis	Individual Event
Track & Field	Individual Event
- c) Age and gender division breakdown for each sports event shall be listed on the corresponding event participation roster.
- d) An athlete qualifying in any age and gender division may compete in a higher division. Conversely, no athlete qualifying in an age and gender division may compete in lower division play.
- e) Team and individual rosters shall be prepared and submitted to Homenetmen along with the participation fees with the following deadlines.
- f) Absolutely no team or player will be allowed to participate in any game or event if application fees have not been received by the regional office by the abovementioned deadlines.
- g) Once a team application or an individual roster application is submitted, that team or individual roster application fee becomes due and payable, under no circumstances will this fee be reimbursed, especially if that team or individual is withdrawn from the tournament.

- h) Once players' names are officially listed on a roster, they shall be considered as part of that team whether they have participated in a game or not. Players listed as team members may not be replaced during the entire tournament.
- i) An athlete may only compete on one team per sport event. However, he/she may participate in as many sport events as desired.
- j) In TEAM events, for each age and gender division, a minimum of four teams from a minimum of Three Homenetmen Western U.S. Region chapters shall be required to affect the scoring system. Should this condition NOT be met, competition may be scheduled with no effect on the scoring system.
- k) In INDIVIDUAL events, for each age and gender division, a minimum of four athletes from a minimum of three Homenetmen Western U.S. Region chapters shall be required to affect the scoring system. Should this condition NOT be met, competition may be scheduled with no effect on the scoring system. If for any reason only one athlete is actually present, after registration, during competition, he/she shall win first place, and shall receive first place points. In track and field and swimming that athlete has to complete his/her event alone for timing purposes.
- l) All participating athletes must present their **Photo Identification** to the officials governing that event upon request. Failure to do so shall automatically result in disallowing that athlete from participating in that event.

Event Rules

Refer to rules governing each team and individual sport event for specific information.

See also ATHLETIC RULE BOOK - <https://www.homenetmen.net/pb/docs/AthleticHandbook2016-2018.pdf>

Rules Committee

In order to enforce participation rules and to preserve the integrity and fairness of competition, a "RULES COMMITTEE" shall be appointed by the Executive Committee of the organizing body prior to the start of the Games.

The main function of this committee shall be to sit in judgment of appeals. Its decisions are final subject to Regional Executive Committee's approval.

Coaching

All coaches and assistant coaches representing member chapters of the Homenetmen Western U.S. Region must be certified by the Regional Executive Committee. Conditions for certification are set by the latter. All participating teams shall have designated non-playing coaches. The conduct of the team during the tournament shall be the responsibility of the designated coach.

"Coach" tags shall be issued to all designated coaches and assistant coaches and must be visibly worn during play.

Only three non-playing personnel may sit on the bench of any team event. All three must wear the coach's badges. The head coach of any team event must be at least 18 years of age.

The Coaching staff must wear a shirt with Homenetmen "Vahan" and chapter name while coaching.

At all times during the tournament, the presence of a designated coach is required for the team to start and continue in a game. Should the designated coach be a playing-coach on that team, another designated coach or the Athletic Director of that chapter shall take his/her place. If neither is available, the game shall be considered a forfeit.

Appeal Procedures

The "RULES COMMITTEE" may accept an appeal protesting the outcome of a contest, whenever an event or tournament rule governing that particular contest has been violated. An appeal shall not be accepted when the judgmental decision of the game officials or that of the "REGIONAL ATHLETIC COUNCIL" is in dispute.

An official protest document, signed by the team coach or the athletic director, shall be submitted along with a non-refundable \$35 (THIRTY-FIVE U.S. DOLLARS) fee within TWO hours after the end of the disputed game and no later than the start of the subsequent game affecting the protester or the protested. The protest document and the fee shall be delivered to a member of the "RULES COMMITTEE" via the Regional Athletic Council. Fees may be submitted by check or cash, payable to Homenetmen.

The "RULES COMMITTEE" shall notify through the Regional Athletic Council, the Athletic Director its decision as soon as possible.

Conduct

Athletes, coaches and managers ejected from a game by a game official due to un-sportsmanlike conduct shall be suspended from participating in the team's next scheduled ONE game. Should the same infraction be repeated by the same individual, he/she shall be automatically suspended from that particular sport event for the remainder of the Games.

An athlete, coach, or manager ejected from the final game of a particular event in a given tournament, by a game official due to un-sportsmanlike conduct shall be suspended from participating in his or her next game in any other event. If they are participating in another event.

HOMENETMEN Western USA Region- Code of Conduct



The following codes of Conduct need to be signed by all involved.

If this code is violated by any individual, there are consequences. Each chapter has to determine such consequence.

Athlete's Code of Conduct

Preamble:

Homenetmen's mission is to prepare exemplary and law abiding citizens by providing physical and health education, endowing the mind and soul with the finest spirit of sportsmanship, and developing an understanding of responsibility and honor as they strive for individual and collective excellence.

It is therefore essential for parents, coaches and officials to encourage youth athletes to embrace the values of good sportsmanship. Moreover, adults involved in Homenetmen sports events should be models of good sportsmanship and should lead by example by demonstrating fairness, respect and self-control.

I therefore pledge to be responsible for my words and actions while attending, coaching, officiating or participating in a Homenetmen sports event and shall conform my behavior to the following code of conduct:

1. I will not engage in unsportsmanlike conduct with any coach, parent, player, participant, official or any other attendee.
2. I will not encourage my child, or any other person, to engage in unsportsmanlike conduct with any coach, parent, player, participant, official or any other attendee.
3. I will not engage in any behavior which would endanger the health, safety or well-being of any coach, parent, player, participant, official or any other attendee.
4. I will not encourage my child, or any other person, to engage in any behavior which would endanger the health, safety or well-being of any coach, parent, player, participant, official or any other attendee.
5. I will not use drugs or alcohol while at a Homenetmen sports event and will not attend, coach, officiate or participate in a Homenetmen sports event while under the influence of drugs or alcohol.

6. I will not permit my child, or encourage any other person, to use drugs or alcohol at a Homenetmen sports event and will not permit my child, or encourage any other person, to attend, coach, officiate or participate in a Homenetmen sports event while under the influence of drugs or alcohol.
7. I will not engage in the use of profanity.
8. I will not encourage my child, or any other person, to engage in the use of profanity.
9. I will treat any coach, parent, player, participant, official or any other attendee with respect regardless of race, creed, color, national origin, sex, or ability.
10. I will encourage my child to treat any coach, parent, player, participant, official or any other attendee with respect regardless of race, creed, color, national origin, sex, or ability.
11. I will not engage in verbal or physical threats or abuse aimed at any coach, parent, player, participant, official or any other attendee.
12. I will not encourage my child, or any other person, to engage in verbal or physical threats or abuse aimed at any coach, parent, player, participant, official or any other attendee.
13. I will not initiate a fight or scuffle with any coach, parent, player, participant, official or any other attendee.
14. I will not encourage my child, or any other person, to initiate a fight or scuffle with any coach, parent, player, participant, official or any other attendee.

I hereby agree that if I fail to conform my conduct to the foregoing while attending, coaching, officiating or participating in a Homenetmen sports event I will be subject to disciplinary action, including but not limited to the following in any order or combination:

1. Verbal warning issued by a chapter or/and Regional Athletic Council.
2. Written warning issued by a chapter or/and Regional Athletic Council.
3. Suspension or immediate ejection from any Homenetmen organized sporting events.

Name:

Chapter:

Signature:

Coach/Athlete:

Team:

Date:

(If under 18 please print athlete's name, and have parent sign).

PARENT CODE OF CONDUCT

1. I will encourage good sportsmanship at all times by setting a positive example for my child. I pledge to support all participants, including teammates and opponents, coaches, referees and spectators.
2. I will demonstrate a positive attitude towards youth sports, not embarrassing myself, my child or any other participant by yelling or creating a scene. I will applaud good effort in victory and defeat.
3. I will make sure my child is participating voluntarily in the sport and not forced to because of my wishes.
4. I will strive to learn the rules of the sport and support the officials in their enforcement of these rules.
5. I will support the goals of youth sports, including skill development, emphasizing fundamentals, building teamwork, and encouraging fair play.
6. I will support and communicate with the volunteer coaches, encouraging them to uphold the Coaches Code of Conduct.
7. I understand that youth sports are not babysitting services. I will offer to participate as a coach, team liaison or parent, or provide transportation.
8. I will demand a healthy environment, refraining from alcohol, drug or tobacco use at all sports events. I will insist that all other participants display the same restraint.
9. I will monitor game and practice venues for safety.
10. I will teach my child to respect other players, coaches, referees and spectators, regardless of their race, creed, gender or ability.
11. If I identify problems or have concerns, I will calmly seek solutions at a proper time and location, refraining from confrontations in front of the children.
12. I will strive to make youth sports fun. After all, isn't that why my child signed up in the first place?

Parent Name (please print):

Parent Signature:

Date:

Chapter Name:

Team Number/Coach:

Coaches' Code of Conduct

It is important to acknowledge that in a volunteer-based organization every effort will be made to help, accommodate and encourage our volunteer coaches in their efforts to support the organization. At the same time the coaches should represent the positive spirit of the organization and the four pillars it stands for. Coaches at every level should realize what is expected of them and what they should strive for. The following are the codes of conduct which should be followed to the letter.

1. Coaches are directly responsible for the conduct of their players during practices and games. A Coach must set an example of good sportsmanship and fair play at all times.
2. Coaches shall never place the value of winning over the physical and emotional safety and welfare of the players. Coaches should realize that the program (especially for under 14s) are for the children and not the adults.
3. Coaches must show courtesy and respect to their players, opponents, parents, spectators, referees and each other, at all times. Coaches must treat all their players fairly and favoritism toward any player must be avoided. Every effort should be made to balance playing time for each player.
4. Coaches should not use offensive or inappropriate language in the presence of their players during practice or games. Coaches are directly responsible for the behavior of their parents and spectators. Coaches must require that their players, parents and spectators refrain from using offensive or inappropriate language during practice or games.
5. Coaches must look out for the safety of their players at all times and bring to the attention of the referee(s) any situations that could jeopardize the safety of their players. They also must be alert to potentially dangerous situations arising because of actions by their own players. Coaches should not hesitate to substitute a player whose actions could lead to injuries or altercations among players.
6. The head coach is responsible and accountable for the actions of his or her assistants.
7. Coaches are the leaders and must be organized. A disorganized coach imparts this disorganization and sub-standard approach to the entire program. Practices must be instructional, challenging and efficient; they should start and finish on time.
8. Coach's attire must be appropriate to the occasion.
9. Coaches should contact the Athletic Office for any conflicts with a player, parent, or another coach first.
10. When traveling, the trip supervisor and respective committee lead must be contacted in cases of any conflicts, related to Ararat or Regional or host organization, FIRST.

B. Substance Abuse Policy Violation Agreement for Leaders

I, _____ an athlete/scout Leader in Homenetmen Western U.S. Region, having previously agreed to abide by the rules and regulations specified in the Region's Substance Abuse Prevention and Testing Policy, hereby state that I have violated the conditions of that agreement.

This constitutes my first/second/third/fourth violation of the above policy in the two consecutive Activity Season's beginning on _____.

Having previously been made aware of the repercussions of such violations, I hereby agree to be subject to the following:

- ☐ Suspension from all Homenetmen athletic/scouting activities for a period of _____, commencing on _____.
- ☐ Mandatory participation in a Drug Assistance Program, at my expense, to be completed by _____.
- ☐ Weekly Drug Testing, at my expense, for a period of _____, commencing on _____.
- ☐ Expulsion from Homenetmen, effective on _
 - Parent / Legal Guardian:
 - Homenetmen Western USA Region Representative:
 - Witness:

Date: _____

HOMENETMEN Western USA Region Abuse Policies

A. Substance Abuse Policy Agreement for Leaders

I, _____
an athlete/scout Leader in Homenetmen Western U.S. Region, hereby certify that I have read, understand, and agree with all the provisions of the current version of the Region's Substance Abuse Prevention and Testing Policy.

I also agree to abide by the rules and regulations specified in the above Policy and certify that I consent to the Drug Testing Policy and Procedures for Leaders as detailed in the policy document.

I am aware that any violations of the above Policy may include suspension from Homenetmen activities and programs, expulsion from Homenetmen, in conformance with the organization's bylaws, as well as referrals for criminal prosecution by appropriate law enforcement agencies.

Athlete/Scout Leader

Street Address

City, State, Postal Code

Home Telephone

Emergency Telephone

Parent / Legal Guardian

Witness

Date



The Homenetmen Leader's Check List #13

SPORTS PROGRAM



- The sports program of Homenetmen Western USA is an extremely popular program with over 4000 members
- Each chapter organizes local sports tournaments and also participates in age appropriate Regional level competitions and annual Navasartian games
- The Board's responsibility is to offer training opportunities to their members and prepare them to participate in as many tournaments as possible, with as many athletes as possible.
- HOMENETMEN ENCOURAGES HEALTHY COMPETITION BUT WINNING IS ALWAYS KEPT IN PERSPECTIVE
- All Homenetmen young athletes have to receive an educational curriculum that has a strong Armenian dimension to it
- Character development in young athletes and providing an environment for young Armenian kids to meet each other, is the primary goal. The educational program of the young athlete is a major responsibility of each Chapter Board.
- It is important for Athletic Committees and Coaches to make athletes participate in various Homenetmen activities and functions, not just athletics
- Homenetmen Western USA Region follows a strict code of conduct for the coach, the parent and the athlete



Chapter 14: The Financial Program

Financial Planning

The future of Homenetmen and the success of its chapters depends on strong Boards with adequate financial resources. Only well financed chapters have the ability to provide exceptional program facilities, conduct first-class programs, attract supporters and volunteers, and employ a well-trained staff.

Being a non-profit organization does not diminish the importance of adequate financial resources, quite the contrary.

Nonprofits have ethical and legal obligations for meeting their stated goals, often relying on financial planning to attain those objectives. Creating financial plans based on different types of fundraising strategies, sound budgeting and ongoing fiscal management will help us keep our organization in the black as we perform the organization's work.

As part of creating a financial plan, we have to start thinking outside of our comfort routine and begin thinking as a large non-profit or as a corporation. We may include such revenue strategies as donor and endowment development, corporate partnerships and sponsorships, special fundraising events, and grant solicitation.

Particular attention will need to be paid to identify, cultivate, and solicit donors at all levels (operating, capital, and endowment) who are supportive of the mission and values of Homenetmen, scouting and sports. Until now the emphasis has been on individual donors rather than on corporate and community resources, but more and more we need to focus on the latter. It is essential for the board to satisfy donors' concerns with established spending and investment policies, administered by the board finance committee and a team of staff and professional advisers.

The Regional Boards must also build an endowment fund sufficient to stabilize council finances in the face of annual funding cycles. Chapter Boards must develop a plan for strong, sustainable, responsible fiscal management procedures.

Legal Obligations

The board is ultimately responsible for adherence to legal standards and ethical norms. It is important to determine legal obligations and boards have to understand that they have certain restrictions. Our organization's bylaws mandate that we hold a Chapter Annual General or a Regional Representative Meeting for many financial decisions.

Homenetmen is an organization with 501(c)(3) status which allows donors to write off contributions. Some revenues, might be considered unrelated business income and may not be tax exempt. Currently, Homenetmen Western US Regional has one Tax ID number(EIN) for the entire region.

Note: The Regional board is in the process to create the criteria upon which certain chapters would be allowed to have their own EIN.

Annual Financial Plans

No matter how a nonprofit raises and disburses funds, it should have an annual financial plan similar to any other non-profit. The plan should include revenue and expense projections while help the organization create a detailed annual budget. The treasurer should conduct regular budget variance analyses reports and provide updates to the board of directors. The financial plan might include limited spending based on revenues, or might allow the organization to post a net loss on operations, as long as there are other types of income and meets its mission goals.

Long-Range Planning

Nonprofit boards often hold annual retreats to discuss long-term plans. They include their president/chairman, the treasurer, finance committee chair and members, the contract accountant if they have one and other select key members, to discuss annual and multi-year plans, such as a two-year plan for membership and revenue growth. During this type of planning, nonprofits examine past and current revenue development methods and evaluate which should receive more attention and what type of income the nonprofit might receive during the planning period. This includes developing membership attraction and retention plans and its effect on income from dues. A board might expand certain fundraising activities or cut costs in specific areas in the event its financial plan doesn't meet expectations.

Homenetmen usually has this sort of meeting at its General Meetings, but it is time to follow other non-profits in this endeavor and have special long term planning retreats.

Fundraising and Donor Development

A common financial strategy for nonprofits is to raise revenues through fundraising activities, sport events, golf tournaments, raffles, banquets, silent auctions and other events that raise money for the organization. For some other non-profits, fundraising also includes developing partnerships with businesses that requires the organization to promote the business partner in exchange for a percentage of their sales. Other corporate partnerships can include set-fee sponsorships of our organization in its events.

For Homenetmen, the traditional fundraising financial strategy has been mainly limited to donations of money, and at times donation of services and goods by individuals. Thus we need to do more. We don't need to emulate others, but we have to start thinking more for profit, but along the way keep our integrity and non-profit values intact.

Another difference. Unlike some charities who make donor solicitation a requirement to become board members, Homenetmen does not have such requirements. Board members are elected not invited and are not expected to make contributions beyond their capabilities. However, board members should encourage their personal contacts to donate to the organization. For that reason and to seek donations from other wealthy community donors, all board members should exert themselves on improving their abilities in donor development and cultivation.

Chapter Assets and Bylaw Covenants regarding Chapter owned Property

Currently all Homenetmen USA Chapters utilize the same Tax ID number(EIN) with 501(c)(3) status. This allows each chapter to independently hold bank account(s) under the main EIN, as well as Trust and investment accounts. The checking and saving accounts/CDs are categorized by the banks as business accounts. Each chapter owns its liquid assets and is free in how to manage its assets, as long as it is consistent with Homenetmen bylaws.

Property assets are different though. All property and Estates of the Chapter is defined by the Western USA Homenetmen bylaws, specifically Articles 467 "126", 468 "127", 469 "128" and 470 "129", which stipulate that all real estate (GYMS, Centers etc..) must be registered with the relevant governmental agency under the name of the Homenetmen USA Western Region Executive Board and not the chapter's.

Who Pays for the Cost of Homenetmen Activities?

By now it is clear that Homenetmen Western USA Regional and its chapters incur expenses for program services, training and development of the youth. The annual cost to run Homenetmen Western USA Region is a bout 7-8 Million Dollars. Of this, about 20% is for Regional level activities, such as Navasartian, and the rest is at the local chapters' level. Some small chapters/Miavors have 10-15 thousand budgets, some large chapters, over a million.

Endowment and Trusts

Some nonprofits create a financial plan that uses the interest earned on the principal of an endowment to fund all or part of the organization's annual activities. Depending on the size of the endowment, the nonprofit's financial plan might be to increase the principal each year through donations, or to simply spend the interest if the endowment is large enough.

Homenetmen chapters may approach community members to consider the following:

Endowment Funds: Gifts of \$5,000 (as an example) or more establish a permanent fund in the name of the donor or in the memory of a loved one. Life Insurance allows a donor to give by making a gift of assets no longer needed for the family's security. A donor may give new or existing policies or assign proceeds to be paid in part or in full to the Homenetmen Chapter.

Life Income Agreements allow donors to make substantial tax-deductible gifts to the Homenetmen Chapter while retaining the income during the donor's lifetime.

Bequests and Charitable Trust to the Homenetmen Chapter in a Will or Trust provides and supports future programs and activities while the amount of the gift is deducted from the taxable portions of the testator's estate.

Even though Homenetmen W USA has about 15 Million dollars in assets, this is mostly in the form of fixed assets. As an organization, we have limited cash assets and do not have large interest bearing accounts or endowment funds to utilize as revenue and cover activity costs.

The cost of activities is therefore shared between the organization and participants and is shared by four group: the young member, the member's scout or sports division, the local chapter, and the Regional WUSA Homenetmen organization.

- Youth members and their parents pay their share: The member buys the uniform, handbook, and personal equipment, and pays camp fees. Members also pay dues to help offset the expenses of operating the scout or sports program.
- Chapter division responsibility: The scout or athletic unit pays for activities and some the supplies and equipment needed to support the athletes, cub scouts or scout troops. These funds come from member dues and also various money-earning projects that have been approved by the local chapter.
- Board responsibility: Additional costs that the Board has to cover are the insurance fees and dues paid to the Regional or Central organization, gym rental/occupancy expenses, training seminars and conferences, PR, IT, operational costs, etc. Local chapter boards pay their share through added financial resources which means fundraising.

It is a fact therefore that every year, Homenetmen chapters and the Regional Board have to come up with different sources of income, in the order of millions of dollars.

Sources of Income in a Chapter

The responsibilities of raising, managing, and investing finances is assigned to the chapter treasurer and finance committee, under the supervision and general guidance of the executive board and its chairman.

Funds for annual chapter operations generally are obtained through the following sources and the source of income is either thru activities or from contributions:

A. From Activities:

1. Activities (camporees, scout shows, summer camps, day camps, Avedoum/Caroling events)
2. Special events (golf tournaments, sporting events, social activities and dinners)
3. Project selling (camp equipment, office supplies WITH LOGO, wish book items)
4. Product sales (popcorn, candy, Christmas trees)

B. Ways to Give:

5. General Contributions to the Homenetmen Chapters annual fund to support youth, educational and cultural activities.
6. There are a number of opportunities for families and individuals to designate gifts to the programs of their choice: In Lieu of Flowers and Memorial Gifts; and In Lieu of Birthday and Anniversary Gifts.
7. Friends of HOMENETMEN (fund-raising campaigns)
8. Specific Event Sponsorship
9. Digital Ads and Online Ads with Sponsorship packages for different programs
10. Investment income (from direct gifts from their income, bequests) or from real estate rent
11. Endowment, if applicable
12. Grants (see below)
13. United Ways: United Way is a major charitable organization that provides allocations, and donor designations to BSA. Homenetmen has not tapped into this yet, but we are a BSA organization and should look into this. United way requests involve filling out an application.

Professional Financial Advisors and Homenetmen

Homenetmen is acknowledging the need for the services of professionals for financial services, particularly for fundraising and grant writing:

Professional fundraisers: Many non-profit organizations take advantage of the services of professional fundraisers. These fundraisers may be paid for their services either through fees unrelated to the amounts of money to be raised, or by retaining a percentage of raised funds (percentage-based compensation). However, by far the most common practice of American non-profits is to employ a staff person whose main responsibility is fund raising. This person is paid a salary like any other employee, and is usually a part of the top management staff of the organization.

Grant Writers: Grants are mainly a government funding (federal and non-federal) that non-profits are entitled to apply for. Homenetmen Regional and some of the large chapters need to apply for such grants. There is a data base for such grants but it is not so easy to find opportunities unless one knows his/her way.

That is why some nonprofits hire professional grant writers for this purpose. It pays to spend money to get a larger donation(grant):

- **Finding prospective grants and funding agencies:** Whether your proposal receives funding will rely in large part on whether your purpose and goals closely match the priorities of granting agencies. Locating possible grantors is a time consuming task, but in the long run it will yield the greatest benefits. Even if you have the most appealing research proposal in the world, if you don't send it to the right institutions, then you're unlikely to receive funding.
- **Process of Grant Proposal Filing:** Grant writing refers to the practice of completing an application process for funding provided by an institution such as a government department, corporation, foundation or trust. Such application processes are often referred to as either grant "proposals" or "submissions."
- **Preparing a nonprofit grant proposal budget:** Even if written by a professional, will need the Board's input to write an executive summary:
 - Identify your organization.
 - Include your mission statement.
 - Emphasize the key points of your grant proposal.
 - Clearly communicate the need for your program.
 - State the cost of the project and the amount you are requesting.
 - State the time period for the project.

Good Governance implies Board Oversight

The management of the Board's finances is an important responsibility of the board and its members. Each board member has the responsibility of voting for financial policies and the budget. All members must ensure they understand and agree with what they are approving.

First, it is important to clarify that Homenetmen Western USA Regional is a tax-exempt organization that operates under the Internal Revenue Service- IRS section 501 (c) (3) rules. That means that Homenetmen as an organization must be organized and operated exclusively for exempt purposes and none of its earnings may inure to any private shareholder or individual. In addition, it may not be an *action organization, i.e.*, it may not attempt to influence legislation as a substantial part of its activities and it may not participate in any campaign activity for or against political candidates.

Second, the financial health of the board itself falls under the oversight of the Regional Representative Meeting. The RRM uses the board's accounting reports, the approved budget, and financial policies to properly fulfill its fiduciary responsibilities. That is why it is so important

that the board ensures that the Treasurer, finance Committee and the professional accountant are capable of producing accurate and timely accounting information. And for them to do be accurate, all chapters have to provide accurate and timely reports.

Third, financial transparency is an absolute must. The Board has to oversee to this.

For best oversight, the following are necessary:

1. Homenetmen chapters have to use Intuit QuickBooks. All information should be updated and entered via QuickBooks software.
2. The Regional Board ought to have a professional accountant. The chapters have to make their financials available to the accountant, whose responsibility also includes mentoring the Chapter finance team.
3. There has to be a finance team, with a proper and disciplined check and balance system. The board and General Meetings usually identify officers and subcommittees to assist in some of the financial responsibilities. These include:

Treasurer—The treasurer has the responsibility for articulating to the board the financial health of the organization. The treasurer works with the chairman in preparing the appropriate reports for presentation at committee, board, and annual meetings. The treasurer often reviews various accounting functions such as the bank reconciliations and internal controls for satisfactory compliance with appropriate financial policies.

Finance Committee—The finance committee usually has the responsibility of overseeing management of the board's assets. Duties include support in the preparation and evaluation process of the annual budget, oversight of the CEB's investments, and other responsibilities designated by the board.

Audit Committee—The audit committee's primary function is to contract an auditor for the purposes of an independent study of the accounting records and internal controls of the organization. The audit committee of the Board receives the auditor's findings, including a management letter, which consists of recommendations for improvements. The committee then presents the annual audit report and recommendations to the full board. The audit committee should also test for management the effectiveness of the council's internal controls and approved financial policies. The audit committee chairman usually reports directly to the chairman, and the committee should have representation of non-board members with knowledge of not-for-profit accounting.

Development Committee - The development committee (**AKA the fund-raising committee**) is primarily responsible for management of the board's fund-raising campaigns. These campaigns include operating fund campaigns such as Friends of Homenetmen, capital campaigns for renovations or new construction of facilities, and planned giving campaigns for the generation of gifts to the board's endowment funds (if any). The development committee works with the entire board to ensure the board has enough resources to effectively carry out its mission. The development committee assists a professional fundraiser who assists the Regional Board in fundraising efforts.

Understanding Homenetmen Financial Statements

All board members have to understand finances and be engaged in oversight.

Suggested Questions a Board Member Might Ask

- Do we have a current strategic plan?
- Do we have a sound financial plan? Is it tied to the strategic plan?
- Do we have enough cash?
- Are our reserves satisfactory?
- Are our major expenses in line?
- Are we meeting our budget?
- Are our expenditures appropriate?
- Are we insured appropriately against risks?
- Are we meeting the guidelines and requirements set by the IRS for not-for-profits?
- How realistic is the budget?
- How often is the budget monitored?
- How volatile are the board's funding sources?
- Are there any trends in the sources of funds that may impact income?
- Is there adequate documentation of endowments, grants, and other donor funding?
- What is the board's endowment fund distribution policy? Is it within the recommended range of 3 percent to 5 percent?
- Is there a decline in the key indicators of cash flow, debt management, operating surplus, and revenue growth?
- Is the board current in its payroll taxes and benefits compensation?

ACCOUNTING PRINCIPLES and POLICIES:

QuickBooks use is a must. Still, here are basic accounting policies and procedures.

Accounting Procedures

All chapters have fiduciary responsibilities. The following is necessary for timely and uniform financial reporting:

- All accounting documentation should be completed by using QuickBooks electronic accounting software and by following GAAP accounting policies and procedures.
- The accountant/controller should have general knowledge of accounting.
- Cash method is the accepted method; accruals and receivables are at the discretion of the Executive Board.
- All types of assets should be recorded
- Because Executives frequently change, it is important to keep records of all of the following: accounting, banking, legal, investment, and insurance and employee benefits if any.

- The authorized signer on any cash or investment account is the Treasurer
- The person who records cash activity and posts to the general ledger is the accountant = controller.

Weekly Responsibilities

1. The controller posts all receipts and disbursements to the general ledger.
2. The treasurer prepares all deposits and delivers to the bank. The deposits are then recorded by the bookkeeper.
3. Two different individuals should count the collected cash and checks. The treasurer should prepare the deposit slip; the Chairman should initial it after confirming its accuracy.
4. Cash and checks should be kept in a locked vault prior to bank deposit.

Monthly Responsibilities

1. All general ledger activity should be posted
2. All investment earnings should be posted
3. All cash and investment amounts should be reconciled to the bank statements.
4. All payables, receivables and debt should be recorded.
5. Monthly financial statement should be provided to the Executive Board.

Quarterly Responsibilities

1. Someone from the Chapter General Assembly Finance committee should review reconciled accounts.
2. QuickBooks backup should be sent to the Homenetmen Regional office.

Annual Responsibilities

1. Depreciation expense as well as gain/loss on fixed assets should be recorded.
2. The Executive committee should review and sign off and then transmit the year-end financial statement to the Regional Executive committee along with QuickBooks backup.
3. The financial annual report should be presented to the Chapter General Assembly meeting.

Additional Accounting Policies:

1. Fees for annual dues, tournaments, camps and other payments should be acknowledged by an official receipt from the Chapter bearing the treasurer's signature. The receipt should be sent to the members at most by one month after the payment.
2. All donations or contributions should be acknowledged by the chapter treasurer, as soon as collected, with an official chapter receipt along with a thank you letter.
3. For activities that cost \$25 and below, it is acceptable to collect the fee and submit on one list with details of the participants; accordingly, one receipt is given.
4. Trips and camps should be organized with detail documentation of accounting. All collections should be submitted at least a week prior to the corresponding event.
5. All subcommittees are entitled to have "petty cash" accounts varying from \$250 to \$1,000.
6. "Petty Cash" account is used for practicality and unforeseen expenses. If so, each expense should be documented and approved by the subcommittee chair and treasurer. For "Petty Cash" expenses above \$250 approval from the Chapter treasurer is necessary. All expenses through this account need corresponding receipts and are to be submitted to the chapter treasurer at most every 2 months to get corresponding check/or cash for reconciliation.

7. All subcommittees should request checks for anticipated expense not utilizing “petty cash”, from the chapter treasurer. In this case, the proper check request form should be filled and submitted to the treasurer at least 1 week prior to the need.
8. Any expense request above \$1,000 should be preapproved by the executive committee.
9. All purchases should be made by documenting on a purchase order form.
10. Subcommittees are not expected to open separate bank accounts. In the event that the Executive Board has allowed such, the subcommittee treasurer should submit the checkbook along with a detailed accounting to the Chapter treasurer every 3 months, for review and evaluation.
11. It is the responsibility of the Chapter treasurer to provide a copy of already written checks to each subcommittee, for the latter to reconcile its event accounting prior to final submission.
12. All forms (budget, check request, purchase order form etc.) may be obtained from the Executive or the Office.

FINAL THOUGHTS to Board Members

The Importance of MONEY in Non-Profit Organizations

- **MONEY AND STRONG FINACIALS BRING RECOGNITION AND POSITIVE REINFORCEMENT TO THE ORGANIZATION**
- **HOMENETMEN WILL BECOME A MORE CONSEQUENTIAL ORGANIZATION TO THE COMMUNITY AND THE YOUTH MEMBERS THAT IT SEREVS, IF THE BOARD IMPROVED REVENUES AND BOOSTED CONTRIBUTIONS**

Homenetmen will become more respected and will get added support from donors, if financial reports are simple to understand and accounting is transparent.





The Homenetmen Leader's Check List #14



The Finance Program

- Homenetmen is an IRS section 501 (3)(c) organization and the board is ultimately responsible for adherence to legal standards and ethical norms.
- The cost of activities is therefore shared between the organization and participants and is shared by four group: the young member, the member's scout or sports division, the local chapter, and the Regional WUSA Homenetmen organization.
- Being a non-profit organization does not diminish the importance of financial resources, quite the contrary. Nonprofits have ethical and legal obligations for meeting their stated goals, often relying on financial planning to attain those objectives.
- As part of creating a financial plan, we have to start thinking outside of our comfort routine and begin thinking as a large non-profit or as a corporation. We may include such revenue strategies as donor and endowment development, corporate partnerships and sponsorships, special fundraising events, and grant solicitation.
- Particular attention will need to be paid to identify, cultivate, and solicit donors at all levels (operating, capital, and endowment) who are supportive of the mission and values of Homenetmen, scouting and sports
- Professional Financial Advisors and Homenetmen: The services of professionals are necessary, especially for fundraising and grant writing
- Accounting:
 - Homenetmen chapters have to use Intuit QuickBooks. All information should be updated and entered via QuickBooks software.
 - The Regional Board ought to have a professional accountant. The chapters have to make their financials available to the accountant, whose responsibility also includes mentoring the Chapter finance team.
- The Board should entrust Homenetmen financials to be simple and transparent



Chapter 15: Visual/Graphic Branding Identity and Communication Policy

Difference between Branding and Visual Branding Identity:

Branding is the truth, reputation, and value of an organization's or a business's image, ethics, and craftsmanship. A brand is the relationship between an organization and an audience. You can't brand something. You earn your brand. A brand is the reward for the hard work of building real, passionate relationships with your audience.

A visual identity of the brand includes an **organization's logo**, and a compelling visual identity is an important asset to any organization. It is the stamp or **logo** on a **product that becomes a household name and trusted brand**. It shapes the way donors, funders, clients and others perceive the value the organization brings to the community.

The Homenetmen Visual and Graphic Brand Identity

It is designed to clearly and concisely define Homenetmen's Visual Brand Identity so that it can be used by its chapters, staff, and members to market and publicize Homenetmen consistently and unilaterally across all platforms.

Homenetmen relates to its internal and external audiences through its people, programs, activities and events, advertising, public relations, and marketing communications. The purpose of a Brand Identity message is to ensure a consistent and repeatable set of messages across all communications.

Homenetmen's communication programs should create an immediate, compelling, credible, and lasting impression on its members, prospective members and supporters of the organization. In order to build and maintain a distinctive Brand Identity, the consistent use of Homenetmen's brand logo, name, messages, images, colors, and every aspect of its visual identity is vital to the solidity of the identity.

In all communication programs, whether a web site, a letter or email, news release, social media, or brochure, the positive association of the brand HOMENETMEN needs to be cemented in the minds of Homenetmen's internal audience, as well as the general public. Through this

process, Homenetmen will build awareness of its organization, its values, and its positive influence on all the markets it serves.

Brand Identity is the proprietary visual, emotional, and cultural image that surrounds Homenetmen and its standards. It defines and symbolizes each representative of Homenetmen; its volunteers and how they act and interact with respect to others within the organization, within its communities, and within the worldwide family.

Strict adherence to Homenetmen's brand and graphic identity standards is essential and mandatory for the Brand Identity to be remain effective.

Communication Rules and Guidelines:

The exchange of information is an ongoing process in Homenetmen. Communication is obviously a two-way process in which the end point is a mutual understanding. During the process ideas are shared.

Homenetmen has different stakeholders, divisions, individuals with different levels of responsibility. Successful management of activities depend on properly executed communication.



Guidelines:

Let's clarify first the rules of engagement with the outside world, mainly how to present our brand visually, how to communicate thru social media, the web and via e-mails.

Protecting the Homenetmen brand and avoiding misuse of the organization's name:

- a. In Armenian Հ.Ա.Ը.Մ. stands for Հայ Մարմնակրթական Ընդհանուր Միություն
- b. Homenetmen stands for HO-MEN-ET-MEN or Hay Marmnagrtagan Enthanour Miyoutyouun. In English, it's accepted translation is - General Athletic Union and Scouts. However, the branding of our organization is always with using the name Homenetmen with all 10 letters.

- c. In English, the name of our organization has to be spelled as **HOMENETMEN not HMEM or H.M.E.M.**
- d. The abbreviation H.M.E.M should never be used on any occasion. Whenever writing or corresponding in English, the word Homenetmen should be written in its entirety. HO-MEN-ET-MEN cannot and should not be abbreviated as HMEM.
- e. ՀոմենԸթՄեն or any of its variations in Armenian should not be used. The correct version is Հ.Մ.Ը.Մ., with 4 letters and period punctuations.

Web site:

Each chapter is encouraged to have its own website which should adhere to the visual and graphic branding rules and regulations.

- Homenetmen's Western US Regional Office must have access to all web site accounts. Accounts can post messages about current events, upcoming events, accomplishments, achievements, or general information.
- Political and non-Homenetmen sanctioned events should not be posted unless expressed consent is given from Homenetmen's Western US Regional Office.

Social Media:

Chapters are encouraged to use Facebook, Instagram, YouTube and other social media platforms.

All Social Media will adhere to the rules and regulations as mentioned.

- Homenetmen's Western US Regional Office must have access to all social media accounts. Accounts can post messages about current events, upcoming events, accomplishments, achievements, or general information.
- Political and non-Homenetmen sanctioned events should not be posted unless expressed consent is given from Homenetmen's Western US Regional Office.

Emails:

All Homenetmen related email should be sent from the individual's or the group's Homenetmen.org account.

Chapter / Regional titles can be associated to the account as follows:

- a. Name – Homenetmen (Chapter) Chairperson – Vice- Chair, Athletic Director, etc.
- b. Name – Homenetmen (Region) Chairperson – Vice-Chair, Athletic Director, etc.
- c. (For Groups) – Homenetmen (Chapter) Scouting Division (for example)
- d. (For Groups) – Homenetmen (Region) Education Committee (for example)

Communication Policy

Homenetmen has different levels of inter- communication:

- Internal Communication-within the Chapter: To Members, Parents, and Chapter Committees
- Outside of chapter, inter- Homenetmen Communication: To Homenetmen Regional, other Chapter Executive Committees
- External Communication: To all non Homenetmen entities.

Here are some clarifications:

1. All internal communications are prepared by the respective council or committee (e.g. scouts, athletic, social, etc....) corresponding secretary with the Chapter Executive Representative's and the committee chairperson's accord and approval. All letters should carry the signature of the committee chairperson.
2. All external communications are prepared by the Executive Committee's secretary with the Executive Committee's (and /or the chairman's) accord and approval. All letters and circulars should have the signature of the chairman and the secretary.
3. All e-mails are to be sent via the Chapter's official address, not through personal e-mail addresses.
4. All material that require printing (such as tickets and flyers) need to be screened by the respective subcommittee representative for content approval, at least 2 weeks prior to the printing deadline. The process of printing is the responsibility of the chairperson (or the appointee) of that particular event.
5. All public relations, newspaper or media (TV, Radio etc...) announcements should be screened and approved by the Executive Board. The content should be submitted for review at least 4 weeks prior to the planned event.
6. All communication pertaining to congratulations, condolences and similar events should be executed by the Executive Board or the respective committee officers.

MOTTO

Is short sentence or phrase chosen as encapsulating the beliefs or ideals guiding an individual, family, or institution

The Homenetmen's Motto

The author of the Homenetmen Motto is Bedros Adrouni

a. In Armenian:

**Բարձրացիր
Բարցրացուր**

b. In English: "Elevate Yourself and Others Around You "

"rise and raise" and other incorrect translations, should be avoided

Proper use of Homenetmen Logos and the Motto:

Insignias (Nshan, Nshanag): Homenetmen and Homenetmen scouts have their official insignias (see page 216).

For visual identity however, Homenetmen uses its VAHAN as its one and only official logo.

For Homenetmen scouting visual identity, the Vahan logo remains but the embellished Shoushanadzaghig is also added.

Logo

A logo is a **graphic mark, emblem, or symbol** commonly used by commercial enterprises, organizations and even individuals to aid and promote instant public recognition. Logos are either purely graphic (symbols/icons) or are composed of the name of the organization

Figure 1 Official Logo

Figure 2 Scouting Logo



A. ՀԱՄԷՆ Վահանը- Homenetmen's official logo is the "Vahan". It should be used on all internal and external communications and advertising, always on the top left.

B. ՀԱՄԷՆ շուշանաձաղիկը- Homenetmen scouting logo

Note that unlike the international scouting Fleur de Lis, the Homenetmen Shoushanadzaghig has its Massis insignia-Nshan at its center and is protected by 2 wings representing our motto, rising from our VAHAN logo.

Usage of Homenetmen Shoushanadzaghig: The Homenetmen fleur-de-lis Shoushanadzaghig should be used, along with the Vahan, to distinguish Homenetmen Scouting activities. The Shoushanadzaghig should not be used on its own in visual communications. Usually it is on the right top of communications. All other guidelines as indicated for Homenetmen's Vahan should also be followed.



The Homenetmen Leader's Check List #15 Visual Branding



- In any kind of communication using the English language, the name Homenetmen cannot be substituted with the 4 letters H.M.E.M.
- The brand of our organization in the English language is with the entire 10 letters Homenetmen
- Proper guidelines protecting the Homenetmen brand should be followed in social media and the web
- All intra-organizational e-mails should use name@homenetmen.org format
- The proper process has to be followed in any official communication that involves the chapter or organization
- The Vahan “Homenetmen shield”, not the Shoushanadzaghig, is the official logo and insignia of Homenetmen. The Vahan is synonymous with the Homenetmen brand, to be used for all aspects of marketing
- The fleur-de-lis” shoushanadzaghig” is the Homenetmen Scouting insignia and logo. It is to be used along with the Vahan for scouting activities.



Chapter 16: EVENT PLANNING GUIDELINES

Chapter Boards and committees organize many events during their tenure. Events are major fundraising opportunities and essential for annual budgets. As such proper guidelines are necessary. The organizer team has to follow proper guidelines as follows:

Event Planning Guide

1. Designate event organizing committee chairperson
2. Complete list of committee members and submit the list on an official form to the Executive committee at least 3 months prior to the event.
3. Submit details of the event as well as a preliminary budget to the Executive Board at least 2 months prior to the presumed date of the event
4. Executive Board to finalize the date after coordinating with other factions in the community, in order to avoid conflict. The event is hence approved.
5. All contracts to be signed by subcommittee representative or event chair. Any contracts above \$1,000 should be approved by the Executive committee.
6. Tickets and flyers should be printed only after budget approval

Note: All tickets and flyers have to have the Homenetmen Vahan logo on the top LEFT corner and remember to never abbreviate Homenetmen to HMEM.

7. Flyers should be in Armenian and English languages
8. All printed tickets should go to the treasurer first, stamped with the Chapter's emblem and then be handed to the event committee for distribution, through a special ticket distribution form. This should be completed at least 4 weeks prior to the event
9. Hire a band if necessary
10. Hire a caterer if necessary
11. All labor, security guard and valet parking (if necessary) should be handled by the committee, with approval from the subcommittee representative.
12. At the maximum 2 weeks prior to the event, the organizing committee chair along with the subcommittee representative should provide a report to the executive committee detailing the event, potential guests and foreseeable issues.
13. If there is entertainment to be provided, the committee should be cognizant to keep it to the moral standards of the Organization.
14. All donations and booklet advertisement/contributions should be posted on a special form with corresponding receipts; the revenue should be submitted to the treasurer on an ongoing basis, prior to the event.

15. Petty cash expenses should have appropriate corresponding receipts and be posted on a special form. No extra cash expense should be submitted after the event account is closed.

16. The event account should be closed 2 weeks after the date of the event. All accounts receivable is the responsibility of the event organizing committee.

Event Accounting Procedures and Policies

Prior to the Event

- Each event needs to begin with an estimate of the expected expenses. This pre estimate analysis should be evaluated by the subcommittee and submitted to the Board for approval. Subsequently the treasurer is authorized to provide pre event expense cash or checks.
- The event pre estimate as well as all event related documents should be kept in a "pending file" until the completion of the event.
- The event should have an appointed accountant
- Individuals who sell admission tickets should keep an excel file for all transactions and be in constant communication with the event accountant.
- All cash and checks collected prior to the event should be stored with the event accountant who should be in contact with the chapter treasurer.
- Tickets for the event are tallied and provided to "sellers" by the event accountant; the details are kept in an excel file.
- Raffle gifts should be collected
- Personal checks and credit cards should not be used for event expenses.

During the Event

- Collections made from drinks should be made with coupons that are authorized and provided by the treasurer.
- Raffle tickets should be sold using coupons provided by the treasurer.
- All collected cash and checks during the event should be tallied by the event accountant and submitted to the Board treasurer with a receipt.
- There has to be two different individuals who count the collected cash and pass it to the treasurer at the end of the event.

After the Event

- All expense checks and cash should be submitted to the treasurer 3 to 7 days after the completion of the event.
- All submitted expenses should have appropriate documentation.
- All unsold tickets should be returned to the Board treasurer at most within a week from the completion of the event.
- Unrecognized ticket sales are the responsibility of the event committee.
- The event committee is responsible to pursue uncollected ticket or promised donations.

- All unused raffle gifts are submitted to the treasurer.
- The event committee should do its final evaluation of the event and agree to the final accounting figures, at most 2 weeks after the completion of the event.
- The event accounting report is submitted to the Board with the signatures of the event chair and the event accountant. A copy is kept with the subcommittee and is archived.

Event Flyer and Ticket Printing Guide

1. All printed material related to an event (flyer, tickets etc.) should include the following:
 - Left hand corner, the Homenetmen logo
 - The chapter name
 - The organizing committee name
 - The nature of the event: dinner/dance, camping, tournament, etc.
 - Location and address
 - Date and time
 - Age limit
 - Cost
 - Contact information



Notice how the Homenetmen logo is on the left hand corner

2. The committee representative has the authority to approve the form content and the print triage of the flyer/ticket
3. The tickets should be printed ready for distribution at least 4 weeks prior to the event.
4. Two copies of each event ticket or flyer should be kept in the archives.
5. Obviously it is important to get best market pricing for printing costs.

Note: For meeting invitations and general activity flyers that do not necessitate printing and do not incur cost, respective committees have the liberty to proceed ad lib.



The Homenetmen Leader's Check List #16



Event Planning

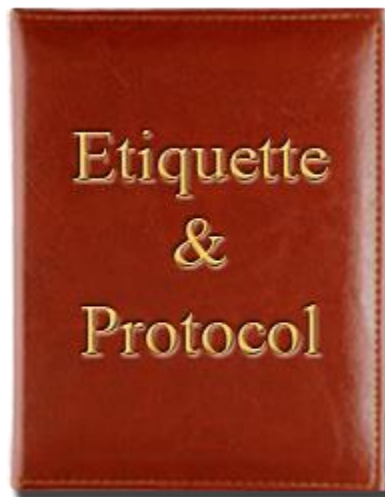
1. All printed material related to an event (flyer, tickets etc.) should include the Vahan, the Homenetmen logo, on the left hand corner.
2. All events should have a pre estimate budget analysis, that has to be approved All expense checks and cash should be submitted to the treasurer 3 to 7 days after the completion of the event.
3. All submitted expenses should have appropriate documentation.
4. The event accounting report is submitted to the Board with the signatures of the event chair and the event accountant
5. All collected cash and checks during the event should be tallied by the event accountant and submitted to the treasurer with a receipt.



Chapter 17: Proper Protocol within Homenetmen Ranks

What do Protocols mean? And what is expected?

A hierarchy and protocol exists in Homenetmen and all Homenetmen leaders have to be familiar with protocol rules. They have to respect the rules and by personal behavior become role models to others.



Intercommunication, respecting the order and protocols of an association, are essential as it relates to organizational life. The correct execution of these protocols helps create a friendly environment which facilitates better understanding amongst its members.

By using proper protocols, many uncertainties that have been problematic within the organizational ranks within the years, will be satisfied. Moreover, the proper use of the organization's protocols will help in the affirmation of discipline, which is a known value of Homenetmen.

Respect of Hierarchy:

Respect is extremely important in organizational life, whether during meetings, events or other gatherings.

All executive bodies and committees, starting from Homenetmen's highest body the Central Committee should be highly respected by all lower executive bodies, committees and members. Members should also show respect to all guests, sponsors, donors and supporters.

Meet and Greet Customary Rules:

It is essential that a mutual greeting occurs when new people are met during organizational work. When a guest joins a group, they should be properly introduced to the rest of the group. The act of a greeting is a basic phenomenon that reflects humility. A greeting shows that the parties value each other as well as illustrates and expression of love and respect.

Interrelations and Communication Channel Protocol with Chapters :

Chapter leadership reports to Regional Executive Board thru the REB Liaison

Chapter Committees communicate with the CEB via chapter Liaisons

Here is the proper channel:

- In order to have a smooth relationship with the chapters, the Regional Executive assigns a Representative/Liaison to each Chapter. The Regional Executive representative closely follows the work of the Chapters that they've been assigned to, and assist the Chapters in numerous ways.
- The official contact of the Regional Executive Representative/Liaison is the Chapter chairperson.
- The Chapter's contact to the Regional Executive is the Chapter's chairperson. This can change when the Regional Executive requests representatives for its committees.
 - Official invitations, approvals, permission requests and other important initiatives should be communicated through official letters.
- Regional and chapter offices represent their respective bodies. The Regional office represents the Regional Executive, and the Chapter office represents the Chapter Executive.
- The proper channel of communication between Homenetmen chapters and Regional Executives is created through the Regional Executive.

- Similarly, any contact between Chapter Executives and the Prelacy or the Regional Executive of other organizations (i.e. ARS) should only occur through communications through the Regional Executive body.

Protocol Etiquette at Public Events

Presentation/Acknowledgement Etiquette/Rule- During events, the presentation/acknowledgement of guests should be done in the following order:

1. Clergymen (Prelate, Priest,)
2. Government Officials (Congressmen, Senators,)
3. Pan Armenian representatives (Ambassadors, Consul Generals, ARF Bureau Representative)
4. Local Officials (Mayor,)
5. Central Executives (ARF Central Committee, Homenetmen Central Executive, ARS Central Executive,)
6. Regional Executives (ARS, Hamazkayin)
7. Organizations (ARS, Hamazkayin)
8. Chapters
9. Guests
10. Sponsors, Donors and Supporters
11. Members

Seating Rules for Public Events:

- When the President of a country or a nation's Catholicos is present at an event, they should be seated separately from all the attendees in an isolated chair in the middle of the event hall. Behind them or by their side would be the bodyguard of the President or the "Kavazanagir" of the Catholicos.
- The Prelate would sit in the row directly behind.
- To the right and left of the prelate would sit the invited guests in the aforementioned Order:
 - Clergymen,
 - Government officials,
 - Pan Armenian Representatives,
 - Local Officials, Central Executive Members,
 - Regional Executive Members,
 - Organizations,
 - Chapters,
 - Guests,
 - Sponsors, Donors, Supporters
 - and Members

Seating Rules for Homenetmen specific events:

Internal and other events- During internal events, the Chairperson of the Regional Executive or their representative (when the chairperson is not present) should be seated at the head table. And while taking formal photos, the Regional Executive representative should always sit or stand at the center of the group.

Regional Executive Representative

When a Regional Executive member is present at their own chapter event, they should be treated and respected as a Regional Executive member and not as a chapter member.

Event Program

Event programs should be concise, interesting and visually attractive

Program Order

- Flag pole ceremony, U.S., Armenian and Homenetmen Anthems
- Opening Remarks (master of ceremonies)
- Keynote Speaker Remarks
- Regional Executive Remarks
- Central Executive Remarks (if present)
- Clergymen Prayers (This should occur once, either following the opening remarks or at the conclusion of the program.)
- Closing Remarks (No other remarks or comments should be allowed following the closing remarks)

If the event program includes any other items such as singing, dancing, video presentations, etc. they should occur in between the different remarks to avoid having a repetitive program.

Flag Arrangement



Flags should be placed on stage or behind the performers of an event in the following order (starting from the left)

- United States of America
- Republic of Armenian
- Republic of Artsakh
- State of California
- Homenetmen's Western Region
- Homenetmen Chapter
- Other organizations as applicable

When requested by the family, all deceased Homenetmen members deserve to have the Homenetmen flag at their funeral.

By fully respecting and following the aforementioned protocols (intercommunication, orders etc.), it will assure that all organizational activities will be more efficient and productive.



The Homenetmen Leader's Check List #17



Homenetmen Protocol

- Respect hierarchy
- During public events, follow the proper rank in presenting and seating official guests
- Arrange the proper order of flags on the podium, during an event or ceremony



Chapter 18: Transformational Change within the Organization

Essentials of Organizational Transformation

Respecting traditions is an essential component of the Homenetmen brand, however fresh thinking and at times change in old habits and unhealthy processes is the path for continued relevance.

An organization is based on the quality of the following 3P's: People, Programs and Process. An ongoing evaluation of the 3 P's is a must for operational success. Such an evaluation ultimately leads to change. In this section, process rather than programs and people, will be the focus.

Often, change occurs after strategic planning and the following topics need to be explored in more detail thru different workshops:

- Governance in Nonprofit Organizations
- Balancing business and social objectives
- Time management
- People Management in Nonprofit Organizations
- How to improve or create the organizational culture
- Organizational psychology
- Motivation
- Getting others to follow you
- Communication
- Crisis management
- Conflict management
- Strategic alliances and Change

Process Improvement



Process improvements affect daily operations, because process improvements lead to effective results or outcomes.

The following are important variables that will impact the outcome.

1. Outcome Oriented Planning of Programs and activities

2. Effective Execution: Implementing and Monitoring

3. Potential Challenges:

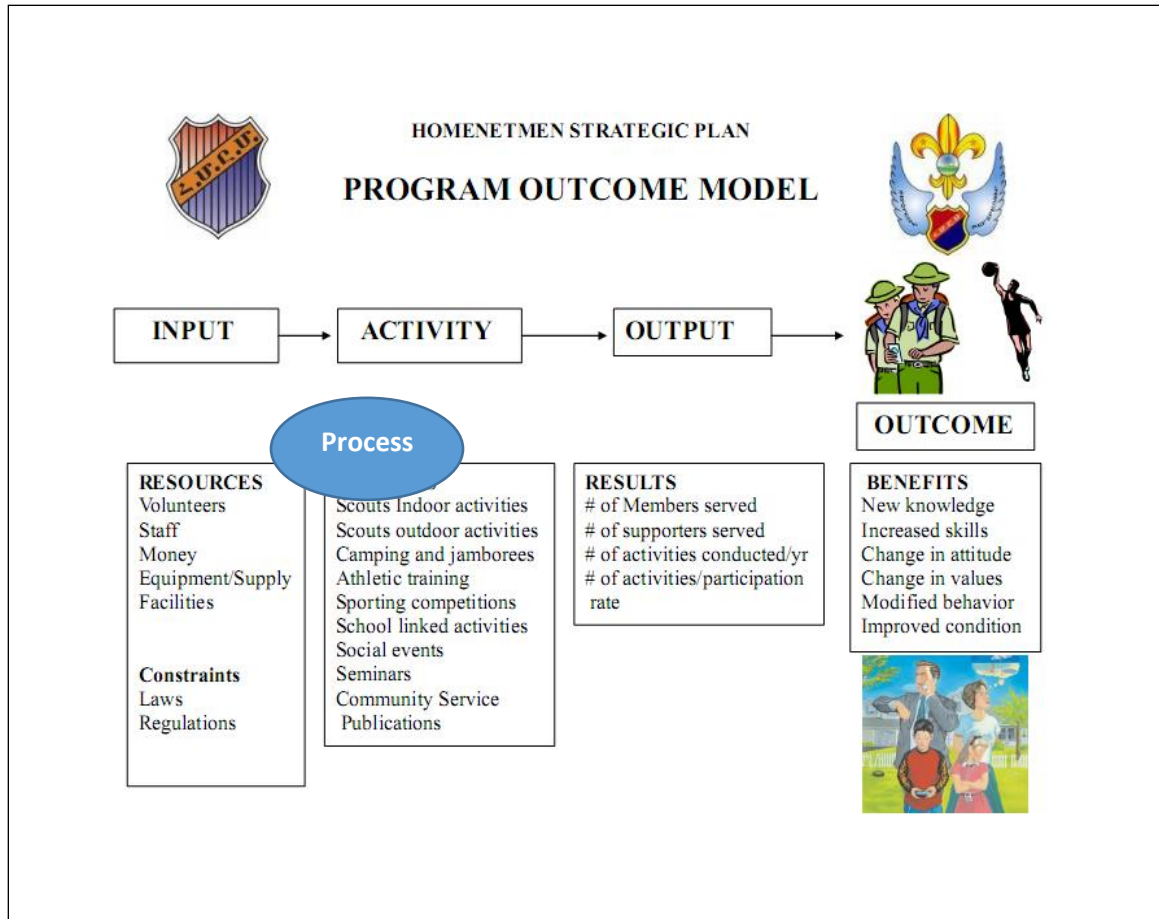
- a. Delegation of authority (or lack of it)*
- b. Expectation of professionalism in a volunteer setting*
- c. Conflict management*
- d. Parental support*
- e. Language barriers*

Process Improvement is a systematic approach, used to make incremental improvements in methodology, so that a more effective services and support is delivered to members.

During Homenetmen activities, all programs, execution and dealing with challenges need process evaluation and improvement

1. Effective Operations: Outcome oriented planning: As discussed OOP is a necessary process to achieve any long lasting result.

- **Have activities and programs with outcomes that bring beneficial value, modified behavior or improved condition to our members and the community.**
- **Metrics and monitoring of outcomes are the essence of good leadership**



2. Effective Operations: Execution

Homenetmen activities are all TEAM EVENTS. Effective Team Leaders are managers. They know how to:

- Organize the team
- Articulate clear goals for the specific event/activity
- [Make decisions based on data and the collective input of members](#)
- Empower members to speak up and challenge, when appropriate
- Actively promote and facilitate good teamwork
- To be skillful at conflict resolution

Effective leaders pay attention to all 3 phases of an Event/Activity/Program:

- Briefs – planning
- Huddles – problem solving
- Debriefs – process improvement

Effective Operations: Debrief is an important aspect of Process Improvement

Debriefing is a process improvement modality that Homenetmen leadership should do more.

Those are brief, informal information exchange and feedback sessions that occur after an event or shift, designed to improve teamwork skills and to improve outcomes.

An accurate reconstruction of key events and analysis of why the event occurred is what should be done differently next time.

3. Effective Operations: Potential Traps and Challenges:

All successful endeavors are the result of human effort; thus, **the ability to influence others** is a derivation of

- Interpersonal communications
- Conflict management
- Problem solving

Potentially, Homenetmen leaders may get trapped with the following issues:

- a. Delegation of authority
- b. Expectation of professionalism in a volunteer setting
- c. Conflict management
- d. Parental support
- e. Language barriers

All potential problems are dependent on the above endeavors. The solution to the above traps is a direct function of three elements of interpersonal effectiveness that leaders possess:

- Awareness
- Ability
- Commitment

Delegation

A leader alone cannot perform all the tasks assigned to him/her. In order to meet the targets, the leader should delegate authority.

- Delegation is about entrusting someone else to do parts of your RESPONSIBILITIES.
- Delegation of authority can be defined as allocation of powers to the subordinates (committees, ranks, etc.) in order to achieve effective results.

Process redistributing tasks or assignments includes four steps:

- Decide what to delegate

- Decide to whom to delegate
- Communicate clear expectations
- Request feedback

Take Note

Homenetmen leadership is time consuming and labor demanding responsibility. This responsibility can be distributed but much of it cannot be “dumped” simply by delegation. The leader should always guide and support the person to whom a responsibility was delegated.

Expectations of professionalism in a Volunteer Organization

Leaders should not accept nonprofessional or subpar performance from any Homenetmen volunteer. A volunteer structure does not imply lack of professionalism or quality.

Take Note

- **Homenetmen is a labor intensive organization: Weekly programs, time commitment**
- **Employed professionals are few, majority are volunteers.**
- **All mentors and subordinate leaders to Board members are adults or young adults. Subordinate leaders, including mentors need respect, guidance and supervision too.**

Therefore, DO NOT DISRESPECT or TREAT BADLY Volunteer Mentors and or subordinate Employees. Expectations from them should be high but reasonable.

The Board should make requests, but also guide, instruct and respect ALL mentors/leaders

Conflict management and Discipline and Parental support/Involvement

This is becoming the Achilles' heel. Is affecting the Homenetmen culture and retention rates. Remember: Interpersonal Relationship, Awareness and Prevention

This topic can be expanded. Suffice it to say, to work effectively as a board, certain topics of conflict management should be addressed. For example:

- How are decisions made (the continuum of Autocratic to 100% agreement)?
- Conducting personality profile (MBTI, DiSC, etc.)
- conflict resolution techniques (Thomas Killman Conflict resolution technique)
- How to give and receive feedback etc.

Few suggestions:

1. To avoid/prevent conflict with members:

Discipline is essential but a true leader does not push or let members “resign with anger” or “leave the organization with negative feelings” nor does he allow the process evolve into expulsion “Vdaroum or Heratzoum”

2. To avoid/prevent conflict with parents:

- Communicate with them and involve parents in the decision making process as much as possible, by:
 - Appointing them as members of committees or ad-hoc teams
 - Engaging them in the planning phase of activities
- But if they are not part of any decision making team, communicate regularly but avoid their getting involved in the implementation phase of the programs/activities process

Language Barriers: The Limited Use of the Armenian

The 2 crucial challenges about this issue for Homenetmen are as follows:

1. Due to non-homogenous capability of mastering the Armenian language, communication challenges are significant during activities especially in scouting. What would be the consensus for a minimum Armenian language use during scouting programs?

- Can we incorporate the teaching of the Armenian language into the Homenetmen educational curriculum?
- How can we adjust/design our programs to meet the diverse needs of the above described youth?

2. A much higher number of the youth attend local non-Armenian schools. What is the Homenetmen and your chapter’s strategy/ approach towards attracting the larger number of Armenian youth who are attending not attending Armenian schools?

- How to make programs more effective? Plan, implement, monitor
- How to delegate? With continuous guidance
- How to prevent conflict? Anticipate, communicate
- How to use the Armenian language? Ask all to speak in Armenian, at least a portion of each activity.

SUCCESSION PLANNING

Succession planning is another key responsibility of any Homenetmen Board. This is a process to identify and develop internal people with the potential to fill key roles and leadership positions in the organization.

The following are essential for ongoing success of any organization:

PIPELINE: Securing a steady stream of talents, so that continuity in the organization or chapter is achieved

NEW BLOOD: Tapping into newly engaged resources. This will bring in fresh, cutting edge educational backgrounds, recent experiences, and new technology

DIVERSITY: Tapping into diversity, as it relates to:

Age

Backgrounds

Sub-cultures

Career backgrounds

Professional expertise

How to implement Succession Planning?

1. Identify future needs, organizational gaps:

- a. What is the organization's (Homenetmen's) strategic plan?
- b. Where do you see your Homenetmen chapter a year from now? Two years from now? Three years?
- c. What resources do you need to get to the 'Desired future state'?

2. Identify key positions and competencies:

- a. What competencies will be needed to get your organization to the Desired Future State?
- b. Make a list of the key positions to be filled in the future

3. Select / focus on Top talent:

- a. Identify, attract, recruit primary and secondary candidates for each key position and determine their readiness for the role
- b. Continue to update your internal talent pool as an ongoing priority

5. Select Training & Development activities:

Committees

Task forces

Special projects

Events and activities

Cross-training

Etc.

5.Implement Training & Development activities

6. Monitor & Evaluate

How to Win the Challenge and Create a Positive Change?

THINK STRATEGIC and DEVELOP a PLAN

A good leader has to be ready for change. Organizations always have strategic challenges and an effective leader has to be ready to make changes and avoid stagnation.

Each chapter Board (and Regional Boards) should come up with strategic plans and an operational Action Plan to implement the strategic plan.

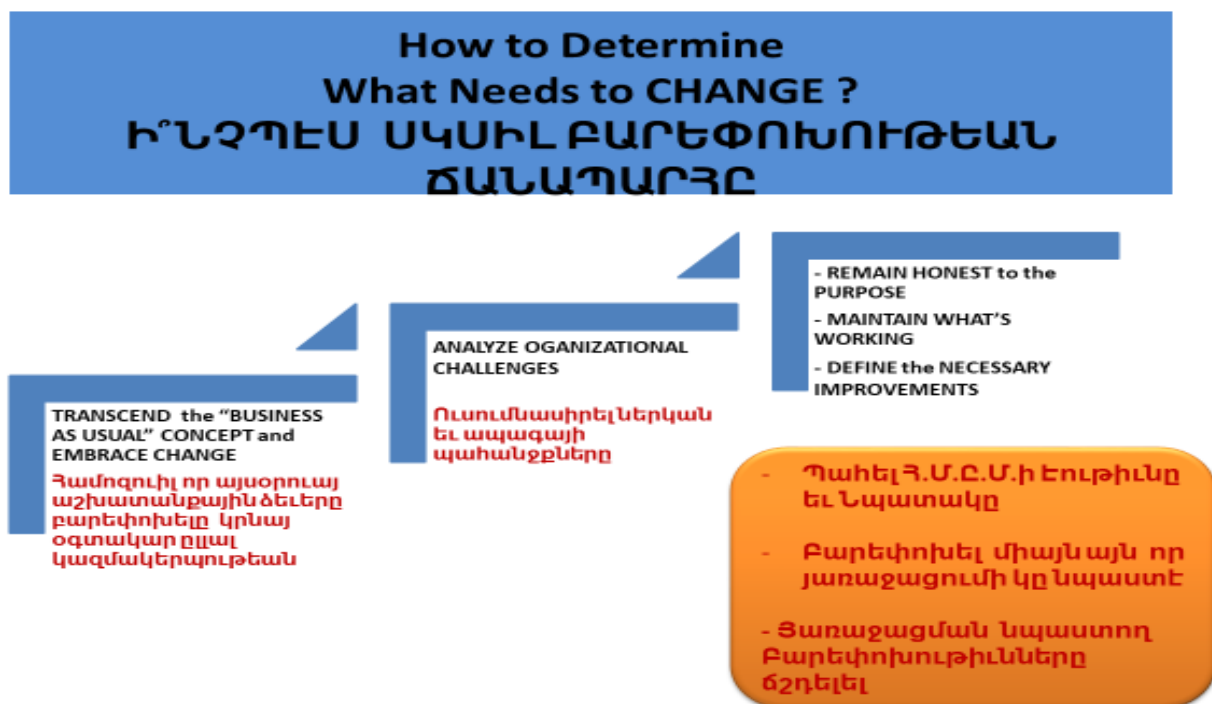
Change is a concept of effective leadership. It has 2 essentials: First, vision and second, skill with people.

The Homenetmen Regional and/or Chapter leader has to be comfortable in his/her role as a steward of Change. To be successful, he/she should:

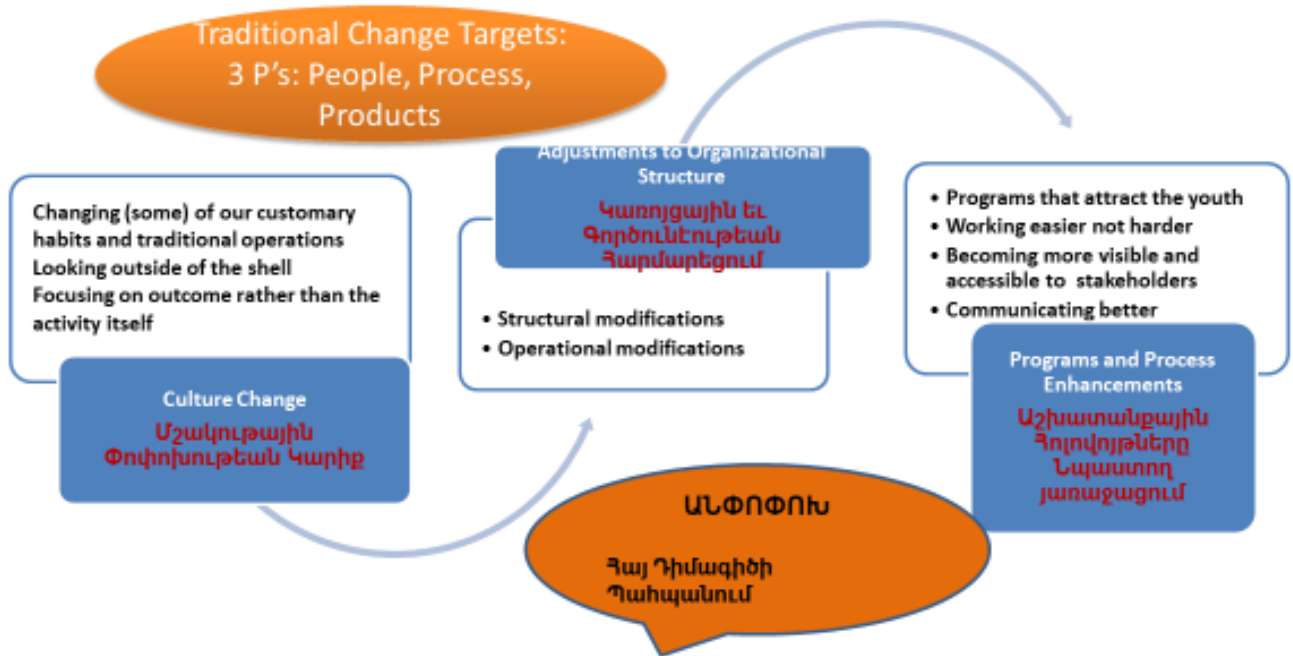
- Empower new talent
- Help people to adapt to change (followers and non-followers)

RECs, CEBs and all leaders have to read and follow the strategic plan that was endorsed by the Homenetmen World Congress in 2011 and again in 2015.

Watch it on YouTube: <https://www.youtube.com/watch?v=AsgC0okMoBY>



WHAT ASPECTS OF HOMENETMEN ARE OPEN FOR CHANGE? Ի՞նչ ԲԱՐԵՓՈՒՄԵԼ



The strategic plan thoroughly analyzed and gave solutions to the future in 11 domains, namely:

1. An appealing Vision
2. Engaged Governance
3. Stronger Homenetmen-HASK in the Republic of Armenia
4. Modern Technology
5. Youth Advocacy
6. Relevant Programs
7. Sound and Transparent Financials

- 8. Membership Growth and Retention
- 9. Outreach and Branding
- 10. Maximizing the use of the Armenian Language
- 12. Effective and Flexible Structure

Ongoing Strategic Plan

The following are strategic challenges that all Homenetmen Leaders, chapter and regional level, should constantly reevaluate as priorities:

- The challenge for Change: The organizational culture
- The Financial challenge: Financial Awareness in a Non-Profit organization
- The Competitive challenge: Embracing Technology
- The Talent challenge: Attracting the Youth

1. The Organizational culture and Change Challenge

Foundation for change demands the following from each leader:

- Create the vision of how the organization will look
- Build political base to support change
- Modify culture to fit vision

2. The Financial Challenge

The challenge of the nonprofit organization is to think as a for profit organization.

The need is to invest in technology and the following:

- a. Cultivating a culture of financial awareness. Leading the organization to financial self-sustainability
- b. Leading the diversification or expansion of revenues: service offerings
- c. Philanthropic giving: Competing for the same limited pool of funds. A lot of it is being driven by personal initiatives

3. Competitive Challenge = Operational Effectiveness

- a. Increasing social reach
- b. Building and maintaining technological capacity
- c. Pressure to improve accountability and governance
- d. Enhancing alignment and partnership with the community leaders and Homenetmen Regional Board

e. Restructuring certain aspects of the organization: Examples: New Miavors in distant locations e.g. Seattle, Texas? Northern CA quad -chapter leadership structure? Combined leadership with Hamazkayin and ARS?

4. The Talent Challenge

- a. Building a pipeline of leaders: Attracting the youth
- b. Engaging the organization
- c. Valuing and managing diversity:
 - People: Youth, mentors, parents
 - All subcultures
 - All of the youth with and without language barriers or limitations

1. Improved and modernized technology, which is the real engine of our operational transformation

2. Tools for more effective governance and a structure that are more friendly to Regions' and Chapters' needs

3. Tools that allow improved communication with members and communities alike

4. Educational Content, ready to be utilized by scouts, athletes and leaders

Watch on You Tube: Homenetmen strategic plan 2013

<https://www.youtube.com/watch?v=wFnBM9MazAI>

From a Practical Point of View, the worldwide Homenetmen family of Regions and Chapters should implement the following:



HOW Would You Become a Successful Executive?

Be smart, keep a balance in your life and always get advice

New Leaders, Take Note

Challenges

- Defining expectations
- Personal equilibrium
- Learn leadership

Leader Traps:

- Know-it-all
- Isolation
- Keeping same existing team
- Taking on too much



General Advice

- Always get advice and counsel
- Start early; do not waste time at transition period
- Show empathy to predecessor
- Establish the necessary relationships

Develop the right dynamics
w/Homenetmen hierarchy
and Regional Leadership

Suggestions:

1. As a leader, beware of the following pitfalls: friction, confusion and underperformance. Stay on path. Walk with the dreamers, believers and the doers.
2. To remain focused and achieve results:
 - Once a month, remind yourself of your community's collective goals
 - Develop or review the action plans and monitor the outcomes
3. Your ultimate task as a leader:
 - Connect with people, build trust and credibility
 - Inspire and motivate your coworkers and even more those members in the organization who want to do their best
 - Recognize talent around you. Build dynamic teams and bring together the best of diverse talents
 - Do not forget succession planning

Food for Thought to the Leader Who Becomes Successful:

- You are the custodian of the organization and as such responsible for its programs and activities. Organizing successful events is essential to measure success.
- But, at the end of the day, the effective Homenetmen leader is the one who is making a lasting impression. Success has to be long term.
- And in order to have an impact beyond an activity, a true leader has to step back, go over a check list of metrics described below and make sure that he is contributing and assisting in the progress of the organization.

Վկայություններ 6



Համեմատաբար կարճ ժամանակամիջոցի մը մէջ անօրինակ յաջողութիւն ունեցաւ Հ.Մ.Ը.Մ.-ը: Ոչ միայն սերունդ դաստիարակեց ու հայրենիքի սէր ներշնչեց, ո՛չ միայն «Առողջ միտք, առողջ մարմնի մէջ»ը տիրական դարձուց, այլեւ՝ ազգին անդամներուն մէջ եղբայրական կապ հաստատեց. կը բաւէ որ մէկը ըսէ թէ ժամանակին Հ.Մ.Ը.Մ.ական եղած է, անոր հանդէպ սէր ու վստահութիւն կը տածեն իր հեռաւոր ու մօտաւոր ընկերները: Ու այս բանը փոքր յաղթանակ մը չէ:

ՄԱՐՍԻ ՀԱՅԿԱՅԸ



#Homenetmen100

How to Measure Success in an Organization?



Metrics for the Board to Measure Organizational Progress:

If you can't measure it, you can't manage it. Therefore, you can't improve it. Without data, opinions are just opinions and one of the main reasons for politicization in an organization. Measurement validates the strategies chosen.

Most Homenetmen leaders are devoted and excellent leaders. Sometimes however, executives live in their own cocoon.

And to be candid, many Homenetmen leaders do not have metrics to document their record.

Here is what needs to be monitored:

- **Growth:** How to expand Homenetmen within the community?
- **Trends in scouting:** How do we curb the qualitative and quantitative fall in scouting?
- **Challenges of changing society:** How can Homenetmen adapt to the changing social networking and technological advances that affect the youth and yet maintain our goal of nurturing future generations with solid Armenian identity?
- **Youth in leadership positions:** How to engage the Armenian youth into the governance of the Organization?
- **Communication and language:** How to better reach the Armenian youth which is not fluent in the Armenian language?
- **Non-Armenian school student:** How to reach more Armenian students in non-Armenian Schools to get them involved in the organization?
- **Subcultures:** How to expand and engage the interest of the different subcultures within each community?
- **Broader branding:** How to broaden the appeal of Homenetmen to the "professionally successful" subgroups?
- **Business plan:** How to create business plans to assure financial stability for our chapters?
- **Technology:** How to use technology to create uniformity and transparency in accounting?
- **Balance of volunteerism vs professionalism:** How to navigate successfully between volunteerism and professional management of our Organization?
- **Community strategic alliances:** How to create the best strategic collaboration within the community?

HOMENETMEN VISION: 2020 and BEYOND

Vision looks beyond what the organization is now, rather what it could and should be. A vision is strongly linked to the Mission and Values.

As our organization enters its second century of existence, we see Homenetmen as:

- 1. The most proactive Armenian youth organization, serving a much larger constituency of the Armenian youth including the non-Armenian speaking youth, making a positive contribution to their community and society at large.**
- 2. A value-based educational organization focused on achieving its mission through the involvement of young people who work together to develop their full potential in this dual Armenian and non-Armenian environment of the Diaspora, and are able to engage with their “Armenianness” through useful activities.**
- 3. A youth organization strongly supported by trained adults who are appreciated and encouraged to become mentors, and who are willing and fully able to carry out their educational and leadership roles.**
- 4. A dynamic and innovative organization with simple structures and democratic decision-making processes, where organization, management and communication are effective at all levels.**
- 5. A financially-solid world-wide organization with state-of the-art facilities and advanced technological resources, attracting the largest number of young people, and serving and retaining its large membership**





The Homenetmen Leader's Check List #18



Transformational Change

Ask yourself:

- Are programs/activities linked to a beneficial value, modified behavior or linked to an improved outcome?
- Do we perform process enhancement debriefs after each major activity?
- Do we have metrics to monitor the effect of activities?
- Are we, the Board, prioritizing our members, supporters and the community?

Once again, remember the Priorities:

1. Never forget the Common Goals, helping Armenia/Artsakh, recognition of the genocide, building stronger Diasporan communities.
2. Link your programs to positive outcomes and make the Homenetmen experience memorable for members, understand the community dynamics.
3. Always remember to preserve our culture and truly make an effort to keep the Armenian language live during activities
4. Ask yourself: What distinguishes Homenetmen from other organizations? Keep the brand live
5. Do not be afraid of Change. Do not forget that success always encompasses all parts of the 3 P's: people, process and programs. Have debriefing sessions, to constantly improve the work done
6. Set achievable goals, formulate solutions, work hard to get the job done, but do not get derailed from a strategic vision for the future.
7. Think of succession planning/develop new leaders



Chapter 19: Homenetmen, the Global Organization

HISTORY of HOMENETMEN- The Early Years

An organization is a group of people that thinks alike and has the same goals. It would be unrealistic to think that an endeavor such as the creation of an organization could be accomplished by mere individual efforts. People with common goals get together, streamline their efforts and collectively achieve their common goal. This is how organizations are created.

Naturally, the driving force behind the creation of an organization is a group of dedicated individuals who “believe” in the cause; their exemplary work and their infectious enthusiasm drives people with similar goals to join the organization. This was the case with the founders of Homenetmen: Shavarsh Krissian, Krikor Hagopian, Hovhannes Hintlian and others such as Vahan Cheraz, Sirouni, Khoyan and Katchouni.

THE ORIGIN AND EARLY YEARS OF HOMENETMEN

Homenetmen in Constantinople: The beginning years (1910-1918)



- The origin of Homenetmen as an Organization coincides with a difficult era of the Armenian history. In the early 1900's, just a few years prior to the Genocide, the condition of Armenians in the distant provinces of historic Armenia was despicable. By necessity, many families and young orphans had to move to the larger cities especially Constantinople. A visionary leader and intellectual by the name of Shavarsh Krissian had the thought of bringing athletic teams together for a common goal of giving a sense of belonging and pride to the displaced youth; he also encouraged the Armenian youth to become scouts. This vision was carried mainly through his "Marmnamarz" newspaper. Krissian and many of his readers could not stay indifferent to the unfolding reality of homeless and orphan Armenians in Constantinople who gathered in church halls and orphanages. They had to act. They had to protect the youth and help them develop healthy and strong bodies and characters as they represented the future generation of Armenians. Fortunately, he had supporters and mentors.
- Unfortunately, political conditions changed and World War I (1914-1918) began. During the war Armenians in Western Armenia were forcibly removed from their homeland, forced into death marches to the Syrian Desert and succumbed to horrific deaths from thirst, hunger, diseases. This was the first genocide of the 20th Century, the Armenian Genocide. First, many leading intellectuals were forcibly seized from their homes and killed including Shavarsh Krissian. Then the men were recruited into the Ottoman army essentially into labor camps to build roads and railways. These men were also killed in mass by the Ottoman Turks. Then the women, children and the elderly were ordered into death marches, abused, raped and eventually killed. The survivors returned back to their villages and towns after the cease fire of November 11, 1918. Some survivors settled in Constantinople as Armenians in Constantinople had a relatively safer life.



1918: Homenetmen Comes into Existence as an organization

Krissian, Hagopian and Hintlian, the Team of Homenetmen Founders

Although Homenetmen was incorporated in 1918, the preceding years of 1910-1914 were the most formative years. In 1910, the challenge was how to strengthen the Armenian nation by introducing the concept of physical education, a fresh and novel idea at the time, a challenge to the status quo that required change in thinking as well as in action. Those fresh ideas prevailed and led to fruition.

At the time, Hintlian was the elder, Hagopian was the middle aged, and Krissian was the youngest and most active. Hintlian was the wise, respected, experienced mentor. Hagopian was today's equivalent of the chief executive, who not only brought people together but also led by example in supporting programs both morally and financially. But the reality is that Krissian, the dynamic young activist, was the real dynamo for change. He took advice from others but he was the one that made things happen.

It is noteworthy that in 1910 Krissian was only 25 years of age. What is impressive is what Krissian achieved so much so fast in his tender years of 24-29. However, it is also true that he could not have made such achievements without the guidance and support of his elders and that's where teamwork comes into play.

Examples are many. In 1909 Krissian returns to Constantinople from Europe full of energy and new ideas. He wants to promote physical education. Who is his biggest supporter who opens doors for him? It is Hintlian, the respected educator and Scudar School principal, who gives him opportunity to practice his newly found knowledge on his students. When time comes in 1911 to publish Marmnamarz in order to promote health education, who is one of the most important writer/contributor? Again, it is Hintlian. He is the Armenian scouting ideologue, the one who introduces the scout movement to the Armenian public. And who is the pragmatic advisor, one of the first to act as a scout leader and at the same time most generous financial supporter of Marmnamarz? It is Krikor Hagopian.

The three leaders were indeed complementary.

- On November 16, 1918, Krikor Hagopian invites many who shared Krissian's vision and some others to a brainstorming meeting. The meeting decides to create a unified athletic and scouting organization called Homenetmen (Ho-Men-Et-Men). Krissian had promoted this idea through his newspaper "Marmnamarz" for years (1911-1915). The seeds planted previously by Krissian had come into fruition.
- A core group of dedicated people volunteer and the first central committee is formed; Krikor Hagopian (Chairman), Dikran Khoyan (secretary), Levon Hagopian, Haig Jizmejjan, Carlo Shahinian, Vahram Papazian, and Jirayr Khorasanjian (advisors). Others who have collaborated with this founding body notably include Hovhannes Hintlian and Krikor Merjanoff.

- In August 1919, The Homenetmen Navasartian games are held in Constantinople

1919-ին, Պոլսոյ մէջ Նաասարդեան խաղերու փերով կը վերակենդանանան ողիմպիական խաղերը, որոնք փեղի կ'ունենան 31 Օգոստոս 1919-ին, հովանաւորութեամբ՝ Կ.Պոլսոյ Չաւեն Տէր Եղիայեան Պապրիարքին: Կը յաջորդեն համահայկական ընդհանուր ողիմպիական խաղերը 5 Մեպրեմբեր 1920-ին, նախագահութեամբ նորանկախ Հայաստանի Հանրապետութեան ներկայացուցիչ՝ Պ. Թախթաճեանի: Հ.Մ.Ը.Մ.ի նաասարդեան երկրորդ եւ երրորդ խաղերը կը կատարուին 2 Նոյեմբեր 1921-ին եւ 27 Օգոստոս 1922-ին:



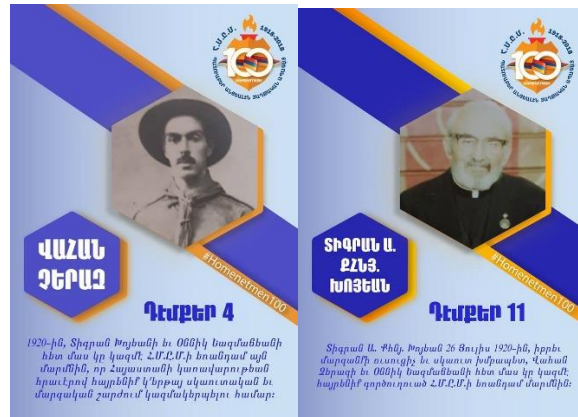


Պարմութիւն 7
#Homenetmen100

- On May 9, 1920, the first general assembly meeting is held on the Yessaian school campus.
- Homenetmen needed a slogan(motto). Famous mathematician Bedros Adrouni proposes “Partzratzir Partzratzour” (elevate yourself and others around you). It is approved unanimously by all members and thus “Partzratzir Partzratzour” becomes Homenetmen’s motto.

Homenetmen in the First Republic of Independent Armenia

- In Constantinople, Homenetmen spent the next four years helping and caring for the Genocide orphans rather than just planning athletic and scouting events. By the fate of events, on May 28, 1918 Armenia (although a smaller one that only included the Eastern lands of historic Armenia) had become an independent country. The conditions in the motherland were not envious and a new wave of refugees and orphans had amassed there. In response to an invitation from Nigol Aghbalian, the Armenian Education Minister, Vahan Cheraz, Dikran Khoyan and Onnig Yazmajian leave Constantinople for Armenia.



- During those days, most Armenian young men were serving at the battlefield, to fight against invading Turkish armies. The manpower to take care of orphanages and orphans in Armenia was lacking. Homenetmen volunteered for that duty. Also during the war with the Turks between the years 1918 to 1920, Homenetmen volunteers helped the Armenian army as messengers, administering and guarding supplies and providing first aid services. Unfortunately, independent Armenia could not survive and was forced to become a soviet republic by December 1920.

Homenetmen Exits Historic Armenia

- In 1922, the situation in Constantinople and its outer provinces, as well as in Cilicia, had also deteriorated. Mustapha Kemal and his men were in control of Turkey. Western Armenians, once again had to leave their homeland. The Republic of Armenia had already become part of the Soviet Empire.
- On September 16, 1922, the Central Committee of Homenetmen holds its last meeting and decides to dissolve Homenetmen in Turkey. Hence, Homenetmen follows its people to the Diaspora.

Homenetmen in the Diaspora

- The survivors of the Turkish atrocities become immigrant Armenians and land in Syria, Lebanon, Jordan, Iraq, Palestine, Egypt, Greece, Bulgaria, Romania and France.
- The first Homenetmen chapters in the Diaspora were established in East Europe (Bulgaria, Rumania) and France, because many of the founders such as K. Hagopian(France) and Sirouni(Rumania) had settled in those countries. Homenetmen also reached the East cost of the USA, in particular New York. Unfortunately, those initial chapters did not last too long. The East European chapters in Bulgaria and Rumania were affected by communist regime pressures. Europe and USA chapters did not survive the economic downturn of late 20s and 30s.
- The Middle East was different. The first chapter in the middle east was established in Beirut, Lebanon in 1924. Damascus followed in 1925, Aleppo in 1925, Zahle in 1927. Homenetmen

in the middle east prospered and became highly organized. Leaders of the chapters from Beirut, Aleppo, Damascus and Zahle joined forces and elected the first Regional Committee. This historic event occurred in Beirut, 1929.

THE EVOLUTION INTO A GLOBAL MULTI-CHAPTER/ MULTI-REGION ORGANIZATION

- From 1930s into late 1950s, it was Lebanon and Syria that made Homenetmen prosper and many new Chapters are created in the Middle East. There were also some efforts in France. But in the West, Homenetmen emerged first in Montreal, Canada in 1958 and by late 1960's new Chapters are also formed in Sydney Australia and in Los Angeles, Western USA in 1968. The organization had presence in all continents but did not have a central command. By that time, Homenetmen membership had passed the 7,000 mark.
- In 1973, the Homenetmen Middle East Regional General Assembly decides to expand Homenetmen into Northern America and Australia. This was an effort to transform Homenetmen from a regional organization to a Pan-Armenian organization.
- A committee, comprised of Vartkes Der - Garabedian (chairman), Hrant Mouradian (Secretary) and Nishan Tuysuzian (treasurer), is elected to move this plan forward and carry out the necessary preliminary work including the development of a plan and the by-laws.



Հ.Մ.Ը.Մ. Մերձավոր Արեւելքի Ի. Շրջանային Ժողով,
10-11 Փետրուար 1973, Պէյրութ

10-11 Փետրուար 1973ին կը գումարուի Հ.Մ.Ը.Մ.ի Մերձավոր Արեւելքի Ի. Շրջանային Ժողովը. Պէյրութի մէջ:

Մերձավոր Արեւելքէն թէ հեռաւոր շրջաններէն եկած վարչաւոր պատգամաւորներ կարեւորութեամբ կը քննեն բոլորովին նոր օրակարգ մը—

ԿԵԴՐՈՆԱԿԱՆ ՎԱՐՉՈՒԹԻՒՆ:

Ժողովը լսելէ ետք շրջանաւարտ Շրջանային վարչութեան զեկուցումը, կ'իրացնէ Կեդրոնական վարչութեան վերածուելու անոր առաջարկը եւ առ այդ նախապատրաստական աշխատանքներու համար կը յառաջացնէ եռանդամ մարմին մը:

Վերջին անգամ ըլլալով կ'ընտրուի Մերձավոր Արեւելքի նոր վարչութիւնը. որուն հիմնական պարտականութիւնը պիտի ըլլայ. եռանդամ մարմնին հետ, պատրաստել Հ.Մ.Ը.Մ. Ա. Պատգամաւորական Ժողովը, ընտրելու համար Կեդրոնական վարչութիւն՝ փոխան Մերձավոր Արեւելքի Շրջանային վարչութեան:

- This special committee invites the representatives of all chapters to its first General Representatives Assembly (GRA) also known as General Convention of Delegates (GCD) or World Congress. This meeting convenes in Beirut, Lebanon, on December 13, 1974, with the presence of representatives from 28 chapters. Since then, every 4 years, Homenetmen has had 10 other General Representatives Assembly (aka World Congress) meetings, the last four in Armenia.



❖ The 3d Homenetmen central Board 1983-1987

Immodestly after its inception, the Central Committee embarked in organizing global pan Homenetmen events. The first such event was a Pan Homenetmen Jamboree in Greece in August 1978.

- Pan-Homenetmen Scout Camps (Jamborees):
To date, we have had 11 Pan-Armenian scout camps. The first camp was in Kalamos, Greece – August 1-13, 1978 – 226 scouts from 12 regions/countries. The last one was in Armenia in 2018, with about 1200 participants. The camps are held every four years.
- Pan-Homenetmen Sports Games:
To date, we have had 10 Pan-Armenian games. The first was held in Toronto and Montreal, Canada – June 26-July 5, 1981. The Games are held every four years.
- Pan Homenetmen Scout Leadership Conferences:
To date, we have had eight Pan Armenian Scout Leadership conferences. The first one was in 1982 in Athens, Greece. The conferences are organized every four years.

HOMENETMEN RETURNS TO THE HOMELAND

- After the fall of the Soviet Empire, Armenia regains again its independence. Therefore, after a 70-year absence, Homenetmen returns home to resume its activities in Armenia. The Chairman and other Representatives of the Central Executive Board respond to the call and plant the seeds for the successful creation of Homenetmen Region and Chapters in the motherland. The honor of organizing the first scout camp on Armenian soil goes to Homenetmen France chapter.
- During 1990-1991, several chapters are created in different parts of Armenia. In April of 1991, Representatives of Homenetmen from Armenia attend the fifth GRA meeting and Vartan Pakhshian, one of Armenia's representatives, is elected a member of the Homenetmen's Central Committee.
- In 1992, Homenetmen Armenia's scout by-laws are developed and submitted to the Armenia's scouting governing body.
- In 1993, Homenetmen presents its scout by-laws to Armenia's scouting leadership. The by-laws are adopted but the name Homenetmen remains an issue, as only national scout movements and not organizations are accepted as members to the world scouting organization.
- In April of 1995, the GRA meeting decides to call its scouting movement HASK (Armenia's National Scouting Organization) and assist in its recruitment efforts. In May of 1995, Armenia's Homenetmen scouting movement is registered with the Armenian Justice Ministry under the name HASK.
- On June 23, 1996, the first Pan Homenetmen Scout camp is held in Dzaghgatsor, Armenia. France's "Hay Ariner" representative presents a torch to the leadership of HASK, symbolizing HASK's membership to the world scout organization (until then, "Hay Ariner" was the legal entity representing Armenian Scouts with the World Scout Council). By this act Homenetmen helps facilitate the participation of Armenia into the Word Scout movement.
 - ❖ The Association of Armenian Scouts (Armenian: Hay Ari, alternately called Association des Scouts Armeniens) was the Armenian Scouting in Exile movement recognized by the World Organization of the Scout Movement. In 1929 the Association of Armenian Scouts, centered in Paris, was given recognition as a member of the International Conference.
- On April 17, 1997, the leadership of Armenia's Scouts accepts HASK's membership into the Armenian Scouting Movement.
- During April 22-23, 1998, the Eurasian branch of the World Scouting Organization holds its first meeting in Yerevan and elects HASK's chairman Harout Harutyunian as its president. Others followed him later.

- On July 26, 1999, Armenia's Scout Movement General Assembly awards HASK with a membership certificate.
- Currently (2018) HASK (hask@scout.am) has 14 chapters and about 995 scouts and 2 campgrounds, one in Pyuragan and the other, Haig Hovsepian Camp in Yerevan.

In July 2018, Homenetmen celebrates its 100th Anniversary in Armenia with great success. Many events occur to which Armenian officials attend.



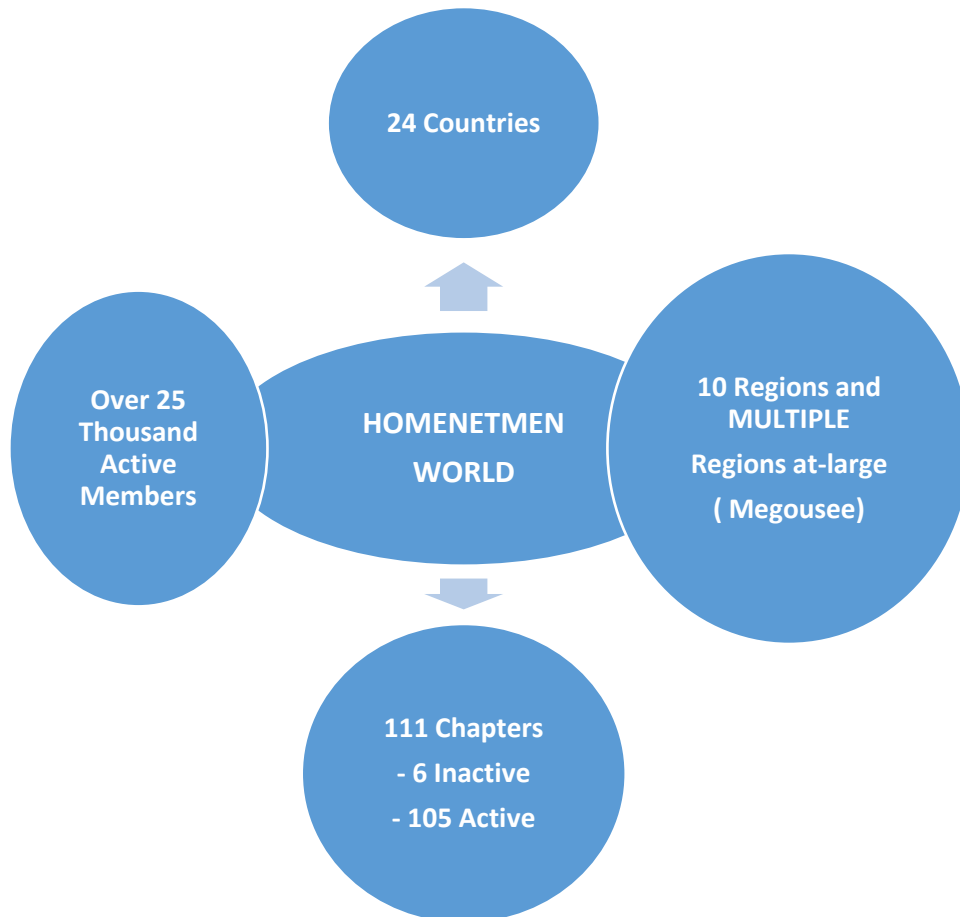
HOMENETMEN, the Worldwide Organization

AKA Homenetmen Central

Homenetmen is a worldwide organization with presence on all 5 continents.

This global entity is called: **The World Organization of Homenetmen - WOH or Homenetmen Central.**

Homenetmen Central offices are located in Beirut Lebanon.





Homenetmen Membership in the World

Membership Statistics (as of 2017)

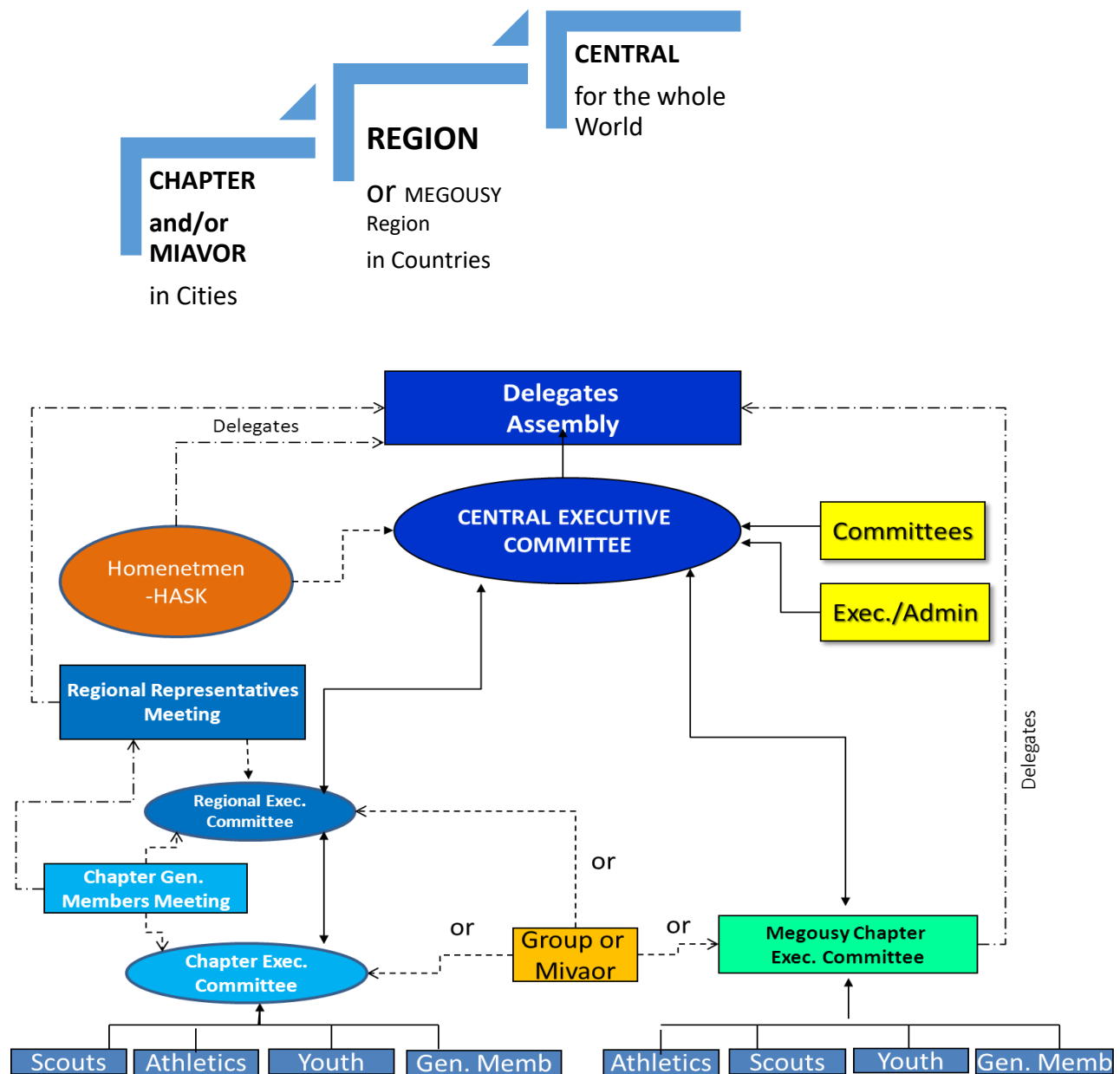
- Armenia- 995
- Lebanon- 3755
- Syria- 1530
- Middle East Other- 1805
- Greece- 877
- Bulgaria- 245
- USA Eastern- 1022
- USA Western- 6019
- Canada- 1530
- South America- 1363
- Australia- 1284
- Europe-France- 681
- Europe Sweden- 431
- Europe- Holland- 302
- Europe Cyprus- 228
- Europe Other- 398
- Total = 22494 registered who payed dues
- **Homenetmen World has about 7000 Scouts, 9000 Athletes and 6500 Adult members (2017 statistics)**



Organizational GOVERNANCE RULES

General Assembly Meetings & Respective Boards

There is a hierarchy in Homenetmen and organizational governance refers to the system by which Homenetmen is directed and controlled. Organizing, planning and supervising of scouting and athletic activities requires a process of decision-making and a process by which decisions are implemented



THE General Meetings

Homenetmen's **activities are governed by its by-laws** which include a set of rules & regulations to govern its regions and another set that is geared more towards regulating the activities within each region. The by-laws define the responsibilities and jurisdictions of each committee or body and the procedures and the protocols that are to be followed in meetings and other activities.

The ultimate authority emanates from the Assembly Meetings at each level and Homenetmen by-laws clearly define these meetings and the Boards they elect:

1. Chapter General Assembly (Membership) Meeting & Chapter Executive Board(Committee)

- Fifteen members that are at least 18 years old can form a chapter.
- The general assembly meeting elects chapter executive committees and regional assembly meeting representatives (number of representatives is based on the number of members).
- The chapter general assembly meeting reviews and evaluates the outgoing chapter executive committee's (Executive Board) performance annually. It also develops a general direction and budget for the following year activities. These recommendations and budget become the basis and the roadmap for the plans that are developed by the newly elected executive Board.

2. Regional Representative Meeting & Regional Executive Board(Committee):

- The representatives, elected in the local chapter general assembly meetings, represent their chapters at the regional meeting that is held

- **The Executive Board of each chapter is the driving force and the coordinator of all of its activities.**

- **Chapter Boards report to their corresponding Regional Board and Regional Boards report to the Central Board.**

- **Homenetmen's work is a collective work and as such it requires a spirit of collaboration and cooperation from all of its members to realize its goals.**

once every two years. In addition, and in accordance with the by-laws, a number of representatives participate in this meeting in an advisory role.

- This meeting reviews and evaluates the performance of the outgoing regional executive committee(Board). It also develops recommendations and elects a new regional executive Board for the following two years. This Board can have 5, 7, 9 or 11 members.
- This meeting also elects delegates (based on number of members) to represent the region at the general delegates meeting based on criteria defined in the by-laws. This meeting provides the newly elect regional Board with a direction and a budget.

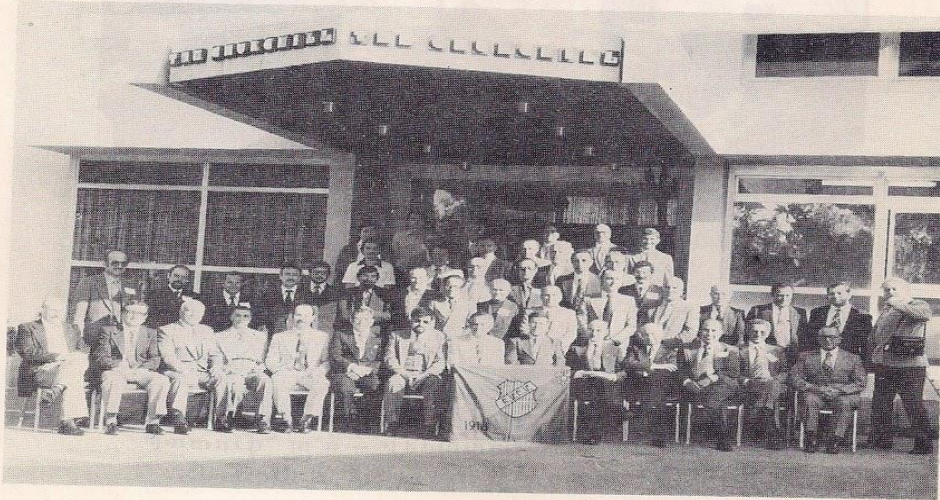
Note: Megoucy Sherjan-Regions at large mostly follow Chapter bylaw rules.

3. General Convention of Delegates Aka General Representatives Assembly and Central Executive Board (Committee):

- The general delegates meeting or convention is the highest body that meets once every four years. Regional delegates, along with delegates in advisory capacities (Valued Homenetmen members for at least 10 years) participate in this meeting.



- This meeting reviews and evaluates the performance of the outgoing regional executive board. It also reviews the performance of the regional executive board and provides direction and a budget for the upcoming four years.
- This body has the authority to introduce changes into the by-laws.
- This body also elects a new central executive committee (Central Executive Board) comprised of 7, 9, 11 or 13 members to serve the organization for the next four years.



Հ.Մ.Ը.Մ.Ի Բ. ԸՆԴՀԱՆՈՒՐ ԺՈՂՈՎԻՆ ՄԱՍՆԱԿՑՈՂ ՊԱՏԳԱՄԱՌՈՐՆԵՐԸ, 6, 7, 8 ԱՊՐԻԼ 1979ԻՆ, ՆԻԿՈՍԻԱ
 Ժողովին մասնակցեցան իրաւասու ձայնով 40 պատգամաւորներ, որոնք կը ներկայացնէին վեց շրջաններ, 12 մեկուսի մասնաճիւղեր: Մասնաճիւղերու թիւը բարձրացած է 46ի: Անդամներու ընդհանուր թիւ՝ 12600:



MARZIG magazine

MARZIG is the official publication of Homenetmen Central, initially published monthly, currently every 3 months.

It was initiated in 1980 and to date there has been over 400 publications.

This periodical is the mirror of Homenetmen activities all over the world.

It is also the voice of Homenetmen Central and the vehicle to explain the Homenetmen vision and values.





The Homenetmen Leader's Check List #19



HOMENETMEN THE Global Organization

- 2018 is the centenary year of Homenetmen
- Homenetmen is the largest youth organization in the world
- Homenetmen membership in the world includes 7,000 scouts and 9,000 athletes
- Homenetmen has 110 chapters in 24 countries
- Homenetmen HASK is a member of WOSM (World Organization of Scouting Movement) based in Geneva. HASK is part of the Eurasia division
- Homenetmen Western USA and Homenetmen Australia are the only 2 Regions with preponderance of athletes. All the rest are still balanced with scouts
- Smaller communities are encouraged to begin new Homenetmen units with less than 15 members and form a MIAVOR (smaller Chapter)
- Homenetmen's highest executive board is called central Committee or Central Board with its main activities being the Pan-Homenetmen Jamboree and pan-Homenetmen games, organized every 4 years, each with 1000 or more participants



Chapter 20: More Information About

Homenetmen – That all Homenetmen Leaders Ought to Know

FREQUENTLY ASKED QUESTIONS ABOUT HOMENETMEN

1. What does the name HOMENETMEN stand for?

It's the Armenian acronym of HAY MARMNAGR TAGAN ENTHANOR MIYOUTYOUN which translates to Armenian General Athletic Union & Scouts.

DID YOU KNOW that the official translation of HOMENETMEN is Armenian General Athletic Union & Scouts? DID YOU KNOW that for 100 years now, HOMENETMEN has been a de facto language school to many Armenian-Americans who did not have the opportunity to attend Armenian schools?

2. When was HOMENETMEN Established?

HOMENETMEN was established in 1918 in Istanbul, Turkey. Since then it has spread throughout the world, and at the present time we have chapters in all 5 continents.

DID YOU KNOW that the first Homenetmen by-laws was written by Hagop Sirouni? Its major revision was in 1974 when Homenetmen became global and Pan-Armenian.

3. Who are the founding members of HOMENETMEN?

Homenetmen's founding members are Shavarsh Krissian, Hovhannes Hintlian and Krikor Hagopian.

DID YOU KNOW that Yeghpayr Krissian was the publisher of a sporting newspaper and Hovhannes Hintlian was an Armenian school principal and Krikor Hagopian was a businessman?

4. How many HOMENETMEN Chapters are there?

As of 1/2018, HOMENETMEN has 110 Chapters (104 active/6 inactive) with (10) Regional Executive Boards.

DID YOU KNOW that the Western US Region has the highest number of chapters in the world with 19 Chapters? DID YOU KNOW the 1st HOMENETMEN chapter in the Western US was the LA chapter, established in 1968?

5. Where are the HOMENETMEN Regions located?

HOMENETMEN has chapters in 24 countries (as of 1/2019). It has 10 Regions. From our bylaws perspective HOMENETMEN'S 10 Regions or "Sherchans" are – Western USA (19 Chapters), Eastern USA (11 Chapters), Lebanon (10 Chapters), Armenia (14 Chapters), Australia (5 Chapters), Canada (7 Chapters), Syria (5 Chapters), Greece (3 Chapters), South America (3 Chapters) and Bulgaria (7 Chapters).

DID YOU KNOW that Bulgaria was the last REGION that was created?

6. What is a HOMENETMEN Region?

A Region is created with 3 or more chapters from the same vicinity with a higher body to oversee the activities of the Region.

DID YOU KNOW that a regional Executive board is elected for a two-year term?

7. What are independent Chapters or Chapters at large (not part of a Region) called? Name some.

An independent Chapter is called "Megoucy chapter". Paris, London, Vienna, Sweden, Jerusalem, Amman, Kuwait are just a few examples.

Did you know that the latest addition is the Moscow chapter?

8. How many members does HOMENETMEN have?

As of 1/1/2019, over 25,000 members belong to the HOMENETMEN FAMILY. At its peak it had 28,000 members.

DID YOU KNOW that the Western USA Region has the most membership; with over 6000 and it is still growing?

9. What are the chapters of HOMENETMEN Western USA?

They are in order of establishment - Los Angeles (1968), San Francisco (1970), Fresno "Sassoon" (1972), Montebello (1974), Pasadena "Azadamard" (1977), Glendale "Ararat" (1978), Orange County "Sardarabad" (1979), San Fernando Valley "Massis" (1979), San Diego "Sevan" (1983), Salt Lake City "Spitak" (1991), Inland Empire "Araz" (1991), Santa Clara "Ani" (1991), South Bay "Arakatz" (1992), Crescenta Valley "Shant" (1993), Burbank "Sipan" (1995), Las Vegas "Artsakh" (1996), Phoenix (1998), Walnut Creek "Gars" (2000), Colorado (2002)-now inactive, and the latest three: North Hollywood "Javakhk", Sacramento Miavor "Lori", and Santa Clarita Miavor "Giligia". Also added "Hrashk" Miavor in 2018

DID YOU KNOW that Santa Clara Ani is the 11th Chapter of the Homenetmen Western USA Region and that you can get more info on each chapter, such as date established, member count, address & phone numbers, by pointing your browser to: www.Homenetmen.org and click on the Chapters tab.

10. How is HOMENETMEN structured?

Miavor: Has scouting or sports units with an appointed Executive team. Usually membership is limited.

Chapter: Each chapter has a chapter Executive Board elected by its own general membership meeting for a term of one year.

Region: Each region as a regional Executive Board elected by chapter representatives for a two-year term.

Central: The highest body of HOMENETMEN is the CENTRAL EXECUTIVE COMMITTEE or Central Executive Board; delegates from all over the world elect the central executive board at its general assembly for a four-year term.

DO YOU KNOW who your Chapter Executives or Regional Executives representatives are? Name them.

11. What is the highest legislative body in Homenetmen?

The highest legislative body is the General Representatives Assembly (or Congress) (GRA). This meeting first convened in Beirut, Lebanon, on December 13, 1974, with the presence of representatives from 28 chapters.

GRA elects the World Central Executive Committee every four years.

DID YOU KNOW that since thereafter, Homenetmen has had 10 other General Representatives Assembly meetings?

- Second GRA - Nicosia, Cyprus – April 6-8, 1979 – 46 chapters.
- Third GRA – Athens, Greece - April 14-17, 1983 – 55 chapters.
- Fourth GRA – Athens, Greece – April 17-20, 1987 – 57 chapters.
- Fifth GRA – Athens, Greece - March 29-April 3, 1991 – 62 chapters. Armenia's chapter representatives attend this meeting for the first time.
- Sixth GRA – Beirut, Lebanon – April 11-17, 1995 – 83 chapters.
- Seventh GRA – Beirut, Lebanon – March 31-April 5 – 87 chapters.
- Eighth GRA – Dzaghgatsor, Armenia – June 4-7, 2003 – 90 chapters. Homenetmen Chavakhk representatives attend this meeting for the first time.
- Ninth GRA- Dzaghgatsor, Armenia- 9/19 to 9/23 2007.
- Tenth GRA- Dzaghgatsor, Armenia- Sept 5-10, 2011
- Eleventh GRA- Aghveran, Armenia- Sept 7-11, 2015

12. What is "MARZIG" Magazine?

"MARZIG" (meaning Athlete) Magazine is the official monthly publication of the HOMENETMEN Central Committee, which is published in Lebanon.

DO YOU KNOW that you can subscribe to "MARZIG"! <office@homenetmen.org>

13. What is the HOMENETMEN LOGO?

a. The official HOMENETMEN logo is the "Vahan", the shield.

b. The official HOMENETMEN Scouts logo is the Iris flower called "SHOUSHANADZAGHIG".

DID YOU KNOW what year was the "Vahan logo" used first: At the first Navasartian games, in 1919?

14. What is HOMENETMEN'S Motto?
HOMENETMEN'S Motto is "PARTSRATSIR, PARTSRATSUR" which translates to "ELEVATE YOURSELF AND OTHERS AROUND YOU".

DO YOU KNOW who came up with this logo? Bedros Adrouni.

15. What is HOMENETMEN'S Scouts motto?
Be Prepared.

DID YOU KNOW that it is also the motto for all scouts throughout the world?

Homenetmen Hymn/Anthem

Յառա՛ջ, նահատակ ցեղի անմահներ,
Վեց դարու անմոռ վրեժի գրահներ,
Կատարն հայրենի լեռանց հեռագոյն,
Երթանք կոթողել դրօշակն եռագոյն:

Հսկայ նուիրման Տորմիդ հրաթել,
Կամաւոր բանակ,
Յառա՛ջ, յառաջ անսասան,
Յառա՛ջ անդէղել
Դէպի յաղթանակ, յաղթանակ:

Վատին սեւ արիւն մեր հողն ոռոգեց,
Տարագիր հայն իր կեանքը նորոգեց,
Երեկ՝ շղթայուած, այսօր՝ ինքնավար,
Յարեալ վեհօրէն դամբանէն խաւար:

Հսկայ նուիրման Տորմիդ հրաթել,
Կամաւոր բանակ,
Յառա՛ջ, յառաջ անսասան,
Յառա՛ջ անդէղել
Դէպի յաղթանակ, յաղթանակ:

Details of the Homenetmen Flag

Հ.Մ.Ը.Մ.Ի ԴՐՕՇԱԿԸ

Հ.Մ.Ը.Մ.Ի դրօշակը քառանկիւն է: Ան բաժնուած է եռանկիւնաձեւ երկու մասի: Երկուքին միացման գիծը կ'երկարի վերի աջ կողմի անկիւնէն մինչեւ վարի ձախ կողմի անկիւնը: Ձախ կողմի եռանկիւնը կարմիր է, իսկ աջ կողմի եռանկիւնը՝ կապոյտ: Կեդրոնը ներկայացուած է միութեան վահանը՝ Հ.Մ.Ը.Մ. գրութեամբ:

Դրօշակին չափերն են՝ 150x100 սմ. սրահային դրօշակներու պարագային, իսկ 180 x120 սմ. տողանցքներու ընթացքին գործածուող դրօշակներու պարագային:

Դրօշակին վերի աջ կողմի անկիւնը տեղ գտած է շուշանածաղիկը՝ փոքր չափով, իսկ վարի ձախ կողմի անկիւնը՝ 1918-ը, միութեան հիմնադրութեան թուականը:

Հ.Մ.Ը.Մ.ը ունի նաեւ սկաուտական դրօշակ, որ իր չափերով եւ գոյներով կը նմանի միութեան դրօշակին, մէկ տարբերութեամբ որ կեդրոնը, փոխան վահանին, տեղ գտած է սկաուտական շուշանածաղիկը՝ մեծ չափով եւ «Բարձրացիր-բարձրացուր» գրութեամբ:

Հ.Մ.Ը.Մ.ի պաշտօնական եւ սկաուտական դրօշակները շրջաններուն կը տրամադրուին Հ.Մ.Ը.Մ.ի Կեդրոնական Վարչութեան կողմէ:

16. What is the Homenetmen Hymn or Anthem?

The official Homenetmen hymn is Harach Nahadag

Did you know that the Hymn/ lyrics were written by Kevork Garvarentz and the music was composed by Parsegh Ganachian?

17. The Homenetmen Flag



The Homenetmen flag is rectangular w/ red and blue colors, with the logo in the middle. Regions are allocated their flag by the Central Board only.

DID YOU KNOW that Chapter scout troops have each their scout flag, procured by the respective Regional Board?

18. What are the "NAVASARTIAN" Games?

The NAVASARTIAN games are the annual HOMENETMEN games. They were originally held in 19 Constantinople in 1919, 1920 and 1922. Then in Aleppo and Beirut, from 1927-1972, 35 games over 45 years. Subsequently other Regions started to hold Navasartian Games, of which the largest and most consistent is the one held in California USA.

The Western USA Navasartians are held every year from Memorial Day weekend (May) till July, and ends with the parade of Western USA regions athletes & scouts on Independence Day (July 4th).

DID YOU KNOW that over 3000 athletes & scouts participate in the closing ceremonies & parade every year, in Los Angeles?

18. How many "NAVASARTIAN" games have we had in CA?

The first NAVASARTIAN GAMES in California was held in 1976, with 1500 athletes & scouts, and has been growing every year.

DID YOU KNOW that we have celebrated our 43th NAVASARTIAN GAMES in 2018, the longest held Homenetmen Navasartian Games of any era?

19. What are the "PAN HOMENETMEN" games?

The PAN HOMENETMEN games are held once every four years, and organized by the HOMENETMEN CENTRAL COMMITTEE, which invites all HOMENETMEN regions and chapters to participate in various athletic tournaments.

Here are the locations of each pan-Homenetmen Game?

1981 Montreal, Canada

1985 Los Angeles

1989 Valance, France

1993 Toronto, Canada

1997 Washington/New Jersey, USA

2001 Beirut, Lebanon

2005 Athens, Greece

2009 Yerevan, Armenia

2013 Yerevan, Armenia

2017 Yerevan Armenia



The organizing Committee, 2013

DO YOU KNOW when the next PAN HOMENETMEN games will be held, where and what sports will be included: Yerevan, Armenia, 2021.

20. What is a regional jamboree?

A REGIONAL JAMBOREE is a scout's Jamboree organized by a Region. The third HOMENETMEN US Western Regional Jamboree was held in San Diego's "Mataguay" scout reservation in the summer of 2000. The 4th Regional Jamboree was at the Tahquitz Scout Reservation near Los Angeles, from August 15-21, 2004. Over 500 Scouts representing all the Western Region chapters camped for over a week, and had to endure a flash flood.

DID YOU KNOW that the 5th, 6th and 7th Western Regional Jamboree were held at TEKUYA camp which is owned and managed by the Western USA Executive?

21. What is a PAN HOMENETMEN jamboree?

A PAN HOMENETMEN JAMBOREE is a scout Jamboree organized by the HOMENETMEN CENTRAL COMMITTEE, where all HOMENETMEN Regions and individual Chapters from all over the world can participate.

To date, we have had seven Pan-Armenian camps;

- First camp in Kalamos, Greece – August 1-13, 1978 – 226 scouts from 12 regions.
- Second camp in Clamart, France – August 14-26, 1980 – 291 scouts from 12 regions.
- Third camp in Chalfont Heights, England – August 10-20, 1986 – 269 scouts from 11 regions.
- Fourth camp in Aya Marina, Greece – August 21-31, 1990 – 484 scouts from 14 regions.
- Fifth camp in Pyuragan, Armenia – July 7-August, 1994 – 432 scouts from 14 regions.
- Sixth camp in Aghvanatzor, Armenia – July 12-21, 1998 – 715 scouts from 19 regions including 24 guests from Iran’s Armenian Cultural organizations “Ararat” and “Sipan”.
- Seventh camp in Pyuragan, Armenia – July 4-August 2002 – 510 scouts from 17 regions including 31 guests from Iran’s Armenian Cultural organizations “Ararat”, “Sipan” and “Nairie”.
- 8th Camp 2006 in Pyuragan
- 9th Camp 2010 in Pyuragan
- 10th Camp 2014 in Pyuragan
- 11th Camp 2018 in Pyuragan- Centennial



DO YOU KNOW when is the next PAN HOMENETMEN JAMBOREE and where? Again in Armenia summer of 2022.

22. Is Armenian Scouting part of World Organization of the Scout Movement?

As of 1996, Armenia is part of WOSM and Homenetmen HASK is its representative. Prior to that, and for 67 years, the Association des Scouts Armeniens (Armenian: Hay Ari) was the Armenian Scouting in Exile movement recognized by the World Organization of the Scout Movement. In 1929 the Association of Armenian Scouts, centered in Paris, was given recognition as a member of the International Conference.

DID YOU KNOW that France's "Hay Ariner" representative presented a torch to the leadership of HASK, in Dzaghgatsor Armenia, during a Jamboree in 1996, symbolizing HASK's membership to the world scout organization (until then, "Hay Ariner" was the legal entity representing Armenian Scouts with the World Council)? It was the Homenetmen Central Board that helped facilitate the entry of Armenia into the World Scout movement.

23. What are the obligations of a HOMENETMEN member?

HOMENETMEN expects all its members to abide by its bylaws, act as outstanding citizens, uphold its high principles, lead a prosperous life and strive to elevate oneself and others.

DID YOU KNOW that HOMENETMEN U.S. Western region started with 40 members in Los Angeles, and now has over 6000 members?

24. Where can I find the latest news about HOMENETMEN and its activities?

-Read the HOMENETMEN page in Asbarez Daily.
-Subscribe to MARZIG monthly magazine. Check the Regional website www.homenetmen.net and the Central website www.homentmen.org

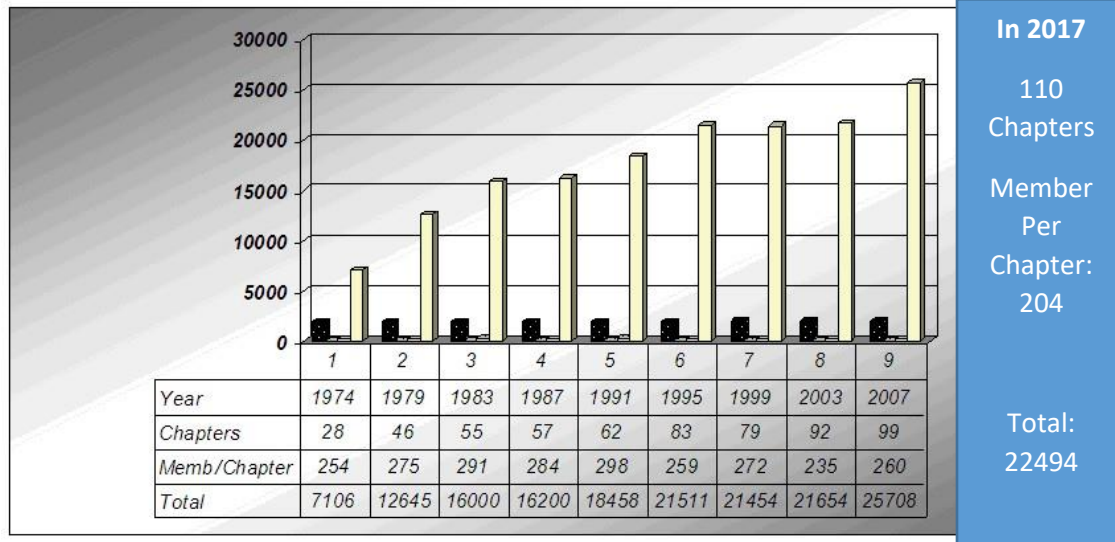
DID YOU KNOW that you can join the HOMENETMEN U.S. Western regions website update list, whereby you will receive an e-mail every time the web site is updated?

25. How can I join HOMENETMEN?

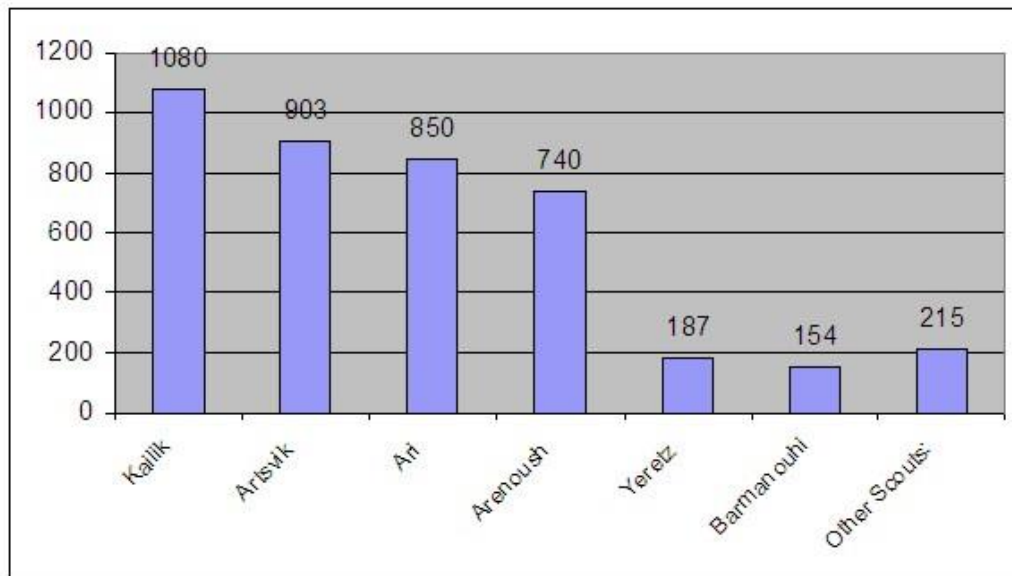
You can join HOMENETMEN by contacting your local chapter, or just simply e-mail us a note with your address and phone number, and someone will contact you with details

STATISTICAL CHARTS about Homenetmen

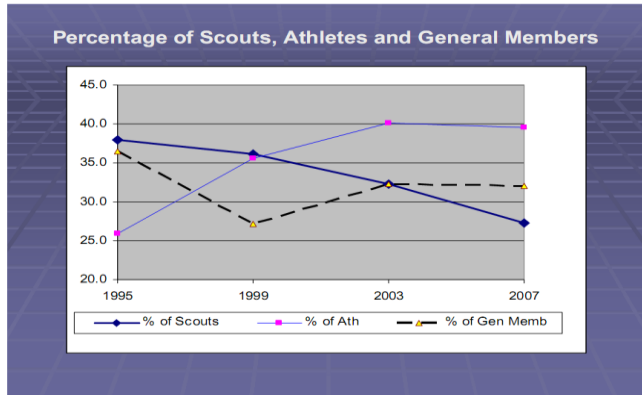
Homenetmen World Membership Statistics



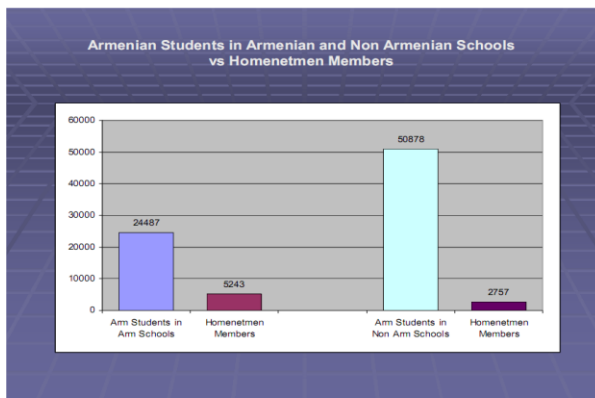
Homenetmen Western USA Scouting Statistics



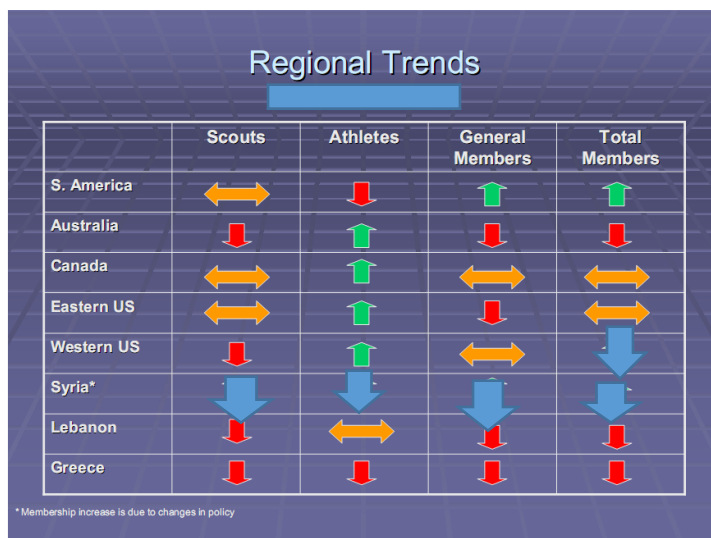
Membership Trends



Critical Mass and Community Outreach % Penetration into Schools in 2013



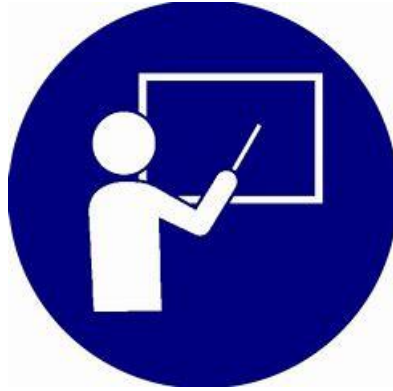
Regional Trends (2005-2017)



ADDITIONAL INFORMATION ABOUT Homenetmen and SCOUTING that all Leaders ought to Know

The Homenetmen leader has to be well educated about the organization that he /she represents.

The following are part of the knowledge base of a leader.



- Armenian National Anthem
- American National Anthem
- Homenetmen Anthem
- The Homenetmen Scout's Anthem (OV HAY ARI)
- The Significance of the Armenian National Flag's Colors
- The Meaning of the American flag
- The Homenetmen Insignia (Nshan) and its meaning
- The Homenetmen Scouting Insignia - the fleur-de-lis (Shooshanadzagheeg)
- The Origin of scouting
- The World Scout Motto Scoudootian Nshanapanuh- Meeshd Badrasd
- World Scouts' Insignia
- The Homenetmen Scout Oath (Homenetmenee Arieen Khostoomuh)
- The Homenetmen scout's Law-Tavanank: The 12 Commandments
- The Homenetmen scout Salute
- The Homenetmen scout uniform
- How to greet Armenian Clergy

The National Anthem of the Republic of Armenia

National anthem of both Republics of Armenia, in 1918 and 1991.

This poem by **Mikael Nalbandian** (1829-1866) was adopted as the Lyrics by composer **Parsegh Ganachian - Barsegh Kanachyan** (1885-1967).

Mer Hayreneek, azad angakh
Vor abrel e tare tar
Yoor vorteeuku art ganchoom yen
Azad angakh Hayasdan:

Aha Yeghpayr kez mee trosh
Vor eem tserkov kordzetsee
Keesherneru yes koon chegha
Ardasookov Ivatsee:

Nayeer nran yerek kooynov
Nveeragan mer nshan
Togh poghpoghee tshnamoo tem
Togh meeshd bandza Hayasdan:

Amenayn degh mahu mee e
Mart mee ankam beed mernee
Payts yerani vor yoor azkee
Azadootyan gu zohvee:

ARMENIAN NATIONAL ANTHEM: MER HAYRENIK

Translates to the following in English:

Our fatherland, free and independent,
That has lived for centuries
Its sons and daughters now proclaim
Free independent Armenia.
Brother, take this flag,
That I made with my own hands,
I did not sleep at nights I washed it with tears.
Behold its three colors
A hallowed symbol.
Let it fly against our foe
Let Armenia always be glorious.
Death is the same everywhere,
A person only dies once,
But envied is the one who's martyred
For his people's freedom.

In Armenian:

Մեր Հայրենիք, ազատ անկախ,
Որ ապրել է դարե դար
Իր որդիքը արդ կանչում է
Ազատ, անկախ Հայաստան:
Ահա եղբայր քեզ մի դրոշ,
Չոր իմ ձեռքով գործեցի
Գիշերները ես քուն չեղա,
Արտասուքով լվացի:: Նայիր նրան երեք գույնով,
Նվիրական մեկ նշան
Թող փողփողի թշնամու դեմ
Թող միշտ պանծա Հայաստան:
Ամենայն տեղ մահը մի է
Մարդ մի անգամ պիտ մեռնի,
Բայց երանի՝ որ յուր ազգի
Ազատության կզոհվի:

American National Anthem

The Star Spangled Banner

United States of America National Anthem, The Star Spangled Banner, was written by **Francis Scott Key**. The lyrics were originally written as a poem by Francis Scott Key in 1814. The tune to the song is actually on old drinking song.

American National Anthem

Oh, say can you see by the dawn's early light
What so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars thru the perilous fight,
O'er the ramparts we watched were so gallantly streaming?
And the rocket's red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there.
Oh, say does that star-spangled banner yet wave
O'er the land of the free and the home of the brave?

On the shore, dimly seen through the mists of the deep,
Where the foe's haughty host in dread silence reposes,
What is that which the breeze, o'er the towering steep,
As it fitfully blows, half conceals, half discloses?
Now it catches the gleam of the morning's first beam,
In full glory reflected now shines in the stream:
'Tis the star-spangled banner! Oh long may it wave
O'er the land of the free and the home of the brave!

And where is that band who so vauntingly swore
That the havoc of war and the battle's confusion,
A home and a country should leave us no more!
Their blood has washed out their foul footsteps' pollution.
No refuge could save the hireling and slave
From the terror of flight, or the gloom of the grave:
And the star-spangled banner in triumph doth wave
O'er the land of the free and the home of the brave!

Oh! thus be it ever, when freemen shall stand
Between their loved home and the war's desolation!
Blest with victory and peace, may the heav'n rescued land
Praise the Power that hath made and preserved us a nation.
Then conquer we must, when our cause it is just,
And this be our motto: "In God is our trust."
And the star-spangled banner in triumph shall wave
O'er the land of the free and the home of the brave!

The Homenetmen

ANTHEM:

HARACH NAHADAG

Harach nahatak ts'eghi anmahner,
Vets' daru anmor vrezhi zrahner,
Katarn hayreni lerants' herakoyn,
Yert'ank' kot'oghel droshakn yeragoyn.

Hska nuirakan, Tormigh hrat'ev, Kamavor
banak,

Harach, harach ansasan, harach andedev,
Debi haght'anak, haght'anak.

Vatin sev arivn mer hoghn orogets',
Taragir hayn ir kyank'e norogets',
Yerek shght'ayuadz aysor ink'navar,
Haryal vehoren dambanen khavar.
Hska nuirman...

Lyrics written by Kevork Garvarentz

Music composed by Parsegh
Ganachian

Homenetmen Anthem

Harach Nahatak

Translated:

Forward, immortals of a martyred race,

Armor of six centuries of unforgettable
vengeance,

Upon the far mountaintops of our
fatherland,

Let us go to plant the tri-colored flag.

Giant of dedication,

Fiery winged fleet,

Volunteer army,

Forward, forward firmly,

OV HYE ARI NAKH PARTZRATZEER

MARMNOV MEDKOV HSGA TARTZEER

CHANK JEEK TAPEH TOO AMEN OR

KORDZATRELOO PAREEK MUH NOR

CHANK JEEK TAPEH TOO AMEN OR

KORDZATRELOO PAREEK MUH NOR

HNAZANTEH MEDZERROOT MEESHD

MEE BADJARER VOCH VOKKO VEESHD

AZKEET HAMAR MEESHD ASHKHADEH

YEGHIR AROOYK YEV JESHT TADEH

AZKEET HAMAR MEESHD ASHKHADEH

YEGHIR AROOYK YEV JESHT TADEH

The Homenetmen Scout's Anthem (OV HYE ARI)

Lyrics: Moushegh Ishkhan

Music: Parsegh Ganachian

The Armenian Flag



In 1918- Yerakooyun (tri-color) flag was adopted by Armenia as official flag representing a free nation.

The Significance of the Armenian National Flag's Colors

- The red color symbolizes the blood that our ancestors have shed for the freedom of our homeland.
- The blue color symbolizes our blue skies, lakes and rivers.
- The orange color symbolizes our fertile fields, lands and farms.

The Meaning of the Colors of The US Flag



Flag of the United States, popularly called the American flag, is the official national flag of the United States.

- It consists of 13 horizontal stripes, 7 red alternating with 6 white, and in the upper corner near the staff, a rectangular blue field, or canton, containing 50 five pointed white stars.
- The stripes symbolize the 13 colonies that originally constituted the United States of America. The stars represent the 50 states of the Union. In the language of the Continental Congress, which defined the symbolic meanings of the colors red, white, and blue, as used in the flag, "White signifies Purity and Innocence; Red, Hardiness and Valor; and Blue, Vigilance, Perseverance and Justice."
- Because of its stars, stripes, and colors, the American flag is frequently called the Star-Spangled Banner, the Stars and Stripes, or the Red, White, and Blue.
- Another popular, patriotic designation, Old Glory, is of uncertain origin.

The Homenetmen Logo



The VAHAN (shield) is the official trademark of Homenetmen. It is the graphic mark or emblem. It is the symbol of Homenetmen.

The VAHAN logo is part of all athletic uniforms and is the core of the Homenetmen flag.

More Insignias

Homenetmen and Homenetmen scouts have more insignias:

- a. In addition to its official Logo-VAHAN, Homenetmen as the organization has its Nshanag.
- b. Homenetmen Scouts also have their own Nshan/insignia the Shoushanadzaghig, that is a mix of the World Scouting Fleur de Lis insignia + the Homenetmen Nshanag (Ararat+ Arax+ sun) + the Homenetmen Logo VAHAN embraced by 2 wings representing its motto/Partzratzir-Partzratzour

The Homenetmen Insignia(Nshanag) and its meaning



Homenetmen insignia is a metal casting/pin upon which is depicted Medz and Pokr Masis (twin peaks of Mount Ararat), the sun, the Arax River, with the colors as shown in the picture.

The Homenetmen insignia is centered on the front of the scout's beret.

The Homenetmen Aree, Arenooch, Yerets or Barmanoochee, who has taken the Homenetmen oath, bears this insignia upon his/her beret.

Meaning:

- The Medz and Pokr Masis (twin peaks of Mount Ararat) symbolize our people's greatness, eternal existence and unshakable faith.
- The Arax River symbolizes the blood shed by our ancestors for freedom and independence.
- The sun symbolizes our new generation.
- The sun's rays represent the twelve points of the scout Law.
- The two stars represent knowledge and truth.
-

The Homenetmen Scouting Insignia (Nshan) – Shooshanadzagheeg: Homenetmene Scoudootian Nshanuh- Shoushanadzaghig

- The three upper petals of the lily represent the three components of the scout's oath.
- The two stars represent knowledge and truth.
- The two lower petals on either sides represent the scout's smile. The lower petal in the center represents the scout's tongue, with which he speaks the truth.
- The 12 rays from the sunrise – 12 scout commandments.



All scouting flags carry the above insignia.

The World Scout Motto

Scoudootian Nshanapanuh- Meeshd Badrasd

The world scout motto is "Be Prepared".

Under all circumstances, the scout is expected to be prepared to implement the Scout Oath and adhere to the scout law.



World Scouts' Insignia



The World Crest is an emblem of the World Organization of the Scout Movement and is authorized for wear on the uniform of all member associations as a symbol of membership in a world brotherhood.

The crest is designed with a center motif encircled by a rope tied with a square knot, which symbolizes the unity and brotherhood of the movement throughout the world.

Even as one cannot undo a square knot no matter how hard one pulls on it, so, as it expands, the movement remains united.

The three tips of the center fleur-de-lis represent the three points of the Scout Oath. The two decorative five-pointed stars stand for truth and knowledge.

The crest is white on a royal purple background. These colors are symbolic as well. In heraldry, white represents purity and royal purple denotes leadership and help given to other people.

Origin of Scouting

- ❖ Founder of Scouting is an English General named Sir Baden Powell born in 1857.



- ❖ He thought of creating Scouting when he was in the English army fighting in India and northern Africa.
- ❖ He established scouting in **1907** in England by gathering young boys and having the first camp. By 1910 the enrollment in England had reached over 100,000 and continued spreading into Europe.

Hye Scoudeen Yertoomeh/ Armenian Scout Oath

The Homenetmen Scout's Oath (Homenetmenee Ari-Arenoushin Khostoomuh)

1. Ge khosdanam ellal havadarim Asdudzo yev dzerayel azkis u hayrenik'is.
2. Mishd oknel urishin yev kordzel iprev bardaganutian kidagits' ari yev vehantsn mart.
3. Hnazantil Homemetmen-i arineru- arenoushnerou tavanank'in.

The above oath translates to the following in English

- I promise to be loyal to God and to serve my nation and homeland.
- I promise to always help others and function as a responsible, brave and honest person.
- I promise to obey the Homenetmen boy scouts Law.

Are the Homenetmen Scout Oath, Law and Motto much different than the world scouting?

The Homenetmen scout oath and law does not differ much from that of world and Boy Scouts of America. The Homenetmen scout oath emphasizes the fact that the Armenian scout will learn the Armenian language well and will use it when necessary.

The Homenetmen Scout's Law –

Hye Scoudee Tavanankuh/ Armenian Scout 12 Commandments

1. Scoudeen khoskuh nviragan eh. (A scout's word is honorable)
2. Scouduh hnazant eh. (a scout is obedient)
3. Scouduh havadareem yev ooghameed eh. (a scout is loyal/faithful and straight forward)
4. Scouduh meeshd gokneh ooreeshneroon. (a scout always helps others)
5. Scouduh paregam eh amenoon yev yeghpayr polor scoudneroon. (a scout is a friend to all and a brother to fellow scouts)
6. Scouduh paregeert eh. (a scout is disciplined / well mannered)
7. Scouduh makoor Hayeren guh khosee amenoon hed, amen degh, amen aden (a scout speaks clean Armenian with everyone, everywhere, at all times)
8. Scouduh guh sireh oo guh bashdbaneh anasoonneruh yev pooyseruh. (a scout loves and protects animals and plants)
9. Scouduh meeshd zvalt oo khantavar eh. (A scout is optimistic / happy-go-lucky)
10. Scouduh ashkhadaser yev gorovi eh. (a scout is a hard worker and productive)
11. Scouduh dndesogh eh. (a scout is organized and clean)
12. Scouduh makoor eh mdadzoomnerov, khoskov yev kordzov. (a scout is clean in thoughts, words, and in actions.)

The Homenetmen Scout Uniform

The Homenetmen Western United States scout uniform consists of the following:

- Black shoes
- Khaki socks
- Navy blue pants or shorts for boy scouts (long pants must be worn during official flag ceremonies.)
- Navy blue skirts two inches above the knee for girl scouts
- Leather scout's belt
- Khaki shirt

- Neckerchief in the color selected by the Chapter (the neckerchief must be worn during all scouting activities.)
- Neckerchief (for section scoutmaster and higher) - tricolor neckerchief provided by the Regional Scouting Council



- Navy blue beret
- The American flag - on the right sleeve – top
- The Tricolor flag - on the right sleeve – middle
- Homenetmen's shield - on the right sleeve - lower
- Council district patch - on the left sleeve - top
- Chapter name - on the left sleeve - second
- Unit number - on the left sleeve - third
- Patrol totem - on the left sleeve - forth
- Norendza insignia - on the left shirt pocket o
- Pen Karg insignia - on the left sleeve fold - fifth
- Ayb karg insignia - on the left side of the shirt (in this case Pen karg is removed)
- V kayal karg insignia - on the button hole of the left shirt pocket (in this case the Ayp karg is removed)
- B.S.A. rank pins - left side of the flap of the right shirt pocket
- White level stripes - on the left shirt pocket
- Transfer badge - under the left shirt pocket
- Section type - above the B.S.A. badge
- Chapter, Region, Center commemorative badge (most recent) - right side of the flap of the right shirt pocket
- Service stars - above the left side pocket
- Emblems - right or left side of the flap of the left shirt pocket

Merit badges - above the section name (six preferred badges)

Position patches - on the left side of the shirt (on the right side of Ayp Gark)

The Homenetmen Scout salute - Parevuh

- Sign of friendliness and respect.
- Given with the right hand, palm facing outward, and three fingers: index, middle, and ring fingers. Thumb over pinky.



The 3 Fingers symbolize the main points of the oath.

- 1) Loyalty to God and your country/motherland (Armenia)
- 2) Always helping others.
- 3) Obeying the Armenian Scout Commandments (Hye Scoudee Tavanankuh)

The thumb over the pinky symbolizes the protection of the older scout over the younger scout and the loyalty

The Various Salutes of the Scouts and the Manner in Which They Are Used

The scouts have distinct manners of saluting. They should salute one another as well as their friends, as each scout is considered to be a friend to another scout. Scouts are required to salute their superiors. As such, before addressing a scout of higher rank, the scout is required to salute (formal salute) him or her and wait until the salute is acknowledged before speaking.

Full – Lreev parev. Done when saluting scouts, upper ranked people, during flag ceremony, when singing national or scout anthems. **Formal salute**

Salute with staff or stave: when the scout is holding a staff in his hand, he salutes in a particular way.

Hand shaking salute: unlike other people, the scout shakes hand with his left hand. He puts his little finger through the other scout's little finger and places his index finger on the other scout's wrist. By shaking with left hands, the scouts remind each other of the closeness of their hearts. This represents “blood brother” type relationship.

Salute with the head: it happens that the scout wishes to salute, but his hands are busy (he is carrying objects). In this case, the scout salutes by turning his/her head toward the person he/she is saluting.

Know how to Greet Armenian Clergy

To greet a Ter Hayr (priest):

- Greeting: Orhnya Ter
- Ter Hayr's response: Asduadz Orhne

To greet a Vardapet (reverend):

- Greeting: Asduadz Ognakan Hayr Surb
- Vardapet's response: Asduadz Pahapan

To greet a Bishop:

- Greeting: Asduadz Ognakan Srbazan Hayr
- Bishop's response: Asduadz Pahapan

To greet the Catholicos:

- Greeting: Asduadz Ognakan Vehabar Ter
- Catholicos's response: Asduadz Pahapan



BYLAWS of HOMENETMEN YOUTH Division (HYD)

GLOSSARY

HYD: Homenetmen Youth Division

WUSA: Western United States of America

RB: Regional Board

CEC: Chapter Executive Committee

HASK: Hayasdani Azkayin Scoutagan Sharjoun



Name and Purpose

Name

1.1-The name of this group shall be Homenetmen Youth Division (HYD)

Purpose

1.2 - The purpose of Homenetmen HYD is primarily to provide a **formal structure** to Homenetmen chapters to improve retention of Homenetmen members above age 18, and secondarily to provide an opportunity to the local community youth at large to get engaged with their community and better foster their Armenian identity.

Mission and Objectives

Mission

2.1 - The mission of Homenetmen HYD is to provide a youth centric **stimulating forum to network current Homenetmen members between ages 18 to 35** as well as non-members (future members), offering them a variety of activities through which they become better connected with each other, their Armenian community and Armenia.



Representative Meetings and Delegate's Conventions.

Objectives

2.2 – HYD Objectives are as follows:

2.2.1. Provide opportunities for the youth to interact for fun and fellowship by creating a physical social network of members through social, cultural and educational events.

2.2.2. Promote the development of future Homenetmen and/or community leaders.

2.2.3. Serve as a means of mobilizing and coordinating the actions of the Homenetmen youth toward positive goals.

2.2.4. Encourage them to debate, dialogue and learn. Provide a collective voice to the Homenetmen youth. Provide a platform to the Homenetmen youth to enable strategy and positive change for a sustainable success of Homenetmen. Provide a vehicle for participation in Homenetmen Regional

Specific Goals leading to Activities

1- HYD serving young Armenians to connect with each other at the social level

Activity examples:

- Social gatherings
- Hikes, camps etc....
- Attending cultural events, together
- Attending educational seminars, together

2- HYD engaging with their Armenian and also local communities in the Diaspora

Activity examples:

- Networking HYD members with community leaders and industry professionals; creating structured programs such as a mentorship and internship programs for HYD, thru which members can get real world work experience in the field or specialty they are going to pursue.
- Addressing challenges facing the Armenian youth in their respective communities and coordinating projects for HYD to assist in the solutions to those challenges.
- Organizing networking events and joint activities with other Armenian youth groups or organizations.
- Organizing youth forums
- Representing Homenetmen in organized larger community events
- Participating in community service projects for the larger (non- Armenian) community needs and connecting with the non-Armenian youth organizations.

3- HYD serving Homenetmen

Activity examples:

- Getting involved and assisting with Homenetmen scouting and athletic activities of local chapters. Getting involved and assisting chapters' other various programs.
- Getting involved with the planning and the implementation of WUSA REB main activities (e.g. Navasartian, centennial activities, and other...)
- Organizing educational seminars or training activities, inspiring younger members and mentoring them to become junior leaders
- Championing positive change for a better positioned Homenetmen in its second centenary

4- HYD connecting and serving Armenia

Activity examples: *Project driven activities:

- Working with sister organizations by getting engaged and participating with ongoing projects (mostly summer projects) in the homeland
- As HYD members, joining internship programs currently available in Armenia
- Assisting orphanages, renovation work (hands on activity) and providing any other support to break the cycle of poverty in Armenia
- Participating in global events organized by Homenetmen Central Board

- Participating or organizing mutual projects and activities with Homenetmen HASK
- Organizing workshops in the US about the betterment of Armenia

Structure

3.1. Homenetmen HYD is an integral part of the Homenetmen organization. It functions as an organizational section (or Division), just like scouting and athletics

3.2. Homenetmen HYD abides by the general principles of the constitution and bylaws of Homenetmen

3.3. Homenetmen HYD units (groups) are structured at the city level, and are sections within a Homenetmen Chapter

3.3.1. Initially HYD will be a pilot activity (defined as two years, starting 2016). During such period, HYD units from different chapters will function a combined unit, functioning under the direct supervision of the region's REB rather than the Chapter's CEB.

3.3.2. In due time, when two or more units become functional in certain a geographic region, with the consent of WUSA REB such units will function under the guidance of the respective chapter CEB, as determined by the geographical location of the majority of the units' members.

3.3.3. With the consent of REB, a HYD chapter unit can include Homenetmen members of other neighboring chapters, if the latter do not yet the potential to form local HYD units.

Membership

4.1. -HYD is open to any Homenetmen member or any individual of Armenian descent, between 18 and 35 years of age.

4.2 - The group shall have two classes of members:

4.2.1 **Active Member:** Any person qualified in 4.1 of the bylaws, currently a Homenetmen member or sponsored by an active Homenetmen member in good standing, who is actively participatory in HYD activities. Active members are eligible to join the HYC (see below).

4.2.2 **Participant Member:** Any person meeting the requirements of 4.1 residing within the authorized boundaries of the HYD unit is eligible to participate in all activities as a participant member, if sponsored by 2 Active HYD members in good standing. Participant members shall have all rights and duties of an Active member with lesser responsibilities and inability to join the management of HYD or HYC.

Governance/HYC Executive Committee

5.1. **Governance:**

5.1.1. The governance and management of Homenetmen HYD activities shall be the responsibility of active HYD members (as opposed to participants). **This entity is called Homenetmen Youth Committee (HYC).**

5.1.3 During the initial pilot stage of the youth program (two years), HYC will function as a Regional level committee. Thereafter chapter level HY Committees will also be formed.

5.2. HYC Executive Committee

5.2.1. HYC (Homenetmen Youth Committee) elects its executive committee. Such executives will have rights, duties and obligations in the management of HYD as long as they are Active HYD and Homenetmen members.

5.2.2 The duration of the term of HYC coincides with the term of the higher authority, namely the REB or the chapter CEB.

5.2.3. The annual meeting of the Active Members of HYD shall elect the HYC Executive Committee which shall consist of not less than three (3) and not more than five (5) Directors. After the EC is elected, the Exec committee shall meet to elect its cabinet officers, namely Chair/Secretary/Treasurer.

5.2.4. The composition of cabinet officers of the HYC (Chair /Secretary/Treasurer) will be revised and reelected by all HYC members, thru elections every 6 months.

5.2.4. The HYC shall meet bimonthly and conduct all activities and matters concerning the management of its affairs. HYC shall have such other powers as may be delegated to it by the Homenetmen WUSA REB (or Chapter CEB).



Parliamentary Procedure / How to Conduct a General Meeting?

This section is from the ARS handbook, edited by Nairy Derderian:

This is necessary information for those who will be running General Meetings



Parliamentary procedure is a process whereby an organization may reach decisions in a systematic and democratic way in a fair and orderly fashion, based on the right of the deliberate majority to decide. **It is a set of rules for conduct at meetings, that allows everyone to be heard and to make decisions without confusion.**

It is a procedure with rules and constraints put on all individuals involved. It is a procedure whereby the group decides what its policies will be, what actions it will take, how it will spend resources, and how it will determine what its organizational leadership will be.

Why is Parliamentary Procedure Important?

Because it's a time tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. Today, Robert's Rules of Order newly revised is the basic handbook of operation for most clubs, organizations and other groups. So it's important that everyone know these basic rules!

Historically, parliamentary procedure is an organizational procedure that derives its name from the procedure used by the English Parliament, although its origins date back to the ways of life with the Angles and Saxons, Germanic tribes of the 5th Century A.D.

- As Vice President of the United States and as Presiding Officer of the new U.S. Senate, Thomas Jefferson was the individual who was primarily responsible for adapting the English procedure as outlined in his manual and for adoption by the U.S. Congress in his time.

- Major Henry Robert, of the U.S. Army, wrote a procedure, patterned after earlier works, to provide a more practical procedure for the many organizations that were forming in our early democratic society.
- Today, Robert's Rules of Order Newly Revised has become the most commonly accepted and the most frequently adopted standard for organization in our society. It is a thorough and complete text that addresses virtually any situation that may develop in the course of an organization's work.

BASIC PRINCIPLES

There are four (4) basic principles upon which all the parliamentary rules are based.

1. Consider one (1) thing at a time: We may have a number of motions pending, for example, a main motion and an amendment but only the most recently made motion is the immediately pending question and it is the only one that can occupy any discussion at that moment.
2. Ensure justice, courtesy and equal treatment to all members: Every member is entitled to the same basic rights and privileges of membership. Regardless of how heated a discussion becomes, every member is expected to behave in a courteous and polite manner. Meetings that are run under strict parliamentary authority afford ample opportunity for an effective expression of opinion.
3. Serve the will of the majority: The concept of majority rule is probably the most basic tenet of democracy.
4. Preserve the right of the minority to be heard: As much as we happily exercise and protect the will of the majority, we must also safeguard the right of the minority to be heard. In a free society, we protect a minority's opinion and its right to full expression.

DECORUM

Established practices and customs for procedure which promote the smooth and orderly conduct of business fall under the category of decorum. These practices dictate how we conduct ourselves in a meeting.

- For Example, all remarks that are made by any member about any subject whatever are always made to and through the chair, without exception.
- There can be only one person occupying the floor at a time and that person can only take the floor if it has been assigned by the presiding officer.
- Even when someone has the floor, the chairperson remains the presiding officer.

- If a member has a question to the matter at hand, the member must address and ask the question to the chair, the chair will instruct the appropriate person to respond to the question.
- The answer will be directed to the chair. When another member has the floor it is incumbent on every member to listen attentively and refrain from conversation.

MOTIONS

A Motion is a mechanism by which a society or an organization introduces business for consideration. A topic is not in order to be discussed unless it has been properly introduced by a motion.

A Resolution is the same as a main motion except that it is always written out in a series of resolved clauses and often contains some pertinent debate in a preamble consisting of whereas clauses.

MAIN MOTION (ԳԼԽԱԴՈՐ ԱՌԱՋԱՐԿ)

Main Motion is a motion made to bring before the meeting or assembly, for its consideration on any particular subject. Of the five types of motions it is of the precedence because it cannot be introduced unless there are no other motions before the assembly; and it cannot be voted upon until all other types of motions have been voted upon or disposed of.

- Main Motions are debatable, amendable, and can be reconsidered.
- When a Main Motion is laid on the table it carries with it all pending subsidiary motions.
- Main Motions may be written and presented in the form of a resolution.
- If a Main Motion is referred to a committee, it carries with it only the pending amendments.
- Two motions may not be presented at the same time.

SUBSIDIARY MOTION (ՕԺԱՆԴԱԿ ԱՌԱՋԱՐԿ)

Subsidiary Motions are such as are applied to other motions for the purpose of most appropriately disposing of them. By means of them the original motion may be modified, action may be postponed, or it may be referred to a committee to investigate and report, etc....

Subsidiary Motions may be applied to any Main Motion; and when they have precedence over the Main Motion, they must be decided before the Main Motion can be acted upon. When one of the Subsidiary Motions is the immediately pending question, every motion above it is in order and every motion below it is out of order. They are listed in the order of their precedence:

1. Lay on the table
2. The previous question (vote immediately)
3. Postpone definitely

4. Commit or refer to committee
5. Amend
6. Postpone indefinitely

INCIDENTAL MOTION (ՅԱՐԱԿԻՑ ԱՌԱՋԱՐԿ)

Incidental Motions are actions that arise from another question, which is pending, and therefore take precedence. It must be decided before the question or motion out of which they arise; or they are incidental to a question that has just been pending and should be decided upon before any other business is originated.

An incidental motion is in order only when it is legitimately related to business at hand. It then takes precedence over any other motions pending. These motions, have no established order of precedence:

1. Point of order 2. Appeal 3. Suspend the rules 4. Object to the consideration of a question 5. Division 6. Object to the Chair

PRIVILEGED MOTION (ԱՌԱՋՆԱՇՆՈՐԵԱԼ ԱՌԱՋԱՐԿ)

Privileged Motions, while they do not relate to the pending question, they are of great importance, therefore they take precedence over all other questions, and due to this high privilege they are not debatable. They cannot change any subsidiary motions applied to them except to amend the motions to adjourn.

Some examples, in order of precedence, are: 1. Adjourn 2. Recess 3. Question of privilege 4. Orders of the day

HOW TO PRESENT A MOTION

Processing a Motion

1. MEMBER RECEIVES RECOGNITION
2. MEMBER STATES MOTION
3. ANOTHER MEMBER SECONDS MOTION
4. CHAIR STATES THE QUESTION ON THE MOTION
5. CHAIR PUTS THE QUESTION
6. CHAIR ANNOUNCES THE RESULT

Receive Recognition from the chair first. You may have to wait your turn if many members are seeking the floor. The chair shall assign the floor in a fair and timely manner. In a large group or convention, the chair may take a list of those waiting to seek recognition to introduce a motion.

State the Motion by beginning with, “I Move that ...” and conclude with the exact wording of your motion. Use straightforward language stated in the positive so that members understand that a yes vote means that are in favor and no vote means that are opposed to your motion. Motions should contain only one proposal. If your motion is long, write it out, read it, and then hand it to the chair or secretary so it may be recorded and re-stated properly. Remember, you should state your motion with no debate, however if your motion requires explanation you can make a brief introductory explanation before stating your motion. The presenter of the motion has the right first and last during the debate. You may not speak against your motion, but may vote against it, if persuaded by debate.

Another member Seconds the Motion by saying “Second” or “I second the motion.” The second is critical to the process because it lets the chair know that more than one person in the meeting wants to spend time discussing the motion or the question at hand. The chair may ask for a second. If there is no second then the motion is null for a lack of a second. If a member or members make comments about the motion in favor or against, then the motion is considered seconded. The person who seconded the motion has the right to speak and vote against the motion.

Chair states the Motion by saying, “It has been moved and seconded that we... [Stating the motion’s exact wording]. Is there a discussion?” At this point, and not before, the motion becomes the property of the group and only the group can dispose of it. There are many parliamentary motions at the member’s disposal for handling the main motion such as postponing it, referring it to a committee, amending, etc.... During the debate is the appropriate time to make parliamentary motions that will improve that motion or will dispose of it either temporarily or permanently, such as Amend, Postpone, Refer to Committee, and Lay on the table. Parliamentary motions that have an impact on debate, such as Limit Debate or Previous Question, are also in order during debate on the main motion.

Chair Puts the Question where there appears to be no further discussion the chair will put the question. The Chair must repeat the motion clearly in its present form and give precise instructions on how to vote, such as, “The question before us is that we will serve food to the homeless on Thanksgiving at the shelter in Downtown, Los Angeles. Those in favor of this motion say ‘aye’ (yes). Those that are opposed to this motion say ‘Nay’ (no).”

The chair then announces the results: “The ayes have it, the motion is carried” or “The nays have it, the motion has been defeated.” The Chair must let everyone know which side has prevailed, whether the motion was carried or defeated and what the resulting action would be, thus maximizing everyone’s clear understanding of what happened; Even if the vote is unanimous.

TYPES OF VOTING

- Majority: unless the bylaws state otherwise, majority is any number greater than half the votes cast.
- 2/3 vote: 2/3 vote means 2/3 of those present and voting.
- Plurality: Plurality means the largest number of votes to be given any candidate or proposition when three or more choices are possible. A plurality vote never elects unless the bylaws authorize it.
- Tie vote Tie Vote results from an equal numbers of votes being cast for both sides of the question. A tie vote means that it is lost. A chairperson, if he/she has not already voted, may vote to break a tie. The Chair may also vote to create a tie.

Also:

- There are two other motions that are commonly used that relate to voting.
- Motion to Table -- This motion is often used in the attempt to "kill" a motion. The option is always present, however, to "take from the table", for reconsideration by the membership.
- Motion to Postpone Indefinitely -- This is often used as a means of parliamentary strategy and allows opponents of motion to test their strength without an actual vote being taken. Also, debate is once again open on the main motion.

VOTING METHODS

1. VOICE VOTE Voice Vote is the most often used and can easily be taken quickly by simply asking the members to say yes or aye if they favor the proposal or to say no or nay if they are against it.
2. SHOW OF HANDS Show of Hands can be used in small groups where everyone can be seen, such as Committee or Board meetings. Members are asked to raise their hands to indicate their preference on the proposed motion.
3. RISING VOTE Rising Vote is used when a 2/3 vote is required and it is also used to verify the vote when a member doubts the results of a vote and calls for a Division of the Assembly.
4. ROLL CALL Roll Call verifies the attendance and records how each member votes.
5. BALLOT A Ballot vote can be done by paper or by machine and it keeps the voter's choice a secret. The chair may vote when the vote is by secret ballot since the chair's vote will not unduly influence others.
6. GENERAL CONSENT General Consent is a method of voting on routine matters, such as approval of the minutes. The members agree to an action by keeping silent and not raising an objection. Any member can and should object if they feel the need.
7. MAIL OR PROXY VOTE Mail or Proxy voting must be authorized in the bylaws. Without such authorization this type of voting cannot occur.

Conclusion: Parliamentary Procedure is the best way to get things done at your meetings. But, it will only work if you use it properly.

- Allow motions that are in order.
- Have members obtain the floor properly.
- Speak clearly and concisely.
- Obey the rules of debate.

Most importantly, *BE COURTEOUS.*



The Homenetmen Leader's Check List #20



More Information About Homenetmen

Homenetmen Leaders have to:

- Know the lyrics of the Armenian anthem (Mer Hayrenik), American anthem (The Star Spangled Banner), Homenetmen anthem (Harach Nahadag) and the scouting anthem (Ov Hay Ari), and actively participate
- Be comfortable with frequently asked questions about Homenetmen- FAQ section
- Have a good knowledge about Homenetmen world and Western USA Region membership statistics
- Recognize that Homenetmen Armenia Region, HASK, is a member of the Eurasia branch of the World Organization Scouting Movement (WOSM)
- Realize that Homenetmen Youth Division is now a General Representative Meeting approved division that has its own bylaws. All chapters have to encourage college age and young professionals' led programs
- Study the details of Robert's Rules and Parliamentary Procedures in order to participate and lead Homenetmen General Meetings



Chapter 21: General TOPICS that A Homenetmen LEADER Should KNOW

Train the Trainer: Leaders need general education too. In order to lead well, Homenetmen leaders have to be educated about their community, the Armenian nation and the governance of the USA.



That is why, in addition to all of their fiduciary responsibilities, all board members have to be appraised and educated about the following topics:

- The governance and government structure of both the Republic of Armenia and USA
- The priorities of the Armenian nation: Armenia/Artsakh and Diaspora
- The Republic of Armenia today: achievements and challenges
- Artsakh today: Achievements and challenges
- The Armenian Diaspora today

TOPICS that A Homenetmen LEADER Should KNOW

HISTORY of the ARMENIAN NATION

This is a concise summary of our history:

Formation of the people of Armenia: Mountainous Armenia, throughout the centuries, was inhabited by races that dissolved to form the Armenian people. Armenians belong to the Indo-European race. Armenia is where the Armenian people lived for centuries and it is where its history was written. Armenian, our national language, belongs to a separate branch of the Indo-European language tree. Armenians are Christians. We have an independent church, the Armenian Apostolic Church. We also have Armenians that are Catholics and Protestants. The formation of a people called Armenians originated in the western and south western parts of

historical Armenia. During the 9th century BC, the nation of Ourardou was created around Lake Van. Ourardou had a highly developed culture. The capital of Ourardou was Doushba (Van). The beginning of the 6th century BC saw the demise of the Ourardou government and the emergence of Armenian independent states. The beginning of the 2nd century BC saw the establishment of three independent Armenian states (Greater Haik, Lesser Haik and Dzopk).

The Kingdoms: The Ardassessian kingdom was established in the year 189 BC. The most famous king of this era was king Dikran the great who was coroneted as king during the year 95 BC. He expanded his kingdom's borders and it extended from the Euphrates to the Caspian Sea and from river Gour to the mountains of Gortvats. After the fall of the Ardassessian kingdom, Armenia was ruled by the Romans until the year 64, when the Arshagouni kingdom was established. The Arshagouni kingdom ruled for four centuries (64-428).

First Christian Country: 301 AD was the year Armenians adopted Christianity. Krikor the Illuminator became the first Armenian pope and king Durtad, the first Christian king. This kingdom did not last very long. 387AD Armenia was divided into two; the Areas ruled by the Romans (Western Armenia) and the areas ruled by the Persians (Eastern Armenia). This division created a need among Armenians to have a common culture and language. Thus, in the year 405AD, Mesrob Mashdotz created the Armenian alphabet. Supported by Sahag Barteve Catholicos and king Vramshabouh, he engaged in the translation work (including the bible) which resulted in the Armenian "Golden Age" of the fifth century. The creation of the Armenian alphabet and the adoption of Christianity by the Armenian nation had a critical impact on the Armenian people. This sense of belonging drove the brave Armenians to fight for their existence in the battle of Vartanantz 16 (451AD). During the next few decades, Armenians led by Vahan Mamigonian fought the Persians for independence. These wars culminated in the Nouarsag treaty, which was regarded as a major victory at the time.

The Kingdom is divided: During the years that followed 640 AD, Armenia was invaded by Arabs and was ruled by Arabs for 200 years. Armenia became independent again on 885AD and the Pakradouni kingdom lasted until 1045AD. The Pakradouni tried to bring back the Armenian unity established during the Arshagouni kingdom. Unfortunately, the Seljuk Turk invasions and the anti-Armenian Byzantine policies put an end to the Pakradouni kingdom. After the fall of the Pakradouni kingdom, Armenians started to leave Armenia and settle in Cilicia. There, during the year 1080AD, Armenians created the Roupinian kingdom that lasted 300 years until 1375. Later, Cilicia fell into the hands of the Turks for good. In 1555, Armenia was divided among Turks and Persians. During the 18th century, the Russians started moving south. Russo-Persian wars ended with a Russian victory. Thus most of Eastern Armenia (Karabagh, Nakhichevan and Yerevan in other words the territory between rivers Gour and Arax) was under Russian rule. This was followed by Russo-Turkish wars which also ended with Russian victories. Turks handed over the cities of Gars, Batoum and Ardahan to the Russians. During the Turkish and Persian rule, Armenians were subjected to very difficult and inhumane conditions. The Armenian fighting spirit was dying. The lack of leadership was evident. Armenians turned to the church for

refuge. During the 17th century the Armenian Church tried to seek European intervention to help relieve the Armenian people from this hopeless condition.

The Struggle for Independence: Israel Ori, Hovsep Ehmin and others contacted other countries to seek their help to recover its fatherland. Davit Peg, Mkhitar Sbarabed and Governors of Khamsa helped the Armenian people wake up and fight for their rights. The revolution arrived in the second half of the 19th century, when the Armenian renaissance, the 1863 national agreement and the treaties of San Stefano and Berlin made the Armenian people realize that you have to depend on your abilities and fight for your rights. Soon after, history saw the births of secret organizations such as “Secret Union of greater Haik” (Garin), “Salvation in Unity” (Van), “Strength” (Shoushi), “Young Armenia” (Tblissi). The sole goal for the creation of these revolutionary organizations was to protect the Armenian people’s honor, religion and way of life.

Armenian Political Parties: The first Armenian political party, the Armenagans was created in the city of Van in 1885. This party lasted 11 years, and during these eleven years the party prepared the Armenian people for a revolution and assassinated Kurdish and Turkish leaders who made the lives of the Armenian people unbearable. In 1887, in Geneva a group of Armenians created the Huntchak political party which was later named Social Democrat Huntchak party. The rebellion of Sassoun was led by the great Huntchak leader Mourad (Hampartsoum Boyajian) who settled in Sassoun and prepared the population and instilled in them revolutionary ideas. Armenian youth started joining the Huntchak party. Major accomplishments of the Huntchak party include the revolt of Zeitoun, Koum Kapoo and Bab Ali demonstrations. Besides the Armenagans and Huntchak parties, other political groups were organized with the main intent of helping the Armenian population in Western Armenia (Ruled by the Turks). In the summer of 1890, in Tblissi, and due to the great efforts of Krisdapor Mikaelian, these separate political groups joined forces and through their union a new political party emerged called the Armenian Revolutionary Federation. Simon Zavarian and Stepan Zorian (Rosdom) join forces with Krisdapor to lead this party. The ARF created a large network in Eastern Armenia and the Caucasus region, sent intellectual leaders to organize the revolutionary activities, created fighting teams (Fedayagan Khoomper) that fought to liberate Armenia until Armenia’s independence of 1918. Notable accomplishments of this party were the take-over of Bank Ottoman (1896), Attack on Khanassor (1897), the second Sassoun revolt (1904), the assassination attempt of Sultan Hamid (1905) and numerous battles with the Turkish army which were led by the likes of Nigol Tooman, Antranig, Serop Aghpyur, Kevork Tchavoush and other famous Tashnag leaders. Armenian Genocide: The biggest blow to the Armenian people came in 1915, when the Ottoman leaders planned and executed the first genocide of the 20th century. During this genocide the Armenians lost one third of its population and five sixth of its homeland. Through miracles some Armenians survived the mass killings and the death marches through the Arabian Desert and made it to Syria, Lebanon, Iraq and from there gradually to the rest of the world. In 1921, another exodus is forced upon the Armenians when the French pull out of Cilicia and turn it over to the Turks.

First Armenian Independent Republic: At about the same time, the Turks try to advance on Eastern Armenia, but the Armenians come out victorious in Sardarabad, Pash Abaran and Gharakilisu. On May 28, 1918, the first Armenian Republic is created, but this independence is short lived but serves as the basis for today's Armenia. During these two 18 and half years, Armenia had four Prime ministers (Katchaznuni, Khadissian, Ohanchanian, Vratzian). Armenia creates its own constitution, an army, and foreign diplomatic representation.

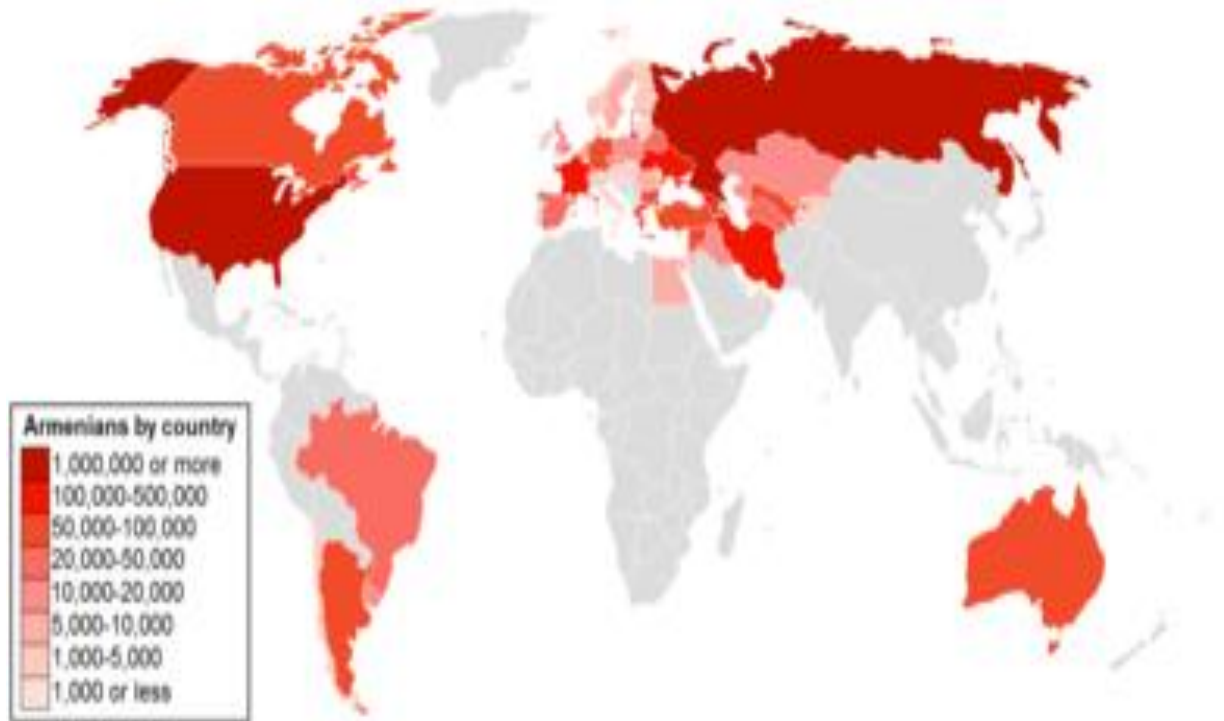
On the second of December 1920, Armenia becomes a Soviet Republic until the fall of the Soviet Union on September 23, 1991. During these 70 years of communist rule, Armenia and Armenians suffered a great deal. Karabagh and Nakhichevan and Chavakhk are given away to neighboring countries (first two to Azerbaijan and the latter to Georgia. Life in the Diaspora: Armenians in the Diaspora lived as orphans hoping one day they can return to the homeland. They made every effort not to lose their identities. In 1965, after the 50th commemoration of the genocide, Armenians become more organized politically and demand their rights. They work both on the political arena and the also resort militant activities to focus the world's attention on the Armenian cause and the demands of the Armenian people.

The new Independent Republic of Armenia: In 1988, the Armenian history enters a new phase. The Armenian people within Armenia proper as well as the Diaspora rise to confront the Artsakh issue. Armenia becomes independent again on the 23rd of September 1991. The war of independence starts in Karabagh. Armenian cities and towns are liberated, and after a lot of casualties Karabagh is liberated.

Current Status of the Armenian Nation:

Today 8-10 million Armenians are spread all over the world.

3 million live in the Republic of Armenia and the others are spread over 30 countries (mainly in the US, Canada, Russia, France, Lebanon, Syria, Argentina, Greece, Australia, Iran, and other Middle Eastern countries.



Topics that a Homenetmen Leader Should Know:

The Armenian Genocide

The Armenian Genocide was the centrally planned and systematically executed deportation and murder of over 2 million Christian Armenians, Greeks and Assyrians by the Ottoman Turkish Government from 1915-1923.

Despite overwhelming documentation by historians and condemnation by over 25 countries worldwide, a repentant Turkey seeks to both enforce an international gag-rule against truthful affirmation of the Armenian Genocide and to obstruct a just international resolution of this still unpunished crime.

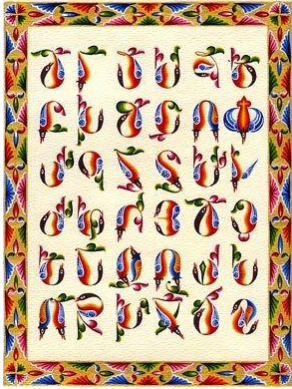
Historical Background

- The greatest atrocity that took place against civilians during World War I was the Armenian Genocide. An estimated 1,500,000 Armenians, more than half of the Armenian population living on its historic homeland, were destroyed on the orders of the Turkish leaders of the Ottoman Empire. The vast murders were carried out through execution, death marches, drowning, burning and other means.
- Known as the “Young Turks,” the rulers of the Ottoman Empire sought to create a new, homogeneous Turkish state. Some wanted to create a Turkish empire extending into Central Asia. Those promoting this ideology, known as “Pan Turkism,” saw the Armenian population as an obstacle to their goal.



Armenian family, early 1900's

- For nearly 3,000 years, Armenians had inhabited the highland region between the Black, Caspian, and Mediterranean Seas. Armenia was at various times independent under a national dynasty; autonomous under native princes who paid tribute to foreign powers; or subject to direct foreign rule. The Armenians had developed a distinct language, alphabet, and national-religious culture, and were the first people to adopt Christianity as a national religion. They lived in all the major cities of the Ottoman Empire and had made major contributions to Turkish commerce, industry, architecture and the arts.



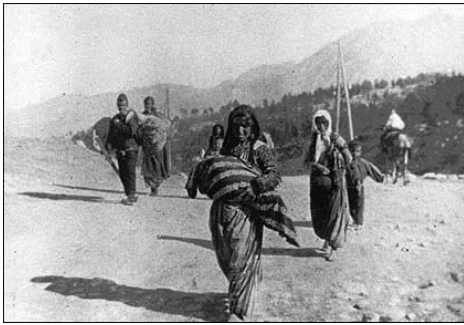
Armenian alphabet

- The Turkish invasion of Armenia began in the 11th century A.D. Most of the territories that had formed the Armenian kingdoms were incorporated into the Ottoman Empire in the 16th century. Although Armenians and other minorities, including Greeks, Assyrians, and Jews, were allowed some limited freedoms, they were not considered equals to Muslims, living as second-class citizens under the empire's Islamic legal system. There were restrictions on many aspects of their lives, including special taxes, a prohibition on bearing arms, riding horseback, providing testimony in court against Muslims, etc. Referred to in Turkish as "gavours," a pejorative word meaning "infidels" or "unbelievers," Armenians were treated with prejudice.
- Turkish power began to decline in the 1800's. The empire faced steady losses of territory after revolts of subject peoples in the Balkans and wars with the Russians. Driven by a need to secure the remaining territories and to inhibit Armenians' economic influence, Ottoman ruler Abdul Hamid II initiated the massacre of approximately 300,000 Armenians in numerous provinces in 1894-1896 and approximately 30,000 in the region of Cilicia in 1909.
- On April 24th, 1915, with the "Young Turks" now heading the government, several hundred Armenian community leaders in Constantinople (modern-day Istanbul) were arrested, sent east, and put to death.



Interior Minister Talaat Pasha

- Armenian men who had been conscripted into the Ottoman armies, serving in segregated, unarmed labor battalions, were removed and murdered. Minister of the Interior, Talaat Pasha, ordered the deportation of the Armenian population to “relocation centers” – marching them into the barren Syrian Desert without food or water. Men and teenage boys were separated from the deportation caravans and killed under the direction of Young Turk officials. Women and children were driven for months over mountains and deserts. Some were kidnapped, some raped, some stripped naked and forced to walk under the scorching sun until they dropped dead.
- The Young Turks also created a “Special Organization,” which organized “killing squads” often made up of murderers and other ex-convicts. They drowned people in rivers, threw them off cliffs, crucified them and burned them alive. Within months, Armenian corpses were strewn across the Turkish countryside.



- The deportees fell by the hundreds of thousands from exhaustion, exposure, and starvation. Ultimately, about 60 to 65 percent of the Armenian population was annihilated, about 1,500,000 people. Of the many thousands of orphans who survived, many were forcibly married or converted to Islam and raised as non-Armenians. Armenian community and private properties, including schools, churches, cultural institutions, businesses, and personal belongings were destroyed, or they were confiscated by the government and distributed to Turks.



Armenian child starved to death, 1916

- Other Christians, including the Greeks and Assyrians, were similarly targeted, and hundreds of thousands were murdered. Large-scale massacres continued during the last years of the Ottoman Empire by Turks until the proclamation of the Republic of Turkey in 1923.
- The American ambassador to the Ottoman Empire, Henry Morgenthau, wrote in his memoirs: “When the Turkish authorities gave the orders for these deportations, they were merely giving the death warrant to a whole race; they understood this well, and in their conversations with me, they made no particular attempt to conceal the fact.”



U.S. Ambassador Henry Morgenthau

- Another American diplomat in Turkey, U.S. Consul, Leslie Davis, described the condition of Armenians he saw on one of the “deportation” routes: “All of them were in rags and many . . . almost naked . . . emaciated, sick, diseased, filthy, covered with dirt and vermin . . . driven along for many weeks like herds of cattle, with little to eat . . . Most of the men having been killed by the Kurd before their arrival at Harpoot. Many of the women and children also had been killed and very many others had died on the way . . . Of those who had started, only a small portion were still alive and they were rapidly dying . . . “Davis reported to Ambassador Morgenthau, “Any doubt that may have been expressed in previous reports as to the Government’s intentions in sending away the Armenians have been removed and any hope that may have been expressed as to the possibility of some of them surviving have been destroyed. It has been no secret that the plan was to destroy the Armenian race as a race...”



Near East Relief poster

- The Armenian Genocide was quite well documented at the time by Western diplomats, missionaries, and others. The New York Times, in particular, covered the events extensively.
- Average citizens in the United States came to the aid of Armenians. The first international aid mission of the American Red Cross was to help Armenian victims of the 1896 massacres. In 1915, the American Committee for Armenian and Syrian Relief was established, raising millions of dollars to save the “starving Armenians,” a term in common use at the time. Chartered by the U.S. Congress in 1919 as Near East Relief, it established refugee camps, hospitals, and orphanages, delivering food, clothing, shelter materials, and providing genocide survivors with job training. Overall, the Near East Relief cared for 132,000 Armenian orphans scattered across the region. At the urging of the Allies after the Ottoman Empire’s defeat in WWI, the Ottoman government held investigations and military trials against the perpetrators of the Armenian Genocide. Although verdicts were handed down, confirming the state policy of extermination, the sentences were never carried out. By 1923, perhaps only ten to fifteen percent of the pre-war Armenian population remained in the historic Armenian territories, and survivors were forced into permanent exile in other countries.
- In May 1915, the Allies characterized the extermination of the Armenians as a “crime against humanity.” The word “genocide” did not yet exist. In 1944, Raphael Lemkin, a Polish-Jewish lawyer, who had been moved by the massacres of Armenians and was then witnessing the extermination of European Jewry, coined the term in order to define the intentional attempt to destroy an entire people.
- The Armenian Genocide is considered the first “modern” genocide in the way it was systematically planned and implemented. Because the perpetrators were not punished and no restitution was made to the victims, Adolf Hitler saw it as a valid precedent for his plan to wipe out the Jews of Europe. In a speech before invading Poland in 1939, Hitler spoke proudly of his intention to kill “mercilessly,” saying, “Who, after all, speaks today of the annihilation of the Armenians?”

Courtesy of The Genocide Education Project – GenocideEducation.org

With Woodrow Wilson's encouragement, Congress established the Near East Relief Foundation in 1919. In 1920, President Woodrow Wilson stated that "the sympathy for Armenia among our people has sprung from untainted consciences, pure Christian faith, and an earnest desire to see Christian people everywhere succored in their time of suffering, and lifted from their abject subjection and distress and enabled to stand upon their feet and take their place among the free nations of the world." Albert Shaw, the editor of the American Review of Reviews in 1930 echoed President Woodrow Wilson's observation noting that "the special appeal of the Near East Relief transcended anything in the way of a nationalizing movement of charity and brotherhood that we have ever known." From 1923 to 1929, the Near East Relief initiated the "Golden Rule Sunday" wherein on the first Sunday in December, Americans were asked to eat only a one course meal similar to what would have been served in an orphanage. The money saved would then be donated to the Near East Relief. As a result, "remember the starving Armenians" became a common refrain in American households. The initiative helped raise over \$116,000,000 (or over \$1,000,000,000 in today's dollars) from 1915 to 1930 to help aid survivors of the Armenian Genocide, including 132,000 orphans. In 1922, as an expression of deep appreciation for the extraordinary efforts of the Near East Relief, thousands of Armenian orphans stood together to spell out "America We Thank You" at an orphan asylum in what is now modern day Gyumri, Armenia.

The Genocide RUG:

In 1925, as a symbol of sincere gratitude for America's generosity and humanitarian relief, a rug woven by Armenian orphans was presented by Dr. John H. Finley, Vice Chairman of the Near East Relief's Executive Committee and Associate Editor of the New York Times to President Calvin Coolidge. The inscription on the rug read: "Made by Armenian girls in the orphanage in Ghazir, Lebanon, of the Near East Relief and presented as a Golden Rule token of appreciation to President Coolidge." President Calvin Coolidge sent Dr. John H. Finley a letter stating in part: "The rug has a place of honor in the White House, where it will be a daily symbol of goodwill on earth." The Armenian orphan rug was displayed in November of 2014 at the White House Visitor Center

TURKISH DENIAL

“Despite the vast amount of evidence that points to the historical reality of the Armenian Genocide, eyewitness accounts, official archives, photographic evidence, the reports of diplomats, and the testimony of the survivors, denial of the Armenian Genocide by successive regimes in Turkey has gone on from 1915 to the present.”

- From 1915 to 1917 the Young Turk regime in the Ottoman Empire carried out a systematic, premeditated, centrally planned genocide against the Armenian people. One of the documents authenticated by Turkish authorities in 1919 is a telegram sent in June 1915 by Dr. Sakir, one of the leaders of the secret organization that carried out the planning and implementation of the Genocide. He asks the provincial party official who is responsible for carrying out the deportations and massacres of Armenians within his district: “Are the Armenians, who are being dispatched from there, being liquidated? Are those harmful persons whom you inform us you are exiling and banishing, being exterminated, or are they being merely dispatched and exiled? Answer explicitly....”
- The evidence of intent is backed also by the outcome of the actions against the Armenians: it is inconceivable that over a million persons could have died due to even a badly flawed effort at resettlement. Moreover, the pattern of destruction was repeated over and over in different parts of Turkey, many of them far from any war zone; such repetition could only have come from a central design. Further, the reward structure was geared toward destruction of the Christian minority: provincial governors and officials who refused to carry out orders to annihilate the Armenians were summarily replaced.

A summary of key events of the Armenian Genocide

- More than one million Armenians perished as the result of execution, starvation, disease, the harsh environment, and physical abuse. A people who lived in eastern Turkey for nearly 3,000 years lost its homeland and was profoundly decimated in the first large-scale genocide of the twentieth century. At the beginning of 1915 there were some two million Armenians within Turkey; today there are fewer than 60,000.
- Despite the vast amount of evidence that points to the historical reality of the Armenian Genocide, eyewitness accounts, official archives, photographic evidence, the reports of diplomats, and the testimony of survivors, denial of the Armenian Genocide by successive regimes in Turkey has gone on from 1915 to the present.

- The basic argument of denial has remained the same, it never happened, Turkey is not responsible, the term “genocide” does not apply. The tactics of denial, however, have shifted over the years. In the period immediately after World War I the tactic was to find scapegoats to blame for what was said to be only a security measure that had gone awry due to unscrupulous officials, Kurds, and common criminals. This was followed by an attempt to avoid the whole issue, with silence, diplomatic efforts, and political pressure used where possible. In the 1930s, for example, Turkey pressured the U.S. State Department into preventing MGM Studios from producing a film based on Franz Werfel’s *The Forty Days of Musa Dagh*, a book that depicted aspects of the Genocide in a district located west of Antioch on the Mediterranean Sea, far from the Russian front.
- In the 1960s, prompted by the worldwide commemoration of the fiftieth anniversary of the Genocide, efforts were made to influence journalists, teachers, and public officials by telling “the other side of the story.” Foreign scholars were encouraged to revise the record of genocide, presenting an account largely blaming the Armenians or, in another version, wartime conditions which claimed the lives of more Turks than Armenians. Thereafter, Turkey tried to prohibit any mention of the Genocide in a United Nations report and was successful in its pressure on the Reagan and Bush administrations in defeating Congressional resolutions that would have designated April 24 as a national day of remembrance of the Armenian Genocide. The Turkish government has also attempted to exclude any mention of the Genocide from American textbooks. Stronger efforts still have been made to prevent any discussion of the 1915 genocide being formally included in the social studies curriculum as part of Holocaust and genocide studies.
- There have also been attempts by the Turkish government to disrupt academic conferences and public discussions of the Genocide. A notable example was the attempt by Turkish officials to force cancellation of a conference in Tel Aviv in 1982 if the Armenian Genocide were to be discussed, demands backed up with threats to the safety of Jews in Turkey. The U.S. Holocaust Memorial Council reported similar threats over plans to include references to the Armenian Genocide within the interpretive framework of the Holocaust Memorial Museum in Washington. At the same time, Turkey has sought to make an absolute distinction between the Holocaust and the Armenian Genocide, defining the latter as “alleged” or “so-called.” The documents we have, however, show that, in private, such labeling drops off.
- Turkey intensified its campaign as country after country (Russia, Germany, France, Italy, Canada, Holland, Switzerland) officially recognized the Armenian Genocide. Ever since the US House of Representatives passed a genocide resolution in 1984, Turkey has hired numerous lobbyists, enlisted defense contractors and multinational corporations doing business in Turkey, leveraged its NATO membership with the Pentagon, and organized congressional junkets in Turkey, all to ensure that such a resolution never becomes law.

- Turkey also began funding professors and academic publications and establishing Turkish Studies programs at U.S. universities to raise doubt about the Armenian Genocide despite the voluminous historical records and the consensus among Holocaust and genocide scholars. The misuse of academia for political ends is so extensive that the professor appointed to Princeton's Atatürk Chair of Turkish Studies was found to have acted as a ghostwriter and advisor for the Turkish embassy's denial campaign.
- Turkey has used its geopolitical, military, and economic alliances to pressure foreign governments to ignore the historical record. For example, in 2007, Turkey threatened to ban US aircraft from using American bases in Turkey to support US troops fighting the Iraqi insurgency, thus successfully pressuring President George W. Bush to take to the Rose Garden to publicly denounce and ultimately prevent a vote on a House genocide recognition resolution.

ARMENIAN GENOCIDE:

The ANCA POSITION

Turkey's campaign to deny the truth and obstruct justice for the Armenian Genocide seeks to erase from world history the more than two million victims killed by Ottoman Turkey's and later the Republic of Turkey's during systematic and deliberate massacres and deportations of Armenians, Assyrians, Greeks, and other Christians between 1915 and 1923. Turkey continues to consolidate the fruits of this crime, benefiting from the theft of vast assets and the exile of ancient nations from their historic homelands.

Despite formal recognition of the Armenian Genocide by the U.S. government in 1951 and 1981, successive U.S. Administrations, fearful of offending Turkey, have effectively supported the Turkish government's revisionism by opposing passage of Congressional Armenian Genocide resolutions and objecting to the use of the word "genocide" to describe the systematic destruction of the Armenian people.

The U.S. government, rather than supporting Turkey's denials, should pressure Turkey to come to terms with its past.

A just resolution of the Armenian Genocide would decrease regional tensions, open the door to improved Armenia-Turkey relations, help reform Turkey into a pluralist and tolerant society, and contribute to an end to the cycle of genocide.

Topics that a Homenetmen Leader Should Know – The Armenian Diaspora today

The **Armenian diaspora** refers to the communities of [Armenians](#) outside the [Republic of Armenia](#) and other locations where Armenians are considered an indigenous population. Since antiquity, Armenians have established communities in many regions throughout the world. However, the modern Armenian diaspora was largely formed as a result of the Armenian Genocide of 1915, when the Armenians living in their ancestral homeland in eastern Turkey, known as Western Armenia to Armenians, were systematically exterminated by the Ottoman government.^[1]

History

The Armenian diaspora has been present for over seventeen hundred years.^[7] The modern Armenian diaspora was formed largely after World War I as a result of the Armenian Genocide. According to Randall Hansen, "Both in the past and today, the Armenian communities around the world have developed in significantly different ways within the constraints and opportunities found in varied host cultures and countries."

After the fall of the Ottoman Empire, Turkish nationalists led by Mustafa Kemal Atatürk took the region of Western Armenia. As a result of the Armenian Genocide, Armenians were forced to flee to different parts of the world (approximately half a million in number) and created new Armenian communities far from their native land. Through marriage and procreation, the number of Armenians in the diaspora who trace their lineage to those Armenians who survived and fled Western Armenia is now several million.

Since the breakup of the Soviet Union, approximately one million Armenians have joined the diaspora largely as a result of difficult economic conditions in Armenia. A former diplomat in Armenia said, Armenians "are not place bound, but ... are intensely place-conscious."

In the fourth century, Armenian communities already existed outside of Greater Armenia. Diasporic Armenian communities emerged in the Sassanid and Persian empires, and also to defend eastern and northern borders of the Byzantine Empire.^[9] In order to populate the less populated areas of Byzantium, Armenians were relocated to those regions. Some Armenians converted to Greek Orthodoxy while retaining Armenian as their language, whereas others stubbornly clung on to remain in the Armenian Church despite pressure from official authorities. A growing number of Armenians voluntarily migrated or were compelled to move to Cilicia during the course of the eleventh and twelfth centuries. After the fall of the kingdom to the Mamelukes and loss of Armenian statehood in 1375, up to 150,000 went to Cyprus, the Balkans, and Italy.^[9] Although an Armenian diaspora existed during Antiquity and the Middle Ages, it grew in size due to emigration from the Ottoman Empire, Iran, Russia, and the Caucasus.

The Armenian diaspora is divided into two communities – those from Ottoman Armenia (or Western Armenian) and those who are from the former Soviet Union, the independent Republic of Armenia and Iran. (or Eastern Armenian)

Armenians of the modern Republic of Turkey do not consider themselves as part of the Armenian Diaspora, since they believe that they continue residing in their historical homeland.

The Armenian diaspora grew considerably during and after the First World War due to dissolution of the Ottoman Empire. Although many Armenians perished during the Armenian Genocide, some of the Armenians managed to escape, and established themselves in various parts of the world.

Diaspora of Today

The Armenian diaspora is divided into two communities – those from Ottoman Armenia (or Western Armenian) and those who are from the former Soviet Union, the independent Republic of Armenia and Iran. (or Eastern Armenian)

Armenians of the modern Republic of Turkey do not consider themselves as part of the Armenian Diaspora, since they believe that they continue residing in their historical homeland.

The Armenian diaspora grew considerably during and after the First World War due to dissolution of the Ottoman Empire.^[10] Although many Armenians perished during the Armenian Genocide, some of the Armenians managed to escape, and established themselves in various parts of the world.

Distribution

Today, the Armenian diaspora refers to communities of Armenians living outside the Republic of Armenia and the Republic of Artsakh (Nagorno-Karabakh), since these regions form part of Armenians' indigenous homeland. The total Armenian population living worldwide is estimated to be 10,000,000.

Of those, approximately 3 million live in Armenia, 130,000 in the de facto independent Nagorno-Karabakh and 120,000 in the region of Javakhk in neighboring Georgia. This leaves approximately 7,000,000 in diaspora (with the largest populations in Russia, the United States, France, Argentina, Lebanon, Syria, Iran, Turkey, Canada, Ukraine, Greece, and Australia).

Less than one third of the world's Armenian population lives in Armenia. Their pre-World War I population area was six times larger than that of present-day Armenia, including the eastern regions of Turkey, northern part of Iran, southern part of Georgia, Artsakh (Nagorno-Karabakh) and Nakhichevan regions of Azerbaijan.^[12]

Population by country

Estimates may vary greatly, because no reliable data are available for some countries. In France, Syria, Iran, Lebanon, Germany and many other countries, ethnicity was never enumerated during population censuses and it is virtually impossible to determine the actual

number of Armenians living there. Data on people of foreign origin (born abroad or having a foreign citizenship) is available for most European Union countries, but doesn't present the whole picture and can hardly be taken as a source for the number of Armenians, because in many countries, most prominently France, most Armenians aren't from the Republic of Armenia and they don't have any legal connection with their ancestral homeland. Also, not all Armenian citizens and people born in Armenia are ethnic Armenians, but the overwhelming majority of them are, as about 97.9% of the country's population is Armenian.

For other countries, such as Russia, the official number of Armenians is believed, by many, to have been underrated, because many migrant workers live in the country.

Largest Armenian Diaspora Communities in the World

Armenian Diaspora in the USA

Armenians' first rush to the North America took place during the end of the 19th century and the beginning of the 20th century. This was because of the Hamidian massacres and the Armenian Genocide by the Ottoman Turks. Later on, large numbers of Armenians from the Middle East fled to the US and Canada. This was followed by a large migration from Armenia, when the Soviet Union collapsed.

After Russia, the Armenian community of the USA is the second largest community of Armenian Diaspora, totaling to around 500,000 people (as of 2011). These numbers are widely challenged, suggesting there are 800,000 to 1,5 million Armenians, living in the US.

The largest center of the Armenians' American community is the Greater Los Angeles Area, particularly the city of Glendale, where the majority of the population is Armenian. Other large centers are New York, Chicago, Boston, San Francisco and others. It is important to mention that the Armenian community of the United States of America is the most politically engaged community of the Armenian Diaspora (outside of the Middle East).

Armenians of Canada

The number of Armenians, living in Canada, is about 50,500 Armenians. The unofficial data suggests that the number equals to 100,000. The center of the Armenian Canadian community is the Greater Montreal Area. This is partially because there is the largest number of Armenians and partially because there are two Armenian Apostolic churches there. Other large centers include Toronto and Vancouver.

In recent years, as a result of the Iraqi and Syrian conflicts, number of Iraqi and Syrian-Armenian refugees moved to the North America, especially Canada.

Armenian Diaspora in the Russian Federation

The largest community of the Armenian diaspora is in that of the Russian Federation. According to officials, there are about 1,1 million Armenians, living in Russia. According to unofficial data, the number is around 1,5-2 million. The largest centers of the Russian-Armenian diaspora are Moscow, Krasnodar, Stavropol and Rostov regions.

How was this community formed?

Armenia has been part of Russian Empire, it has been part of the Soviet Union and today, the economic and political ties of the Russian Federation and Armenia are deep. At present, Russia is the top destination for Armenians who leave Armenia who go there to work. This is the so-called “khopan” for Armenians (“Khopan” literally is translated as ragged land but, now, it has the meaning of a place which is usually in Russia, where the father of the family goes to make money and send it back to his family). Because of the fact that the Russian-Armenian community has been formed as a result of the poor social conditions of Armenia, Armenians living in Russia are not really united by a mutual cause.

Other Communities of the Armenian Diaspora in the World

Armenian Diaspora in France

Officially, there are about 500,000 Armenians, living in France. Unofficially, the number reaches up to 750,000. The largest centers of French-Armenian communities are Paris, Lyon and Marseille.

Armenians moved to France, again, due to the same reasons: mainly the Armenian Genocide of the early 20th century, later on, due to the collapse of the USSR.

Armenian Diaspora in Australia

Australians of Armenian heritage are about 50,000, the vast majority concentrated in Sydney. Other centers include Melbourne, Ryde and Warringah.

The background of Armenians in Australia is very diverse. According to the official statistics, the members of Armenian community were born in 43 different countries.

Armenians in the MIDDLE EAST

Armenians in the Middle East are mostly concentrated in Iran, Lebanon, Cyprus, Syria, Jordan, and Palestine, although well-established communities exist in Iraq, Egypt, Turkey, and other countries of the area. The Armenians of the Middle East speak the western dialect of the Armenian language (except those of Iran) and the majority are adherents of the Armenian Apostolic Church, with smaller Catholic and Protestant minorities.

Armenians in Lebanon

Lebanon is still a bastion for Armenians in the Diaspora. While there has not been a census for a few decades, because the balance between Christians and Muslims is considered to be a volatile subject, it is estimated that there are approximately 80,000 Armenians in Lebanon, or around 2-3% of the population. Prior to the Lebanese Civil War, the number was higher, but the community lost a portion of its population to immigration. Nevertheless, it remains the most potent Armenian community.

Topics that A Homenetmen Leader Should Know-

Understanding the System of Governance in the Republic of Armenia and the United States of America

A. Republic of Armenia

State administration system

Constitution

[The Constitution of the Republic of Armenia](#) was adopted on 5 July 1995 through a referendum. Amendments to the Constitution of the Republic of Armenia were made on 27 November 2005 and on 6 December 2015 through referenda.

Constitutional description

The Republic of Armenia is a sovereign, democratic, social state governed by the rule of law.

In the Republic of Armenia, the power belongs to the people.

The people shall exercise their power through free elections, referenda, as well as through state and local self-government bodies and officials provided for by the Constitution.

State power shall be exercised in conformity with the Constitution and the laws, based on the separation and balance of the legislative, executive and judicial powers.

National Assembly

[The National Assembly](#) shall be the representative body of the people, which shall implement the legislative power. The National Assembly shall exercise supervision over the executive power, shall adopt the State Budget and perform other functions prescribed by the Constitution.

The powers of the National Assembly shall be prescribed by the Constitution.

The National Assembly shall be composed of at least one hundred and one Deputies. The National Assembly shall be elected through proportional electoral system. The last parliamentary elections took place on 2 April 2017 and the latest on Dec 11, 2018.

President of the Republic

[The President of the Republic](#) shall be the head of the State. The President shall observe the compliance with the Constitution. In the course of exercising his or her powers, the President of the Republic shall be impartial and shall be guided exclusively by state-wide and nation-wide interests. The President of the Republic shall perform his or her functions through the powers prescribed by the Constitution.

The President of the Republic shall be elected by the National Assembly for a term of seven years.

Government

The Government shall be the supreme body of the executive power.

The Government shall, based on its program, develop and implement the domestic and foreign policies of the State, exercise general management of the bodies of the state administration system.

The powers of the Government shall be prescribed by the Constitution and laws. All the matters pertaining to the executive power and not reserved to state administration bodies or other local self-government bodies shall fall under the competence of the Government.

The Government shall be composed of the Prime Minister, Deputy Prime Ministers and ministers.

The candidate elected by the parliamentary majority shall be appointed by the President of the Republic as a Prime Minister. Deputy Prime Ministers and ministers shall be appointed by the President of the Republic, upon recommendation of the Prime Minister.

The Prime Minister shall, within the framework of the Program of the Government, determine the main directions of policy of the Government, manage the activities of the Government and co-ordinate the work of the members of the Government.

Courts and the Supreme Judicial Council

In the Republic of Armenia, justice shall be administered only by courts in compliance with the Constitution and laws. The Constitutional Court, the Court of Cassation, courts of appeal, courts of first instance of general jurisdiction, as well as the Administrative Court shall operate in the Republic of Armenia. Other specialized courts may be established in the cases provided for by law.

Constitutional justice shall be administered by the Constitutional Court, ensuring the supremacy of the Constitution. In the Republic of Armenia the supreme court instance shall be the Court of Cassation, except for the field of constitutional justice.

The Court of Cassation, by way of revision of judicial acts within the scope of powers prescribed by law, shall ensure the uniform application of laws and other regulatory legal acts, as well as eliminate the fundamental violations of human rights and freedoms.

Independence of courts and judges shall be guaranteed by the Supreme Judicial Council, which is an independent state body comprised of ten members. Five members of the Supreme Judicial Council shall be elected by the General Assembly of Judges, another five members — by the National Assembly.

Administrative-Territorial Units of the Republic of Armenia

The administrative-territorial units of the Republic of Armenia shall be the marzes [regions] and the communities. The marzes shall be comprised of rural and urban communities. The territory of the Republic of Armenia shall be divided into 10 marzes. They are: Aragatsotn Marz, Ararat

Marz, Armavir Marz, Gegharkunik Marz, Lori Marz, Kotayk Marz, Shirak Marz, Syunik Marz, Vayots Dzor Marz and Tavush Marz.

Capital Yerevan shall be a community. Local self-governance shall be exercised in communities. The Republic of Armenia is an independent, democratic, social and legal state. In the Republic of Armenia, the power belongs to the people.

The people implement its power through free elections, referendums, as well as through state and local self-government bodies and officials.

The state power is implemented in compliance with the Constitution and laws based on the principle distinguishing the legislative, executive and judicial powers.

The Political Effect of the 2015 Constitution

The original Constitution of the Republic of Armenia was adopted by a national referendum on July 5, 1995. Amendments to the RA Constitution were made on November 27, 2005 by a referendum. On December 6, 2015 also by national referendums new amendments were made which had major impacts.

***** Armenia's transition from a semi-presidential system to a parliamentary republic**

The President

The President of Republic used to be elected by the citizens of the Republic of Armenia for a five-year term of office but with the new constitution it will be an appointed position for 7 years.

In December 2015, the country held a referendum which is resulting in Armenia changing its form of government from a semi-presidential to a parliamentary republic.

As a result, the president will be stripped of his current veto faculty and the presidency is set to be downgraded to a less prominent position elected by parliament every seven years. Following the reform, the president will not be allowed to be a member of any political party and re-election will be forbidden. Having more immediate effects, the amendments reduced the number of parliamentary seats from 131 to 101 (+ 4 for minorities).

Armenia's transition from a semi-presidential system to a parliamentary republic is now complete. A new parliament was elected in April 2017 under the revised constitution, and in spring 2018, the new president Dr. Armen Sarkisyan was elected by parliament rather than by popular vote.

Note: In the constitutional referendum held in 2015, citizens voted in favor of transferring Armenia into a parliamentary republic. Fully introduced in early 2018, the office of President has become relatively a ceremonial post and the Prime Minister's office the most powerful in the country. The Prime Minister rather than the President is now the guarantor of Republic of Armenia's sovereignty, territorial integrity and security.

In April and May of 2018 the Tavshya/velvet revolution occurred which resulted in the resignation of then Prime Minister Serj Sarkisyan. A new era started and the parliament elected a new Prime minister in the person of Nigol Pashinyan

The Executive Power = The Prime Minister/ The Government

Executive power is exercised by RA Government. The Government is composed of Prime Minister and Ministers. Based on consultations held with National Assembly factions, the President of Republic appoints the person nominated by the parliamentary majority to be Prime Minister or - where impossible - the person nominated by the largest number of NA membership. The President of the Republic appoints and discharges members of government upon the Prime Minister's proposal.

The Legislative Power

The single-chambered National Assembly is the supreme legislative authority of the Republic of Armenia. The National Assembly consists of 101 deputies + 4 for minorities. The National Assembly is elected through general elections.

The Judicial Power

In the Republic of Armenia justice shall be administered solely by the courts in accordance with the Constitution and the laws. The courts operating in the Republic of Armenia are the first instance court of general jurisdiction, the courts of appeal, the Court of Cassation, as well as specialized courts in cases prescribed by the law. The highest court instance in the Republic of Armenia, except for matters of constitutional justice, is the Court of Cassation, which shall ensure uniformity in the implementation of the law. The Constitutional Court shall administer the constitutional justice in the Republic of Armenia. The independence of courts shall be guaranteed by the Constitution and laws. The Constitution and the law shall define the procedure for the formation and activities of the Council of Justice. The Office of the Prosecutor General in the Republic of Armenia represents a unified, centralized system, headed by the Prosecutor General. The Office of the Prosecutor General shall operate within the powers granted by the Constitution and on the basis of the law.

Administrative territorial units of the Republic of Armenia

Administrative and territorial units of the Republic of Armenia are marzes and communities. Marzes consist of rural and urban communities. The entire territory of Armenia is divided into Aragatsotn marz, Ararat marz, Armavir marz, Gegharkunik marz, Lori marz, Kotayk marz, Shirak marz, Syunik marz, Tavush marz and Vayots Dzor. Yerevan has status of municipality. Self-governance in Yerevan city is conducted according to the provisions of the RA Law on “Local Self-governance in the city of Yerevan.”

Armenia's revised Constitution. What does this mean

1. After the next presidential elections in 2018, the Presidency will become a ceremonial role rather than the current model, which lays a lot of the executive powers (including total say in Defense and Foreign policies) in the hands of the President;
2. Therefore, the National Assembly (Parliament) that is elected at these April 2017 elections will be the country's main legislative force. It will nominate the Prime Minister who upon his appointment by the President will form the cabinet (Prime Minister and Ministers). The Parliament (National Assembly) will be the highest body from which the power of authority derives;
3. The party, bloc (grouping of parties), or Coalition (grouping of parties and/or blocs post-vote count) that forms the majority in parliament will see their chosen persons as the country's main executive body—namely the cabinet—headed by the Prime Minister. In times of peace, the cabinet as a collective body will lead the executive affairs of the country, while in times of war, the Prime Minister will take the responsibilities of commander in chief of the armed forces;
4. The rest of the Parties and Blocs who complete the minimum 101-seat parliament (parties require minimum 5 percent threshold and blocs require minimum 7 percent threshold) will form the opposition, who will collectively have a minimum 33 percent (and up to 46 percent) seat allocation in Parliament. If the opposition parties or blocs have not received 33 percent of the seats in Parliament, then they will be allocated further seats to reach 33 percent, thus increasing the total number of seats of the parliament from 101;
5. The opposition will therefore be able to hold the government to account on all key decisions through features which do not exist in the current political system of Armenia (e.g. their minimum 1/3rd voice, their ability to form key oversight/ad-hoc enquiry committees with only 25 percent of the parliament's votes, as well as their rights to have members in permanent oversight bodies, etc.);
6. With only parties and blocs able to participate in the elections (i.e. no individuals can participate), and the elimination of the current semi-Presidential model, the new Constitution is designed to convert the Armenian political landscape to one focused on collectives (parties or blocs) rather than personalities;
7. With laws to be changed, the Judiciary will be fully independent of the executive, ensuring the independent functioning of, and checks and balances between the three main branches of authority (legislative [parliament], executive [cabinet] and judicial [courts]);
8. A new Electoral Code was negotiated and adopted by all key political parties ahead of these elections, which eliminates vote-rigging through multiple-voting and election day violations through the introduction of electronic machines and live video feeds of voting stations, and means of greater oversight (including publishing the lists of those who actually participated in the voting) than ever before;
9. The new Electoral Code practically cannot and does not eliminate the possibility of vote buying and selling, which has been a feature in past elections, as such deals are done privately and usually consensually by the buyer and seller of said votes. Instead, participant Parties and Blocs are vocally calling on citizens to place a higher value on their votes, which will determine the future direction of Armenia and their livelihoods.

Assembly (Parliament) on election day?

1. Each participating political party or bloc has registered with the Central Electoral Commission a list of all of its candidates—this includes a main list of their primary candidates and lists of up to 15 candidates in each of the 13 electoral districts in Armenia;
2. Citizens have the option (voting is not mandatory in Armenia) to vote in their registered electoral district on election day;
3. When they visit their voting station/election booth, they will be handed nine voting cards/ballots (one for each of the participating parties and blocs), and in the private voting booth, they will choose the voting card of the party or bloc they wish to vote for and place it in an envelope (they will throw the remaining eight ballots in the garbage bin in the private booth). This will confirm the political party they are choosing to give their vote to (e.g. if they place the card of the Yelk bloc in the envelope, it means they have voted for the Yelk bloc);
4. This Voting Card will also detail names of the candidates within their electoral district that their chosen party or bloc has put up as their local choices (e.g. if they have picked up the Armenian Revolutionary Federation (ARF) card in the district of Yerevan 1, they will see the 15 candidates put up for the Yerevan 1 district by the ARF). Using the square boxes beside each name, they will vote for their favorite (single) candidate from among the list;
5. The parties and blocs that are successful in entering Parliament will be represented by 50 percent from their main list and 50 percent from the regional lists, based on the d'Hondt Method. For example, if the Republican Party (RPA) ends up with 50 seats in the new Parliament, 25 of those seats will be occupied by the top persons on their main candidates list, and the other 25 will be the individuals from their regional electorate lists, selected based on the d'Hondt Method of selection, which is designed to maximize the possibility of representation from all districts;
6. If any participating party or bloc achieves a minimum of 54 percent of the vote, they will be eligible to form government in their own right and their chosen individual will become the Prime Minister of Armenia. If any participating party or bloc receives more than 50 percent+1, but less than 54 percent of the popular vote, they will be granted further seats (bonus), to reach the 54 percent of seats, thus the number of seats in the parliament would increase from 101;
7. If no party or bloc achieves a minimum of 50 percent+1 of the vote, they will be given an opportunity to negotiate with other parties or blocs to form a Coalition government. A maximum of three parties or blocs can form a Coalition government, and the Coalition

government must be formed only by necessity of votes to cross the 54 percent threshold;

8. If no government can be formed after this negotiation, a second round of voting will ensue featuring only the top two ranking parties or blocs participating in the run-off to form government. The other parties and blocs, which do not participate in the second round, will maintain the number of seats they won, but not the percentage of seats in the parliament because the winning party or bloc in the second round will receive 54 percent of the seats, thus increasing the total number of seats of parliament from 101;
9. National minorities (Yezidis, Russians, Assyrians and Kurds) will have representatives in the parliament. The national minority candidates of the winning party or bloc (who have been registered as nominees by the participating parties and blocs) will be elected as representatives of the national minorities. The four national minority representatives will have seats above the 101+ seats in the parliament, and their voting rights will be restricted to issues of relevance.

DECEMBER 2018 Snap parliamentary elections and Electoral system

Parliamentary elections were held in Armenia on 9 December 2018, as none of the parties in the National Assembly were able to put forward and then elect a candidate for Prime Minister in the two-week period following Nikol Pashinyan's resignation on 16 October 2018.

It will be the first general election since the revolution in April and May 2018.

A total of 2,574,916 voters have been registered to take part in the election as of November 2018.



The 101 members of the National Assembly are elected by party-list proportional representation. Seats are allocated using the d'Hondt method with an election threshold of 5% for parties and 7% for multi-party alliances. However at least three political forces will pass into parliament regardless of the performance of the third best performing party or alliance.

The ballot paper has two sections; one of which is a closed list of candidates for the party at the national level and the other an open list of candidates for the constituency (of which there are 13) that the voter is voting in. Voters vote for a party at the national level and can also give a preference vote to any of the candidates for the same party in a district list. Seats are allocated to parties using their national share of the vote, with half awarded to those on the national list and half to those who receive the most preference votes on the district lists. Four seats are reserved for national minorities (Assyrians, Kurds, Russians and Yazidis), with parties having

separate lists for the four groups.^[7] A gender quota requires at least 25% of a list to be male or female, and nationwide lists can't include more than three consecutive members of the same gender.

If a party receives a majority of the vote but wins less than 54% of the seats, they will be awarded additional seats to give them 54% of the total. If a party wins over two-thirds of the seats, the losing parties will be given extra seats reducing the share of seats of winning party to two-thirds. If a government is not formed within six days of the preliminary results being released, a run-off round between the top two parties must be held within 28 days. The party that wins the run-off will be given the additional seats required for a 54% majority, with all seats allocated in the first round preserved.

“To get into parliament, a party or alliance must receive at least 5% of the vote. This is where it gets complicated because there are two parallel tracks that parties in the election can and do pursue. Each party or alliance submits a prioritized list of candidates. Depending on how many votes a party/alliance gets, it will be apportioned a corresponding number of seats. Candidates starting with the first one on the party/alliance list will be seated accordingly. Remember that people cast their votes for a party/alliance not a person. That’s the first track. The second track is geographical and individual based. A party/alliance might have multiple candidates in a “marz” (province). These candidates vie not just against other parties/alliances members but also against one another. Whoever wins in that jurisdiction gets into parliament. But the votes they get also count towards their party/alliances overall vote tally in trying to break that 5% threshold and maximize the number of seats in parliament.” GY

On December 9,2018, Armenians across the country headed to the polls to vote in the first parliamentary elections post-revolution.

According to the Central Electoral Commission, there are 2,573,579 eligible voters in the Republic of Armenia and 2010 electoral precincts throughout the country.

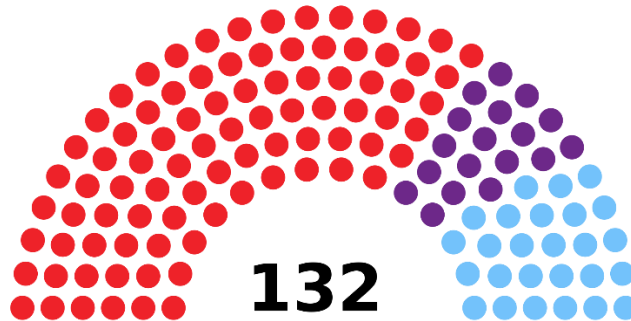
The participation rate was 48.6%.




Results:

Based on the threshold of 5% (7% for coalitions), only the Pashinyan coalition and 2 parties were elected to parliament with the following percentage votes:

IM KAYLE (My Step) coalition:	70.43%
Parkavadj Hayastan – Prosperous Armenia Party:	8.27%
Lousavor Hayastan- Bright Armenia Party:	6.37%

Following the rules of the electoral law, a party (or alliance) cannot have more than 2/3 majority. If we count the results on the basis of the minimum 101, then My Step would get 84 of 101. That is why the composition of the parliament gets adjusted. Of the adjusted 132 total parliamentary seats, My Step receives 88, and the “opposition” i.e. the rest 1/3 of the total which means 44. That is why, Prosperous Armenia is now represented with 26 and Bright Armenia with 18 seats, respectively.



Party	Votes	%	Seats	+/-
 My Step Alliance	884,456	70.43	88	+83
 Prosperous Armenia	103,824	8.27	26	-5
 Bright Armenia	80,024	6.37	18	+15

On 1/14/2019 the new parliament elected Nikol Pashinyan as Prime Minister and Ararat Mirzoyan as the new National Assembly Speaker.

B. System of Governance of the United States of America

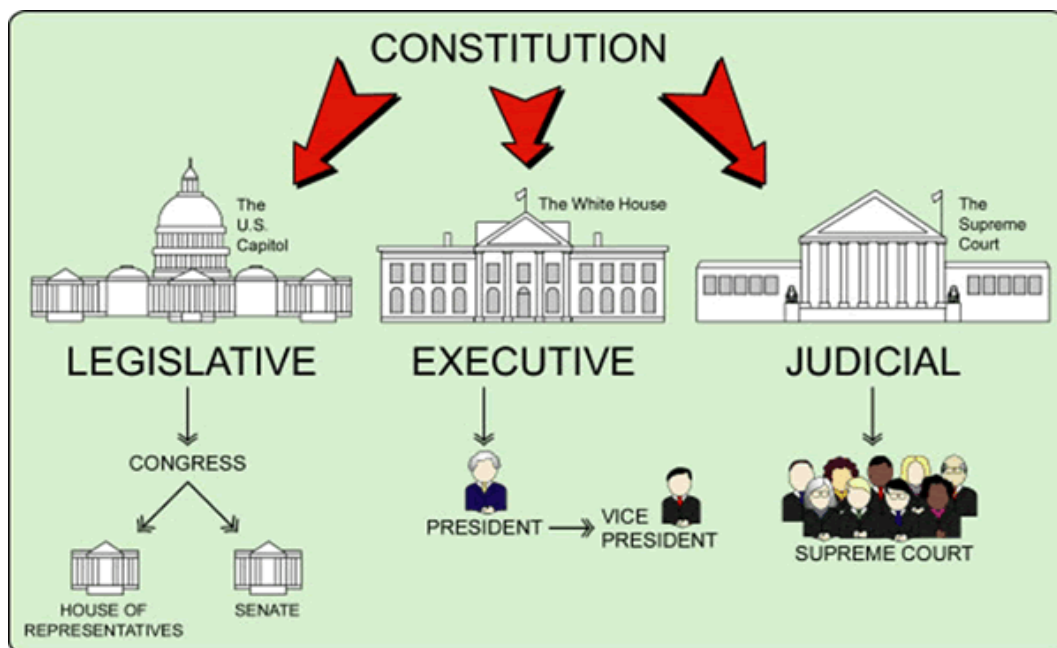
We live in the US. All Homenetmen leaders have to be well educated about their system of governance.



The government of the United States is a massive and complex organization.

Its purpose is to improve and protect the lives of American citizens, both at home and overseas. Because its functions are so numerous and varied, the government operates on several different levels--national, state, and local.

At each of these levels the government makes certain demands on its citizens. But this is only to promote the general welfare of the society as a whole.



For example, the government requires its citizens to pay taxes. But in return it provides them with valuable services, such as free public education and police-patrolled streets. The government guarantees its citizens certain rights, such as the freedom to practice their chosen religion. But it restricts them from engaging in other activities, such as driving over the speed limit or paying an employee less than the minimum wage. The government also protects its citizens from foreign threats. But to do so it reserves the right to draft young men into military service whenever it is considered necessary.

The American System of Government

Many terms describe the United States government. First of all, it is a democracy. This means the people rule. It is also a representative government. The people elect leaders who will represent their viewpoint when making government decisions. It is also a republic. This means that the chief of state (the president) is elected by the people. This is unlike a monarchy, where the throne is inherited through a family dynasty. The United States government is also a constitutional government. It operates according to a set of laws and principles that are outlined in a constitution. And finally, it is an example of the federal system of government. This means that the national government shares responsibilities with the state and municipal governments.

Allowing for this division of powers in the Constitution was purely an American invention. Section 8 of Article I of the Constitution specifically lists the duties of the national government. These are called delegated powers. The Constitution also gives the states authority in certain matters. These are called residual powers. Duties shared by both the state governments and the national government are called concurrent powers.

Who Works for the Government?

When most people think of the American government, they think of the president of the United States. In fact, he may be the most recognized leader in the entire world. However, the government is made up of millions of people. Among them are diplomats, soldiers, federal law enforcement officers, congressmen and congresswomen, senators, the president, and the Supreme Court justices. The government also employs office workers, tax collectors, scientists, and people in hundreds of other professions.

Many United States government employees are elected to their positions by the people they represent. Many others belong to the civil service, a permanent corps of government workers. Still others are appointed to their positions by elected officials. Or they may belong to the United States Armed Forces. Most of these employees work in Washington, D.C., the nation's

capital. But many are stationed in thousands of other locations, across the United States and around the world.

How the Federal Government is Organized

During the summer of 1787, 55 delegates gathered in Philadelphia to draft a new constitution for the United States. The country had recently won its independence from England. The founders wanted to create a national government that would be strong enough to defend the country and be able to negotiate trade agreements with foreign nations. But at the same time, they did not want to make the government so powerful that it could take control away from the people.

Therefore, to limit the government's authority, the founders came up with the concept of separation of powers. This system limits the power of government by dividing authority among three separate, but equally powerful, branches. The legislative branch writes the laws; the executive branch carries out the laws; and the judicial branch reviews the way laws are applied.

This separation is achieved symbolically in the Constitution itself. (Each branch is described in a separate article.) Symbolism is also evident in the physical headquarters of each branch in Washington, D.C.--the legislative in the Capitol; the executive in the White House; and the judicial in the Supreme Court Building. The Constitution also states that no individual may hold office in more than one branch at a time. The one exception is the vice president, who serves in both the executive and the legislative branches.

The separation of powers also allows for a system of checks and balances within the government. Each branch is given certain control over the other two. This balances the power and keeps the potential for abuse of power in check.

It is important to remember, however, that although power may be balanced within the government, it does not come from the government. The most important provision the Constitution makes is that the government must derive its power from the people. In fact, the very first words of the Constitution are, "We the People of the United States...", a phrase the founders chose very carefully. It is the people who give the power to the government and limit what it can do. The people elect government officials to direct the government's activities. And the people can elect new officials to replace those whose policies have become unpopular. The American system is thus divided, limited, and democratically controlled. \

The Legislative Branch (The Congress)

- The framers of the Constitution gave more space to the legislature (lawmaking) branch of the government than to the other two branches combined. Article I of the Constitution specifies that there shall be two separate legislative bodies--a House of Representatives and

a Senate. Together they are called the Congress. The two bodies of Congress work together to make the laws and regulations for the country.

- The task of reviewing and passing legislation is extremely complex. Congress has built up a staff of more than 10,000 assistants to help perform these jobs more thoroughly. Each senator and representative has a personal staff. Some work on legislation in Washington, D.C., while others work with constituents from the member's home state or district who might request help from their members of Congress. The Congress also has a number of agencies designed to assist in various aspects of the legislative process. One of the best known is the Library of Congress. It houses the nation's most complete collection of books and also provides research services for congressional offices. Another well-known agency is the Congressional Budget Office. It provides assistance to those in Congress who evaluate the amount of money government should spend each year.
- The number of ideas for legislative action introduced into the Congress is truly astounding. In a typical two-year session, more than 10,000 bills are submitted for consideration. The House and Senate cannot possibly deal with this many matters. So over the years they have arrived at a system that divides the labor among smaller groups called standing committees. Each committee focuses on a specific set of issues.
- While the committees of the two houses of Congress handle much of the same legislation, some differences do exist. The Constitution states that all legislation that raises money for the government through taxation must originate in the House of Representatives (Article I, Section 7). This provision is a holdover from the time when senators were not directly elected and citizens rejected the practice of "taxation without representation". This was one of the primary grievances that led to the American Revolution. On the other hand, the Constitution requires that treaties made by the president with other nations can only take effect with the "advice and consent", or approval, of the Senate (Article II, Section 2). Due to these constitutional conditions, House members are often thought to be more expert on fiscal, or financial, matters, while senators are deemed more knowledgeable of foreign affairs.
- The main powers of Congress are to raise money for use by the government and to decide in broad terms how to spend it. Congress does its work by considering bills (or proposed laws) that have been introduced by its members. There are three major categories of bills considered by Congress. Most bills are authorization bills. They create and set goals for government programs. Appropriations bills are requests for money to fund these programs. And revenue bills are designed to raise money through taxation, and other means.
- The president also has a hand in the lawmaking process. Each year the executive branch presents a budget to the Congress. It outlines the funds the president and the executive departments would like to spend. Congress considers the president's plan but usually changes it in many ways.
- The Congress has many other important powers. It may officially declare war on another country. It may raise and pay for armed forces. It establishes federal courts of law. It

regulates trade with other countries. It may also impeach, or bring charges against, any member of the executive branch suspected of committing a crime.

The House of Representatives

- The House of Representatives ("the House") has 435 voting members. Its members are called representatives (or congressmen and congresswomen). The members serve 2-year terms. Elections are held in November of even-numbered years, and the representatives take office the following January.
- Representatives represent the people who live in a congressional district. Each of the 435 districts has about the same number of people. The states with the smallest populations have one representative (called "representatives-at-large"). The state with the biggest population (California) has 53. The number of representatives each state elects is refigured every ten years. It is based on a national census (counting) of the population.
- The members of the House of Representatives choose their own leader, called the Speaker of the House. The Speaker belongs to the majority party. This is the political party to which more than half--the majority--of representatives belong. The Speaker plays an active role in setting the legislative agenda. The agenda determines which bills will be voted on and in what order. The Speaker is assisted by the House majority leader. The House majority leader, in turn, is assisted by the House majority whip. All three are elected to their posts by a simple majority (at least one more than half) of all the members of the majority party.
- Members of the minority party also elect a House minority leader and a House minority whip.

The Senate

- The Senate is the smaller of the two houses of Congress. Each state has two senators, regardless of the size of its population. The first Senate had 26 members representing the 13 states. Today there are 100 senators representing 50 states. Each senator is elected to a 6-year term. Every two years, one third of the total members (33 or 34) comes up for election.
- The vice president of the United States serves as the president of the Senate. His principal power is deciding an issue in case of a tie vote. On occasion he rules on questions of procedure. But for the most part his role is ceremonial. (Senators also select a president pro tempore, or temporary president, to serve in the vice president's absence. Traditionally they select the majority party member who has served the longest time in the Senate.) Actual leadership in the Senate is exercised by the Senate majority leader and the Senate minority leader. (For more information, including the names of the current U.S. representatives and senators, see the article United States, Congress of the.)

The Executive Branch (The President and His Advisors)

The executive branch of the government is described in Article II of the Constitution. Much of it explains a presidential election procedure that was later changed by the Twelfth Amendment. Today presidential candidates are elected to 4-year terms through a complicated system known as the electoral college. To win an election, a candidate must receive a majority of electoral votes cast by the states. If no candidate wins such a majority, the House of Representatives decides who will become president. The Senate decides who will become vice president.

The President's Many Roles

- The president is the chief executive, or chief administrator, of the United States. His job is to manage all of the people who work in the executive branch and to make sure the laws of the nation are enforced. He also holds the title chief of state. This means he is the foremost representative of the nation. As such, he performs ceremonial duties and meets with the leaders of foreign nations.
- In addition to his executive responsibilities, the president has certain legislative and judicial powers. More than any other person, he is responsible for legislation. He may suggest legislation to Congress that he feels will improve the "state of the union." He might work closely with congressional leaders to see that his ideas are carefully considered. The president may also veto (reject) legislation that he feels should not become law.
- The president also holds certain judicial powers. He recommends candidates for the position of attorney general, who heads up the executive Department of Justice. He nominates Supreme Court justices (judges), federal court justices, and U.S. district attorneys whenever there are vacancies. And, except in cases involving impeachment of a government official, he has the power to pardon criminals.
- In addition to these duties, the president is also the commander in chief of the United States Armed Forces. The fact that the U.S. armed forces are led by the president, who is a civilian and not a military officer, is an important aspect of the American government. It guarantees democratic control over this enormously powerful organization within the government.
- As head of the diplomatic corps, the president can make treaties with foreign countries. He can also appoint U.S. ambassadors and receive visits from foreign ambassadors and heads of state.
- Although his job is an enormous one, the president is assisted by a large number of close associates. He appoints key advisers to head up the various executive departments, bureaus, offices, and agencies.
- Altogether, approximately 3 million civilians and 2 million military personnel work in the executive branch. They are called the president's administration. Every year the offices in which they work issue rules and guidelines. Together they fill up more than 50,000 pages in a series of books called The Federal Register.

- For more information, refer to the articles Presidency of the United States and Vice Presidency of the United States.

The Judicial Branch (The Federal Court System)

Article III of the Constitution describes the responsibilities of the judicial branch of the United States government. But Article III says little more than that the nation's judicial power should be in the hands of a Supreme Court and any such lower courts the Congress may decide to create.

The Supreme Court

- The highest court in the nation is the United States Supreme Court. It is made up of one chief justice and eight associate justices (judges). They are appointed by presidents with the approval of the Senate. Supreme Court justices may serve for life or until they wish to retire.
- The Supreme Court has many important powers. One is the ability to declare laws unconstitutional, or invalid. This is known as the power of judicial review. It allows the Supreme Court to check the power of the other two branches of the federal government as well as that of the state's governments.

The Lower Federal Courts

- If the government or a citizen has a case that involves a federal law, the case goes to a federal district court. (This is called a court of original jurisdiction because it is the first to try such cases.) There are 89 district courts in the 50 states, plus one each for the District of Columbia and Puerto Rico. Territorial Courts have also been established for Guam, the Virgin Islands, and the Northern Mariana Islands.
- In addition to the district courts, Congress has established four special courts of original jurisdiction. They are the U.S. Tax Court, the U.S. Court of International Trade, the U.S. Court of Military Appeals, and the U.S. Claims Court. All of these courts sit in Washington, D.C.
- Those who lose a case in a district court or in one of the specialized courts may take their case to a higher court to appeal the court's decision. The same is true for those who feel they have not been treated fairly. Such cases are brought before a United States Court of Appeals, also known as a circuit court. These courts have appellate jurisdiction. This means they have the authority to hear cases that have already been decided by a lower court. There are 13 U.S. courts of appeals around the country.
- The Supreme Court has original jurisdiction in very few cases, and these are specified in the Constitution. For the most part the Supreme Court hears cases that come on appeal from one of the circuit courts or from the high courts of the fifty states. Citizens do not have the right to have their appeals heard by the Supreme Court. In fact, in recent years the Supreme

Court has decided to review only about 200 of the approximate 5,000 cases it is asked to consider every year.

- The Supreme Court examines cases when the justices feel that important principles of law are in question. Frequently these cases arise when different circuit court justices have interpreted the Constitution in different ways. They also arise when a state court has acted in a way that might be considered in violation of the federal Constitution. For more information, see the articles Supreme Court of the United States and Courts.

A Government of the People

In the United States, every citizen over the age of 18 can have a voice in the government. All he or she has to do is vote. The United States government is faced with a wide variety of complex problems. Often people cannot agree on possible solutions. But officers of the United States government are free to disagree with each other, and so are the nation's citizens. Some may think the government interferes too much in people's lives. Others believe the government should pass as many laws as it can to keep society in check. This right to disagree with one another, and especially the citizens' right to disagree with the government, is one of the most precious rights guaranteed to Americans by their Constitution.



Topics that a Homenetmen Leader Should Know-

The Republic of Armenia Today: Achievements and Challenges

A. Armenia's Geography

- ❖ Armenia is located on the Asian continent.
- ❖ Historical Armenia was in between the Black Sea, Caspian Sea, and Mediterranean Sea and has had over 220,000 square Kilometers of land.
- ❖ By May 28, 1918, Armenia as an independent nation had 71,000 square kilometers of land. By 1921, a large part of the land was taken by Turkey, Azerbaijan, and Georgia.
- ❖ Current Armenia's land has only 29,800 square kilometers of land. The borders now are Georgia to the north, Iran to the south, Turkey to the west, and Azerbaijan to the East.
- ❖ Capital of Armenia- Yerevan.
- ❖ Armenia is mountainous. The average elevation is about 5,900 ft. Mount Aragats is the highest point reaching a height of 4,090 m (13,419 ft.)
- ❖ Armenia is a landlocked country.
- ❖ The republic contains many mountain lakes, the largest of which is [Lake Sevan](#), located in the northeast. Also other main lakes are Vana, Arpi, and many others.
- ❖ Armenia's largest and longest river is the Arax. Others are the Euphrates and Dikris along with many others.
- ❖ Animal life in Armenia includes wild boars, jackals, lynx, and Syrian bears. Also drought-resistant plants such as sagebrush, juniper, and honeysuckle are common. Beech and oak trees are found in the forest zones of the extreme northeast and southeast
- ❖ Natural resources in Armenia include copper, zinc, gold, and granite.

B. Map of Armenia



C. Achievements and Challenges

Since its independence the Republic of Armenia has had many achievements. Below is some insight into economic and political achievements and challenges from the US-Armenia relations perspective.



ACHIVEMENTS

Hard-earned independence

Democratic institution building that had been taking shape

Liberation of Artsakh

Openness to new ideas to promote innovation, and work in new ways to address challenges and seize opportunities.

Fairly sound macroeconomic policies which provide a platform for success

Growth in the sectors of Information Technology, agriculture, services, light industry

CHALLENGES

There are processes presently underway in the Armenian social and political landscape, which are endangering the achievements of the Armenian statehood. These in large part are due to the systemic crisis throughout Armenia's democratic institutions

1. The inability to properly withstand and overcome external influences, even when they explicitly go against our own national interest
2. National security and geopolitical challenges. Threat of war with Azerbaijan
3. Poverty, unemployment and emigration
4. Inadequate protection for human rights and fundamental freedoms
5. Challenges in sustainability of free markets and social justice
6. The fact that the national identity based on historical and cultural values have been facing degradation and disintegration
7. The presence of semi-feudal system with oligarchs
8. Feelings of helplessness

what is the most important necessary Change? Rejection of feelings of helplessness and inferiority and elimination of all defeatist attitudes.

Individually and collectively, Armenians in the Republic can realize their legitimate aspirations, as long as they work together for the common cause.

Diasporan Armenians and Homenetmen members can be critical of current progress but have to participate in state building.

Relations with the US

U.S.-Armenia Economic Relations: Current Status and Future Prospects

Stronger U.S.-Armenia trade relations will reinforce Armenia's economic progress, support Armenia's transition from a reliance on aid toward a relationship based on trade, and empower an economy that has emerged as one of the freest economies in the region.

- The World Bank, in its 2015 Doing Business report, ranked Armenia #45 worldwide in terms of overall ease of doing business and #4 for ease of starting a business.
- The Wall Street Journal/Heritage Foundation's 2015 Index of Economic Freedom rates Armenia #52 worldwide, and #23 among the 43 European states.
- The World Economic Forum's 2014 Global Enabling Trade Report ranks Armenia #7 in domestic market access and #34 in foreign market access.
- The Millennium Challenge Corporation's 2015 scorecard reports that Armenia is rated in the 100th percentile in business startup and 92nd percentile in trade policy.

The growth of mutually beneficial commercial ties will also help strengthen both the close bilateral relationship between the U.S. and Armenian governments, and the enduring friendship between the American and Armenian peoples.

Current U.S.-Armenia Economic Relationship:

- Trade and Investment Framework Agreement – TIFA (2015) provides strategic frameworks and principles for high-level, government-to-government dialogue on trade and investment issues. The U.S. government has negotiated over 50 TIFAs, many of which are with developing economies and democracies. The negotiation of such an accord has been on the agenda of several past meetings of the U.S.-Armenia Joint Economic Task Force. Topics of discussion and consultation include market access issues, labor, the environment, protection of intellectual property rights, and capacity building.
- Investment Incentive Agreement (1992) provides the legal framework for the Overseas Private Investment Corporation, which protects investors through financing, guarantees, political risk insurance, and private equity investment funds.
- Agreement on Trade Relations (1992) protects intellectual property and ensures fair competition.
- Bilateral Investment Treaty (1992) regulates the investment climate and provides for dispute arbitration. As an integral part of the framework for expanding trade relations, it is designed to encourage economic opportunities for investment, trade, and growth in

both countries. It also encourages market-oriented domestic policies so that private investment is conducted in an open, transparent, and non-discriminatory environment.

- Armenia joined the World Trade Organization (WTO) in 2003, and was granted Permanent Normal Trade Relations (PNTR) status in 2005.
- Generalized System of Preferences (GSP) promotes economic growth in the developing world by providing preferential duty-free treatment. Ninety-one percent of Armenian exports to the U.S., worth over \$65 million a year, are covered by GSP. In addition to being advantageous for Armenian exporters, this program keeps American manufacturers and their suppliers competitive. In 2005, three quarters of U.S. imports using GSP were raw materials, parts and components, or machinery and equipment used by U.S. companies to manufacture goods domestically.
- Joint Economic Task Force (1999) provides an annual platform to further economic cooperation between the two countries, discuss trade and investment issues, advance financial and market reforms in Armenia, and identify opportunities for the U.S. and Armenia to work together to foster long-term economic development. Over the years, the focus of the taskforce has shifted from aid to trade. The most recent Task Force meeting took place in October 2012 in Yerevan, and focused on tax and customs policy, fair and equitable competition, and respect for intellectual property rights. In addition, a Memorandum of Understanding on Cooperation in the Energy Sector was signed.

Policy Options for Promoting Growth in U.S.-Armenia Economic Relations:

- Consistent with the views expressed by Microsoft, FedEx, NASDAQ and other American companies doing business in Armenia, as well as the American Chamber of Commerce in Armenia, the ANCA supports targeted U.S. government efforts to promote bilateral trade and investment. The U.S. and Armenian governments, business interests, and the Armenian American community all seek the growth of this bilateral commercial relationship. Particular sectors of interest include IT, banking, tourism, healthcare, education, and pharmaceuticals.
- Among the options available to improve U.S.-Armenia trade relations are the negotiation of bilateral accords and the growth of government-to-government cooperation, as well as the expansion of dialogue at the businesses and individual levels. Specific policy options for promoting growth over the short- and medium-term include:
- Double Taxation Treaty (DTT) is needed to replace the outdated U.S.-U.S.S.R. Double Tax Treaty from 1974. The agreement was originally intended as an agreement between two hostile superpowers when commerce and trade in services were limited. The lack of an unambiguous, updated treaty is an impediment to U.S. investment in Armenia and hinders economic relations between the countries. The U.S.-U.S.S.R. treaty is

inadequate in a number of areas, including taxes on dividends, interest, and royalties, as well as with regard to information exchange and arbitration.

- Social Security Agreement clarifies the obligations and entitlements of workers who divide their careers between the U.S. and Armenia. It relieves the employer and employee from double Social Security tax and “totalizes” the employee’s social security tax paid to both countries in order to receive the combined benefits in only one country.
- Visa relaxation facilitates business travel between the U.S. and Armenia. In order to further encourage investment and trade, as well as training and information exchange, a variety of visa policies can be implemented. These include waiving or reducing fees and can be applied to specific groups of people such as official delegations or researchers.
- Trade missions are overseas programs for U.S. firms that want to explore and pursue opportunities by meeting directly with potential clients. Trade missions are often sector-specific and are designed to meet specific business objectives, such as increasing revenue or decreasing costs.

D. Republic of Armenia: Foreign Policy Opportunities and Challenges

In 1992-1994 Armenia was supporting Karabagh Armenians in their efforts to tackle Azerbaijani aggression and defend their newly declared independent republic. After the 1994 ceasefire, Armenia alongside with Nagorno-Karabakh Republic and Azerbaijan was involved in the negotiation process under the auspices of OSCE Minsk Group co-chaired by France, Russia and the US. The 2016 April Azerbaijani large-scale four-day offensive along the Karabagh-Azerbaijan line of contact put additional pressure on the negotiation process. This offensive once more emphasized the significance of confidence building measures for creating a supportive atmosphere to the negotiation process. In two subsequent summits held in May 2016 in Vienna and in June 2016 in Saint Petersburg Armenian and Azerbaijani Presidents agreed to increase the number of OCSE monitors as well as to establish ceasefire violations investigative mechanisms. Nevertheless, till now Azerbaijan has rejected the realization of agreements, while Armenia viewed them as a necessary condition for resuming any substantial negotiations.

Turkey recognized Armenian independence in late 1991. Nevertheless, Turkey did not establish diplomatic relations with Yerevan. The key factors influencing Turkey's negative attitude towards Armenia were issues of Armenian Genocide and Karabagh conflict. The authorities of the newly independent Armenia did not include international recognition of Armenian Genocide in Armenia's foreign policy agenda. However, the article 11 of the Declaration of independence adopted in August 1990 stipulated that Armenia supports the process of Armenian Genocide international recognition. This was viewed as unacceptable by Turkey. As for the Karabagh conflict, Turkey was fully supporting Azerbaijan's position and demanding from Armenia to cease its assistance to Karabagh Armenians. In April 1993, Turkey closed the

Armenia-Turkey border crossing points as a response to the successful Armenian operations in Karabagh.

The situation remained unchanged till 2008 when Armenia and Turkey launched a bilateral relations normalization process with Swiss mediation. It resulted in the signature of two Turkish-Armenian Protocols — one on establishing diplomatic relations and second on developing bilateral relations — in Zurich in October 2009. The process was supported by the US, EU and Russia with Russian, US and France foreign ministers as well as the EU High Representative for CFSP participating in the signing ceremony.

Nevertheless, immediately after signing Protocols Turkey changed its position and put any advance in Karabagh negotiations as a precondition for Protocols ratification. Armenia was ready to ratify Protocols with no preconditions. The Swiss authorities and other international players were supporting Armenia's approach but with no effect. While Turkey continued to insist on preconditions Armenian President put on hold the ratification process in spring 2010 and in February 2015 recalled Protocols from the Parliament. The upheaval in Turkish domestic politics — Parliamentary elections in June 2015 and snap elections in November the same year, July 2016 failed military coup and extensive purges that followed, the polarizing April 2017 constitutional referendum — put Protocols and in general relations with Armenia on the backburner of Turkish politics.

In such a geopolitical juncture Armenia has little choices in its foreign policy. She develops a strategic alliance with Russia as Armenia lacks sufficient resources to counter both Azerbaijan and Turkey militarily. The legally binding guarantees provided by Russia, both through bilateral agreement and in multilateral format -via the Collective Security Treaty Organization- proved to be indispensable for Armenia. No other actor actively involved in the region — Iran, US or NATO — was either willing or able to provide the necessary guarantees.

Another factor influencing Armenia's attitude towards Russia is history. Since the beginning of 18th century Russia was perceived in Armenian political and religious circles as the only state capable and willing to liberate Armenia from Persian and Ottoman domination. In early 19th century, after Russia's victory over the Persians and the incorporation of Eastern Armenia into the Russian Empire, the perception of Russia as a savior became very popular among Armenians. Even the 1920-1921 Russia-Turkey alliance, and their joint efforts leading to the defeat of the first Republic of Armenia, was not able to substantially damage the image of Russia among Armenian society. Soviet period propaganda cemented the views of Russia as Armenia's savior and "big brother" without whose support Armenians were under real threat of total annihilation.

Simultaneously, Armenia was trying to develop partnership relations with the US, NATO and the EU. Armenia was in desperate need of the multifaceted assistance offered by the Western institutions. Besides this, at least some parts of Armenian society viewed the reforms and modernization as the only viable option to guarantee Armenia's independence and statehood. Nevertheless, Armenia is cautious not to "anger Russia" in its relations with the West especially as Russia increasingly views Western involvement in the Post-Soviet space as hostile actions

against Russia. The vivid example of Armenia's delicate situation was its 2013 September decision to join Russia led Customs Union and Eurasian Economic Union. This move effectively canceled the signature of the Association Agreement with the EU, negotiated in 2010-2013.

As an effort to keep its balanced foreign policy Armenia launched new negotiations with the EU in December 2015. The EU-Armenia Comprehensive and Enhanced Partnership Agreement was initialed in March 2017, and its signature is expected till the end of 2017.

The US-Armenia relations are growing positively in some part due to the vibrant US Armenian community. The US is the biggest donor of Armenia with more than 1.5 billion USD aid provided since 1991. Another key factor influencing US-Armenia relations is the US active involvement in Karabagh negotiation process as Minsk Group Co-chair. Nevertheless, the current strategic rift between Russia and the US complicates Armenian efforts to pursue a balanced foreign policy. The Western rhetoric on containment against Russia may eventually put Armenia under tough Russian pressure to restrict its interactions with the US and NATO. However, core national interests of Armenia require to keep at least the current level of cooperation with the Western institutions in general and with the US in particular. The growing Russia-Turkish partnership as well as recent Russian overtures towards Azerbaijan, including the multi-billion USD modern assault weaponry sales, indicates that the sole reliance on Russia may prove disastrous for Armenia. Thus, in a short-term perspective, Armenian foreign policy will deal with the hard task of keeping its partnership with the West, and simultaneously avoiding anger Russia and jeopardizing its strategic alliance with Moscow.



ANCA Outlines 2018 Advocacy

Priorities

ANCA issues a community call-to-action to advance 2018 Armenian American advocacy priorities

WASHINGTON, DC – The Armenian National Committee of America (ANCA) shared its 2018 Armenian American policy priorities in an in-depth video presentation featuring “asks” of the U.S. government regarding a secure Artsakh Republic, a just resolution of the Armenian Genocide, and stronger U.S.-Armenia economic, political and military ties.

In a 50-minute presentation broadcast live on the ANCA’s Facebook page (81K+ Likes) and now available on a broad array of social media platforms, ANCA Executive Director Aram Hamparian opened with a call-to-action urging friends of Armenia to send letters to their U.S. legislators by visiting anca.org/2018, and then walked viewers through each aspect of the Armenian American advocacy agenda.

The ANCA video is available at:

“Coming off a political transition year, and heading into a hotly contested election season, we are well positioned to make progress in each of our priority policy areas,” said Hamparian. “Our team in Washington, our regional offices, local chapters, grassroots advocates, and coalition partners look forward to engaging with elected officials – at every level of government – to advance our shared concerns and realize our common aspirations for Artsakh and Armenia. A great way to start is by asking friends, relatives, and colleagues to visit www.anca.org/1918 and take action today.”

Cross-Platform Policy Presentation Calls for Grassroots Action at anca.org/2018

1. Artsakh | Peace | Security | Aid

The key to reaching a durable and democratic settlement regarding the status and security of Artsakh – a longstanding U.S. foreign policy priority – is strengthening the 1994 cease-fire. The government and citizens of Artsakh are committed to strengthening their partnership with the U.S. government and deepening their ties to the American people.

ANCA Asks:

a) The Administration should renew U.S. pressure upon Azerbaijan to stop obstructing the implementation of the Royce-Engel peace proposals for Artsakh, life-saving, common sense cease-fire strengthening measures that have been endorsed by the State Department, the OSCE, Armenia and Artsakh:

- An agreement from all sides not to deploy snipers, heavy arms, or new weaponry
- The placement of OSCE-monitored gunfire-locator systems to determine the source of attacks
- The deployment of additional OSCE observers to monitor cease-fire violations

For its part, Congress should appropriate at least \$20 million in FY19 to support implementation of the Royce-Engel peace proposals

b) The U.S. should suspend military aid to Baku and strengthen Section 907 of the FREEDOM Support Act.

c) The President should request and the Congress should appropriate at least \$8 million in aid to Artsakh, focusing on:

- The completion of HALO Trust’s de-mining work
- Rehabilitation services for infants, children and adults with disabilities.

d) The Administration and Congress should eliminate outdated and obsolete barriers to travel, contacts, and communication between U.S. and Artsakh government officials, political leaders, and other civil society stakeholders.

e) The U.S. government should publicly mark the 30th anniversary of the Artsakh liberation movement and the anti-Armenian massacres in Azerbaijan. These historic developments helped spark a democratic wave that helped bring down the Soviet Empire.

Included in the 2018 ANCA policy “asks” are:

2. Armenian Genocide | Justice

The U.S. cannot credibly speak out against present day atrocities – including those against religious minorities across the Middle East – while remaining silent on Turkey’s genocide of millions of Armenians, Greeks, Assyrians, Chaldeans, Syriacs, Arameans, and other Christians.

The U.S. government should override Turkey’s veto over honest American remembrance of the Armenian Genocide and stop outsourcing U.S. genocide policy to foreign regimes.

ANCA Asks:

a) President Trump – who ran on a platform of rejecting foreign influence over the U.S. government – should, in his April 24th statement, announce that America will no longer enforce Turkey’s gag-rule against honest U.S. remembrance of the Armenian Genocide.

b) The U.S. Congress – which is led by leaders, in both houses and from both parties, who have records of supporting proper Armenian Genocide remembrance – should pass bipartisan resolutions regarding the Armenian Genocide:

— H.Res.220, a U.S. House genocide prevention measure drawing upon the lessons of the Armenian Genocide.

— S.Res.136, a U.S. Senate resolution seeking to ensure that U.S. foreign policy “reflects appropriate understanding and sensitivity” of this crime.

c) Members of the U.S. Senate and House are invited to participate this April in the annual Capitol Hill Armenian Genocide commemoration, a solemn remembrance that pays tribute to the millions of Christian victims of this atrocity.

d) Congressional intelligence panels should launch investigations into Turkey’s manipulation of American policy. These investigations should look into Ankara’s campaign to obstruct justice for the Armenian Genocide, with a special focus on the potential collusion of U.S. officials.

3. Erdogan | Justice | Extradition

The Turkish government remains entirely unapologetic and arrogantly unrepentant regarding the May 16, 2017 attacks by President Erdogan’s bodyguards on peaceful American protesters outside the Turkish Ambassador’s residence in Washington, DC.

ANCA Asks:

The Administration should formally request that Turkey extradite members of Turkish President Erdogan’s security detail who have been criminally charged with attacking peaceful American protesters.

4. US – Armenia | Partnership

The 100th anniversary the first Republic of Armenia marks a major milestone in the U.S.-Armenia partnership, an alliance characterized by the steady expansion of bilateral ties and continued cooperation on a broad array of multilateral, regional and international challenges. Armenia participates in NATO's Partnership for Peace and has provided troops for U.S led peacekeeping operations in Afghanistan, Iraq, Kosovo, Lebanon, and Mali.

U.S. can play a vital role in helping Armenia complete its aid-to-trade transition, moving toward a bilateral relationship defined by mutually-beneficial commercial ties, strong cultural and political connections, and broad-based cooperation on international security concerns.

ANCA Asks:

- a) The Administration should take up Armenia's calls for a new Tax Treaty to eliminate the threat of double taxation, a major but unnecessary barrier to the growth of bilateral trade and investment.
- b) The Administration and Congress should take administrative and regulatory actions needed to support the launch of commercially-viable non-stop Los Angeles to Yerevan passenger and cargo flights.
- c) The President should request and the Congress should appropriate at least \$40 million in FY19 assistance for Armenia, with a focus on expanding the U.S.-Armenia economic ties and expanding military relations (NATO interoperability and participation in peacekeeping).
- d) The President should request and the Congress should appropriate at least \$40 million in FY19 to support Armenia's commendable efforts to serve as a regional safe-haven for at-risk Middle East refugees.
- e) The Millennium Challenge Corporation should approve a new compact with Armenia to support Science, Technology, Engineering, and Math (STEM) education in Armenia's public schools.
- f) Members of the U.S. House should co-sign the annual Armenian Caucus letter to the leadership of the State-Foreign Operations Subcommittee, covering the full range of U.S. foreign aid priorities related to Armenia and Artsakh.

5. Regional Security | Turkey | Azerbaijan

The President and Congress need to keep U.S. arms and technology out of the hands of foreign regimes that will use them for offensive purposes, including, potentially, against the United States and our allies.

ANCA Asks:

- a) The Administration should place a freeze on all proposed arms sales to Turkey, ranging from firearms to Turkish President Erdogan's security detail all the way up to F-35s for the Turkish military.

b) The Administration should – in the interest of regional security, nuclear safety, and non-proliferation – seriously reevaluate the stationing of U.S. nuclear arms at Turkey’s Incirlik airbase.

c) The Administration should oppose any direct sale of U.S. offensive or dual-use defense articles to Azerbaijan, and block any third-party licenses for the transfer of advanced U.S. weapons, parts and technology to Baku, including for the Iron Dome system.



Also,

On October 30, 2018 ANCA Rolled Out Six Policy “Explainers” Quick Videos Cover Key ANCA360 Policy Priorities

<https://anca.org/press-release/anca-rolls-out-six-policy-explainers/>

A series of six recently released “explainer” videos highlight key aspects of the Armenian National Committee of America’s (ANCA) 360-degree pro-Armenian advocacy – ranging from stronger U.S.-Armenia relations to support for Artsakh’s freedom and justice for the Armenian Genocide.

The videos – which are each between one and two minutes long – define the ANCA’s overarching policy objectives, review the organization’s record of results, and then set forth our current advocacy priorities. These videos are on YouTube and available across multiple social media platforms

Topics that a Homenetmen Leader Should Know-

Republic of Artsakh (Nagorno Karabagh Republic)

History and Current Reality

Historical data

Artsakh (Karabakh) is an integral part of historic Armenia. During the Urartian era (9-6th cc. B.C.) Artsakh was known as Urtekhe-Urtekhini. As a part of Armenia Artsakh is mentioned in the works of Strabo, Pliny the Elder, Claudius Ptolemy, Plutarch, Dio Cassius, and other ancient authors. The evident testimony of it is the remained rich historic-cultural heritage.

After the division of Greater Armenia (387 A.D.), Artsakh became part of the Eastern Armenian kingdom, which soon fell under the Persian rule. At that time, Artsakh was a part of the Armenian marzpanutyun (province), then, in the period of Arabic rule, it was part of Armenia kusakalutyun (region). Artsakh was part of the Armenian kingdom of Bagratids (9-11th cc.), then – part of Zakarid Armenia (12-13th cc.).

In following centuries, Artsakh fell under the rule of various conquerors, remaining Armenian and having a semi-independent status. Since the mid-18th century the invasion of Turkic nomadic tribes to the north of Karabakh began, which led to clashes with local Armenians. During this period, the five Armenian melikdoms (Hams) are memorable which had reached the peak of their prosperity and power in the late 18th century. At the end of the Russian-Persian War of 1804-1813 and by the Gulistan treaty of 1813, Artsakh-Karabakh was annexed to Russia.

Pre-soviet era

Nagorno-Karabakh conflict began in 1917, during the formation of three ethnic republics of Transcaucasia - Armenia, Azerbaijan and Georgia, as a result of the collapse of the Russian Empire. The population of Nagorno-Karabakh, 95 percent of which were Armenians, convened its first congress, which proclaimed Nagorno-Karabakh an independent political unit, elected the National Council and the Government. In 1918-1920 Nagorno-Karabakh had all the trappings of statehood, including the army and the legitimate authority.

In response to the peace initiatives of the people of Nagorno-Karabakh, Azerbaijani Democratic Republic launched a military action. From May 1918 to April 1920, Azerbaijan and military units of Turkey, which supported Azerbaijan, used violence and carried out massacres against the Armenian population (in March 1920 about 40,000 Armenians were killed and deported only in Shushi). But it was not possible to make the people of Nagorno-Karabakh obey Azerbaijan's power in this way.

In August, 1919, in order to prevent military conflict, Karabakh and Azerbaijan, signed a preliminary agreement by which they agreed to discuss the problem of the status of the region at Paris Peace Conference.

Response of the international community is memorable. The League of Nations rejected the request for Azerbaijan's membership, citing the fact that it is difficult to define clear boundaries and territories under the sovereignty of this state. Among other contentious issues there was the issue of the status of Nagorno-Karabakh. Because of the sovietization of the region the issue fell out of the agenda of international organizations.

Nagorno-Karabakh in the soviet period (1920-1990)

The establishment of Soviet rule in Transcaucasia was accompanied by the creation of a new political system. Nagorno-Karabakh has been recognized a disputed territory between Armenia and Azerbaijan also by Soviet Russia. According to the agreement signed in August 1920 between Soviet Russia and the Armenian Republic, Russian troops were temporarily deployed in Nagorno-Karabakh.

Immediately after the establishment of the Soviet regime in Armenia, on November 30, 1920, the Azerbaijan Revcom (Revolutionary Committee - the main Bolshevik instrument of power at that time) made a declaration recognizing territories over which Azerbaijan had claims - Nagorno Karabakh, Zangezour, and Nakhijevan, as inseparable parts of Armenia.

The National Council of Azerbaijan SSR, on the basis of the agreement between the Azerbaijan Revcom and the governments of Azerbaijan SSR and Armenian SSR, the Declaration of June 12, 1921, proclaimed Nagorno-Karabakh an integral part of the Armenian SSR.

Based on the statement of Soviet Azerbaijan waiver of Nagorno-Karabakh, Zangezour and Nakhichevan and the agreement between the governments of Armenia and Azerbaijan from June of 1921, Armenia also declared Nagorno-Karabakh her integral part.

The text of the decree issued by the Armenian government was published in both Armenian and Azerbaijani media ("Baku Worker" organ of the Central Committee of the Azerbaijan Communist Party, June 22, 1921). Thus, a legal confirmation of the unification of Nagorno Karabakh to Armenia took place.

Within the context of international law and norms (in the international legal sense), it was the last legal act on Nagorno-Karabakh during the communist regime.

Ignoring the reality, on July 4, 1921, in the capital of Georgia, Tbilisi, the Caucasian Bureau of the Communist Party of Russia convened a plenary session, during which the fact that Nagorno-Karabakh is part of the Armenian SSR was reconfirmed. However, under the dictation of Moscow and Stalin's direct interference, on the night of July 5 the decision of the previous day was reviewed and the forced decision of incorporating Nagorno-Karabakh to Azerbaijan and forming on its territory an autonomous oblast was made, not even keeping procedure. This decision is an unprecedented legal act in the history of international law, when the party organ of a third country (RK(b)P) without any legal basis or authority determines the status of Nagorno-Karabakh.

In December, 1922 Azerbaijani and Armenian SSR were included in the formation processes of the USSR, and only on one part of the territory of Karabakh on July 7, 1923, by decision of the Central Executive Revolutionary Committee of Azerbaijan SSR the Nagorno-Karabakh Autonomous Oblast was formed, within Azerbaijan SSR, by which, in fact, the Karabakh conflict was not resolved, but temporarily frozen. Moreover, everything was done so that Nagorno-Karabakh Autonomous Oblast had no common border with Armenia.

But during the entire Soviet period, the Armenians of Nagorno-Karabakh never put up with this decision, and for decades struggled for reunification with the motherland.

During the entire period of being of Nagorno-Karabakh Autonomous Oblast within Azerbaijan SSR, the leadership of this republic had been regularly and consistently violating the rights and interests of the Armenian population. Discriminatory policies by Azerbaijan against Nagorno-Karabakh was reflected in attempts of artificially suspending the social-economic development of the region, turning it into a raw materials appendage, actively intervening in the demographic process aimed at ethnic cleansing, destructing and misappropriating Armenian monuments and cultural values.

Discrimination from Azerbaijan towards Nagorno-Karabakh had its impact on the population of Karabakh and became the main reason of latter's migration. As a result, the correlation of the Karabakh population changed: if in 1923 Armenians amounted to 94,4 percent of the population of Nagorno Karabakh, according to 1989 statistics the number of Armenians had reduced to 76,9 percent. The policy of ethnic cleansings had more success on another Armenian territory, in Nakhichevan.

The people of NKAO and authorities of Armenian SSR had sent lots of applications to the Soviet central authorities asking about the reconsideration of the decision on incorporating Nagorno-Karabakh to Azerbaijan, which were ignored or rejected, causing persecutions against the initiators. Among these applications are the application of the Government and the Communist Party Central Committee of Armenian SSR from 1945 to the Government of the USSR and the All-Union Communist Party Central Committee, more than 2.5 thousand in 1963 and more than 45 thousand signed letters in 1965 from the NKAO population addressed to Soviet leadership, offers of NKAO working groups within the USSR-wide discussions on a new constitution in 1977.



Current stage of Nagorno-Karabakh Conflict

The current phase of Nagorno-Karabakh conflict began in 1988, when in response to the self-determination claims of NK population the Azeri authorities organized massacres and ethnic cleansing of the Armenian population on the entire territory of Azerbaijan, particularly in Sumgait, Baku and Kirovabad.

On December 10, 1991 NK population declared the establishment of the Nagorno Karabagh Republic (NKR) by plebiscite, which fully complies with both international law norms and the letter and spirit of the USSR laws of that time. Thus, on the territory of the former Azerbaijani SSR two equal state formations were created - Nagorno-Karabakh Republic and the Republic of Azerbaijan.

In Nagorno-Karabakh and surrounding areas populated by Armenians the policy pursued by Azerbaijani authorities turned into overt aggression and large scale military actions against the Republic of Nagorno-Karabakh, which resulted in tens of thousands dead and caused considerable material damage.

Azerbaijan never heeded the international community appeals, particularly the United Nations Security Council resolutions relating to Nagorno-Karabakh conflict calling to stop military actions and conduct peaceful negotiations.

Because of the war Azerbaijan occupied the whole region of Shahumyan, and the eastern parts of Martakert and Martuni regions of Nagorno-Karabakh. Neighboring districts went under the control of Nagorno-Karabakh armed forces, which played a role of a security buffer to block the further firing from the Azeri side towards Nagorno-Karabakh settlements.

In May, 1994 Azerbaijan, Nagorno-Karabakh and Armenia signed a ceasefire, which, despite violations, is still effective.

Conflict settlement negotiations are held in the framework of the OSCE Minsk Group (Russia, USA, France). In the last decade, several options for the settlement proposed by the co-chairs were rejected by Azerbaijan. The last was "Paris Principles" in 1991 which were summed up in the Key West document.

Currently, negotiations are held on the basis of the Madrid proposals represented by co-chairs in November, 2007.

OSCE MINK Group

Despite the negotiations held within the framework of the OSCE Minsk Group which is the only internationally mandated format on conflict settlement, and the agreement to carry out negotiations within the Minsk process, Azerbaijan, distorting the nature and main reasons of the consequences of the conflict, takes attempts to involve other international organizations in the settlement and initiates parallel processes hindering the negotiation process and having campaign objectives especially in the UN GA and the Council of Europe, too.

Azerbaijan's aggressive bellicose campaign also puts under question Azerbaijan's desire, statements, assumed obligations and their seriousness aimed at compromise settlement. Azerbaijan continues sending

Nagorno-Karabakh Conflict: POSITION OF ARMENIAN GOVERNMENT:

Armenia believes that the improvement of the peace process efficiency is impossible without full participation of the conflict party Nagorno-Karabakh in the negotiations. Armenia believes that the conflict settlement should be based on the following principles:

- **Nagorno-Karabakh conflict settlement must be based on recognition of the Nagorno-Karabakh people's right to self-determination;**
- **Nagorno-Karabakh should have uninterrupted land communication with Armenia, under jurisdiction of the Armenian side;**
- **the security of Nagorno-Karabakh should be internationally guaranteed.**

Adoption of these principles and contractual stipulation will enable achieving a comprehensive settlement of the problem.

Armenia attaches importance to the mediation of the OSCE Minsk Group in the Nagorno-Karabakh conflict settlement process, as a viable format for the settlement which has enough potential to find ways of settlement.

Armenia seeks a settlement exclusively through peaceful means.

Azerbaijan's attempts to get unilateral concessions by the threat of use of force are not only doomed to failure from the beginning, but also continue to be the main obstacle for the settlement through compromise.

Nagorno-Karabakh has no future as a part of Azerbaijan and whatever is the solution, it must emanate from the will of the Karabakh people. That is the essence of the right of peoples to self-determination. Azerbaijan has neither legal nor political or moral grounds to claim over Nagorno-Karabakh.

money from oil revenues to increase the military budget and to the acquisition of large number of offensive armaments, grossly violating a number of agreements and obligations in the sphere of security and political-military sphere. In fact, Azerbaijan fails all the economic, political, military and humanitarian initiatives aimed Armenian side on regional cooperation and the offer of the Minsk Group to pull out strengthening trust between the parties. Particularly, Azerbaijan rejects the offer of the snipers from the contact line.



Artsakh today: Achievements and challenges: Greater involvement is required in the forgotten conflict

With a war still raging in Syria, an increasingly aggressive Russia, the threat of terrorism and growing refugee flows, it's no surprise that forgotten border conflicts Caucasus is not on the top of the agenda of the international community. However, the long-standing conflict between Armenia and Azerbaijan deserves more attention than it has received, and this for a number of reasons. Therefore, I recently decided to visit Armenia and the region of Nagorno-Karabakh.

Nagorno-Karabakh has been isolated from the rest of the world since 1994 when the war between Armenia and Azerbaijan ended with a ceasefire. Peace talks have been held regularly in the context of the OSCE Minsk group, where both of the countries are included together with Turkey, France, Germany, Sweden, Czech Republic, Belarus and the United States. So far, no dialogue between Armenia and Azerbaijan has led to a peaceful solution of the conflict, which to a large extent is due to a lack of trust between the parties.

The prospects of lasting peace in the region are therefore remote. Two years ago, in April 2016, the two countries went from skirmishes to war for four days when Azerbaijan started a field offensive. Experts argue that the aggression was intended to break the status quo, as Baku is dissatisfied with the current situation in which the inhabitants govern the region in the form of the Republic of Artsakh, without any Azeri influence.

The background to Azerbaijani's claim of the region dates back to the early 1920s. After the Soviet invasion of both Armenia and Azerbaijan, promises were made of a union between Nagorno-Karabakh and Armenia. However, despite the overwhelming number of Armenians in the region, Josef Stalin decided that Nagorno-Karabakh should be a part of the Soviet Republic of Azerbaijan. During the fall of the Soviet Union, a majority of the region's decision makers voted for a union with Armenia. Azerbaijan refused to accept it and the conflict escalated into a full-scale war between 1991 and 1994.

24 years later, there is still no peace in sight and Nagorno-Karabakh have remained completely isolated. The European Union lacks any representation in the region and no visits are made due to the Azeri lack of tolerance when it comes to visits to the conflicted area.

The diplomatic isolation of the region leads to suffering inhabitants, inter alia when students from Nagorno-Karabakh are being prevented from studies in other European countries. Parties in the parliament of the capital Stepanakert, who are trying to build a knowledge base for democracy development, are not supported by international organizations and have limited opportunities for exchange of views with other political parties in Europe.

According to international law, the situation is complicated. The UN Security Council has called on Armenia to withdraw their troops. At the same time, it is impossible to ignore the fact that, while both Armenia and the Republic of Artsakh move in a democratic direction, the presidential Aliyev family have been running Azerbaijan with an iron hand since 1993. The conflict also has geopolitical consequences. When Armenia was in the process of signing a Stabilization and Association Agreement (SAA) with the EU in 2013, the country suddenly had a change of mind and preferred only to be part of the Russian-based Eurasian Economic Union (EEU). Russia had exerted heavy pressure on Yerevan and, among other things, done arms sales with Azerbaijan. Given that the Azeri defense budget corresponds with the state budget of Armenia, it is difficult to see any other explanation for the Armenian turn than that the country had to choose between Azeri military dominance or closer ties with the EU.

The fact that EU and Armenia now have negotiated a partnership agreement, CEPA, tailored specifically not to violate the country's commitments under the EEU, is to be seen against this situation. The CEPA agreement is a positive step in the right direction that deepens our relation with Armenia, but it is clear that a peaceful settlement of the Nagorno-Karabakh conflict would reduce the security vulnerability of Armenia.

The residents Nagorno-Karabakh do their very best to build a functioning social system, despite the isolation and the permanent threat of a military conflict. The five parties in the region's parliament are in agreement about foreign policy issues, but disagree about much else. Also, fundamental changes to secure the independence of courts have been implemented and the Ombudsman and his office are very active in carrying out the question about citizens' rights towards the authorities.

However, it is clear that further commitment from EU and Sweden is necessary to ensure that the ceasefire is respected and that the peace talks will reach a solution:

- Install monitoring equipment at the contact line that separates the Armenian and Azeri forces in order to register those responsible for violating the ceasefire. Both the US administration and the OSSE have supported this proposal, as this step would minimize violence in border areas. However, Azerbaijan has not accepted the proposal, and although the proposal was presented two years ago, there is still no monitoring equipment in place.
- The Republic of Artsakh is not recognized by EU member states, which makes it impossible for normal diplomatic relations to exist. However, in other cases, the EU has been able to carry out humanitarian work in the territory of unrecognized entities, which also should be possible in Nagorno-Karabakh.
- Today, peace talks only take place between Armenia and Azerbaijan. We must find a way to ensure that the people of Nagorno-Karabakh also can participate.

Within the framework of the Eastern Partnership, the EU must now work more actively for dialogue and a peaceful solution. Direct dialogue between the partners is the only opportunity to build trust and reach a long-term solution of the conflict. Something that the troubled and isolated population of Nagorno-Karabakh truly deserves.





The Homenetmen Leader's Check List #21



General Topics that a Homenetmen Leader Ought to Know

Did you Know that:

- The emergence of Armenian independent states dates back to the 6th century BC
- Because of the Armenian Genocide, 60 to 65 percent of the Armenian population was annihilated, about 1,500,000 people
- The Near East Relief initiative of the US government helped raise over \$116,000,000 (or over \$1,000,000,000 – one Billion in today's dollars) from 1915 to 1930 to help aid survivors of the Armenian Genocide, including 132,000 orphans.
- More than 70% of current Armenians live in the Diaspora, of which the majority in the Russian Federation
- Armenia is transitioning from a semi-presidential to a parliamentary government, such that the highest ranking official will be the Prime Minister
- Armenia believes that the conflict settlement should be based on the following principles:
 - Nagorno-Karabakh conflict settlement must be based on recognition of the Nagorno-Karabakh people's right to self-determination;
 - Nagorno-Karabakh should have uninterrupted land communication with Armenia, under jurisdiction of the Armenian side;
 - the security of Nagorno-Karabakh should be internationally guaranteed.



22. APPENDIX

Suggestions for Executive Board Orientation Workshops



This guide will serve as the main reference source for Board member orientation workshops.

Workshops are for all board members at Regional or Chapter level, but especially for the latter. The Chapter Exec board (CEB) is key to the overall success of the chapter, divisions and units within chapters. In all board members, the workshop will help create an understanding of and a commitment to the main four functions of operations: finance, membership, program, and service. The board's governance, active involvement, and focus on finances are critical to the Chapter's success.

Workshops are designed to give both experienced and new board members comprehensive training on their role on the board and the methodology for achieving and maintaining Journey to Excellence status. This should be a mandatory training for all newly elected board members.

Overall time: *Varies depending on the number of modules used at a time. There are 21 different chapters (modules or sections) in this booklet. There may be need for one or more orientation workshops and some topics could be self-thought. Expect minimum of 3-6 hours of basic training, and more as needed.*

Facilitators: The training should be facilitated by the Regional Exec Board (REB) Chairperson and other executives. Experienced mentors and specialists in specific areas may also be involved.

Delivery mechanism: The training combines syllabus documents, segments with prepared slides from the syllabus, discussion questions, and scenarios to communicate the key points and to hold the participants' interest. Discussion and interaction is encouraged because that will imprint the information in a more meaningful and lasting way.

Presentation procedures: Each of the board members should receive a hard copy binder of their training syllabus, as a resource. Additional slides and interactive modules are added during each workshop.

Goals of the Executive Board Orientation

- To understand better the core values of Homenetmen and its responsibilities as a community organization.
- To understand the four fundamental functions of Board operations: finance, membership, programs, community service, plus Armenian advocacy
- To enable all board members to understand their active role and importance in the organization
- To help them understand the need for additional board support committees
- To review their fiduciary responsibilities in that role
- To teach them the proven methods for projecting, acquiring, managing, and maintaining the operational and financial needs of the board

HOW TO ORGANIZE THE WORKSHOP

Plan the event: The REB takes the lead and plans the workshop. The workshop is for Regional or Chapter board members.

24. The REB should send the syllabus (e-mail, Dropbox or DVD) with handouts before the training Workshop

25. REB will send new members a welcome letter and enclose orientation books.

Conduct a group workshop (orientation session) by either of the following ways:

- a. Have a morning session at the Regional office for new board members. Provide individual coaching and establish a rapport with new members
- b. Spend half a day (max. 6 hrs.) with new members at a comfortable location; or take them to camp; or start at 4:00 p.m. and work through dinner.
- c. On-Line orientation session especially for new or distant chapter

Mentorship is an Ongoing Process

A Workshop is Only the Beginning

- *The REB chairman, other key officers would be the workshop mentors to new officers. Experienced Regional or past chapter board members who are articulate and good instructors, would assist the chair.*
 - *In addition to the workshops, it is recommended that experienced board members be assigned as mentors to new members throughout the year and keep guiding them through until the new members feel “in the loop.”*
-

Published Articles about Homenetmen

- A. The-National-Role-of-Homenetmen-from-a-Strategic-Perspective
<http://asbarez.com/106411/the-national-role-of-homenetmen-from-a-strategic-perspective/>
- B. How to Attract Young Leaders into Homenetmen
<http://asbarez.com/116220/how-to-attract-young-leaders-into-homenetmen/>
- C. 'Rise and Raise:' Why Homenetmen Matters
<https://armenianweekly.com/2016/07/29/rise-and-raise/>
- D. The Importance of Extracurricular Armenian Education Outside of Schools
<https://armenianweekly.com/2017/05/26/the-importance-of-extracurricular-armenian-education-outside-of-schools/>

Also, in Armenian:

1. Նոր Տարուան Բացառիկ- Հ.Մ.Ը.Մ.: Asbarez December 28, 2018

<http://asbarez.com/arm/334122/>

2. Արտադպրոցական Դաստիարակություն. - ՌԱԶՄԱՎԱՐԱԿԱՆ ԳՈՐԾԵԼԱԿԵՐՊԻ ԲԱՐԵՓՈԽՈՒՄՆ ՈՒ ՅԵՏ 100-ԱՄԵԱԿԻ Հ.Մ.Ը.Մ. - Ի ԴԵՐԸ

<https://hairenikweekly.com/2017/05/11/31988>

3. Հարցազրույց՝ Հ.Մ.Ը.Մ. -ի Կեդրոնական Վարչության Ատենապետ Գառնիկ Մկրտիչեանի հետ

<https://hairenikweekly.com/2018/11/13/37033>

4. Հարցազրույց Հայ Մարմնակրթական Ընդհանուր Միության Կեդրոնական վարչության ատենապետ եղբայր Գառնիկ Մկրտիչեանի հետ

https://horizonweekly.ca/en/այսօր-որքեր-չունինք-այլ-ունինք-որքաց/?fbclid=IwAR2l0w7Qr-MTXx8LRoT0pW2m8vmf9F55dxmEPcpJj_UoJrd62a1YvZ5k7k



23. ACKNOWLEDGEMENT and REFERENCES

The content of this syllabus includes original, modified and replicated information:

- **The original content is prepared by Shahe Yeni-Komshian**
- **The following additional sources have been utilized by SY as modified content or replicated information:**
 - www: The world wide web
 - Homenetmen Central sources
 - Homenetmen Western USA Region sources
 - Bot Scouts of America sources
 - Wikipedia sources
 - Asbarez Newspaper sources
 - GenEd website
 - ANCA website
 - Government of Republic of Armenia website sources
 - ARS MEMBER HANDBOOK
 - Scouting activities by Dan Kurtenbach
 - Armenian Assembly of America Fact Sheet

And the following sites:

[https://www.homenetmen.net/pb/docs/Homenetmen Rules for Meetings and Executive Regulations-english.pdf](https://www.homenetmen.net/pb/docs/Homenetmen_Rules_for_Meetings_and_Executive_Regulations-english.pdf)

<https://www.homenetmen.net/pb/docs/WesternUSA%20bylaws%20p3.pdf>

[https://www.homenetmen.net/pb/docs/Homenetmen Western USA Regional Scouting Bylaws.pdf](https://www.homenetmen.net/pb/docs/Homenetmen%20Western%20USA%20Regional%20Scouting%20Bylaws.pdf)

<https://www.homenetmen.net/pb/docs/Visual%20Identity%20Standard.pdf>

<https://worldview.stratfor.com/article/armenia-georgia-azerbaijan-foreign-policy-opportunities-and-challenges>

<http://www.president.am/en/Artsakh-nkr/>

<https://www.scholastic.com/teachers/articles/teaching-content/united-states-government/>

<http://www.robertsrules.org/rulesintro.htm>

<https://yourbusiness.azcentral.com/examples-financial-plans-notforprofit-organizations-27895.html>

http://fscs.rampinteractive.com/collingwood/files/association/youth_sports.pdf

<https://genocideeducation.org/background/brief-history/>

https://en.wikipedia.org/wiki/Armenian_diaspora

Swedish newspaper Svenska Dagbladet (February 16, 2018).

<https://blog.scoutingmagazine.org/2014/02/10/the-scouting-triangle-remove-one-side-and-the-movement-cant-function/>

<https://armenianweekly.com/2018/10/03/recalibrating-leadership-and-legitimacy-in-the-armenian-diaspora/>

asbarez.com/176442/Armenian-snap/

<http://asbarez.com/arm/334122/>

END

