
慶祝扶輪

Celebrating Rotary

與社長當選人艾思悌士懇談

A candid conversation with President-elect Glenn E. Estess

2004-05 年度國際扶輪社長艾思悌士 (Glenn E. Estess) 將在振奮人心的歷史性年度中-在 2005 年 6 月 18-22 日的芝加哥扶輪國際年會達到最高潮的扶輪百週年-擔任扶輪領導人。1960 年加入扶輪的艾思悌士乃是美國拉巴馬哥蔭谷 (Shades Valley) 扶輪社社員，將是伯明罕區域的第三位國際扶輪社長(前二位分別是 1951-52 年度的史班 Frank E. Spain 與 1972-73 年度的郝克曼 Roy D. Hickman)。艾思悌士在 1991-1992 年間出任國際扶輪副社長時，也曾擔任扶輪基金會保管委員與國際扶輪理事。日前他接受「英文扶輪月刊」THE ROTARIAN 主編艾佛桑諾訪問，解釋他對扶輪的願景與目標。



Glenn E. Estess

Glenn E. Estess, the incoming RI president for 2004-05, will lead Rotary during an exciting and historic year: the Rotary Centennial, which will culminate with the RI Convention in Chicago, 18-22 June 2005. A Rotarian since 1960, Estess belongs to the Rotary Club of Shades Valley, Ala., USA, and will be the third RI president from the Birmingham area (following Frank E. Spain in 1951-52 and Roy D. Hickman in 1972-73). He is a past Rotary Foundation trustee and a past RI director, serving as RI vice president in 1991-92. Recently, he sat down with Editor in Chief Vince Aversano to explain his vision and goals for Rotary.

你認為什麼讓您準備就緒擔任國際扶輪社長？

What has prepared you to be RI president?

這個問題很難回答，因為我從 1960 年就加入扶輪。我經常回顧我在扶輪社的經驗。當我獲選為敝社社長時，一位資深社員告訴我：「艾思悌士，本社十分健全，足以承受任何人當社長一年。」所以也許這點也同樣適用於獲提名為國際扶輪社長(笑)。可是我認為我在扶輪真正的長處來自於我很年輕便擔任扶輪社職員與扶輪社社長。當然，其他職務-地區總監和國際扶輪理事-也十分有用。可是真正的

基礎是在扶輪社奠定的。

That's a hard question to answer because I've been in Rotary since 1960. I keep going back to my experiences at the club. When I was elected president of my club, one of our senior members said, "Estess, our club's strong enough to survive anybody for a year," so perhaps that's applicable to being named president of RI as well. [Laughter.] But I think my real strength in Rotary came from my early beginnings as club officer and club president. Of course, the other jobs I've held — district governor and RI director — were extremely beneficial. But the real foundation was at the club level.

你如何加入扶輪？

How did you get involved in Rotary?

我有四個哥哥都是扶輪社員，在我還不算真正參與扶輪時，透過他們我也漸漸欽佩扶輪的作為。所以當我獲邀請加入時，感到十分興奮。當時我在傑克森維爾(美國佛羅里達州)，獲邀加入第 41 社(傑克哥維爾 Jacksonville 扶輪社，為第 41 個加盟的扶輪社)。碰巧保羅·哈理斯也曾經住在傑克森維爾，為一個後來成為傑克森維爾扶輪社創社社員的人工作。

I had four older brothers who were Rotarians, and while I was not really involved in Rotary at the time, through them I came to admire what Rotary can accomplish. And so when I was invited to join, I was excited. I was in Jacksonville (Fla., USA) and was invited to be in Club 41 [the Rotary Club of Jacksonville, the 41st club chartered]. Incidentally, Paul Harris lived in Jacksonville at one time and worked for a man who later became a charter member of the Jacksonville club.

在你得知獲提名為國際扶輪百週年社長時，有何感想？

How did you feel when you learned of your nomination?

嗯，這顯然是一項榮譽和磨練的機會。大家的第一反應可能是自問：「我是適合人選嗎？」我自我解嘲地猜想，也許他們只是選待在扶輪最久的人！可是給我感受最深的是世界各地普遍表示大力支持，而不只是恭喜而已。

我也希望納入少數民族和其他尚未參與扶輪領導階級的人。

艾思悌士

Well, it was obviously an honor and a humbling experience. Your first reaction is to ask yourself, "Am I the right person?" I guess in a moment of self-humor I thought, Well, maybe they just asked the person who had been in Rotary the longest! But perhaps the major thing that got to me was the overwhelming expression of support, not just congratulations, I received from people all over the world.

你如何看待社長的角色，又，你覺得社長的角色這幾年有何變化？

How do you see your role as president? Do you feel the role of president has changed over the years?

照定義來說，社長是本組織的執行長，可是我認為秘書長才是管理組織運作的人。我認為社長比較像是大使的角色。我認為這是一般扶輪社員的期許。他們想要看到社長。他們想要和社長有某些個人接觸。我必須不斷提醒自己他們想看的不是艾思悌士，而是國際扶輪社長。我認為我的角色便是服務扶輪社員。如果你畫出一張組織圖，那麼社長便應該在底部，120 萬名扶輪社員應該在最頂端。對我來說，本組織最重要的職員是扶輪社社長。

Technically, the president is the chief executive officer of the organization, but I see the general secretary as the one who manages operations. I see the president as having more of an ambassadorial role. I think that is what Rotarians expect. They want to see the president. They want to talk to the president. They want to feel like they've made some personal contact with the president. And I have to keep reminding myself that it is not Glenn Estess that they want to see, but the RI president. I think my role is to serve these Rotarians. If you were to create an organizational chart, then the president should be at the bottom, and the 1.2 million Rotarians would be at the top. To me, the most important officer in the organization is the club president.

在百週年由一位美國人出任社長十分合適？

Is it desirable to have a U.S.-born president during the centennial year?

嗯，這是個有趣的問題可是我認為這只是湊巧而已。幾年前，理事會通過一項決議案，規定社長的國籍在三年卷不得重複。這示扶輪至少每隔三年才能產生一位美國籍的社長。我不知道當時是否會有任何人想到此舉可在百進年產生美國籍的社長。

Well, that is an interesting question, but I think it was more by happenstance. Some years back, the board passed a resolution saying that the presidency should rotate to a minimum of two other countries before it comes back to the first country. This meant Rotary would have an American president no more often than every third year. I don't know if anybody thought at the time that it could result in there being an American president for the centennial year.

對於認為本組織太過以美國為中心的社員，你有何話說？這可能不是非常普遍的想法，可是這是扶輪領袖有時會聽到的意見。

What would you say to any Rotarians who feel that the organization is U.S.-centric? It may not be a prevailing thought, but it's an opinion that leaders

sometimes encounter.

我也聽過。當然，扶輪創始於美國，扶輪有很長的時間都以美國為重點，因為大多數的社員都住在這裡。可是現在大約只有三分之一的社員——44 萬人到 45 萬人左右——住在北美洲，在將扶輪擴展世界其他地方的工作方面，美國扶輪社員扮演了主要角色。這表示北美洲的扶輪社員想要我們成為一個真正的國際組織。理事會的北美洲理事現在已經是少數，經常會有人提醒理事他們代表的是全體的扶輪社員。

I hear that as well. Of course, Rotary started in the United States, and Rotary was very U.S.-focused for a long time because a large proportion of the membership lived here. But now about one-third of the membership — 440,000 to 450,000 — is in North America, and U.S. Rotarians have played a major role in expanding Rotary to other parts of the world. That shows that North American Rotarians want us to be a truly international organization. North Americans on the board are now a minority, and board members are frequently reminded that they represent all Rotarians.

你明年擔任社長希望完成什麼事？

What would you hope to accomplish next year as president?

嗯，當然其中一個目標就是完成我們在 1980 年代開始的接種小兒麻痺疫苗計劃。我也希望更加重視組織內的多元化。這包括納入少數民族和其他尚未參與扶輪領導階級的人。我們想要鼓勵他們多多參與，讓他們的才能發揮到極致。

Well, of course one goal is to finish what we started with the polio immunization program in the 1980s. I would also hope to see added emphasis on creating diversity within the organization. That would include minorities and others who have not yet been involved in the leadership of Rotary. We want to encourage them to be more involved and maximize the use of their talents.

如果你可以立即推動一項改變，會是想讓扶輪更多元化嗎？

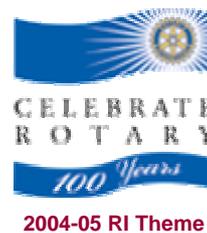
If there were one change you could make instantly, would it be to make Rotary more diverse?

這不能算是改變，因為我們一直在努力朝多元化的方向走，可是也許我們的努力還不夠明顯，我想在未來這一年更強調這方面。我們需要更加強我們現在所做的。That's not really a change because we have always been working toward diversity, but perhaps the effort has not been as visible as it could be, and I would like to see more emphasis on this during the coming year. We need to enhance what we are doing now.

你如何決定 2004-05 年度國際扶輪主題「慶祝扶輪」？

What inspired your choice of Celebrate Rotary as the RI theme?

在週年紀念所做的事情之一便是慶祝，所以把慶祝當明年度的主題似乎十分合乎邏輯。創立 100 週年有很多值得慶祝的事。根除小兒麻痺運動是我們第一項大型全組織計劃，評估進度後發現我們做得十分成功，這便是慶祝的理由。雖然根除小兒麻痺等疾病計劃帶給我們很高的知名度，扶輪的力量仍然是在基層扶輪社。所以在我思考所有的扶輪社與地區要如何努力建立扶輪時，我不斷回到這個想法：今年度我們應該慶祝我們的成就，並著眼未來。



One of the things you do at an anniversary is celebrate, so it seemed a logical theme for next year. There have been many things worth celebrating in the 100 years that we have been in existence. The polio effort is our first major corporate project, and when we measure our progress, we've been extremely successful, and that's a cause for celebration. And while we've enjoyed some extraordinary recognition because of PolioPlus, the strength of Rotary is still at the club level. So I thought about how all the clubs and districts work to build Rotary, and I kept coming back to the idea that this year we ought to celebrate what we've done and focus on the future.

你認為理事會通過的國際扶輪策略計劃將產生什麼影響？

What effect do you feel the RI Strategic Plan adopted by the Board of Directors will have?

這是我們一直欠缺的東西。曾經有人覺得要訂出策略計畫是不可能的，因為領導階層每年在變，可是我認為每個大型組織都需要像這樣的東西。我認為策略計畫可幫助我們達成組織的延續性。要擁有真正的延續性，便必須把它列在章程文件中，這需要立法會議的同意。因此我心目中的策略規劃委員會是一個客觀彙整所有有益於本組織的想法，付諸文字，再呈交給立法會議的團體。它對本組織將有長期的正面影響。

It is something we've long needed. There was a feeling at some point that maybe it was impossible to have a strategic plan because of the annual leadership changes, but I think every major organization needs something like this. I see the strategic plan helping us achieve continuity in the organization. The only way you can have true continuity is to have it set forth in the constitutional documents, which requires the approval of the Council on Legislation. So I see the Strategic Planning Committee as a group that will objectively come together with ideas that will be beneficial to the organization, put them in writing, and submit them to the council. It will have a long-term positive impact on the organization.

你和目前社長馬奇約伯與社長提名人施當恆的關係如何？

What is your relationship with President Jonathan Majiyagbe and President-nominee Carl-Wilhelm Stenhammar?

再好不過。在我成為社長提名人時，前國際扶輪社長陳裕財(Bhichai Rattakul)和現任社長馬奇約伯都非常接納我。我希望目前的社長提名人施當恆(Carl-Wilhelm Stenhammar)也有同樣的感覺，我想他應該也是如此。我們努力達到我之前說的延續性。當我在提名委員會的主委時，我總是諮詢社長提名人在下一年度想要採用的人選，此舉也能達成些許的延續性。

It couldn't be more positive. Past RI President Bhichai Rattakul and now President Majiyagbe were very receptive to me when I came aboard as nominee. I hope that President-nominee Carl-Wilhelm will feel the same way, and I think he does. We are working hard to bring about the continuity that I spoke of earlier. When I was naming committee chairs, I always asked the president-nominee for his input as to the people he would want to use the following year.

對於沒有機會與你見面的扶輪社員，你想說些什麼？

What would you like to say about yourself to Rotarians who haven't had a chance to meet you?

我想讓他們知道我只是一個普通的扶輪社員。我的目的是做和他們一面的事：追隨超我服務的理想。我們都應該因應我們社區的需求，可是也要瞭解到每個社區的需求不同。如果一個扶輪社想要開辦一項計畫，不是跟社區說：「這是我們想為你們做的」，而是必須先瞭解他們的需求，然後和他們合作。

Well, I'd like to let them know that I am an ordinary Rotarian. My purpose is to do the same thing that they do: follow the ideal of Service Above Self. We all should serve the needs of our communities but also realize that the needs in every community are different. If a Rotary club wants to start a project, instead of saying to the community, "This is what we want to do for you," we need to find out what they need first and then work with them.

誰影響你最大？

Who have been your greatest influences?

我必須說是我的近親。我的父親是一位農夫，並不是扶輪社員。事實上，我長大的地方並沒有扶輪社。我有一個姊姊在度過 98 年的美好人生後於日前過世。她對我的很大影響。我和兄弟姊妹在體驗人生的過程中建立價值觀，其中一大部份便是透過彼此的關係而建立的。所以雖然我們此時強調扶輪家庭，可是我認為我們一直在這麼做，只是沒有名稱而已。

I'd have to say my immediate family. My father was a farmer, and he was not a

Rotarian. In fact, we didn't have Rotary clubs where I grew up. I had an older sister who recently passed away at the age of 98 after a great life. She had a tremendous influence on my life. My brothers and sisters and I developed our values as we went through life, and much of that was formed through our relationships. So while we put emphasis now on the family of Rotary, I think we had that all along but just didn't have a name for it.

你認為在你任期內扶輪也會強調家庭嗎？

Do you see Rotary emphasizing the family during your term as well?

我們將有四個工作重點：扶輪家庭、水源、保健問題、和識字。在聯合國的一場會議中，我得知全球有超過 10 億人沒有清潔飲水，每天約有 6000 人-大多數是兒童-因此喪生。在保健問題方面，瘧疾，數百萬人是愛滋病患者/帶原者。在識字方面，超過 20 億人不識字。扶輪已經參與改善這些問題，可是我希望在未來一年強調這些方面的工作。

We will have four major emphases: family of Rotary, water, health concerns, and literacy. At a meeting at the United Nations, I learned that more than one million people live without clean water and, as a result, some 6,000 people, mostly children, die each day. In the area of health concerns, malaria is ravaging many countries, and millions of people are infected with HIV/AIDS. In the area of literacy, more than two billion people can't read. Rotary is already involved in these issues, but I would hope to enhance those efforts in the coming year.

如欲瞭解更多有關國際扶輪社長當選人艾思悌士及國際扶輪理事會的資訊，請探訪 www.rotary.org/support/board.html.

For more information on RI President-elect Estess and the RI Board of Directors, visit the Board of Directors page.