

HANDBUCH DES GOVERNORS
MANUEL DU GOUVERNEUR 총재
편람 MANUAL DEL GOBERNADOR
DISTRICT GOVERNOR'S MANUAL
ガバナー要覧
**DISTRICT
GOVERNOR'S
MANUAL**
GOVERNOR'S HANDBOOK
HANDBOK 가바너要覧
DO GOVERNADOR MANUEL DU
GOUVERNEUR 총재 편람 MANUALE
DEL GOVERNATORE 가바너要覧

2012-13

ROTARY INTERNATIONAL®



The District Governor's Exchange

www.rotary.org/memberaccess

Find everything you need — in one place — at your District Governor's Exchange

- Calendar
- News
- Discussion forum
- Resource library

Connect to your District Governor's Exchange through Rotary Workgroups, available only in Member Access.

A website just for you

Contents

Introduction

1 Responsibilities and Strategic Planning

District Governor-elect Responsibilities.....	1.1
District Governor Responsibilities.....	1.2
Your Support Team.....	1.3
Strategic Planning.....	1.4
Developing an Action Plan.....	1.4
Club Goals and the <i>Planning Guide for Effective Rotary Clubs</i>	1.5
Discussion Questions.....	1.6
Appendixes	
1: Object of Rotary.....	1.7
2: District Governor Code of Ethics.....	1.8
3: RI Strategic Plan.....	1.9
4: Strategic Planning Guide.....	1.11
5: Planning Calendar.....	1.15
GETS Worksheets.....	1.22

2 Your District Leadership Team

Responsibilities.....	2.1
Leading Your Team.....	2.2
Supporting Clubs.....	2.6
Minimum Standards.....	2.7
Discussion Questions.....	2.8
Appendixes	
6: District Committees.....	2.9
7: District Planning Guide.....	2.17
8: <i>Planning Guide for Effective Rotary Clubs</i>	2.26
GETS Worksheets.....	2.34

3 Developing Leaders

Responsibilities.....	3.1
District Training Committee.....	3.2
Leadership Development Meetings.....	3.2
Promoting Training Meetings.....	3.7
Club Training.....	3.8
Discussion Questions.....	3.9
GETS Worksheets.....	3.10

4 Running Your District

Responsibilities.....	4.1
Member Access.....	4.2
RI and Rotary Foundation Resources.....	4.3
Financial Management.....	4.4
Taxes.....	4.8
Fundraising.....	4.8
District Incorporation.....	4.9
Risk Management.....	4.9
District Nominations and Elections.....	4.11
Ballot-by-Mail.....	4.12
Council on Legislation.....	4.13
Council Timeline.....	4.13
Rotary Marks.....	4.14
Awards.....	4.16
Discussion Questions.....	4.18
Appendixes	
9: Financial Management and Risk Management Best Practices Checklist.....	4.19
10: Your RI District Governor's Allocation.....	4.20
11: Suggested Timetables for Selection of District Governor-nominee.....	4.23
12: Rotary Marks.....	4.27
GETS Worksheet.....	4.29

5 Communicating with Rotarians

Responsibilities.....	5.1
District Leadership Team Communication.....	5.2
District Website.....	5.3
Social Networking.....	5.4
District Conference.....	5.4
Official Visit.....	5.5
Governor's Monthly Communication.....	5.6
Motivating Volunteers.....	5.7
Discussion Questions.....	5.8
Appendixes	
13: <i>Memo of Club Visit</i>	5.9
14: RI Protocol.....	5.11
GETS Worksheets.....	5.12

6 Promoting a Positive Public Image

Responsibilities.....	6.1
District Public Relations Committee.....	6.2
Rotary Public Image Coordinator.....	6.2
Developing a Public Relations Plan.....	6.2
Raising Rotary Awareness.....	6.3
Public Speaking.....	6.3
Your District Online.....	6.4
Discussion Questions.....	6.5
Appendix	
15: Key Rotary Messages.....	6.6
GETS Worksheets.....	6.8

7 Strengthening Membership

Responsibilities.....	7.2
Organizing New Clubs.....	7.2
Supporting Existing Clubs.....	7.3
Membership Development.....	7.3
Public Image and Membership.....	7.4
Membership Development Training.....	7.5
Awards.....	7.5
Discussion Questions.....	7.6
GETS Worksheets.....	7.7

8 Leading Your Foundation

Responsibilities.....	8.1
District Rotary Foundation Committee.....	8.2
Regional Rotary Foundation Coordinator.....	8.3
Foundation Training.....	8.4
Rotary Foundation Awards.....	8.4
PolioPlus.....	8.5
Rotary Peace Centers.....	8.5
Future Vision.....	8.5
Raising Funds for The Rotary Foundation.....	8.6
Club Contribution Goals.....	8.7
Discussion Questions.....	8.9
Appendixes	
16: Future Vision Plan.....	8.10
17: Rotary Foundation Programs.....	8.14
GETS Worksheets.....	8.17

9 Supporting Successful Service

Responsibilities.....	9.1
Developing Service Projects.....	9.2
Supporting Significant and Sustainable Service Projects.....	9.4
Discussion Questions.....	9.6
Appendixes	
18: RI Programs.....	9.7
19: Risk Management for Youth Programs.....	9.13
GETS Worksheets.....	9.14

10 Preparing for the International Assembly

Responsibilities.....	10.1
Program.....	10.2
Getting Ready for the Assembly.....	10.3
Spouses Program.....	10.4
Training Materials.....	10.4
Discussion Questions.....	10.4
GETS Worksheet.....	10.5

This is the 2012 edition of the *District Governor's Manual* (233). The information contained in this publication is based on the Constitution and Bylaws of Rotary International, the Rotary Code of Policies, and The Rotary Foundation Code of Policies. Please refer to those documents for exact RI policy. Changes to the documents listed above by the triennial Council on Legislation, the RI Board of Directors, or The Rotary Foundation Trustees override policy as stated in this publication.

Introduction



You will not need this manual at the International Assembly.

Congratulations on your position as district governor. Your role is to lead your district and support its clubs. Before you take office, you can prepare for your responsibilities by reading this manual and attending your governors-elect training seminar (GETS) and the International Assembly.

Review the manual and reflect on the discussion questions at the end of each chapter before GETS in order to help you get the most out of the facilitated discussions at the meeting. Every chapter includes worksheets to be completed during your seminar, so be sure to bring this manual with you to your GETS.

To learn more about how to navigate www.rotary.org, go to www.rotary.org/elearning and take a web tour.

This manual and your governors-elect training seminar are your foundation for the International Assembly. At the assembly, your training will include an exchange of information and ideas with fellow governors-elect and updates about The Rotary Foundation.

The *District Governor's Manual* (233) was developed to support Rotary district governors worldwide. Because responsibilities may vary somewhat from district to district (due to the influence of local laws, cultural practices, and established district procedures), you should adapt the suggestions in this publication to fit your district's needs.

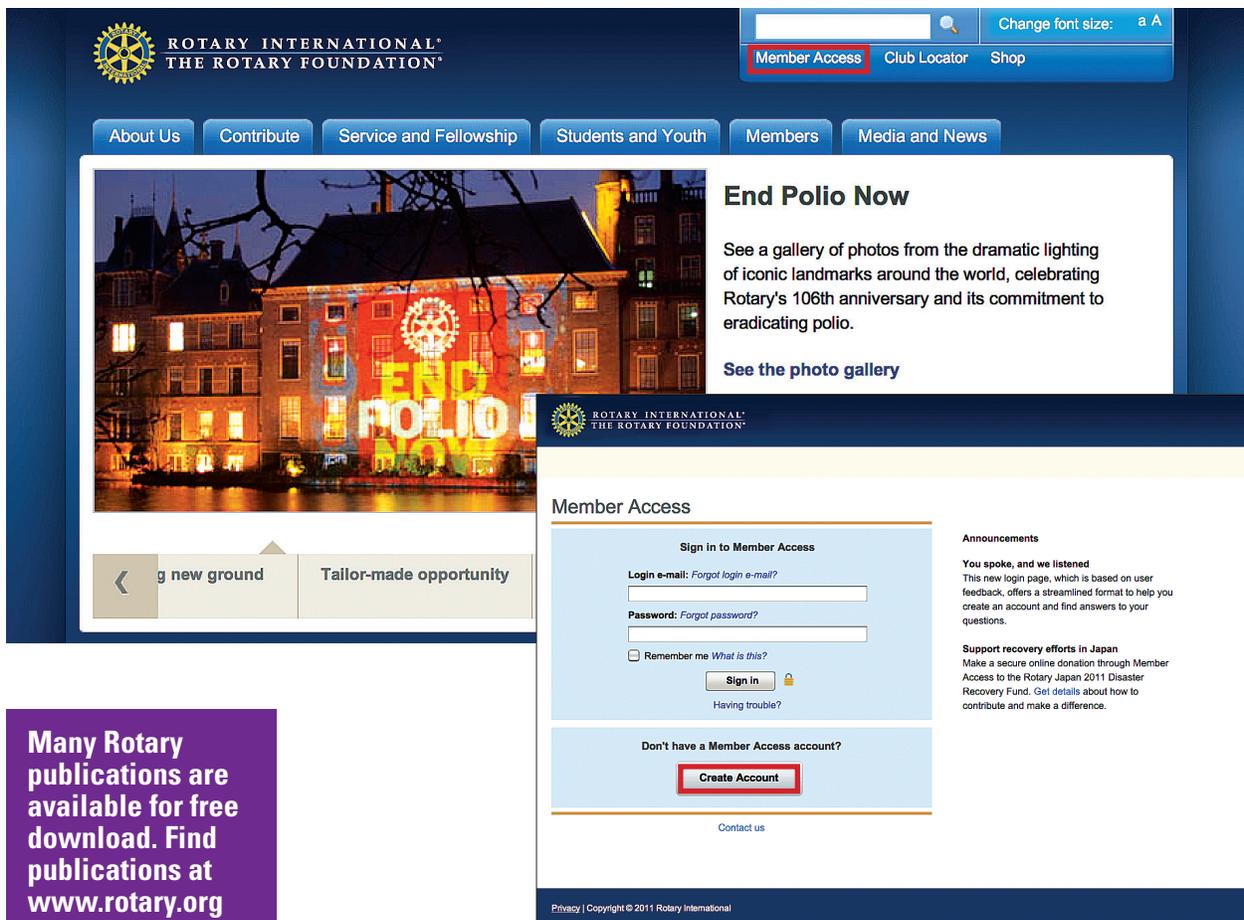
Rotary International is continually enhancing www.rotary.org to provide the most current information to support Rotarians in their service efforts.

Throughout this manual, there are many references to www.rotary.org, where you can find current information on all aspects of Rotary. As the screenshot shows, you can shop for resources, do a keyword search, log in to Member Access to get to your District Governor’s Exchange, contact staff at RI headquarters, and change the language of the site, all from the home page of Rotary.org.

District Governor’s Exchange

The District Governor’s Exchange enables you to connect with fellow district governors in your class and download forms that you will need during your year. It also includes relevant news to your position, such as a calendar of significant dates and deadlines and information from the RI president and Rotary International. To access the exchange, you will need to have a Member Access account.

Click the Member Access link on the home page to open the sign-in screen. Click the Create Account button and follow the instructions for setting up your account.



Many Rotary publications are available for free download. Find publications at www.rotary.org by searching publication title or number.

Click on Rotary Workgroups.

ROTARY INTERNATIONAL

Home > Member Access My Profile | Change Password | Logout

- View Membership Data
- Daily Club Balance Report
- Contribute to The Rotary Foundation
- View your Contribution History
- Search the Online Official Directory
- Rotary Workgroups**
- Manage E-mail Preferences
- Forms
- Contribution & Recognition Reports
- View Incoming Officers
- View Trustee Service Award Recipients
- Review Club Data
- Review Membership Trends
- Register for Meetings
- View Current Semiannual Reports (SARs)

Conduct Rotary business online. With new, improved options for performing administrative tasks, the Rotary Business Portal offers Rotarians secure access to RI services.

[Frequently Asked Questions](#)

You will be taken to the welcome page where you can click on the exchange for your district governor year.

Rotary Workgroups Welcome Elizabeth Lapp | My Site | My Links

ROTARY INTERNATIONAL THE ROTARY FOUNDATION **Rotary Workgroups**

This Site: Rotary Workgroups

Home

View All Site Content

Rotary Workgroup Sites

- Rotary Workgroups Training Wiki for Administrators
- 2011-12 District Governor's Exchange**

Welcome to the Rotary Workgroups

Rotary Workgroups are standing forums for collaboration between RI/TRF officers, committee members, senior leaders, and specific RI staff members. Workgroups to which you have access are listed to the left. To return to the home page, click on "Rotary Workgroups" in the upper left-hand corner of the screen.

Rotary-Arbeitsgruppen unterhalten ständige Foren für die Zusammenarbeit von RI/TRF-Amtsträgern, Ausschussmitgliedern, Rotariern in anderen Führungsämtern und bestimmten RI-Mitarbeitern. Die Arbeitsgruppen, zu denen Sie Zugang haben, erscheinen links im Bildschirm. Um zurück zur Homepage zu gelangen, klicken Sie auf Rotary-Arbeitsgruppen oben links im Bildschirm.

Los Grupos de trabajo de Rotary son foros permanentes cuya función es facilitar la colaboración entre los dirigentes de RI y LFR, miembros de comités, dirigentes principales y ciertos miembros del personal de RI. A la izquierda aparecen los Grupos de trabajo a los que tiene acceso. Para volver a la página inicial, haga clic en "Grupos de trabajo de Rotary" en la esquina superior izquierda de la pantalla.

Les Groupes de travail du Rotary sont des forums permanents qui permettent une collaboration entre les dirigeants du Rotary et de la Fondation, les membres de commission, les hauts dirigeants et certains membres du personnel du R.I. Les Groupes de travail auxquels vous avez accès sont listés à gauche. Pour revenir à la page principale, cliquer sur « Groupes de travail du Rotary » dans le coin supérieur gauche de votre écran.

I Gruppi di lavoro del Rotary sono dei forum per la collaborazione tra i dirigenti RI/FR, i membri di commissione, i dirigenti senior e lo staff del RI. I gruppi di lavoro ai quali potrete accedere sono elencati a sinistra. Per ritornare alla pagina iniziale, cliccare su "Gruppi di lavoro del Rotary" all'angolo a sinistra dello schermo.

ロータリー・ワークグループは、RIとロータリー財団の役員、委員会委員、シニアリーダー、RIの担当職員の間の協力を目的とする常設のフォーラムです。ご利用いただけるワークグループのリストは、左側にあります。ホームに戻るには、画面の左上にある「ロータリー・ワークグループ」をクリックしてください。

로타리 워크그룹은 RI와 로타리재단 임원들, 위원회 위원들, 시니어 지도자들 그리고 RI 직원들간의 협력을 위한 포럼입니다. 워크그룹 접속 목록은 왼쪽에 위치합니다. 홈페이지로 돌아가려면 화면의 왼쪽 상단 코너에 있는 "로타리 워크그룹"을 클릭하면 됩니다.

Os Grupos de trabalho do Rotary são fóruns de colaboração entre dirigentes do RI e da Fundação Rotária, membros de comissões, líderes seniores e determinados funcionários do RI. Os grupos aos quais tem acesso estão listados no lado esquerdo. Para voltar à página inicial, clique em "Grupos de trabalho do Rotary" no canto superior esquerdo da tela.

Rotarys arbetsgrupper är ständiga forum för samarbete mellan RI:s och Foundations ämbetsmän, kommittéledamöter, högre ämbetsmän och utvalda medlemmar av RI-personalen. Arbetsgrupper du har tillgång till finns angivna till vänster. För att återvända till startsidan, klicka på "Rotary-arbetsgrupper" i övre vänstra hörnet på skärmen.

RI WEBSITE

About Us:
Find Rotary and Foundation information

Member Access:
Administration tool to perform Rotary business online and access the District Governor's Exchange

Search: Type in the topic you are looking for. Given the amount of resources on the site, you may need to try a few phrases to get the information you need

The screenshot shows the Rotary International website homepage. At the top left is the Rotary International logo and the text "ROTARY INTERNATIONAL THE ROTARY FOUNDATION". To the right is a search bar and a "Change font size" option. Below the logo is a navigation menu with tabs: "About Us", "Contribute", "Service and Fellowship", "Students and Youth", "Members", and "Media and News".

The main content area features a large image of a young girl drinking water from a tap. To the right of the image is the heading "A focus on water" and a paragraph: "Billions of people lack access to safe drinking water and proper sanitation. Rotarians are involved in projects worldwide, from building mechanized water systems to teaching better personal hygiene." Below this is a link: "Read more and see a gallery of photos".

Below the main content is a horizontal navigation bar with four buttons: "A focus on water", "How you can help", "Enter now to win a Canon camera", and "Rotary Leader".

The lower section of the page is divided into three columns: "News", "Announcements", and "Highlights".

- News:** Contains three articles with small images: "See photos from the successful fundraising event.", "Pakistan Project encourages literacy among girls" (Pakistani and U.S. clubs work together to fund a school in Lahore.), and "Foundation sets up disaster fund for Japan" (Rotarians can contribute online to support long-term recovery in areas like, tsunami.).
- Announcements:** Contains a list of updates: "Assistant governors: Prepare for final club visits", "Register early for the fourth annual World Water Summit", "Member Access registrant wins 1,000 points", "Training resources available from 2011 International Assembly", "March Resource Guide focuses on literacy", and "RI president's monthly message: Keep it simple".
- Highlights:** Contains two promotional banners: "END POLIO NOW Help Rotary meet the challenge" and "2011 RI Convention Register early and save".

At the bottom of the page is a "Social Networks" section with icons for Facebook, LinkedIn, Twitter, and YouTube. Below that is a language selection bar: "Select a language" followed by "Deutsch", "English", "Español", "Français", "Italiano", "日本語", "한국어", "Português", and "Svenska".

The footer contains the copyright notice "Copyright © 2011 Rotary International" and links for "Contact Us", "Privacy Policy", "Terms of use", and "Site Map".

Shop: Order RI publications by topic, audiovisual programs, and supplies

News and Announcements:
Stay current on what's happening in Rotary

Social Networks:
Join Rotary's social networks

Select a language:
Choose the language you'd like to view each page in

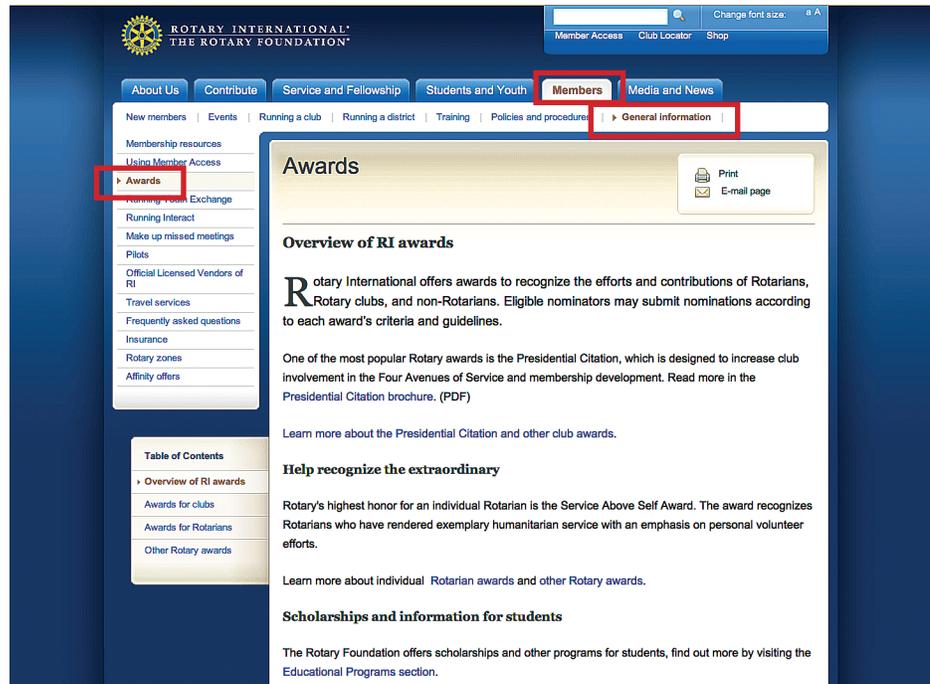
Contact Us: Locate the contact information for a specific area of RI World Headquarters

Site Map: See how topics are organized under each tab of the website

Resources

RI has a multitude of publications and resources on its website. The relevant ones for your office are highlighted throughout this manual, with click paths that show how to navigate to them. For example, in the Awards section in chapter 4, the following click path is provided: www.rotary.org → Members → General information → Awards.

For questions about how to locate something at www.rotary.org, contact your Club and District Support representative. You can find your CDS representative at www.rotary.org/cds. You can also e-mail RI and Rotary Foundation staff at RI headquarters. All staff members have an e-mail address consisting of their first and last name separated by a period and followed by @rotary.org (for example, susan.wallace@rotary.org for Susan Wallace).



All GETS worksheets are to be completed at your governors-elect training seminar.

GETS Developing Service Goals

The RI Strategic Plan includes several service-related goals. Part of your responsibility as governor is to develop service goals that support the priorities of the organization and establish ways to achieve them.

Review the service-related goals of the RI Strategic Plan below, rate your agreement with the statements, and discuss ways your district can improve in these areas.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Most Clubs in My District . . .	Ways My District Can Improve
Create a balance of activities in all Avenues of Service 1 2 3 4 5	
Increase sustainable service in New Generations programs and the areas of focus 1 2 3 4 5	
Create significant projects both locally and internationally 1 2 3 4 5	
Emphasize vocational service 1 2 3 4 5	
Publicize action-oriented service 1 2 3 4 5	

Comments

If you have questions or comments about this manual or any of RI's training resources, please direct them to:

Leadership Education and Training Division
 Rotary International
 One Rotary Center
 1560 Sherman Avenue
 Evanston, IL 60201-3698 USA
 E-mail: leadership.training@rotary.org
 Phone: 847-866-3000
 Fax: 847-866-9446

1

Responsibilities and Strategic Planning



Your role as district governor is to provide leadership, motivation, and guidance to the clubs in your district. You will work under the general guidance of the RI Board of Directors. The regional Rotary Foundation coordinator, the Rotary coordinator, and the Rotary public image coordinator are your support team. Rotary International relies on its district governors to sustain and increase the organization's success by fostering achievement at the club level. You can prepare for a productive and successful term during your year as governor-elect by developing goals, carefully planning your actions, and motivating others to support and strengthen clubs, increase humanitarian service, and enhance Rotary's public image.

District Governor-elect Responsibilities

Your responsibilities as district governor-elect are summarized below and explained throughout this manual.

- Attending the governors-elect training seminar (introduction)
- Setting district goals for the year that align with the district strategic plan and that of the organization (chapter 1)

- Appointing assistant governors and district committee chairs (chapter 2)
- Conducting district meetings, including the district team training seminar, presidents-elect training seminar, membership seminar, and district assembly (chapter 3)
- Planning for the district conference (chapter 5)
- Attending the International Assembly (chapter 10)

District Governor Responsibilities

Your responsibilities as district governor are listed below and explained throughout this manual.

Note: An asterisk (*) indicates a responsibility outlined in article 15.090 of the RI Bylaws, which can be found in the *Manual of Procedure*.

Other responsibilities have been assigned by the RI Board of Directors.

- Strengthening existing clubs (all chapters)*
- Following the District Governor Code of Ethics (chapter 1, appendix 2)
- Fostering continuity by working with past, current, and incoming district leaders (chapters 1 and 2)*
- Making sure your district leadership team is fulfilling its responsibilities (chapter 2)
- Sharing the status of clubs with the district governor-elect before the International Assembly and offering recommendations for strengthening weak clubs (chapter 2)*
- Involving the governor-elect by assigning him or her specific responsibilities for committees, administration, or meetings (chapters 2, 3, and 5)
- Helping the governor-elect plan and prepare for incoming officer training meetings (chapters 2 and 3)*
- Reporting promptly to RI as required by the RI president or Board (chapter 4)*
- Ensuring that district nominations and elections are conducted according to the RI Constitution and Bylaws and other RI policies (chapter 4)*
- Transferring district files to the governor-elect at the end of your year (chapter 4)*
- Encouraging open communication among clubs, as well as between clubs and RI (chapter 5)*

Plan multiclub visits when possible.

- Conducting an official visit with each club (may be as multiclub meetings) to raise awareness of important Rotary issues, provide special attention to weak and struggling clubs, motivate club members to participate in service activities, and recognize the contributions of Rotarians (chapter 5)*
- Communicating at least monthly with each club president and secretary (chapter 5)*
- Conducting district meetings, including the district conference (chapter 5),* district leadership seminar (chapter 3), and district Rotary Foundation seminar (chapter 8)
- Serving as a spokesperson for your district and RI when appropriate (chapter 6)
- Promoting membership growth by working with district leaders and club presidents to establish realistic membership goals for each club (chapter 7)*
- Organizing new clubs (chapter 7)*
- Regularly inquiring about the activities of Rotarian organizations operating in the district (chapter 7)*
- Supporting The Rotary Foundation through program participation and financial contributions (chapter 8)*
- Performing such other duties as an officer of RI*

When preparing for your year of service, use the planning calendar (appendix 5) to note important dates.

Your Support Team

Regional experts are appointed to support you in your role, including your region's director, Rotary coordinator, regional Rotary Foundation coordinator, and Rotary public image coordinator. The primary role of the Rotary coordinator is to help district leaders support clubs by promoting the implementation of the RI Strategic Plan. Rotary coordinators are experts in many aspects of Rotary, including membership, programs, and strategic planning. In their role, they support districts in helping the clubs, share best practices and ideas, connect districts, and serve as a resource. Similarly, the regional Rotary Foundation coordinator (chapter 8) and Rotary public image coordinator (chapter 6) are experts in their areas and a resource for district leaders.

Strategic Planning

To ensure an effective year as district governor, you must set goals that reflect your district's vision and strategic plan. In coordination with your district's planning team, the current governor, immediate past district governor, district governor-nominee (if known), and other district leaders, you are responsible for building continuity and consistency in your district. Follow the existing long-range plan, or develop a multi-year strategic plan if there isn't one in place, to help the district focus its efforts from year to year.

Past district governors understand your district and its needs. They can help lead district activities and serve as advisers as you plan your year.

Rotary International encourages Rotary clubs and districts to align their plans with the RI Strategic Plan to help carry out its mission (see appendix 3). If your district does not have a strategic plan, the district leadership team should consider developing one (see appendix 4). To learn more about the RI Strategic Plan, go to www.rotary.org and click on About Us → Rotary International → Strategic planning.

The District Planning Guide (see appendix 7 in chapter 2) will help you assess your district's strengths, weaknesses, opportunities, and risks, and set goals for the coming year. The information needed to complete the guide is available from the current governor, district committee chairs, assistant governors, and Club and District Support (CDS) representatives. You can also download statistical reports about your district via Member Access to help complete the guide.

Once you have evaluated the state of your district, you can begin to outline goals that address its weaknesses and enhance its strengths in areas that support your district's strategic plan. When developing your goals, keep in mind that goals are most effective when they are shared, measurable, challenging, achievable, and time specific.

Begin working on the District Planning Guide early in your year as governor-elect. Review it before the governors-elect training seminar so you can discuss your district's strengths and weaknesses and your ideas for goals with fellow governors-elect. You will continue to work on your goals at the International Assembly and at your district team training seminar. To guarantee a year of service with clear objectives and committed Rotarians, ensure that your assistant governors and committee chairs support the goals.

Developing an Action Plan

You will delegate much of the responsibility for implementing district goals to your assistant governors and committee chairs. Your role is to make sure that an action plan has been created for all goals and to monitor the district's progress as it works toward them. When developing an action plan, consider the resources and tools available to support the goal. Then, outline the specific steps needed to achieve the goal. For each step, establish a time frame and determine who will be respon-

sible for implementing it. Be sure to identify the criteria for measuring achievement toward your goal so you can monitor your progress. Finally, evaluate your success, making modifications as necessary.

Once goals have been achieved, work with those who implemented them to determine which strategies worked and which did not. Apply new insights to other goals, and share them with the governor-elect and governor-nominee as they begin to make plans.

Club Goals and the *Planning Guide for Effective Rotary Clubs*

The main assessment and planning tool for club presidents-elect is the *Planning Guide for Effective Rotary Clubs* (see appendix 8 in chapter 2). Included in the *Club President's Manual* (222) and *Assistant Governor's Training Manual* (244), it highlights membership, service projects, The Rotary Foundation, leadership development, public relations, and club administration. Club presidents-elect work on the planning guide during the presidents-elect training seminar and district assembly.

Work with your assistant governors to review each club's planning guide at the beginning of and throughout the Rotary year. Annual club goals should reflect the club's strategic plan (if one exists), enhance the club's strengths, and address its weaknesses. Club goals may be adjusted during the year as needed.

At the end of the year, work with your assistant governors to complete a *Memo of Club Visit* (see appendix 13 in chapter 5) for all clubs, assessing their performance for the year.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

What additional responsibilities does your district assign to the governor?

What will be your most challenging responsibility as governor?

Which goals from the current year will continue into your term?

What are your district's strengths and weaknesses?

What motivates Rotarians in your district?

Appendix 1: Object of Rotary



The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

FIRST

The development of acquaintance as an opportunity for service;

SECOND

High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian's occupation as an opportunity to serve society;

THIRD

The application of the ideal of service in each Rotarian's personal, business, and community life;

FOURTH

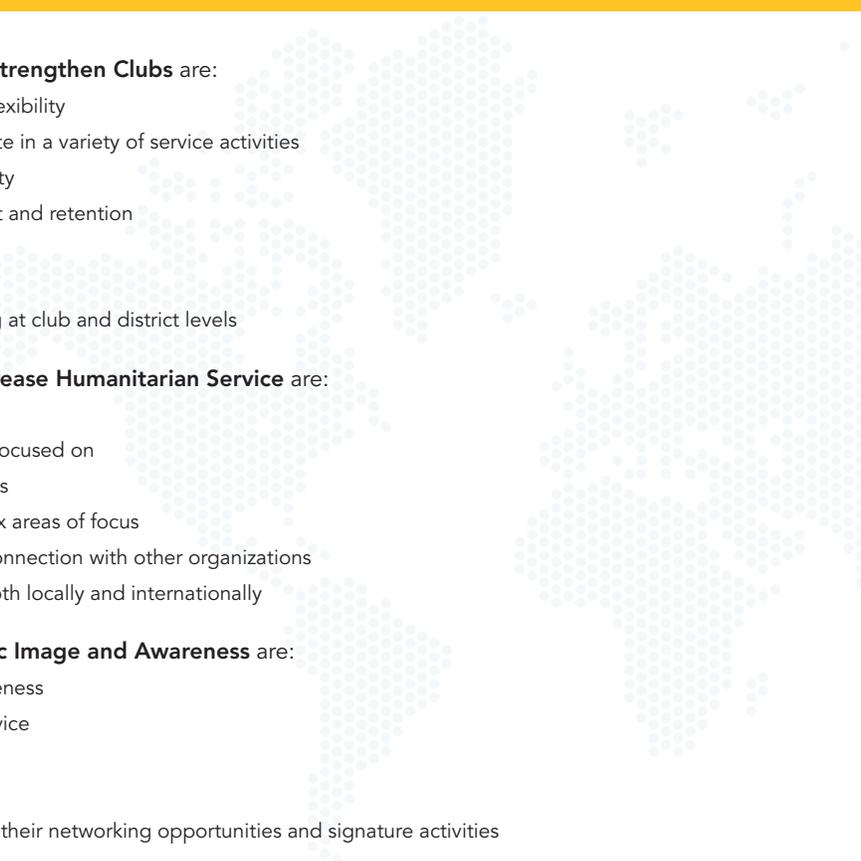
The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

Appendix 2: District Governor Code of Ethics

1. Governors will adhere to applicable laws and regulations while conducting Rotary business. In addition, in conducting their private lives, governors will adhere to applicable laws in order to preserve and protect the positive image of Rotary.
2. Governors will adhere to the provisions of the RI Constitution and Bylaws. These documents embody the democratic will of Rotary's membership as represented at the triennial Council on Legislation; through them, the membership has established standards expected of Rotary officers. Adherence to their terms garners the trust of the membership and ensures that actions are consistent with members' expectations.
3. Governors will adhere to the provisions established by the RI Board as documented in the Rotary Code of Policies. Over the years, the Board has established policies and procedures to further the aims of the association and protect its mission. Many of these provisions are designed to ensure good governance and promote an ethical image. Adhering to these policies demonstrates a commitment to these ideals while protecting the association.
4. Governors will serve for the benefit of Rotarians and the purposes of RI. Governors should put the interests of the district first and avoid even the appearance of any impropriety in their conduct.
5. Governors will not use their office for personal prestige or benefit or for the benefit of family members. The authority inherent in an office of importance comes with access to special privileges not available to other Rotarians. Taking advantage of such privileges distracts from critical responsibilities and calls into question the commitment to the Object of Rotary.
6. Governors will exercise due care in the diligent performance of their obligations to the district. Governors should perform their responsibilities with the care that an ordinarily prudent person in a like position would use under similar circumstances. Before making a business decision, governors should inform themselves of all material information reasonably available to them.
7. Governors will act based on fairness to all concerned. Governors are often faced with decisions that significantly affect various Rotary clubs and individuals. In a manner consistent with The Four-Way Test, governors should weigh the potential impact of their decisions and treat equally all people who will be affected.
8. Governors will promote transparency of financial information and will ensure compliance with all local and national laws relating to financial management. Governors are the stewards of the association, acting on behalf of Rotary clubs and Rotarians. Rotarians have a right to access accurate information about the financial condition of the association. Transparency in financial operations encourages ethical behavior.
9. Governors will prohibit and restrict the disclosure, communication, and use of confidential and proprietary information. Governors should use this information only for intended purposes, never for personal ones, and take precautions against accidental disclosure.
10. Governors will comply with expense reimbursement policies. The RI Board has adopted procedures for reimbursement of Rotary-related expenditures. Following these procedures ensures compliance with applicable laws and precludes the appearance of impropriety.

Appendix 3: RI Strategic Plan





The goals for **Support and Strengthen Clubs** are:

- Foster club innovation and flexibility
- Encourage clubs to participate in a variety of service activities
- Promote membership diversity
- Improve member recruitment and retention
- Develop leaders
- Start new, dynamic clubs
- Encourage strategic planning at club and district levels

The goals for **Focus and Increase Humanitarian Service** are:

- Eradicate polio
- Increase sustainable service focused on
 - New Generations programs
 - The Rotary Foundation's six areas of focus
- Increase collaboration and connection with other organizations
- Create significant projects both locally and internationally

The goals for **Enhance Public Image and Awareness** are:

- Unify image and brand awareness
- Publicize action-oriented service
- Promote core values
- Emphasize vocational service
- Encourage clubs to promote their networking opportunities and signature activities

www.rotary.org/strategicplan

EN-1210

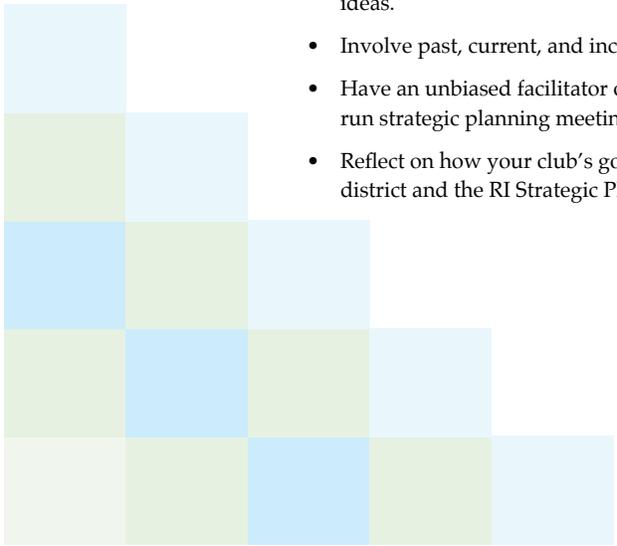
Appendix 4: Strategic Planning Guide



Strategic Planning Guide

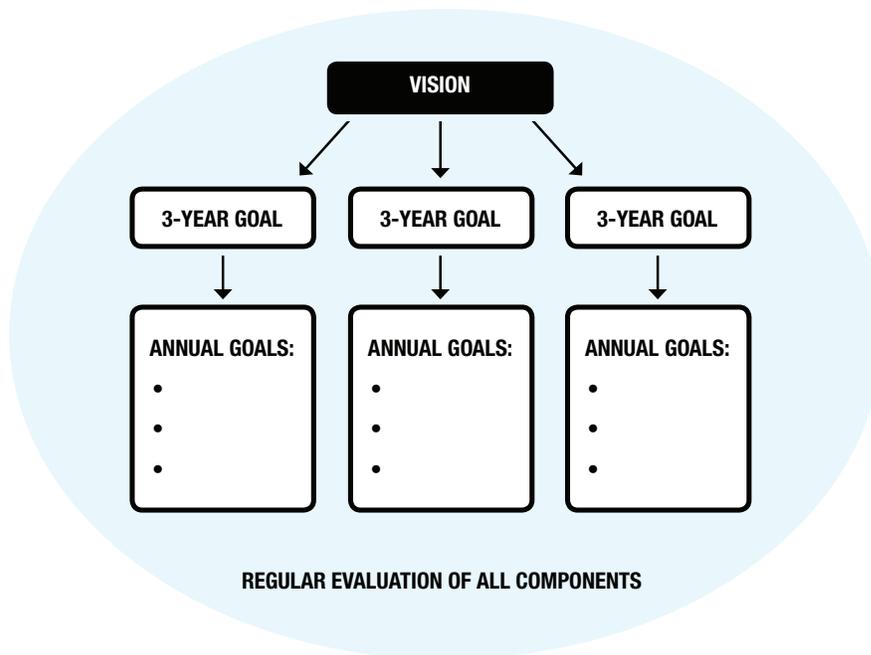
Strategic planning helps individuals, clubs, and districts develop a long-range vision and serves as a framework for establishing goals. This guide and the accompanying worksheet provide clubs with a starting point for strategic planning. These resources can also be easily adapted for individuals or districts, and the worksheet can be completed independently or as a group. Facilitators should become familiar with this resource and prepare an agenda before conducting a strategic planning meeting. The agenda should allot the majority of time to the second and third steps of the process, which focus on the future, and less time to the current state of the club.

When conducting the strategic planning process, keep the following tips in mind:

- 
- Include a wide variety of perspectives and consider all ideas.
 - Involve past, current, and incoming club leaders.
 - Have an unbiased facilitator or a small group of facilitators run strategic planning meetings.
 - Reflect on how your club's goals align with those of your district and the RI Strategic Plan.



ROTARY INTERNATIONAL®



The Strategic Planning Model

Strategic planning involves creating a vision, with supporting goals that can be regularly evaluated and adjusted as needed.

Process

A strategic plan can be developed by completing the process below. Use the accompanying worksheet to record your ideas.

1. Where are we now?

- Describe your club’s current state.
- Brainstorm your club’s strengths and weaknesses.

2. Where do we want to be?

- Create a list of 5-10 characteristics that you would like to see in your club three years from now.
- Draft a one-sentence vision statement describing your club three years from now.
- Finalize the vision statement, making sure that all participants support it.

3. How do we get there?

- Brainstorm three-year goals that will help your club achieve the vision, considering:
 - Strengths and weaknesses of the club
 - Programs and missions of RI and its Foundation
 - Involvement of all members
 - Achievability in three years

- Prioritize the three-year goals based on participant consensus. As a group, decide on the top two or three goals that will have the greatest impact as your club works toward the vision.
- Identify annual goals that support each of the top three-year goals.
- Determine the deadlines, resources, and people necessary for meeting the first annual goal for each of the three-year goals.

4. How are we doing?

- Create a strategic planning team to regularly monitor progress and recommend revisions to the plan.
- Allocate sufficient resources for the plan’s implementation.
- Evaluate all decisions to make sure they support the plan, providing feedback to the strategic planning team on their implementation.
- Review the strategic plan annually, including the vision statement, three-year goals, and annual goals, and revise as needed.
- Repeat the full strategic planning process every three years to create a new plan or affirm the current one.



ROTARY INTERNATIONAL

Strategic Planning Worksheet

Use the process outlined on the previous page to complete this worksheet and create your strategic plan.

1. **Where are we now?** _____

Today's date: _____

Describe your current state:

Strengths:

Weaknesses:

2. **Where do we want to be?** _____

Target date: _____

Key characteristics of future state:

Vision Statement:

3. **How do we get there?** _____

In order to reach the vision, the following goals must be achieved:

Three-year goals:

In order to achieve the three-year goals, the following annual goals must be achieved.

Note: There is no limit to the number of three-year or annual goals for your strategic plan.

Three-year goal 1: _____

Annual goals:	Deadlines:	Resources needed:
• _____	_____	_____
• _____	_____	_____
• _____	_____	_____

Three-year goal 2: _____

Annual goals:	Deadlines:	Resources needed:
• _____	_____	_____
• _____	_____	_____
• _____	_____	_____

Three-year goal 3: _____

Annual goals:	Deadlines:	Resources needed:
• _____	_____	_____
• _____	_____	_____
• _____	_____	_____

4. **How are we doing?**

List the actions that you will take to follow up on implementation of the plan:

Appendix 5: Planning Calendar

Use this calendar to help plan your years as district governor-elect and district governor. Deadlines and observances are listed on the left, and reminders are on the right. Use the blank lines to add zone or district events and deadlines. Be sure to check the District Governor's Exchange for the most current dates and reminders.

YEAR AS DISTRICT GOVERNOR-ELECT

JULY New Rotary Year	
	<ul style="list-style-type: none"> • RI sends Rotary training and membership materials • RI sends July semiannual reports to club and district secretaries. Reports are also available via Member Access
AUGUST Membership and Extension Month	
	<ul style="list-style-type: none"> • Prepare to attend your GETS in conjunction with the Rotary institute for your zone • Your CDS representative e-mails a link to complete an online estimated allocation questionnaire • The Foundation sends the <i>SHARE</i> mailing including the portion of District Designated Funds available from the previous year
SEPTEMBER New Generations Month	
15 Submit PETS meeting dates to your CDS representative	<ul style="list-style-type: none"> • The Foundation e-mails world reporting percentages for grant reporting to districts
30 Complete the online estimated allocation questionnaire using the link that was e-mailed to you in August	

OCTOBER Vocational Service Month

- 1** Send applications for next year's Group Study Exchange and Ambassadorial Scholars (must be signed by district governor-elect and district governor) to The Rotary Foundation*
- 24** World Polio Day

- The Foundation sends the *SHARE* mailing to Future Vision pilot district leadership

NOVEMBER Rotary Foundation Month

- RI sends bulk shipment of *Club Officers' Kit* (225) to be forwarded to club presidents-elect before PETS
- RI sends RI Convention District Commitment form

DECEMBER Family Month

- 1** Submit District Commitment form with district convention attendance goal to impromo@rotary.org
- 31** Submit your district's committee appointments via Member Access
- 31** Last day for Rotary Foundation contributions to be credited to the current calendar year

- RI sends January semiannual reports to club secretaries. Reports are also available via Member Access.
- Order RI publications to forward to assistant governors and district committee chairs before the district team training seminar
- December is the last month for early RI Convention registration. Register via Member Access
- Remind clubs to elect a president-nominee

JANUARY Rotary Awareness Month

- 15** Attend International Assembly, tentatively scheduled for 15-21 January 2012 (confirm dates at www.rotary.org)

- RI sends bulk shipment materials to be distributed at PETS
- The Rotary Foundation sends the *SHARE* mailing to district leadership*
- The Foundation confirms next year's Group Study Exchange district pairings on 15 January*

FEBRUARY World Understanding Month

- 1** Submit date and details about your district conference via Member Access
- 23** Rotary's anniversary/World Understanding and Peace Day

- Conduct district team training seminar
- Conduct PETS (February or March)

*Does not apply to Future Vision pilot districts.

MARCH Literacy Month

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Donated scholarships due to the Foundation* | <ul style="list-style-type: none">• Conduct district assembly (March, April, or May)• Submit RI and Rotary Foundation Expense Report (costs related to the International Assembly) to RI at meetings.finance@rotary.org (download from the District Governor's Exchange)• World reporting percentages for grant reporting are e-mailed to districts |
| 10 Last day for clubs to report their incoming club officers to be included in the Official Directory (submit through Member Access) | |
| 31 Submit District Simplified Grant requests for the following Rotary year to the Foundation* | |
| 31 Submit appointment for district Rotary Foundation chair, if applicable | |

APRIL Magazine Month

- | | |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 15 Appoint host counselors for next year's incoming scholars* | <ul style="list-style-type: none">• Conduct district membership seminar |
| | |
| | |

MAY

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 Submit GETS Expense Report and the Assistant Governor Training Expense Report to your CDS representative (download from District Governor's Exchange) | <ul style="list-style-type: none">• Attend the RI Convention, tentatively scheduled for 6-9 May in Bangkok, Thailand. Confirm dates at www.rotary.org |
| 15 Submit Rotary Foundation Fund Development Club Goal Report Forms for all clubs via Member Access | |

JUNE Rotary Fellowships Month

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 1 Collect membership goals from all club presidents-elect to assist you in setting district membership goals | |
| 15 Submit host counselor appointments for next year's scholars to The Rotary Foundation* | |
| 30 Submit the District Goal for Membership to RI (e-mail to membershipreports@rotary.org) | |

*Does not apply to Future Vision pilot districts.

YEAR AS DISTRICT GOVERNOR

JULY New Rotary Year

- 1 Collect the *Planning Guide for Effective Rotary Clubs* from each club
- 1 Clubs that have owed more than US\$250 for six months are terminated
- 1 Rotary Peace Fellowship applications due to the Foundation

- RI sends 70 percent of the estimated governor’s allocation
- Select members of the nominating committee for governor. Use appendix 11 to plan for nominating the governor
- RI Membership Division e-mails information about your role in receiving online membership inquiries from RI

AUGUST Membership and Extension Month

- The Foundation sends the *SHARE* mailing including the portion of District Designated Fund available from the previous year

SEPTEMBER New Generations Month

- 1 Submit RI Service Above Self Award nominations to riawards@rotary.org
- 30 Clubs’ semiannual reports are due to RI

- The Foundation e-mails world reporting percentages for grant reporting to districts

OCTOBER Vocational Service Month

- 24 World Polio Day

- RI sends club membership starting figures based on semiannual report
- Continue the process of nominating a governor (refer to appendix 11)
- Future Vision pilot only: The Foundation sends the *SHARE* mailing to district leadership
- The Foundation sends top three contribution club banners from previous year to the governor

NOVEMBER Rotary Foundation Month

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 Submit Club Builder Award nomination to riawards@rotary.org</p> | <ul style="list-style-type: none"> • Observe World Interact Week (5-11 November), including Interact anniversary (5 November) • Conduct district Rotary Foundation seminar (may be held earlier) • Remind clubs to update membership data via Member Access |
| <p>1 Submit nominations for the Service Award for a Polio-Free World to polioplus@rotary.org</p> | |
| <p>15 Submit The Rotary Foundation Distinguished Service Award nominations to riawards@rotary.org</p> | |
| <p>15 Submit The Rotary Foundation Global Alumni Service to Humanity Award nominations to the zone committee</p> | |

DECEMBER Family Month

- | | |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 Submit the Governor-nominee Data Form to your CDS representative</p> | <ul style="list-style-type: none"> • RI sends January semiannual report to club and district secretaries. Reports are also available via Member Access |
| <p>15 First registration deadline for RI Convention</p> | |
| <p>31 Clubs must have held their annual meeting for election of club officers</p> | |
| <p>31 Last day for Rotary Foundation contributions to be credited to current calendar year</p> | |

JANUARY Rotary Awareness Month

- | | |
|--------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1 Clubs that have had financial obligations to RI of more than US\$250 for six months are terminated</p> | <ul style="list-style-type: none"> • Remind clubs to update <i>Official Directory</i> information via Member Access • The Foundation sends the <i>SHARE</i> mailing to district leadership* |
| <p>31 USA only: Submit interim expense statements with receipts to your CDS representative</p> | |

FEBRUARY World Understanding Month

- | |
|-------------------------------------------------------------------------|
| <p>23 Rotary's anniversary/World Understanding and Peace Day</p> |
|-------------------------------------------------------------------------|

*Does not apply to Future Vision pilot districts.

MARCH Literacy Month

- | | | |
|-----------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 | Last day for clubs to report their incoming club officers via Member Access for inclusion in <i>Official Directory</i> | <ul style="list-style-type: none">• Observe World Rotaract Week (11-17 March), including Rotaract anniversary (13 March)• Clubs receive RI Convention credentials• Conduct district assembly (March, April, or May)• World reporting percentages for grant reporting are made available to districts |
| 15 | Submit Significant Achievement Award nominations to riawards@rotary.org | |
| 31 | Second registration deadline for RI Convention at a reduced rate | |

APRIL Magazine Month

- | | | |
|-----------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 | Submit Rotary Citation information through Member Access | <ul style="list-style-type: none">• Conduct district membership seminar• Your CDS representative e-mails an online survey link to complete the District Governor's Report |
| 15 | Clubs submit forms for RI Recognition of Membership Development Initiatives to district governor | |

MAY

- | | | |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15 | Submit Recognition of Membership Development Initiatives forms to membershipawards@rotary.org | <ul style="list-style-type: none">• Compile list of qualifying clubs for each RI Membership Development and Extension Award category, and submit it through Member Access (through end of Rotary year)• Compile submissions for the Recognition of Smaller Club Membership Growth award, and submit them through the end of the Rotary year via Member Access• The Foundation sends a request for DDF donations• Remind clubs to update membership data via Member Access |
| 15 | Complete the District Governor's Report online using the link that was e-mailed to you in April | |
| 15 | Submit Citation for Meritorious Service nominations to riawards@rotary.org | |
| 15 | Collect <i>Memo of Club Visit</i> forms from assistant governors | |
| 15 | Last day for Future Vision pilot districts to have payment requirements complete for accepted district grants | |

JUNE Rotary Fellowships Month

1	Submit <i>Memo of Club Visit</i> for each club to your CDS representative	<ul style="list-style-type: none">• Final district governor expense reports, including reimbursement requests associated with chartering a new club, are due by 31 July to your CDS representative• RI sends July semiannual reports to incoming secretaries• Attend the RI Convention, tentatively scheduled for 23-26 June in Lisbon, Portugal. Confirm dates at www.rotary.org
30	Submit club names for the Recognition of Smaller Club Membership Growth award via Member Access	
30	Submit Foundation contributions to be credited to current fiscal year	

GETS Strategic Planning Assessment

The following questions are designed to help you evaluate your district's readiness for the strategic planning process. Please refer to Appendix 4: Strategic Planning Guide when answering the questions below.

Strengths:

What are some characteristics of the district that contribute to its success?

Weaknesses:

What are some characteristics of the district that prevent its success?

Opportunities:

What external conditions exist that could contribute to the success of the district?

Threats:

What external conditions exist that could prevent the success of the district?

If your district already has a strategic plan, what will you do to support and continue it?

If your district does not have a strategic plan, what goals and priorities will you include?

2

Your District Leadership Team



Your district should maintain its leadership plan, bylaws, and policy manual (if applicable) and make them available to all Rotarians in the district.

All districts are required to have a basic operational structure, including policy for assistant governors, district committees, and a system for continuity in district leadership. Your district policy should also include information specific to the district, such as the role of past district governors and the coordination of multiyear projects. Use the District Planning Guide to work with your leadership team on planning your year (see appendix 7).

Responsibilities

As governor-elect, you have the following responsibilities for setting up and maintaining district policy:

- Reviewing and updating your district’s policy, as needed
- Appointing the assistant governors, district committee chairs and members (as needed to fill vacancies)
- Working with the governor-nominee and current governor to ensure continuity

As governor, your main responsibility is ensuring that the district leadership team carries out its duties.

Leading Your Team

Having a district leadership team allows you to delegate some of your duties as governor to other Rotarians. The District Leadership Plan offers guidelines for forming the team, which consists of assistant governors, district committee chairs and members, and past and incoming district governors. If you share responsibilities with your team, you'll have more time to innovate, develop leaders, and motivate Rotarians to participate in projects, programs, and activities.

District governors-elect should work with the district governor, governor-nominee, and past district governors to select qualified individuals for district positions. Appoint Rotarians to your team based on their demonstrated leadership abilities and potential for growth, and select them from as many clubs as possible.

When considering your appointments, look for Rotarians who are reliable, self-motivated, and innovative. Choose a combination of experienced district leaders and Rotarians who have not yet served at the district level. This mix will allow those with experience to mentor new members of the district leadership team and new leaders to bring fresh ideas that will help the district grow and become more dynamic. This strategy will also ensure a growing pool of district leaders to serve Rotary in the future.

Finalize your appointments several months before you convene your district team training seminar. When offering an appointment, be clear about your expectations, explain the responsibilities of the position, and obtain a commitment to serve. You will finalize their responsibilities, goals, and reporting procedures at the district team training seminar. District appointments should be reported using Member Access at www.rotary.org by 31 December and can be updated at any time. See chapter 4 for more information.

Assistant Governors

The number of assistant governors you appoint should be based on factors such as the size, language needs, geography, and balance of strong and weak clubs in your district. Assistant governors should be appointed annually, with no assistant governor serving more than three consecutive years. To help promote leadership development, it is recommended that you not select past district governors as assistant governors. Candidates for appointments should fulfill the following criteria:

- Active membership and good standing in a club for at least three years
- Service as a club president for a full term or as a charter president of a club for at least six months
- Willingness and ability to accept the responsibilities of assistant governor

- Demonstrated outstanding performance at the district level
- Potential for future district leadership

It is recommended that you assign each assistant governor between four and eight clubs; no one should be responsible for only one club. Your assistant governors will need to provide the following support to their assigned clubs:

- Meeting with and helping presidents-elect as they review and implement the best practices recommended in *Be a Vibrant Club: Your Club Leadership Plan* and begin establishing goals using the *Planning Guide for Effective Rotary Clubs* (see appendix 8)
- Attending club assemblies associated with your official visit
- Checking in with each club at least quarterly to discuss club business, available resources, and effective financial management of all club funds
- Assisting club leaders in scheduling and planning for your official visit
- Keeping you informed about clubs' progress toward goals
- Encouraging clubs to follow through on your requests and recommendations
- Coordinating club-level training with the appropriate district committee
- Identifying and promoting the development of future district leaders

Assistant governors should try to visit each club regularly, preferably monthly, with a minimum of one visit each quarter of the Rotary year. Depending on the number of clubs and the district's budget, it may be difficult to visit each club in person. Encourage assistant governors to check-in with their clubs by phone, e-mail, or Internet. For clubs near each other, a multiclub visit will minimize travel and expenses.

Your district is responsible for determining the amount of financial support provided to assistant governors as they carry out their duties and responsibilities. RI offers some funds for their training and other needs (see chapter 4).

District Committees

District committees support club and district activities related to their areas of expertise and help achieve district goals. They work with RI and Foundation committees, as well as other appointees. Your district should have the following committees to address ongoing administrative functions:

- District conference
- District programs (for example, Rotary Youth Leadership Awards, Youth Exchange, and Rotaract)
- Extension

- Finance
- Membership development
- Nominating
- Public relations
- RI Convention promotion
- The Rotary Foundation
- Training

You may appoint additional committees if needed to serve a specific function. During your year as district governor-elect, work with the governor-nominee, governor, and immediate past district governor to ensure continuity of leadership and succession planning for district committees. Staggered three-year appointments are one way to provide for continuity.

All district committee members should be in good standing in a club, and it is recommended that the chair be a past district governor, past assistant governor, or experienced committee member. Honorary Rotarians cannot be appointed to a district committee.

Note: The district Rotary Foundation committee chair appointment is a three-year term. Each year, about one-third of governors-elect make this appointment in consultation with the governors for the two succeeding years (if known). The Rotary Foundation will alert you as district governor-elect if the appointment needs to be made for your year.

As governor-elect, you are responsible for conducting planning meetings before the start of your year in office. During your term as governor, district committees should report to you regularly on the status of their activities. Encourage the committees to share successful projects with RI for possible coverage in RI multimedia, including www.rotary.org.

Appendix 6: District Committees provides a complete description of district committees, qualifications, and training requirements.

District Governor Continuity

To create greater continuity within the district leadership team, remember to work with your predecessor and successors, especially on activities that last more than a single Rotary year, such as strategic planning, district appointments, and district service projects.

During your year as governor, it is recommended that you give the governor-elect and governor-nominee the opportunity to request specific responsibilities or assignments on district committees so they can gain experience. As governor, you can help prepare your successor by

- Assigning the governor-elect specific district committee or organizational responsibilities
- Including the governor-elect in all district meetings you convene, such as the district conference

Refer your governor-nominee to the Governor-nominee Manual at www.rotary.org → Members → Training → For all Rotarians → Rotary E-Learning Center.

This online manual will help governors-nominee learn about the district and prepare for their term in service.

- Informing the governor-elect before the International Assembly of the status of clubs and providing recommended actions for strengthening each club

Support the governor-nominee as he or she fulfills the following responsibilities:

- Preparing for the role of governor
- Fostering continuity by working with past, current, and incoming district leaders to support effective clubs
- Analyzing the district's strengths and weaknesses using background material provided by the immediate past governor, governor, and governor-elect
- Reviewing the district organization (district leadership plan) and becoming familiar with club practices in the district
- Attending district meetings when possible, at the invitation of the district governor or governor-elect
- Participating in district committees or activities as suggested by the district governor or governor-elect
- Participating in all strategic planning efforts and long-term district appointments
- Attending district governor-nominee training, if offered, or seeking other available training, including leadership skills instruction
- Selecting a site for the district conference held during the year of the governor-nominee's service, with the agreement of the majority of the current club presidents or majority of the club presidents serving in the governor-nominee's year

Past RI Officers

You are encouraged to consult past RI officers, including past district governors and past RI directors in your district, for help with

- Identifying potential clubs and creating new clubs
- Informing governors-elect about their role and responsibilities
- Promoting the convention
- Communicating and advising on Rotary issues
- Providing direct assistance to weaker clubs

You may ask each past officer what he or she would like to do in the district or create an advisory council that includes all past governors who are members of Rotary clubs in your district. They often have helpful ideas and advice based on their experience and knowledge. You are encouraged to call a council meeting at least once during your year as governor, particularly after the governor-elect returns from the International Assembly, which will allow you to discuss information about the issues presented there.

Supporting Clubs

The district leadership team exists to support the clubs in its district. District leaders and committees should help clubs align their activities with the Avenues of Service, which are:

- Club
- Vocational
- Community
- International
- New Generations

Your district can also help clubs implement the best practices of effective Rotary clubs, recommended in *Be a Vibrant Club: Your Club Leadership Plan* (245). This revised publication provides examples and resources for implementing the following suggested best practices.

1. Develop long-range goals that address the elements of an effective club.
2. Set annual goals that align with the club's long-range goals using the *Planning Guide for Effective Rotary Clubs* (see appendix 8).
3. Encourage club assemblies to involve members in the planning process and to keep them informed of Rotary activities.
4. Promote clear communication between club leaders, club members, and district leaders.
5. Support continuity in leadership for club and service projects.
6. Amend club bylaws to reflect the practices of the club, including committee structure and the roles and responsibilities of club leaders.
7. Provide opportunities to increase fellowship among club members.
8. Ensure that every member is active in a club project or function.
9. Develop a comprehensive training plan that ensures:
 - Club leaders attend district training meetings
 - Orientation for new members is provided consistently and regularly
 - Ongoing educational opportunities are available for current members
 - A leadership skills development program is available for all members
10. Assign committees that support your club's needs, including:
 - Club administration
 - Membership
 - Public relations
 - Service projects
 - The Rotary Foundation

Committees may be added or combined depending on the club's goals for the coming year and its membership. Each committee may have subcommittees as needed.

Taken together, the Avenues of Service and the recommended best practices for clubs are the basis for an effective Rotary club. An effective Rotary club is able to

- Sustain or increase its membership base
- Implement successful service projects in its community and communities in other countries
- Support The Rotary Foundation
- Develop leaders capable of serving in Rotary beyond the club level

Using these elements as guidelines, club members, the district leadership team, and the RI Board can work to ensure that all clubs are effective and to help those that are not.

Minimum Standards

To ensure that the clubs in your district are functioning effectively, the RI Board has adopted these minimum standards for clubs:

- Pays per capita dues to Rotary International
- Meets regularly
- Subscribes to a Rotary World Magazine Press publication
- Implements service projects that address needs in the local community and communities in other countries
- Receives the visit of the governor, assistant governor, or any other officer of Rotary International
- Maintains liability insurance appropriate for the geographic region in which the club is located, or pays mandatory liability insurance with the semiannual report (United States only)
- Acts in a manner consistent with the RI Constitution and Bylaws and the Rotary Code of Policies
- Pays its RI membership and district dues without outside assistance
- Provides accurate membership lists to RI in a timely manner
- Resolves club disputes amicably
- Maintains cooperative relations with the district
- Cooperates with RI by not initiating or maintaining litigation against Rotary International, The Rotary Foundation, associate foundations, and the international offices of the Secretariat

Work with your assistant governors to ensure that all clubs in your district are exceeding the minimum standards.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

What support will the clubs in your district need to be effective?

What support will clubs need when implementing their long-term strategic goals?

What should you consider when selecting candidates for district appointments?

How will you ensure your leadership team is fulfilling its duties?

How can you engage past district governors to help your district support clubs?

Appendix 6: District Committees

Resources for each committee are listed in the *District Committee Manual* (249) and can be found on www.rotary.org. Encourage your committees to use RI resources for support.

All district committees are expected to

- Work with the governor and assistant governors to plan strategies for achieving goals
- Promote and attend district training meetings and the district conference
- Relay information between Rotary International, The Rotary Foundation, the district, and club members
- Work closely with club leaders to provide support and guidance
- Share materials received from the Secretariat, RI committees, and resource groups with clubs

District Conference

This committee plans and promotes the district conference and helps ensure maximum attendance.

Qualifications

Give preference to the governor-elect or -nominee or those with

- Experience in the meeting coordination or hospitality industries
- Media, public relations, or marketing skills as part of their profession
- Public speaking skills

Responsibilities

- Recommend the district conference venue and make all related logistical arrangements.
- Coordinate conference finances to ensure maximum attendance.
- Promote conference attendance with particular emphasis on new Rotarians, new clubs, and representation from every club.
- Publicize the district conference among external audiences, such as the media, community leaders, and beneficiaries of Rotary's programs.
- Arrange a district leadership seminar in cooperation with the district trainer to be held in conjunction with the conference.
- Future Vision pilot districts (and all districts starting 2013-14): Include time in the agenda to report on Rotary Foundation activities if no report was or will be provided at another district meeting.

District Programs

These committees promote and administer an ongoing district activity, project, or RI program, providing support and guidance to clubs. Rotary International has resources for the following RI programs:

- Interact
- Rotaract
- Rotarian Action Groups
- Rotary Community Corps
- Rotary Fellowships
- Rotary Friendship Exchange
- Rotary Youth Exchange
- Rotary Youth Leadership Awards (RYLA)

Qualifications

Give preference to those who have club-level experience with the particular program or activity. The governor-nominee should serve on the district Youth Exchange committee.

Responsibilities

- Coordinate districtwide efforts related to the program.
- Promote program participation through regular contact with assistant governors and clubs.
- Promote successful programs at district meetings and during club visits by inviting participants to speak and encouraging clubs to get involved.
- Consult with Rotary coordinators to identify program expertise in your region.
- Assist club program committee chairs in carrying out their responsibilities.
- Encourage clubs to determine whether the program can address local needs.
- Identify potential areas of cooperation between district programs and local, non-Rotary service organizations.
- Encourage participants in one program to participate in others offered in the district.
- Contact RI to share success stories and meet program reporting requirements.

Rotary International has a recommended structure for district Rotaract committees, which is outlined in the *Rotaract Handbook* (562).

Extension

The district extension committee develops and implements plans to organize new Rotary clubs within the district.

Qualifications

Give preference to past district governors, district governors-nominee, and those with

- Experience as chair of a club committee related to membership development
- Success with inviting new members to join Rotary
- Familiarity with implementing membership programs
- Success with developing new clubs

Responsibilities

- Identify communities without Rotary clubs that have a population capable of meeting the requirements for chartering a new club.
- Find communities where additional Rotary clubs could be established without detracting from service provided by existing clubs.
- Assist in organizing and establishing new clubs.

Training Requirement

The chair and as many committee members as possible should attend a training meeting conducted by the Rotary coordinator.

Finance

This committee supervises district funds by reviewing and studying the amount of per capita levy and district administration expenses. It also prepares annual reports on the status of the district's finances. The district treasurer shall serve as an ex officio member of the committee.

Qualifications

Give preference to those with either

- Previous service as club treasurer
- Accounting or finance as a component of their profession

Responsibilities

- Create a district budget in cooperation with the governor to be submitted to clubs at least four weeks before the presidents-elect training seminar (PETS) or the district assembly and approved at a meeting of incoming club presidents.
- Review and recommend the amount of per capita levy. Any per capita levy must be approved by at least three-fourths of the incoming club presidents at PETS or the district assembly or by a majority of the electors present and voting at a district conference.
- Ensure that proper income and expense records are kept.
- Prepare an annual financial report to be presented at the district assembly.

- Ensure that a member of the committee (preferably the treasurer) and the district governor are the authorized signatories for district bank accounts. Both signatures are necessary for any withdrawal.
- Future Vision pilot districts (and all districts starting 2013-14): Work with the district Rotary Foundation committee chair to disburse grant funds and ensure that proper record of grant activity is maintained for reporting purposes.

Membership Development

This committee identifies, markets, and implements membership development strategies that are appropriate for the district and will result in membership growth.

Qualifications

Give preference to the governor-nominee, past district governors, or those with

- Experience as chair of a club committee related to membership development
- Success with inviting new members to join Rotary
- Familiarity with implementing membership programs
- Success with developing strategies to retain existing members

Responsibilities

- Plan, market, and conduct a district membership development seminar in consultation with the governor-elect and district trainer.
- Pay special attention to small and weak clubs in their membership recruitment efforts.
- Encourage clubs to strive to represent the demographic composition of the community's business and professional population.
- Ensure that clubs are aware of the membership tools available from RI.
- Work and communicate regularly with the district governor and club leaders to ensure that the district achieves its membership goals.
- Coordinate districtwide membership development activities.
- Encourage clubs to participate in RI or presidential membership development recognition programs.
- Coordinate activities with the district extension and public relations committees that will aid membership development efforts.
- Encourage clubs to develop and implement innovative membership development strategies.
- Assist club membership committee chairs in carrying out their responsibilities.
- Visit clubs to speak about innovation, flexibility, and diversity.
- Work with the Rotary coordinator to plan membership activities in the district.
- Ensure that each club committee has a copy of the *Membership Development Resource Guide* (417) and is aware of resources available on www.rotary.org.
- Future Vision pilot districts (and all districts starting 2013-14): Coordinate districtwide Rotary Foundation and Rotary International alumni activities in order to help recruit and involve these potential Rotarians.

Training Requirement

The chair and as many committee members as possible should attend a zone-level membership development seminar conducted by the Rotary coordinator.

Nominating

This committee nominates the most qualified Rotarian who is available to serve as governor. Refer to “District Nominations and Elections” in chapter 4.

Public Relations

This committee promotes Rotary to external audiences and fosters understanding, appreciation, and support for the organization’s programs. It also helps Rotarians understand that effective external publicity, favorable public relations, and a positive image are desirable goals for Rotary.

Qualifications

Give preference to those with a background in either of the following:

- Club public relations activities (preferably as chair)
- Media, public relations, or marketing skills as part of their profession

Responsibilities

- Maintain contact with the district governor and key committee chairs to stay informed about district projects and activities that can be promoted.
- Encourage clubs to make public relations a priority.
- Promote Rotary to external audiences, such as the media, community leaders, and program beneficiaries.
- Contact the media with newsworthy stories of district projects and events.
- Share RI public relations materials with clubs.
- Seek opportunities to speak to individual clubs about the importance of club public relations.
- Future Vision pilot districts (and all districts starting 2013-14): Promote all aspects of Rotary Foundation activities, such as PolioPlus, grant successes, alumni activities, and awards, to districts and the Rotary community.

Training Requirement

Committee members should attend public relations workshops held in conjunction with RI meetings whenever possible.

RI Convention Promotion

This committee promotes attendance at the annual RI Convention to Rotarians throughout the district.

Qualifications

Give preference to those with either

- Experience attending an RI Convention
- Marketing experience
- Public speaking skills

Responsibilities

- Attend club and district meetings to promote the convention.
- Serve as a local resource for convention materials and information.
- Communicate with and assist the zone-level RI Convention promotion committee member assigned to your district.
- Contact potential registrants.
- Contribute convention articles and information to district newsletters, publications, and directories.
- Translate important convention information into local languages, if necessary.
- Create or expand a district website with links to convention information at www.rotary.org.
- Organize district group tours for the convention (especially for first-time attendees).
- Invite prospective Rotarians to attend the convention (pertains mainly to host districts).
- Promote different aspects of the convention.

The Rotary Foundation

This committee assists the governor in educating, motivating, and inspiring Rotarians to participate in Foundation programs and fund-raising activities. It serves as a liaison between the Foundation and club members. The district governor is an ex officio member of the committee.

The members of the district Rotary Foundation committee serve as chairs of eight subcommittees:

- Alumni — Ensures that former participants in Foundation programs are involved in Rotary activities
- Annual giving — Helps clubs achieve their Annual Programs Fund goal
- Grants — Assists clubs in planning international service projects, promotes Foundation grants, and reviews and certifies the accuracy of all humanitarian grant applications before they are submitted to the Foundation

See the *District Rotary Foundation Committee Manual (300)* for more information about this committee.

- Group Study Exchange — Promotes participation in the program, prepares outbound teams for their exchange, and plans visiting team itineraries
- Permanent Fund — Secures Benefactor and Bequest Society member commitments and solicits major gifts to build the Permanent Fund
- PolioPlus — Supports Rotary’s commitment to polio eradication and encourages participation in PolioPlus activities
- Rotary Peace Fellowships — Promotes club and district participation in the program and selects candidates
- Scholarships — Promotes participation in the Ambassadorial Scholarships program

Future Vision pilot districts and all districts starting in 2013-14: The members of the district Rotary Foundation committee serve as chairs of three subcommittees:

- Fundraising — Coordinates the district’s fundraising goals for the Annual Programs Fund and the Permanent Fund, soliciting gifts and educating Rotarians about their gift options
- Grants — Oversees the qualification of clubs, assists clubs in applying for Rotary Foundation grants, ensures that proper stewardship and grant management practices are implemented, reports irregularities in grant-related activities, and promotes Rotary Foundation grants
- PolioPlus — Supports Rotary’s commitment to polio eradication and encourages participation in PolioPlus activities

Districts may appoint additional Rotary Foundation subcommittees that match the district’s interests and goals.

Qualification

Give preference to past district governors, past assistant governors, effective past district subcommittee members, significant financial contributors, and club-level Rotarians with professional or technical experience in a related field.

Responsibilities

- Assist the district governor in presenting a district Rotary Foundation seminar for club presidents, presidents-elect, club Foundation committees, and other Rotarians.
- Help the district training committee conduct Foundation sessions each year at the presidents-elect training seminar and district assembly.
- Encourage clubs to offer at least two programs on the Foundation annually, paying special attention to November, which is Rotary Foundation Month.
- Promote high levels of financial support for Foundation programs by encouraging regular contributions to the Annual Programs Fund and gifts to the Permanent Fund.
- Coordinate all district Foundation fundraising and program participation.
- Create a sense of ownership of The Rotary Foundation among all Rotarians.
- Encourage clubs to access current Foundation information at www.rotary.org.
- Ask the regional Rotary Foundation coordinator for assistance.
- Help decide how to use the District Designated Fund in consultation with the district governor and governor-elect.
- Help the governor-elect obtain input from club-level Rotarians before establishing district Foundation goals for the upcoming year.

- Represent the committee in the DDF distribution process and, with the district governor, authorize the use of the fund for program, grant, and fundraising purposes.
- Ensure that satisfactory final reports on district-sponsored programs and activities are submitted to The Rotary Foundation in a timely manner.
- Serve as an ex officio member of all subcommittees, maintain contact with them to stay informed of their progress, and directly support them as needed.
- Help the governor select qualified recipients for Foundation awards.
- Future Vision pilot districts (and all districts starting in 2013-14): Qualify the district and its clubs to use Rotary Foundation grants.

Training Requirement

All members of the district Rotary Foundation committee are expected to attend a regional Rotary Foundation seminar conducted by a regional Rotary Foundation coordinator.

Training

This committee supports the district governor and governor-elect in training club and district leaders and overseeing the district's overall training plan. The district trainer serves as the chair of the training committee and assigns responsibility for training meetings and functions as necessary.

Qualification

Give preference to those with experience in training, education, or facilitation.

Responsibilities

- Understand that committee members are responsible to the convener of each meeting.
- Work with the governor-elect, who has final say on the program, speakers, training leaders, evaluations, and other logistics for presidents-elect training seminar (PETS), district assembly, and district team training seminar, which includes assistant governor training. Districts participating in a multidistrict PETS: Have a training committee member selected by the governor-elect to develop and conduct training at the seminar.
- Work with the governor, who has final say on the program, speakers, training leaders, evaluations, and other logistics for the district leadership seminar, club-level and Rotaract leadership training, and other training and leadership development programs, as appropriate.
- Consult on training issues for the district Rotary Foundation seminar and district membership seminar. (These meetings are the primary responsibility of other district committees.)
- Support club trainers as needed.
- Future Vision pilot districts (and all districts starting 2013-14): Work with the district governor and the district Rotary Foundation committee chair to plan, organize, and promote the district Rotary Foundation seminar, and work with district governor-elect to promote the grant management seminar.

Appendix 7: District Planning Guide

April 2011

This guide helps districts assess their current state and establish goals for the coming year. Complete this form during your year as governor-elect to develop goals for your year as governor. Work with your district leadership team to set the goals, which should help further your district's strategic plan. Review the goals throughout the year, and revise them as needed. Download a Microsoft Word version of this form at www.rotary.org.

District number: _____ Rotary year of office: _____

Name of governor: _____

Name of immediate past governor: _____

Name of governor-elect: _____

Name of governor-nominee: _____

STRATEGIC PLANNING

Current State

Does the district have a strategic plan in place? YES NO

If so, when was it last reviewed/established? _____

Future State

The district will focus on the following areas or strategic priorities:

1. _____

2. _____

3. _____

TRAINING

Current State

Number of Rotarians who attended

District team training seminar: _____

Presidents-elect training seminar: _____

District assembly: _____

District Rotary Foundation seminar: _____

District membership seminar: _____

District leadership seminar: _____

Club leadership development program: _____

Number of clubs with Rotarians appointed at the district level: _____

How does the district support club trainers? _____

The district will focus on the following areas of training and leadership development:

1. _____

2. _____

3. _____

DISTRICT ADMINISTRATION

Does the district have a communication plan in place? YES NO

When does the district’s election process start for the following positions?

District governor _____ Council on Legislation representative _____ RI director _____

What is the district’s election process?

Nominating committee Ballot at district conference Ballot by mail

Do you use Member Access at www.rotary.org? YES NO

How is the governor’s monthly communication distributed? Mail E-mail Website

List all the social media networks the district uses (e.g., Facebook, YouTube, LinkedIn): _____

How often is the district’s website updated? _____

How often does your district conduct fellowship activities? _____

How does the district involve the families of Rotarians? _____

Number of clubs that received the Presidential Citation last year: _____

What awards did the district receive last year? _____

List of awards the district gives out: _____

Future State

The district will focus on the following areas of district administration:

- 1. _____
- 2. _____
- 3. _____

FINANCE

Current State

How is the district budget prepared? _____

When was the budget approved by a majority of clubs? _____

When is the statement of district finances reviewed?

How is the district financial statement shared with clubs? _____

E-mail Mail Verbal report Website Other _____

Does the district have procedures in place to protect district funds? YES NO

Were appropriate tax documents filed with local government? YES NO

Is the per capita levy sufficient for district needs? YES NO

Future State

The district will focus on the following areas in finance:

- 1. _____
- 2. _____
- 3. _____

DISTRICT CONFERENCE

Current State

Number of participants: _____

Number of clubs in attendance: _____

List several highlights of the program: _____

Have the evaluations been reviewed? YES NO

Future State

During my year, the district will focus on the following areas for the district conference:

1. _____

2. _____

3. _____

RI CONVENTION PROMOTION

Current State

Is the RI Convention promoted in your district? YES NO

Have RI Convention materials been shared with clubs to promote the upcoming convention?

YES NO

About how many Rotarians from your district attended the last RI Convention? _____

Does your district website have a link to RI Convention resources? YES NO

Future State

The district will focus on the following areas of RI Convention promotion:

1. _____

2. _____

3. _____

PUBLIC RELATIONS

Current State

List district activities covered by the media and the type of media coverage (e.g., radio, newspaper, television):

Does your district encourage clubs to use RI public relations materials? YES NO

Does your district budget for public relation materials? YES NO

Did your district apply for public relations grants in the past two years? YES NO

Future State

The district will focus on the following areas of public relations:

1. _____

2. _____

3. _____

MEMBERSHIP

Current State

Current number of members: _____

Net membership growth in existing clubs during current year: _____

Number of male members: _____ Number of female members: _____

Number of clubs targeted to recruit younger members: _____

Number of clubs with 25 or fewer members: _____

Describe the district's strategy for incorporating innovative and flexible ideas for membership recruitment and retention into current practices: _____

Future State

The district will focus on the following areas of membership:

1. _____

2. _____

3. _____

NEW CLUBS (EXTENSION)

Current State

How many clubs have been chartered in your district over the past two years? _____

Which communities has your district identified as potential locations for new Rotary clubs? _____

How many years does a sponsor club work with a new club? _____

Future State

The district will focus on the following areas to increase its number of new clubs:

1. _____

2. _____

3. _____

THE ROTARY FOUNDATION

Current State (for nonpilot district governors-elect in 2011-12 and 2012-13)

Number of grants awarded:

District Simplified Grants: _____

Matching Grants: _____

Number of Ambassadorial Scholars: Nominated _____ Selected _____ Hosted _____

Number of Group Study Exchange team members: Nominated _____ Selected _____ Hosted _____

Number of Rotary Peace Fellows: Nominated _____ Selected _____ Hosted _____

Number of PolioPlus activities: _____

Amount contributed to Annual Programs Fund last year: _____ Current goal: _____

Amount contributed to Permanent Fund last year: _____ Current goal: _____

Number of Rotarians who are

Rotary Foundation Sustaining Members: _____ Paul Harris Fellows: _____

Paul Harris Society members: _____ Benefactors: _____

Major Donors: _____ Bequest Society members: _____

Arch C. Klumph Society members: _____

Number of Foundation alumni tracked by your district: _____

Future State (for nonpilot districts in 2011-12)

During my year, the district will focus on the following areas for:

Alumni

1. _____

2. _____

Grants

1. _____

2. _____

Group Study Exchange

1. _____

2. _____

PolioPlus

1. _____

2. _____

Rotary Peace Fellowships

1. _____

2. _____

Other scholarships

1. _____

2. _____

Annual Programs Fund

Contribution goal: _____ (Note: This should be the sum of club goals as reported on the Fund Development Club Goal Report Form.)

Permanent Fund

Number of Benefactors: _____

Number of Bequest Society members: _____

Number of Major Donors: _____

Current State (for pilot districts and all district governors-elect in 2013-14)

District qualified status: Qualified Pending Incomplete

Amount of District Designated Fund for a district grant: _____

Number of clubs currently participating in a district grant: _____

Amount of District Designated Fund for global grants: _____

Global grants

1. _____

2. _____

3. _____

The district held the following educational, promotional, and fundraising projects for PolioPlus last year:

1. _____

2. _____

3. _____

Number of Rotary Peace Fellows the district nominated last year: _____

Number of district's Rotary Peace Fellow nominees selected by the Trustees last year: _____

Amount contributed to Rotary's US\$200 Million Challenge last year: _____

Amount contributed to Annual Programs Fund last year: _____

(Note: This should be the sum of club goals as reported on the Fund Development Club Goal Report Form.)

Permanent Fund

Number of Benefactors last year: _____

Number of Bequest Society members last year: _____

Number of Major Donors last year: _____

Future State (for all district governors-elect starting in 2012-13)

Amount of District Designated Fund for a district grant: _____

Number of clubs you would like to involve in district grants: _____

Amount of District Designated Fund for global grants: _____

The district will concentrate on the following areas of focus:

Peace and conflict prevention/resolution

Maternal and child health

Disease prevention and treatment

Basic education and literacy

Water and sanitation

Economic and community development

Global grants

1. _____

2. _____

3. _____

Number of global grants still in progress: _____

The district will plan the following educational, promotional, and fundraising projects for PolioPlus:

1. _____
2. _____
3. _____

Number of Rotary Peace Fellows the district will nominate: _____

Rotary's US\$200 Million Challenge goal: _____

Annual Programs Fund contribution goal: _____

(Note: This should be the sum of club goals as reported on the Fund Development Club Goal Report Form.)

Permanent Fund

Number of Benefactors: _____

Number of Bequest Society members: _____

Number of Major Donors: _____

DISTRICT PROGRAMS

Current State

Number of Rotary Youth Exchange students: Hosted _____ Sponsored _____

Number of sponsored Interact clubs: _____ Number of Interactors: _____

Number of sponsored Rotaract clubs: _____ Number of Rotaractors: _____

Number of sponsored Rotary Community Corps: _____ Number of participants: _____

Number of Rotary Youth Leadership Awards (RYLA) participants: _____

Number of Rotary Youth Leadership Awards (RYLA) activities: _____

Number of Rotary Friendship Exchanges: _____

Number of service projects coordinated by the district (includes all Avenues of Service): _____

Number of Rotarians in the district participating in

Rotarian Action Groups: _____

Rotary Fellowships: _____

Future State

The district will focus on the following areas to improve district programs:

1. _____
2. _____
3. _____

Strategic planning goals

Training goals

District administration goals

Finance goals

District conference goals

RI Convention promotion goals

Public relations goals

Membership goals

New club goals

Rotary Foundation goals

The district will participate in the following Rotary Foundation programs and grants: _____

The district's Annual Programs Fund contribution goal is _____.

The district's Permanent Fund contribution goal is _____.

District programs goals

For the local community: _____

For communities in other countries: _____

Other goals

Appendix 8: *Planning Guide for Effective Rotary Clubs*

April 2011

The *Planning Guide for Effective Rotary Clubs* is a tool to help clubs assess their current state and establish goals for the coming year. It is based on the Club Leadership Plan. The strategies listed in each section are common ways clubs might choose to pursue goals. Clubs are encouraged to develop alternative strategies to achieve their goals when appropriate. Presidents-elect should complete this form in cooperation with their club and submit a copy of it to their assistant governor by 1 July.

Download a Microsoft Word version at www.rotary.org.

Rotary Club of _____ Rotary year of office: _____
Name of president: _____
Mailing address: _____
Phone: _____ Fax: _____ E-mail: _____

MEMBERSHIP

Current State

Current number of members: _____
Number of members as of 30 June last year: _____ 30 June five years ago: _____
Number of male members: _____ Number of female members: _____
Average age of members: _____ Number of Rotary alumni members _____
Number of Rotarians who have been members for 1-3 years: _____ 3-5 years: _____
5-10 years: _____
Number of members who have proposed a new member in the previous two years: _____

Check the aspects of your community's diversity that your club membership reflects:

Profession Age Gender Ethnicity

Our classification survey was updated on _____ and contains _____ classifications, of which _____ are unfilled.
(number) (date) (number)

Describe the club's current new member orientation program.

Describe the club's continuing education programs for both new and established members.

Our club has sponsored a new club within the last 24 months. Yes No

Number of Rotary Fellowships and Rotarian Action Groups that club members participate in:

What makes this club attractive to new members?

What aspects of this club could pose a barrier to attracting new members?

Future State

Membership goal for the upcoming Rotary year: _____ members by 30 June _____
(number) (year)

Our club has identified the following sources of potential members within the community:

How does the club plan to achieve its membership goals? (check all that apply)

- Develop a retention plan that focuses on maintaining high levels of enthusiasm through participation in interesting programs, projects, continuing education, and fellowship activities
- Ensure the membership committee is aware of effective recruitment techniques
- Develop a recruitment plan to have the club reflect the diversity of the community
- Explain the expectations of membership to potential Rotarians
- Implement an orientation program for new members
- Create a brochure that provides general information about Rotary as well as specific information about the club for prospective members
- Assign an experienced Rotarian mentor to every new club member
- Recognize those Rotarians who sponsor new members
- Encourage members to join a Rotary Fellowship or Rotarian Action Group
- Participate in the RI membership development award programs
- Sponsor a new club
- Other (please describe):

Action steps:

SERVICE PROJECTS

Current State

Number of Rotary Youth Exchange students: Hosted _____ Sponsored _____

Number of sponsored Interact clubs: _____ Rotaract clubs: _____

Rotary Community Corps: _____

Number of Rotary Youth Leadership Awards (RYLA) events: _____

Number of Rotary Friendship Exchanges: _____

Number of registered Rotary Volunteers: _____

Number of World Community Service (WCS) projects: _____

Number of other current club service projects: _____

Future State

Our club has established the following service goals for the upcoming Rotary year:

For our community:

For communities in other countries:

How does the club plan to achieve its service goals? (check all that apply)

- Ensure the service projects committee is aware of how to plan and conduct a service project
- Conduct a needs assessment of the community to identify possible projects
- Review current service projects to confirm that they meet a need and are of interest to members
- Identify the social issues in the community that the club wants to address through its service goals
- Assess the club’s fundraising activities to determine if they meet project funding needs
- Involve all members in the club’s service projects
- Recognize club members who participate and provide leadership in the club’s service projects
- Identify a partner club with which to carry out an international service project
- Participate in:
 - Interact Rotary Friendship Exchange World Community Service
 - Rotaract Rotary Volunteers Rotary Youth Exchange
 - Rotary Community Corps Rotary Youth Leadership Awards (RYLA)
- Use a grant from The Rotary Foundation to support a club project
- Register a project in need of funding, goods, or volunteers on the ProjectLINK database
- Other (please describe):

Action steps:

THE ROTARY FOUNDATION

Current State

Number of grants awarded:

District Simplified Grants: _____ Matching Grants: _____

Number of Ambassadorial Scholars: Nominated _____ Selected _____ Hosted _____

Number of Group Study Exchange (GSE) team members: Nominated _____ Selected _____ Hosted _____

Number of Rotary World Peace Fellows: Nominated _____ Selected _____ Hosted _____

Current year’s contributions to PolioPlus activities: _____

Current year’s contributions to Annual Programs Fund: _____

Current year’s contributions to Permanent Fund: _____

Number of club members who are

Paul Harris Fellows: _____ Benefactors: _____ Major Donors: _____

Rotary Foundation Sustaining Members: _____ Bequest Society members: _____

Number of Foundation alumni tracked by your club: _____

Future State

Our club has established the following Rotary Foundation goals (as reported on the Fund Development Club Goal Report Form) for the upcoming Rotary year:

Polio fundraising: _____ Annual Programs Fund contributions: _____

Major gifts: _____ Benefactors: _____

Bequest Society members: _____

Our club will participate in the following Rotary Foundation programs:

How does the club plan to achieve its Rotary Foundation goals? (check all that apply)

- Ensure the club’s Rotary Foundation committee understands the programs of The Rotary Foundation and is committed to promoting financial support of the Foundation
- Help club members understand the relationship between Foundation giving and Foundation programs
- Plan a club program about The Rotary Foundation every quarter, especially in November, Rotary Foundation Month
- Include a brief story about The Rotary Foundation in every club program
- Schedule presentations that inform club members about The Rotary Foundation
- Ensure the club’s Rotary Foundation committee chair attends the district Rotary Foundation seminar
- Use Rotary Foundation grants to support the club’s international projects
- Recognize club members’ financial contributions to The Rotary Foundation and their participation in Foundation programs
- Encourage each club member to contribute to the Foundation every year
- Participate in:
 - Group Study Exchange PolioPlus
 - Matching Grants Ambassadorial Scholarships
 - District Simplified Grants Rotary World Peace Fellowships
- Invite Foundation program participants and alumni to be part of club programs and activities
- Other (please describe):

Action steps:

LEADERSHIP DEVELOPMENT

Current State

Number of club leaders who attended

District assembly: _____

District Rotary Foundation seminar: _____

District membership seminar: _____ District leadership seminar: _____

District conference: _____

Number of club members involved at the district level: _____

Number of visits from the assistant governor this Rotary year: _____

Future State

Our club has established the following goals for developing Rotary leaders for the upcoming Rotary year:

How does the club plan to develop Rotary leaders? (check all that apply)

- Have the president-elect attend the presidents-elect training seminar (PETS) and the district assembly
- Have all committee chairs attend the district assembly
- Encourage interested past presidents to attend the district leadership seminar
- Appoint a club trainer to develop club members' knowledge and skills
- Conduct a leadership development program
- Use the expertise of the club's assistant governor
- Encourage new members to assume leadership positions through participation in club committees
- Ask members to visit other clubs to exchange ideas, and then share what they have learned with the club
- Other (please describe):

Action steps:

PUBLIC RELATIONS

Current State

List club activities covered by the media and the type of media (television, radio, print, Internet, etc.) involved.

Future State

Our club has established the following public relations goals for the upcoming Rotary year:

How does the club plan to achieve its public relations goals? (check all that apply)

- Ensure the public relations committee is trained in conducting a multimedia campaign
- Plan public relations efforts around all service projects
- Conduct a public awareness program targeted at the business and professional community that explains what Rotary is and what Rotary does
- Arrange for a public service announcement to be broadcast on a local television channel, aired on a local radio station, or placed in a local newspaper or magazine
- Other (please describe):

Action steps:

CLUB ADMINISTRATION

Current State

Is your club operating under the Club Leadership Plan? Yes No

How often and when does the club board meet? _____

When are club assemblies held? _____

How is the club budget prepared? _____

Is the budget independently reviewed by a qualified accountant? Yes No

Does the club have a strategic plan in place? Yes No

Has the club developed a system for ensuring continuity of leadership on its board, committees, etc.?
 Yes No

Has the club developed a system for keeping all members involved? Yes No

Does the club use Member Access at www.rotary.org to update its membership list? Yes No

How often is the club's bulletin published? _____

Describe how weekly club programs are organized. _____

Does the club have its own Web site? Yes No If yes, how often is the site updated? _____

Does the club observe the special months of the Rotary calendar, such as Rotary Foundation Month and Magazine Month? Yes No

How often does your club conduct fellowship activities? _____

How does the club involve the families of Rotarians?

Future State

How does the club carry out the administrative tasks of the club? (check all that apply)

- Regular board meetings have been scheduled.
- The club will review the Club Leadership Plan on the following dates: _____
- The club's strategic and communication plans will be updated on the following dates: _____
- _____ club assemblies have been scheduled on the following dates: _____
(number)
- The club has either adopted the latest version of the Recommended Rotary Club Bylaws or revised its own bylaws (recommended after each Council on Legislation).
- Club elections will be held on _____.
(date)
- At least _____ delegates will be sent to the district conference.
(number)
- A club bulletin will be produced to provide information to club members.

- The club's Web site will be updated _____ times per year.
(number)
- A plan has been developed to ensure interesting and relevant weekly club programs.
- Monthly attendance figures will be reported to the district leadership by the _____ day of the following month.
(number)
- Member Access will be used to maintain club records by 1 June and 1 December to ensure accurate semiannual reports.
- Membership changes will be reported to RI within _____ days.
(number)
- Reports to RI, including the semiannual report, will be completed on a timely basis.
- The following fellowship activities for all club members are planned for the year:

- Other (please describe):

Action steps:

Our club would like assistance from the governor or assistant governor with the following:

Our club would like to discuss the following issues with the governor or assistant governor during a visit to our club:

Club President's Signature

Rotary Year

Assistant Governor's Signature

Date

Date

SUMMARY OF GOALS FOR ROTARY CLUB OF _____ ROTARY YEAR _____

For each goal your club has identified for the upcoming Rotary year, indicate which Avenue of Service it addresses. To ensure a balanced service effort, you should have at least one goal that addresses each Avenue of Service. Most goals will address more than one avenue.

	Club Service	Vocational Service	Community Service	International Service	New Generations Service
Membership goal _____ members by 30 June _____ (number) (year)	<input type="checkbox"/>				
Service goals For our community: For communities in other countries:	<input type="checkbox"/> <input type="checkbox"/>				
Rotary Foundation goals Our club's PolioPlus contribution goal is _____. Our club's Annual Programs Fund contribution goal is _____. Our club's Permanent Fund contribution goal is _____. Our club will participate in the following Rotary Foundation programs:	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>				
Leadership development goals	<input type="checkbox"/>				
Public relations goals	<input type="checkbox"/>				
Club administration goals	<input type="checkbox"/>				
Other goal:	<input type="checkbox"/>				
Other goal:	<input type="checkbox"/>				

GETS District Appointments

Preparation:

Create job descriptions for each role to outline expectations and desired results.

Role	What are my expectations for this role?	What characteristics are crucial for this role?

Questions to consider when evaluating potential leaders:

Do they come recommended? By whom?

Have they expressed interest in a leadership role?

What expertise or experience do they have?

What other leadership positions have they held?

What results have they shown in previous positions?

If I don't know them, who can provide feedback on their past performance?

What are their strengths?

Do their strengths match the characteristics needed for this role?

GETS Case Studies: Managing Relationships

As governor, you will need to manage Rotarians with different work styles. Read the scenarios below, and answer the questions that follow to practice managing relationships within your team.

Scenario 1: Underperforming Committee Chair

Peter is a first-year committee chair who was recommended by a well-respected past district governor. It's halfway through the year, and he isn't performing to your expectations. He doesn't communicate with committee members and hasn't made progress on any of the committee's goals. The committee members are frustrated and have mentioned they would like to serve on a different committee.

How will you address the situation with Peter?

How will you respond to the committee members' concerns?

Scenario 2: Clubs not Working with Assistant Governors

For the past two years, some clubs in your district have preferred to work with the governor instead of the assistant governor. Your goal is to have them work with the assistant governor in accordance with the District Leadership Plan.

What are the benefits of asking clubs to work with assistant governors?

How can you help the assistant governor build trust with the club presidents?

What approach can you take with the club presidents so they feel confident working with the assistant governor?

Scenario 3: Strained Relationship with Assistant Governor

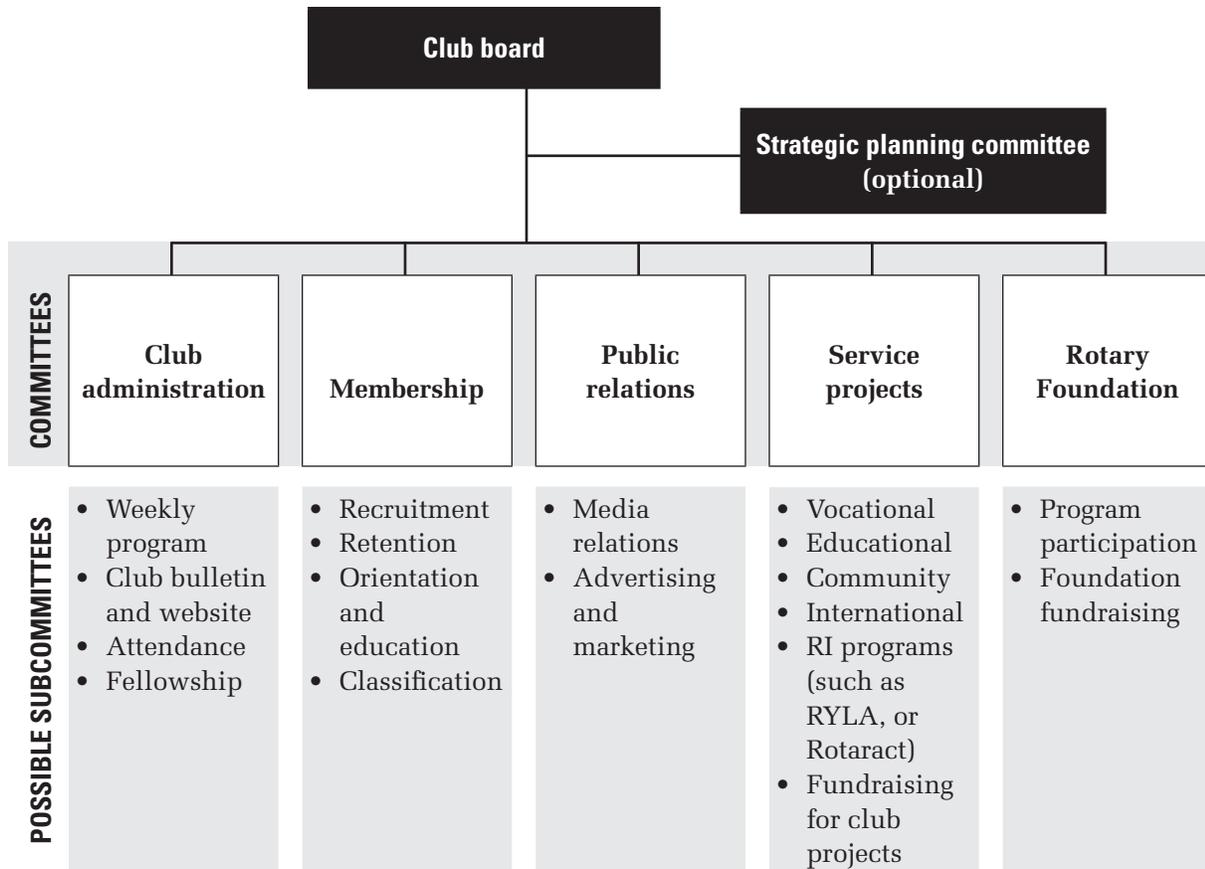
Elizabeth, an assistant governor who's served for two consecutive years, has been very successful with her clubs, which have led the district in membership retention and annual giving. However, she consistently disagrees with you on key issues and procedures.

What will you do to improve your working relationship with Elizabeth?

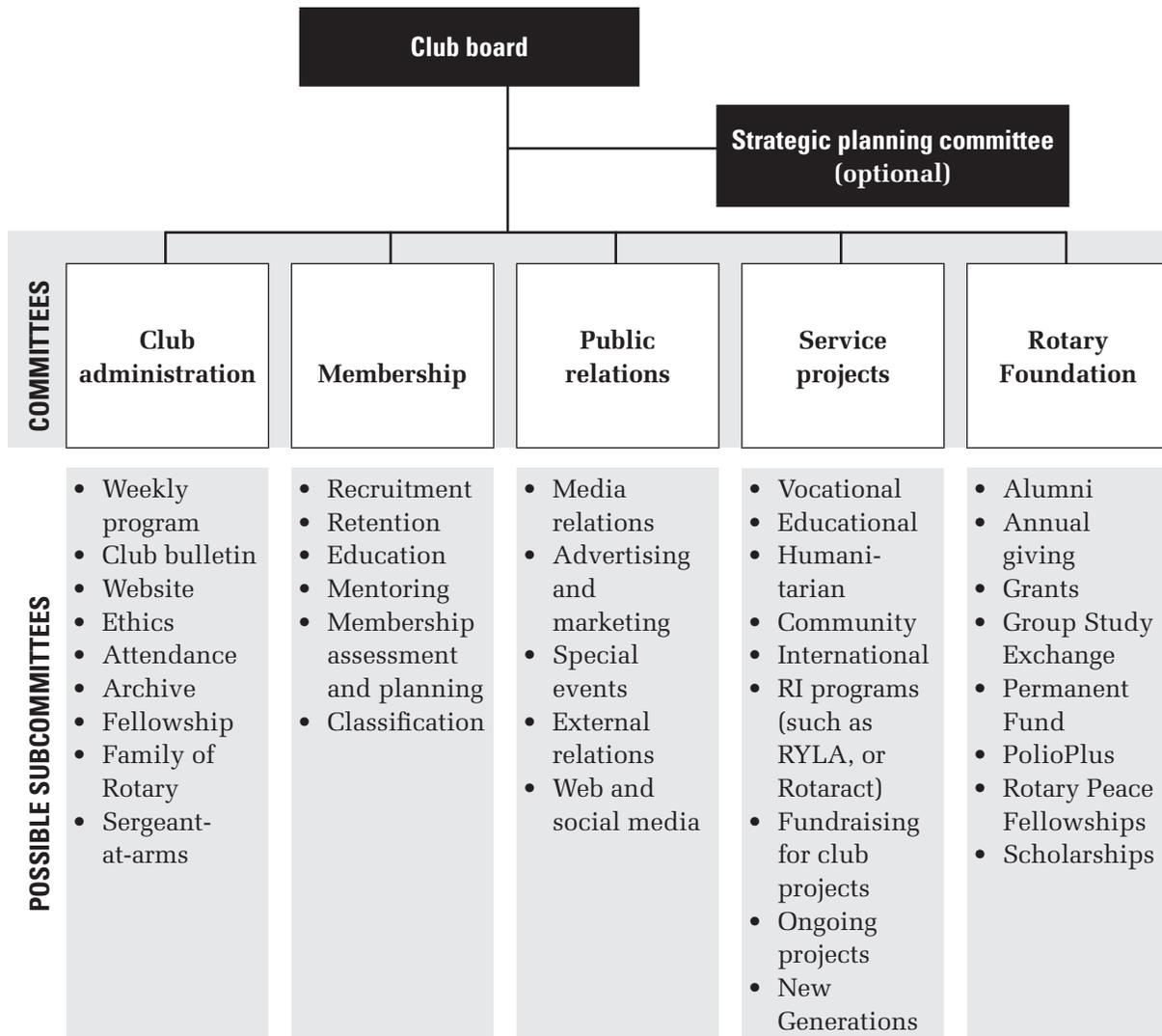
GETS Sample Club Committee Structure

The five standing committees listed below can help clubs support their operational needs. Clubs may add additional committees or subcommittees to meet the special interests of the club or ongoing projects. Committees and subcommittees can also be eliminated if the club does not participate in a particular activity. Sample subcommittees based on club size are listed below.

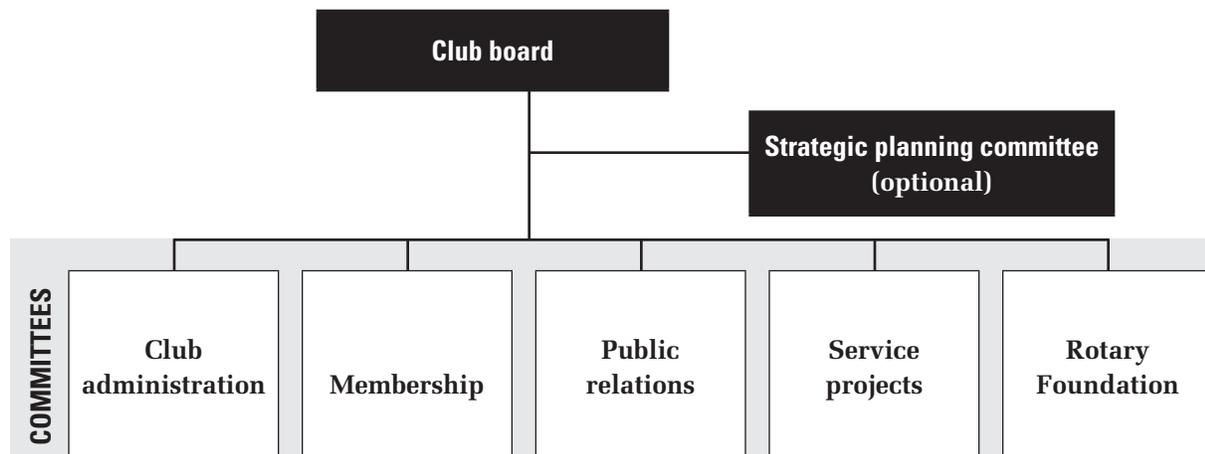
OPTION 1: Standard Rotary Club



OPTION 2: Large Rotary Club



OPTION 3: Small Rotary Club



GETS Case Study: Best Practices for a Vibrant Club

One of your primary responsibilities as governor is to ensure that your clubs are functioning effectively. The case study below describes a club that could benefit from implementing the best practices recommended in *Be a Vibrant Club: Your Club Leadership Plan*. Answer the questions that follow to develop a plan for advising a Rotary club on how to become a vibrant club.

A Rotary club has 40 members. It has lost at least three members each of the last five years and has only brought in an average of two new members a year over the same period of time. In its 10 years of existence, the club has held an annual breakfast to raise funds for the fire department, a 5-mile run to raise funds for the school district, and a holiday meal for a retirement community. The club has never sponsored a Rotary Foundation or International Service project. The club does not know the contents of its bylaws and is unsure of when they were last revised. The club has never pursued public relations. The president-elect heard about the newly revised Club Leadership Plan at the presidents-elect training seminar and feels it could invigorate the club. She is asking for assistance from your district in working out a timetable over the 15 weeks until the new Rotary year begins to implement the best practices.

What are the problems this Rotary club is facing?

How can the best practices listed in chapter 2 of the *District Governor's Manual* address these problems?

What goals might you have your assistant governor advise the club to set for the first year of the plan?

What suggestions would you make to help the club become more vibrant this year?

3

Developing Leaders



Rotary club and district leadership positions change annually, and new Rotary leaders are continually needed. While serving as governor-elect and governor, you are responsible for overseeing the development of future leaders to serve clubs, districts, and RI. In doing so, you support effective clubs, continuity in projects and activities, and Rotary's future.

Responsibilities

As governor-elect, you have the following responsibilities for developing district leaders:

- Appointing members of your team
- Appointing members to the district training committee, including the district trainer
- Convening incoming officer trainings, including:
 - District team training seminar for district committee chairs and members and assistant governors
 - Presidents-elect training seminar (PETS)
 - District membership seminar
 - District assembly for incoming club leadership teams
 - Additional training meetings as appropriate

For an overview of the role and responsibilities of the district trainer and the training committee, training theory and strategies, and logistical information for conducting a training meeting, see the *District Training Manual* (246) and online resources at www.rotary.org → Members → Training → For trainers.

- Approving a substitute attendee for PETS if the president-elect cannot attend
- Future Vision pilot districts (and all districts starting in 2012-13): Conducting a grant management seminar to review how to properly manage grants from The Rotary Foundation and implement sound financial management systems (see chapter 8)

As governor, you have the following responsibilities:

- Providing on-the-job training opportunities for the governor-elect and governor-nominee
- Assisting the governor-elect with the meetings listed above
- Convening continuing education meetings, including the district Rotary Foundation seminar and district leadership seminar
- Ensuring that each Rotary club has a training plan, and promoting the role of a club trainer

District Training Committee

Your district's training committee, chaired by the district trainer, will assist you with the leadership development meetings you are responsible for, both as governor-elect and governor. Under your supervision, this committee plans and conducts the trainings, including logistics and program content. As the convener, you have final authority over the program, venue, speakers, training leaders, and other meeting elements. For more information on the district training committee, see Appendix 6: District Committees in chapter 2.

Leadership Development Meetings

Rotary's leadership development cycle is based on integrated district training meetings. Each incoming officer training session builds on previous meetings to ensure that all club and district officers share a common vision when the new Rotary year starts. These meetings provide Rotarians with the skills and knowledge necessary to develop and support effective clubs, and continuing education opportunities help them stay current on Rotary and the Foundation. The leadership development cycle, which serves as a general timeline for the training meetings, is flexible to accommodate the geographical, language, and scheduling needs of all Rotary districts. To ensure the greatest possible attendance, consider combining meetings or holding trainings in multiple locations.

Rotary International provides many resources to support the training meetings for club and district leaders, including leaders' guides for every RI Board-recommended meeting. Each contains session guides, supporting slides, and other information on conducting the training, and should be given to the district training committee or other committees as appropriate.

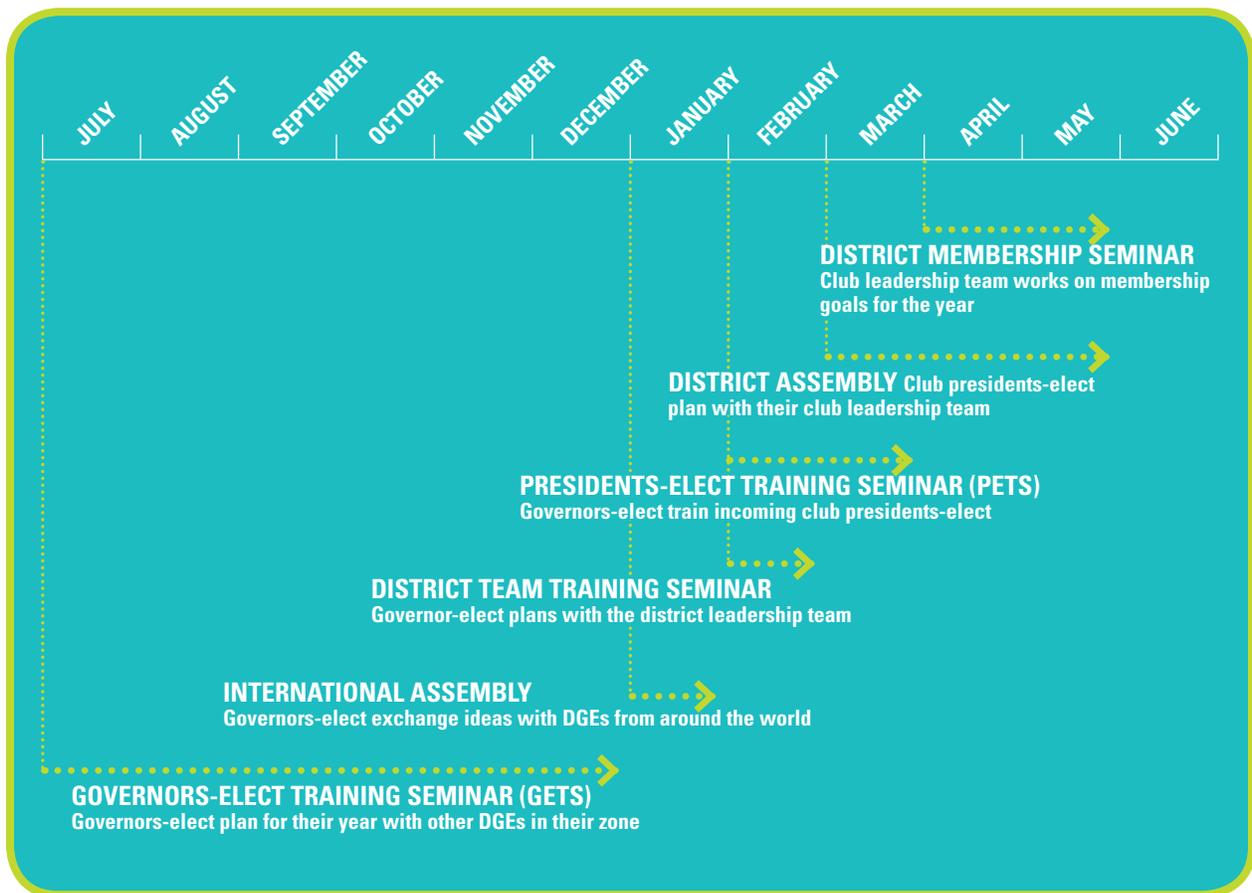
All Rotary training manuals and leaders' guides for leadership development meetings can be found at www.rotary.org → Members → Events → For district leaders and Events → For club leaders and members.

Online resources for trainers, including information on planning a training meeting, training Rotarians, train the trainer, web conferencing, club trainer, Rotary Training Talk, and the Training Best Practices Database, available at www.rotary.org → Members → Training → For trainers.

During each of these meetings, your main responsibilities include motivating participants to take action, explaining how goals of the RI Strategic Plan relate to your district, and sharing your expectations for the district. This is often done through speeches during the plenary sessions. Customize your speeches to each meeting's purpose and audience, and include ways participants can apply what they've learned to their clubs.

Training Meetings for Incoming Officers

Governors-elect training seminars and the International Assembly begin the annual leadership development cycle for incoming officers. Following these training seminars, you will begin training your district leadership team, club presidents, and other incoming club leaders to prepare them for their specific roles.



Training Meeting/ Time of Year	Purpose	Convener/Organizer	Materials
Governors-elect Training Seminar (GETS) August-December, regional training in conjunction with Rotary institute	District governors-elect learn their responsibilities and prepare to lead their district.	Convener: RI director or immediate past director	For leaders: <i>Governors-elect Training Seminar Leaders' Guide</i> For participants: <i>District Governor's Manual (233)</i>
International Assembly Before 15 February	District governors-elect are provided a Rotary education, instruction on administrative duties, motivation, and inspiration.	Conveners: RI president and president-elect Organizer: Moderator	For leaders: <i>International Assembly Leaders' Guide</i> For participants: <i>Governor-elect's Workbook</i>
District Team Training Seminar February	Assistant governors and district committee leaders learn their new roles and responsibilities, and work with the district leadership team on district goals and complete the district leadership plan.	Convener: Governor-elect Organizer: District training committee	For leaders: <i>District Team Training Seminar Leaders' Guide (247)</i> For participants: <i>Assistant Governor's Training Manual (244)</i> and <i>District Committee Manual (249)</i>
Presidents-elect Training Seminar (PETS) February or March	Club presidents-elect learn their new responsibilities and work with assistant governors on their goals using the <i>Planning Guide for Effective Rotary Clubs</i> .	Convener: Governor-elect Organizer: District training committee	For leaders: <i>Presidents-elect Training Seminar Leaders' Guide (243)</i> For participants: <i>Club President's Manual (222)</i>
District Assembly March, April, or May (after PETS)	Club presidents-elect build on PETS training to gain leadership skills, while other incoming club leaders learn their new responsibilities. Club leadership teams refine goals for the year using the <i>Planning Guide for Effective Rotary Clubs</i> .	Convener: Governor-elect Organizer: District training committee	For leaders: <i>District Assembly Leaders' Guide (828)</i> For participants: <i>Club President's Manual (222)</i> , <i>Club Secretary's Manual (229)</i> , <i>Club Treasurer's Manual (220)</i> , <i>Club Committee Manuals (226)</i> (administration, membership, public relations, service projects, Rotary Foundation)

Training Meeting/ Time of Year	Purpose	Convener/Organizer	Materials
District Membership Seminar In April or May (after district assembly)	Club president, club membership committee chair, interested Rotarians, and district leaders learn necessary skills, knowledge to sustain and increase their clubs' membership.	Convener: Governor-elect Organizer: District membership committee	For leaders: <i>District Membership Seminar Leaders' Guide (242)</i> For participants: Determined by the district

Continuing Education Meetings

Holding training meetings during the year keeps members informed on current trends in the organization, develops leadership skills, and provides networking opportunities. For these continuing education meetings, you and your district training committee have discretion on the timeframe (find more information at www.rotary.org → Members → Events).



Rotary Institutes and Seminars

Rotary institutes are zone-level meetings that bring current and past RI officers together to learn about and discuss the latest Rotary developments, including RI policies and programs, and to highlight successful efforts in the zone. Additional zone-level seminars, including Rotary seminars and regional Rotary Foundation seminars, are often held in conjunction with institutes, but can be held at any time throughout the Rotary year.

Rotary seminars provide an opportunity for district leaders in your zone to learn more about a wide range of topics such as RI programs, projects, membership, and strategic planning; share ideas; and connect with each other for collaborative service efforts. These seminars are organized by Rotary coordinators.

The regional Rotary Foundation seminar aims to motivate Rotary leaders to support and participate in Foundation activities and provides the latest policy information. For more about this seminar, see chapter 8.

Training Meeting/ Time of Year	Purpose	Convener/Organizer	Materials
District Rotary Foundation Seminar July-November	Club Rotary Foundation committee chair and interested Rotarians are informed about The Rotary Foundation, and motivated to support and participate in Foundation programs. Planned by district Rotary Foundation committee, district training committee, and RRFC.	Convener: Governor Organizer: District Rotary Foundation committee	For leaders: <i>District Rotary Foundation Seminar Manual</i> (438) For participants: Determined by the district
Leadership Development Program Determined by the club	Club members learn leadership skills that enhance their professional lives and prepare them for leadership roles in Rotary.	Organizer: Club trainer, president, assistant governor, and/or district training committee	The club or district should develop materials appropriate to their club or culture
District Leadership Seminar Immediately before or after the district conference	Current or past club presidents, other club leaders who have served for three or more years learn about leadership opportunities they can pursue in Rotary.	Convener: Governor Organizer: District training committee	For leaders: <i>District Leadership Seminar Leaders' Guide</i> (248) For participants: Determined by the district
District Conference Any time except at the same time as Rotary institute or within eight days of the RI Convention	All Rotarians in the district can meet, hear inspirational addresses, and discuss matters of importance to Rotary clubs and Rotary International.	Convener: Governor Organizer: District training committee	For leaders: <i>District Conference Manual</i> (800)

Training Meeting/ Time of Year	Purpose	Convener/Organizer	Materials
Grant Management Seminar* Determined by the district	Club presidents-elect (or club-designated appointees) learn successful management of Rotary Foundation grants (attendance is part of the club qualification process to receive Rotary Foundation Global Grants).	Convener: Governor-elect	For leaders: <i>Grant Management Seminar Leaders' Guide</i> For participants: <i>Grant Management Manual</i>
Rotaract District Leadership Training Meeting Any time after club open elections and before 30 June	Incoming Rotaract club leaders/presidents, Rotaractors, interested Rotarians and non-Rotarians learn more about Rotaract.	Convener: Governor Organizer: District Rotaract representative	For participants: <i>Guide for District Rotaract Leaders</i>

*The district Rotary Foundation grant management seminar is for Future Vision pilot districts. After January 2013, all districts will conduct this meeting in preparation for the full rollout of the Future Vision grant structure in July 2013. Any districts may review the manual to begin preparing for 2013-14.

Promoting Training Meetings

Promoting the topics and dates of training meetings will generate interest and increase attendance. Tailor your promotional efforts to each meeting, paying special attention to the audience, topic, attendance requirement (mandatory or voluntary), and logistics. Explain the benefits of the meeting, and emphasize that district events offer Rotarians the opportunity to meet their counterparts from other Rotary clubs, share ideas, and increase their network of contacts and friends.

Promotional efforts can take many forms, including:

- Governor's communication — Work with the district governor during your year as governor-elect to promote your presidents-elect training seminar and district assembly. During your year as governor, promote continuing education opportunities and the governor-elect's incoming officer training meetings.
- District website — Include meeting dates and agendas so participants can plan to attend and know what to expect.
- Communication through assistant governors — Have assistant governors contact potential participants from their assigned clubs to answer questions and make sure they will attend training meetings.

Encourage governors-nominee to read the online Governor-nominee Manual at www.rotary.org → Members → Training → For all Rotarians → Governor-nominee manual.

- Direct mailings — Contact your potential participants directly. If participation is voluntary, decide whether you will contact everyone who might be interested or only those who have demonstrated a commitment to the topic being covered.
- Social media — Post reminders on your social media pages.

Personal recommendations are a powerful promotional tool. Ensure that the quality of training meets participants' needs and motivates them to recommend district meetings to others.

Club Training

To help develop leaders to serve the club, district, and RI, work with your district training committee and assistant governors to help each Rotary club develop a training plan that ensures

- Club leaders attend district training meetings as appropriate
- Orientation is regularly provided to new members
- Ongoing educational opportunities are available to current members
- A leadership skills development program is available to all members
- Additional training needs as identified by the club are addressed

Clubs are encouraged to have a club trainer. Find more information at www.rotary.org → Members → Training → For trainers → Club trainer.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

What learning opportunities does your district offer in addition to those recommended by RI?

What makes training seminars successful?

How will you motivate Rotarians to attend incoming officer training meetings?

How will you motivate Rotarians to attend continuing education meetings?

How will you support the development of future district governors?

GETS Case Studies: Building Enthusiasm for Training Seminars

An important part of your position as governor is convening training seminars and building enthusiasm among Rotarians in your district to encourage their attendance. The following scenarios address the obstacles you may encounter when organizing a training seminar. Answer the questions that follow as if you were the governor convening the district team training seminar.

Scenario 1

Two assistant governors have indicated that they don't have time to attend training meetings and have declined your invitation to the seminar.

What benefits will you promise from the event to encourage their attendance?

Scenario 2

The membership development committee chair is serving for a third year and feels that additional training is unnecessary.

How can you convince the committee chair to attend?

Given the committee chair's experience, how can you involve the chair in the seminar?

Scenario 3

The incoming public relations committee chair lives at the far end of the district and would need to travel a significant distance to attend the training. For this reason, the chair declines the invitation to attend.

Many districts span large geographical areas. What alternatives to face-to-face training can you provide to accommodate Rotarians who live far from where the training meeting will take place?

4

Running Your District

ROTARY INTERNATIONAL
THE ROTARY FOUNDATION

Member Access Club Locator Shop

Change font size: a A

About Us Contribute Service and Fellowship Students and Youth **Members** Media and News

New members | Events | Running a club | **Running a district** | Training | Policies and procedures | General Information

District leaders
Membership and development
Public relations for districts
District programs
Rotary coordinators
Districts and The Rotary Foundation
Future Vision
President's representatives to district conference

Related Information
New pilot programs support member diversity
Rotary Leader's current issue
RI newsletters
Rotarians share ideas on member retention
Oklahoma City club meets in a pub

Running a district

Print
E-mail page

Rotary districts exist to help Rotary clubs excel. Districts connect clubs with each other and to resources from Rotary International. They also train club leaders and facilitate programs such as Rotary Youth Leadership Awards (RYLA) and Rotary Youth Exchange to ensure that Rotarians get the most from their membership and shine as leaders in their communities.

Resources

- ▶ [Member Access](#)
- ▶ [Rotary E-Learning Center](#)
- ▶ [Club and District Support representatives](#)
- ▶ [Finance representatives](#)
- ▶ [District and zone interactive maps](#)

Rotarians from around the world gather in plenary sessions at the 2006 International Assembly, San Diego, California, USA. Photo by Alyce Henson / Rotary Images.

District governors have a variety of administrative responsibilities. It is through effective district operations that a Rotary club can provide service to its community, keep members, and develop leaders for the clubs, districts, and Rotary International. Under your district's leadership plan, your assistant governors and committee chairs should assist you with your administrative duties related to club and district operations.

Responsibilities

As governor-elect, you have the following administrative responsibilities:

- Assisting the current governor as needed
- Appointing the district finance committee members and chair
- Appointing a volunteer or paid district secretary
- Submitting required reports to Rotary International

As governor, you have the following responsibilities:

- Overseeing all district funds
- Providing an annual statement of all district finances within three months of leaving office
- Submitting required reports to Rotary International
- Supervising all district nominations and elections
- Recognizing outstanding efforts of Rotarians in your district through awards

Member Access

The Member Access area of www.rotary.org helps Rotarians perform Rotary business online. Encourage all district and club officers to register for Member Access so they can access information and report to RI at their convenience. All Rotarians can search the *Official Directory*, manage e-mail preferences, register for meetings, access Rotary workgroups (e.g., District Governor’s Exchange), and contribute to The Rotary Foundation. Rotary International continues to enhance Member Access in order to provide more online support to Rotarians.

Member Access Feature	District Governor	District Executive Secretary	District Rotary Foundation Chair	President	Secretary	Treasurer	Club Rotary Foundation Chair
View Semiannual Reports	X	X					
Review Membership Trends	X	X					
Submit Awards	X	X					
Submit Forms*	X	X	X	X			
View and Update Club Information	X	X		X	X		
View Club Recognition Summaries	X	X	X	X	X		X
Pay Club Dues				X	X	X	
View Club Reports	X	X	X	X	X	X	X

*Listed in the following section

RI and Rotary Foundation Resources

As governor-elect and governor, you will receive information from Rotary International and The Rotary Foundation and be required to submit reports and applications. At the governors-elect training seminar and International Assembly, you will attend a session about running your district conducted by a Club and District Support representative or another RI staff member.

Your CDS representative can provide you the following information upon request, which you can use to complete the District Planning Guide (appendix 7 in chapter 2):

- District boundary description
- Clubs in District report — List of the names, charter dates, and number of members for each club.
- Five-Year Membership History report — List of the starting (1 July) membership totals for the past five years for each club in your district; includes each club's identification number.
- District Profile — Statistical trends in the district based on *Memo of Club Visit* data from all clubs.
- Rotary Clubs pilot projects — List of clubs by district that are participating in RI Board pilot projects and an explanation of the purpose and guidelines of these pilot projects.

As **governor-elect**, you must submit the following to RI (consult appendix 5 in chapter 1 for due dates):

- PETS meeting dates*
- Estimated Allocation Questionnaire*
- District committee appointments*
- Rotary International and Rotary Foundation Expense Statement
- Assistant governors' training and GETS expense reports
- Rotary Foundation Fund Development Club Goal Report for each club*
- Membership Club Goal Report for each club

As **governor**, you must submit the following to RI (consult appendix 5 in chapter 1 for due dates):

- Governor-nominee Data Form
- *Memo of Club Visit* for each club
- District Governor's Report
- District Governor Expense Workbook
- Organizing New Clubs Expense Report

*Submitted via Member Access

Financial Management

As district governor, you have fiscal responsibilities such as managing the district's finances, monitoring the funds of clubs, practicing good stewardship, and ensuring that the district complies with all local laws, including tax and nonprofit (as applicable).

District Finances

Districts may establish a fund for financing district-sponsored projects and the administration and development of Rotary in the district. The district fund shall be established by resolution of the district conference. It is important to ensure that

- Decisions about the fund, including the district levy, are voted on at the district assembly, presidents-elect training seminar, or district conference
- The fund is not controlled by a single individual
- An annual statement and report of income and expenditures for the fund is presented at the next district meeting to all clubs

The district finance committee will review and study the necessary costs of district administration. This committee should prepare a budget of district expenditures that should be submitted to clubs at least four weeks before your district assembly and approved at a meeting of the incoming club presidents at the district assembly.

Select one member of the district finance committee to act as treasurer and keep proper records of income and expenditures for each of your district's funds. You and the treasurer will supervise the funds, which should be held in a bank account in the district's name. For more information on this committee, see Appendix 6: District Committees (chapter 2).

Send your annual statement and report of district finances to each club within three months of leaving office. This annual statement and the report of district finances should also be reviewed by a qualified accountant, and presented, discussed, and formally adopted at the next district event. The district finance report should include:

- Sources of the district's funds (from RI, The Rotary Foundation, district, or clubs)
- Funds received by or on behalf of the district from fundraising activities
- Grants received from The Rotary Foundation or Rotary Foundation funds designated for use by the district
- Financial transactions of district committees
- Financial transactions of the governor on behalf of the district
- Expenditures of district funds
- Funds received by the governor from RI

If your district raises funds for a specific purpose, such as a multi-district Rotary Youth Exchange, a budget should be prepared and submitted to the governor and the finance committee for approval. This budget should be included in the statement that the finance committee submits to the district assembly or conference. It is essential to maintain separate bank accounts for specific funds and to designate the chair of the appropriate committee as one of the signatories.

District budgets should include funds to support the governor and governor-elect (in addition to the governor's allocation) as they prepare for and perform the responsibilities of office. Besides the official RI activities within the district, special club or district events may require your participation as governor. In accordance with RI policy, the expenses associated with these additional activities should be covered by the club or district. The district fund should also be used to defray the expenses of any visit to your district by the RI director for your zone or any other RI or Rotary Foundation officer invited to your district.

Use Appendix 9: Financial Management and Risk Management Best Practices Checklist to ensure you're managing district finances appropriately.

District Governor's Estimated Allocation

As governor, you will receive an allocation from Rotary International to assist you in fulfilling your official responsibilities in the district. In May of your year as governor-elect, you'll be advised of your estimated allocation, which is determined by the RI Board of Directors. In July, you will receive 70 percent of the estimated allocation. These funds, given in your local currency whenever possible, are intended to subsidize the expenses you personally incur in carrying out your official duties as district governor, including conducting your district team training seminar, presidents-elect training seminar, and district assembly (as governor-elect). The funds you receive are not intended to cover expenses incurred by the district, such as meeting and hotel rooms, meals, transportation expenses for attendees of district meetings, the publication of a district directory, and other district meetings and functions. To receive any portion of the remaining 30 percent, you must first spend it on authorized expenses and provide documentation to RI no later than 31 July 2013.

Documenting Expenses

You will only be reimbursed for expenses you document and submit to RI up to the amount of your allocation. If it appears that you will need additional funds because of unusual circumstances, you must obtain prior approval from the RI general secretary. You are responsible for checking local tax regulations related to expense reporting to ensure that you are complying with your country's laws. All expense report forms that you will use as governor-elect and governor are in the District Governor's Exchange in Member Access or upon request from your CDS representative.

To be reimbursed for your expenses, you must include original receipts for all individual expenses that total US\$75 or more. Consider the following exceptions when documenting your expenses:

- For all hotel/lodging expenses, a zero balance hotel folio receipt is required, regardless of the amount.
- For all air travel, a receipted invoice must be provided.
- If a rental car is used, a copy of the rental agreement must be provided and a receipt for the amount paid.

Maintain a detailed record of your expenses, even those for which receipts may not be available (for instance, taxi fares or tips). Detailed records will simplify computing your expense report and ensure you are prepared in case you are audited. For details, see Appendix 10: Your RI District Governor's Allocation.

At the minimum, all governors are required to submit an expense report detailing their use of the 70 percent advance from RI (if you wish to claim any portion of the final 30 percent of your allocation, you must also submit documentation). Any undocumented portion of the advance will be considered monies due to RI and must be returned. If amounts exceeding \$100 are owed to RI and are not returned within 90 days, you will be ineligible for any further Rotary or Rotary Foundation appointments.

U.S. governors only: To comply with U.S. Internal Revenue Service regulations, district governors in the United States, its territories, and its possessions must document the use of the funds advanced to them personally by RI and return any unused funds. Failure to do so will require RI to issue a Form 1099-MISC, which reports the funds as income to the IRS.

Governors-elect Training Seminar (GETS)

You will be reimbursed for a three-night hotel stay and two days' meal expenses based on the rates provided by the Rotary institute convener. Expenses for your spouse's attendance at your GETS are not reimbursable. Complete the GETS Expense Report, and submit it to the RI office serving your district. If your expense report is received before 15 May of your year as governor-elect, your reimbursement will be included in your first payment of your governor's allocation. Any reports received after 15 May will be reimbursed in the final payment of your allocation.

International Assembly

RI provides the air transportation, hotel accommodations, and meals for you and your spouse for the International Assembly. Information on making arrangements and additional allowable expenses are included in the registration mailing you'll receive from RI in August or September. To be reimbursed for any additional, authorized costs you incur attending the assembly, you must submit the Rotary International and Rotary Foundation Expense Statement 60 days after the International Assembly.

Assistant Governor Training and Support

You will receive additional funds for the training and support of assistant governors (including the district team training seminar). This reimbursement cannot exceed 10 percent of your governor's allocation. Complete the Assistant Governor Training Expense Report, and submit it to the RI office serving your district. If your report is received before 15 May of your year as governor-elect, your reimbursement will be included in your first payment of your governor's allocation. Any reports received after 15 May will be reimbursed in the final payment of your allocation.

Organizing New Clubs

RI reimburses district governors for certain expenses incurred while organizing new clubs and presenting charters. You can request reimbursement for up to half the club's admission fee. For example, based on the admission fee of US\$15 per charter member, if you charter a new club with 25 members, you may claim up to \$187.50. This reimbursement is separate from and does not count toward your governor's allocation. You are encouraged to help conserve RI funds by combining a new club charter presentation with your official duties. Complete the Organizing New Clubs Expense Report shortly after the club is admitted for reimbursement. Refer to chapter 7 for details on organizing new clubs.

Club Finances

Any per capita levy established by the district is mandatory for all clubs. Your service as governor and the services of RI can be suspended from any club that does not pay the district levy. In addition, per capita dues to Rotary International are mandatory for every club in your district. As governor, RI depends on you to work with the clubs in your district to ensure they pay on time.

Information on club finances is available in the *Club Treasurer's Manual* (220).

RI bills each Rotary club for per capita dues and required subscriptions to *The Rotarian* or a Rotary regional magazine (where applicable) twice per year. Council on Legislation charges and other fees are billed annually in July. All assessments are included in the same billing. A semiannual report package is sent to each Rotary club secretary in June for the July billing and in December for the January billing. The mailing contains a semiannual report, current membership list that serves as the basis for the estimated billing, worksheet to calculate any necessary revisions, and instructions for completing the forms and sending the information and payment to RI or fiscal agents. Payment can also be made through Member Access at www.rotary.org.

Notifications of club termination for non-payment will be sent to you and the RI director for your zone. You can download a copy of the monthly Club Balance by District report from Member Access to help you monitor clubs' payment of RI dues and address problems before clubs are terminated. If you have difficulty accessing the report, contact your RI finance representative. You can locate your RI finance representative at www.rotary.org/cds.

As governor, you are asked to work with your assistant governors and clubs to avoid termination and reinstate any terminated clubs. RI policy for terminating and reinstating clubs is listed below.

Termination

- Six months after the 1 January or 1 July deadline, clubs with unpaid per capita RI dues over US\$250 will be terminated.
- Clubs that have not fulfilled their entire financial responsibility within 365 days of termination will lose their original charter and will not be eligible for reinstatement.

Reinstatement

- Within 90 days of termination, the club must pay all financial obligations to RI, including a \$10-per-member reinstatement fee. Clubs having fewer than 10 members will need to pay for a minimum of 10 members.
- More than 90 days but less than 365 days after termination, the club must pay all financial obligations to RI, pay a \$10-per-member reinstatement fee, complete a reinstatement application, and pay an additional \$15-per-member application fee. The application fee is also subject to the minimum 10-member requirement.

Taxes

Check with local and national tax codes to determine which forms the district and its clubs must file, if any (for example, a district or club that is incorporated may need to file additional tax forms). Work with the district finance committee and your assistant governors to educate clubs about these requirements.

All clubs in the United States are required by law to submit an informational return to the Internal Revenue Service every year. Contact the IRS for more information.

Fundraising

Most Rotary clubs and districts engage in fundraising. Be sure to educate them about following these guidelines:

- Report money earned through fundraising to your local government.
- When promoting fundraising initiatives, be precise about where the funds will go, whether to a local club, the district's own foundation, The Rotary Foundation, or some other entity.
- If a fundraiser qualifies as a tax-deductible event, issue receipts to donors as needed.
- Submit all contributions to The Rotary Foundation separately from payments to Rotary International.

District Incorporation

When a group or organization incorporates, it forms into a legal corporation. The primary benefit of incorporating is to protect personal assets from potential business liabilities. Incorporation may also support continuity and consensus for decision making, because the district board of directors will be involved in short- and long-term decisions that affect the district.

Districts may seek the RI Board's approval to incorporate as long as they have the support of at least two-thirds of their clubs. RI requirements for district incorporation include:

- All clubs must be members of the incorporated district.
- The district governor must be the highest officer of the district corporation.
- The district's corporate documents must be consistent with the RI Constitution, RI Bylaws, and policies to the extent permitted by the laws of the local jurisdiction.

If you are considering incorporating your district, contact your CDS representative. Find more information about incorporation at www.rotary.org.

Risk Management

Risk management is the process of planning, organizing, leading, and controlling an organization's activities to minimize the adverse effects of accidental losses on the organization. You are in a position to minimize risk and safeguard Rotarians, program participants, and assets belonging to the district. Limit your personal liability and that of your district by answering three basic questions when planning activities and events for your year as governor:

- What can go wrong?
- If something goes wrong, how will I or the district respond?
- How will any losses be paid for?

If there's a significant possibility that something can go wrong, you can reduce risk by

- Not conducting the activity or event
- Modifying the activity or event to lessen the risk
- Preparing a plan to address any potential problems
- Finding another organization that will agree to participate and share the risk

Though conducting business through handshakes or verbal agreements may be common, RI strongly recommends that your district use written and signed contracts. A contract attempts to clearly define the roles and responsibilities of each party and can include provisions to limit risk.

When negotiating a contract, read it thoroughly to understand what you are agreeing to. Retain legal documents for several years after the event in case a claim is made.

Districts and clubs are urged to obtain the advice of legal and insurance counsel regarding liability protection. Protection may come through the incorporation of the district or club (or its activities) or the purchase of liability insurance coverage as deemed appropriate. See the *Manual of Procedure* for additional information.

Use Appendix 9: Financial Management and Risk Management Best Practices Checklist to ensure that you're managing district risk appropriately.

Insurance Coverage Provided by Rotary

While you are acting in your role as an RI officer during your term as district governor (1 July to 30 June), you will be covered by the RI general liability and directors and officers liability insurance policies.

You are covered under these policies only while you are acting in your role as an RI officer. Because you will not be serving in this role at all times during your year in office, your district is urged to secure general liability and directors and officers liability insurance to ensure complete coverage. The cost of obtaining additional coverage is not reimbursable as part of your district governor's allocation from RI. To obtain insurance appropriate for your geographic area, contact a local insurance agent. If you are aware of an insurance claim or an incident that may give rise to a claim while you are serving as governor, contact your CDS representative immediately.

Coverage for U.S. Districts

Districts in the United States and its territories and possessions are automatically covered by general liability and directors and officers/employment practices liability insurance through a program arranged by RI and paid for by all active U.S. clubs through the semiannual dues report.

Coverage at the International Assembly

You and your spouse will be covered by travel insurance while traveling to and from the International Assembly and attending the meeting. This coverage, which is intended for use in the event of an illness or injury, varies depending on your home country. For example, if you live in the United States, travel medical insurance coverage will not be provided. Your International Assembly registration packet will include more detailed information about the insurance coverage provided by RI.

District Nominations and Elections

Unless excused by the RI Board, districts are required to use a nominating committee procedure, ballot-by-mail, or vote at the district conference for all district elections. No member, alternate member, or candidate for membership on a nominating committee is eligible to be nominated for any office being considered by that committee. Districts select their governor-nominee, a member of the nominating committee for selection of the RI director from their zone, and their Council on Legislation representative. Refer to the RI Bylaws in the *Manual of Procedure* for details on the selection process for these positions.

Guidelines for District Elections

Rotarians and election candidates shall

- Learn and follow the rules for district elections
- Consult with knowledgeable Rotarians if there are any concerns about a current assignment or a new assignment giving an appearance of campaigning
- Not undertake personal initiatives to gain visibility, personal recognition, or favor
- Not respond in kind to another candidate's improper activities
- Not communicate with or visit clubs involved in the applicable election, except to fulfill necessary functions

Governor-nominee

The process for selecting the governor-nominee in your district must be completed between 36 and 24 months before the day this Rotarian takes office as district governor. As governor, you should remind all candidates for governor-nominee that, if selected, they must attend the governors-elect training seminar and the International Assembly; the nomination should not be accepted by anyone who cannot attend these two meetings.

Election timetables recommended by the RI Board for the selection of the governor-nominee are provided in appendix 11.

As governor, you should certify the name of your district's governor-nominee to RI within 10 days of selection. Submit the Governor-nominee Data Form for this certification to your CDS representative.

The procedure for conducting a ballot-by-mail for contested elections is explained below.

Member of the Nominating Committee for RI Director

Every four years, a zone nominates a member of one of its clubs to serve a two-year term on the RI Board of Directors. Any club in the district can nominate one of its own members.

Each zone's nominating committee consists of a past district governor from every district in the zone. Your district should select a nominating committee member at the district conference, choosing from all the nominations submitted by clubs the Rotary year before the nominating committee meets. In certain circumstances, a ballot-by-mail can be conducted to select this Rotarian. Depending on when your zone nominates a director, your district may not need to choose a nominating committee member during your year as governor.

Council on Legislation Representative

Your district should elect a representative and an alternate to the Council on Legislation two years before the Council meets. A district can select its representative through a nominating committee procedure, an election at the district conference, or through ballot-by-mail. No Rotarian can attend more than three Councils as a voting representative of the Council. Contact your CDS representative for approval if you are conducting a ballot-by-mail to choose your Council representative.

Ballot-by-Mail

If your district is unable to nominate its governor-nominee through a nominating committee system, your district may choose between voting at the district conference and conducting a ballot-by-mail.

When issuing a ballot-by-mail for nominating a governor, the current governor shall send each club the number of ballots corresponding to the votes it is entitled to cast. If your district is authorized to select its Council on Legislation representative or a member of the nominating committee for RI director through a ballot-by-mail process, you should use this procedure:

1. Follow the instructions on the ballot provided by the RI office serving your district.
2. Mail ballot(s) to clubs in your district based on their voting entitlement with instructions to return it to you by a specified deadline. Any club with a membership of more than 25 is entitled to one more vote for each additional 25 members or major fraction thereof.
3. Appoint a three-member balloting committee to validate and count the ballots at an announced time and date.
4. The candidates or a representative should be present during the opening and counting of the ballots.
5. To ensure that the ballots have been completed properly, the committee should validate the ballots before counting begins.

The candidate receiving the highest number of votes is nominated, and the candidate receiving the second-highest number of votes is the alternate, except in the case of governor-nominee.

Council on Legislation

The Council on Legislation, Rotary’s legislative body, meets every three years. The Council will meet in 2013 and 2016. A club or a district conference may propose legislation, but any legislation submitted by a club must be voted on at the district conference and endorsed by the district. If there’s not enough time to vote on a proposed item of legislation at the district conference, endorsement of the clubs in your district may be obtained through a ballot-by-mail.

As governor, you are encouraged to appoint a committee of Rotarians with past Council experience, including the district representative, to help your district prepare and understand proposed legislation. Any legislation that your district proposes or endorses must be received by RI no later than 31 December in the Rotary year before the Council meets. This legislation should be reviewed and discussed at the district conference.

In the Rotary year that the Council meets, the district governor will be provided with 10 copies of all duly proposed legislation. After the Council, all clubs will receive a Report of Action, which lists all enactments and resolutions adopted by the Council. If you are governor during this year, you and your clubs should review the adopted legislation. Adopted enactments change the Constitution and Bylaws of Rotary International and the Standard Rotary Club Constitution. These enactments become effective on 1 July following the Council. More information about the Council is available at www.rotary.org → Members → Policies and procedures → Council on Legislation.

Council Timeline

	Deadlines*	
	2013 Council	2016 Council
Representatives and alternates selected	Rotary year 2010-11	Rotary years 2012-14
Representatives and alternates reported to RI	30 June 2011	30 June 2014
Legislation due at RI headquarters	31 December 2011	31 December 2014
Legislation published	30 September 2012	30 September 2015
Council on Legislation meets	April 2013	April 2016
Report of action distributed	26 June 2013	Two months after the Council

*All shaded dates are tentative. Consult www.rotary.org to confirm dates.

Rotary Marks

The Rotary emblem identifies Rotary clubs and their members in every part of the world. All Rotarians should be concerned with protecting the integrity of the emblem and ensuring it is available for future Rotary clubs and districts to use.

Rotary International is the owner of trademarks and service marks (referred to as Rotary Marks) for the benefit of Rotarians worldwide. RI has registered the Rotary Marks in over 60 countries to ensure their exclusive use by the association and to strengthen RI's ability to prevent misuse by others. The Rotary Marks include the Rotary emblem, the Rotary name, and The Rotary Foundation name. See appendix 12 for a list.

As governor, RI depends on you to work with the clubs in your district to ensure they understand how to use the Rotary Marks and to help them correct improper uses of the Rotary Marks with the help of your CDS representative if needed. Report any misuse of the Rotary Marks by a Rotary Entity* or non-Rotarian to your CDS representative.

RI policy on the use of the Rotary Marks is included in the *Manual of Procedure* and the Rotary Code of Policies.

Reproducing the Rotary Emblem

When reproducing the Rotary emblem, follow the guidelines approved by the RI Board of Directors that allow a Rotary club, district, and other Rotary Entity* to use the Rotary Marks:

- The Rotary emblem may not be altered, modified, or obstructed in any way. It must be reproduced in its complete form.



- The most common problem when reproducing the emblem is not using the emblem in its entirety. Avoid the following improper uses of the Rotary emblem:

The keyway is missing from the center.



The center of the wheel is filled in.



* A Rotary Entity is defined as Rotary International, The Rotary Foundation, a Rotary club or group of clubs, a Rotary district or group of districts (including a multidistrict activity or multidistrict administrative group), a Rotarian Action Group, a Rotary Fellowship, an RI Convention host committee, and administrative territorial units of Rotary International. Individual RI programs are not Rotary Entities.

The emblem is partially covered or modified.



The Rotary Marks should never be used to further any commercial purpose or political campaign. Also, the Rotary name and emblem may appear on club and district stationery and personal cards but never on business stationery or business cards. All incorrect or incomplete reproductions of the Rotary emblem by a club or district should be corrected as soon as possible for electronic publications and in the next reprinting for printed materials.

Naming Guidelines: Use of the Rotary Name and Emblem

When the Rotary name, emblem, or other Rotary Marks appear with the name of a club or district project or program, make sure that the club or district name is placed near the emblem and given equal prominence. Using the Rotary name or emblem without such an identifier may incorrectly imply some level of involvement by Rotary International. By including the club or district name, you ensure that the club or district is recognized in the community for its projects and activities. These guidelines also help protect RI from liability.

Proper naming examples include:

- Rotary District 0000 Tree-Planting Program
- Valley Rotary Club Cleanup Project
- Centennial Park of the Rotary Club of Mountain City
- www.rotarydistrict3333.org
- www.anycityrotaryclub.org

In naming projects, clubs, districts, and other Rotary Entities may not alter or modify the Rotary name or use any related prefix or suffix, such as Rota-. To avoid confusion with RI's official magazine, *The Rotarian*, Rotary Entities are asked not to use the word Rotarian in the name of their publications.

Using a club or district name in conjunction with any of the Rotary Marks is also required in any projects or activities sponsored with another organization. See the Rotary Code of Policies for guidelines regarding sponsorship and cooperative relationships.

The RI Board must grant approval for any exceptions to these naming guidelines. For assistance with proper naming, contact your CDS representative. Refer to appendix 2 for a quick reference on using the Rotary Marks.

Merchandise and Licensing

The RI Board of Directors has developed a licensing system to provide high-quality products and services to Rotarians worldwide and to maintain and protect the integrity and use of the Rotary Marks. There are more than 300 licensed vendors authorized to produce merchandise using the Rotary Marks.

An individual, company, Rotary club, district, or other Rotary Entity wishing to manufacture, reproduce, sell, or give away merchandise bearing the Rotary Marks, even for fundraising purposes, must be licensed by Rotary International. Additionally, selling merchandise without the Rotary Marks directly to Rotarians also requires licensing.

RI urges Rotarians to buy merchandise containing any of the Rotary Marks only from RI's official licensees. Find a list of official licensees at www.rotary.org or in the *Official Directory*.

Because clubs and districts often wish to sell merchandise with the Rotary Marks in connection with a specific fundraising project, the RI Board has authorized a limited exception to licensing. Under this event-specific fundraising exception, Rotary Entities may sell merchandise bearing the Rotary Marks without an RI license when they are promoting a club or district project, provided that the merchandise contains all of the following:

- Rotary emblem
- Name of the club, district, or other Rotary Entity
- Name of the fundraising project
- Dates or duration of the project

Long-term fundraising projects involving the Rotary Marks require a license from RI. For questions about licensing, including whether a Rotary club or district project requires a license, contact RI's Licensing Section at rilicensingservices@rotary.org.

Awards

Recognizing the efforts of Rotarians in your district is an important part of your role as governor. Awards help motivate Rotarians and thank them for their service. In addition to honors given by Rotary International and The Rotary Foundation, your district may have several of its own awards. See the following table for an overview of the awards you are responsible for. Descriptions and nomination forms for each award are available at www.rotary.org → Members → General Information → Awards.

Award	Honorees	Nominated by	Deadline
Individual Rotarian Awards			
Club Builder Award	One Rotarian per district per year	District governor	1 November
Reach One, Keep One Award	Any Rotarian	Club president	Ongoing
RI Service Above Self Award	150 Rotarians per year (maximum)	Current and immediate past district governors, current and past RI directors	1 September
The Rotary Foundation Citation for Meritorious Service	One Rotarian per district per year	RI directors and district governors	1 July-15 May (accepted on rolling basis)
The Rotary Foundation District Service Award	Up to 20 Rotarians per district	District governor	Ongoing
The Rotary Foundation Global Alumni Service to Humanity Award	One Foundation alumna or alumnus	Foundation Trustees, regional Rotary Foundation coordinators, district governors, or district alumni sub-committee chairs	15 November
Vocational Service Leadership Award	District governors	District governor (self-nomination)	Ongoing
Club and District Awards			
Rotary Citation	Rotary clubs	District governor	15 April
Recognition of Smaller Club Membership Growth	Rotary clubs	District governor	16 May-30 June
RI Membership Development and Extension Award	Rotary clubs	District governor	Beginning 15 May
RI Recognition of Membership Development Initiatives	Rotary clubs	District governor	Clubs send to district by 15 April and district submits to RI by 15 May
Significant Achievement Award	One club from each Rotary district	District governor	15 March

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

What would you like to ask your CDS representative?

Who will assist you with your administrative responsibilities?

How can you streamline your administrative responsibilities?

How will you ensure sound financial management of the district?

Appendix 9: Financial Management and Risk Management Best Practices Checklist

Review the items on this checklist to help you ensure transparent and professional financial practices at the club and district levels. Make sure to share all pertinent information about local laws and regulations with clubs in the district.

Financial Management

- Register the club/district with the government, if required.
- Submit club/district tax documentation annually, if required by the local or national tax code.
- Set up club/district bank accounts appropriately, and assign two signatories to each account.
- Establish procedures for handling club/district funds.
- Develop a budget and follow it.
- Review the per capita levy, and ensure that it meets district needs.
- Make sure the club/district has a procedure for sending contributions to The Rotary Foundation and that each club has a procedure for sending dues to Rotary International.
- Be aware of local laws regarding donated funds, and make sure those laws are being followed.
- Have the yearly financial report reviewed by a qualified accountant who is not involved with the regular management of club/district funds.
- Ensure that the club/district has an effective way to learn about financial best practices and that these practices are passed on to incoming officers every year.

Risk Management

- Limit liability by anticipating what can go wrong and thinking about how the president or the club will respond and how any losses will be paid for.
- Use written and signed contracts and keep the documentation for several years after the event. Involve local legal counsel when negotiating contracts.
- Ensure the club/district has liability insurance for its activities and operations, as appropriate for the club's/district's geographic area. Contact a local insurance agent or broker for assistance with insurance appropriate for the club/district.*

**Clubs and districts in the United States and its territories and possessions are provided with general liability and directors and officers/employment practices liability insurance through a program arranged by RI and paid for by all active U.S. clubs through the semiannual dues report.*

Appendix 10: Your RI District Governor's Allocation

This appendix is your primary resource in completing your governors' allocation expense reports. Separate expense reports are used for the Governors-elect Training Seminar, Assistant Governor Training, and for costs associated with organizing new clubs.

Please ask your Club and District Support representative (www.rotary.org/cds) questions about what expenses RI will reimburse. In general, if an expense is not listed as eligible, it is not reimbursed.

Eligible Expenses as District Governor-Nominee

Here is what is eligible for RI reimbursement 24 to 13 months before you take office as governor:

- Printing of governor business cards and stationery, including letterhead and envelopes (Report A)
- Travel expenses for conducting site visits for your district conference, including automobile transportation (Report E1), lodging, meal expenses (Report E2), and airfare (Report E3)

Note: Only the expenses outlined above are eligible for reimbursement from RI as a governor-nominee.

Eligible Expenses as District Governor-elect

Below are reimbursable RI expenses 12 months before you will serve as governor:

Printing or Photocopying

- governor business cards and stationery, letterhead, and envelopes (Report A)
- handouts and promotional materials for district training meetings including district team training seminar, district assembly and PETS (Report A)

Mailing

- *Club Officers' Kit* (225-EN) to club presidents-elect for the presidents-elect training seminar (PETS), including custom duties (Report B)
- promotional materials for PETS and district assembly (Report B)

Travel Expenses

- planning and conducting the district team training seminar, district assembly, and PETS, including personal automobile transportation (Report E1), lodging, meal expenses (Report E2), and necessary airfare and registration fees (report E3)
- conducting site visits for your district conference, including automobile transportation (Report E1), lodging, meal expenses (Report E2), and airfare (Report E3)

The following expenses are eligible during the 6-month period before taking office as governor:

- Phone, fax, internet lines/access and a cell phone account (Report D)
- Necessary computer software for Rotary business use (Report C)

Note: Only the expenses outlined above are eligible for reimbursement from RI as a governor-elect.

Eligible Expenses as District Governor

Below are details of all eligible expenses and some examples of ineligible expenses for governors.

Eligible Expenses	Ineligible Expenses
Report A — Printing and Photocopying	
<ul style="list-style-type: none"> • Business cards and stationery, letterhead, and envelopes • Production of governor’s communication • Copying of district-level election materials • E-newsletter subscription costs • Creation of Web site and Web hosting • Any RI or The Rotary Foundation publications or materials • Handouts and promotional materials for district meetings (team training seminar, assembly, PETS, and conference 	<ul style="list-style-type: none"> • District directory • Greeting cards
Report B — Postage	
<ul style="list-style-type: none"> • Governor’s communication to club and district officers • Personal correspondence to clubs, assistant governors, and district committees • Materials to RI (such as expense reports, district appointment form, <i>Memos of Club Visit</i>, etc) • RI or The Rotary Foundation materials • Promotional materials for District conference, PETS, and District Assembly • District-level election materials • Customs duties on materials sent from RI 	<ul style="list-style-type: none"> • District directory • Greeting cards and gifts
Report C — Office Supplies	
<ul style="list-style-type: none"> • General office supplies such as paper, envelopes, notebooks, pens, pencils, paper clips, staples, toner, ink cartridges, diskettes, and compact discs • Necessary computer software for Rotary business use 	<ul style="list-style-type: none"> • Purchase or lease of equipment: (telephones, personal computers and laptops; printers, photocopiers, data projectors, scanners, and digital cameras) • Computer support services • Service contracts for computers or for other equipment • Repairs to computer or other equipment • Greeting cards and gift wrap

Eligible Expenses	Ineligible Expenses
Report D — Phone and Fax	
<ul style="list-style-type: none"> • Monthly usage for each one of the following: phone, internet, fax and cell phone • Internet access (ie, AOL, MSN, EarthLink, etc) 	<ul style="list-style-type: none"> • Installation of high-speed services, such as DSL, cable, or wireless • Installation of additional lines, whether internet, fax, or phone • Repairs
Report E1 — Official Duties: Auto Travel Log & mileage	
<ul style="list-style-type: none"> • Official visit and any additional visits to each Rotary club • Planning, conducting, and attending your district conference • Attending membership seminar, PETS, district assembly, and district leadership seminar • Any The Rotary Foundation-related meeting • District committee meetings or seminars • Travel associated with any RI or Foundation program (Group Study Exchange, Interact, and Rotary Community Corps) 	<ul style="list-style-type: none"> • Celebrations/parties (for holidays, installations, RI president or his representative visit or meeting) • Travel outside the district other than for own district conference • Travel to Rotary Institute, International Institute, RI Convention, or other District Conferences
Report E2 — Official Duties: Hotel/Meals	
<ul style="list-style-type: none"> • Hotel/lodging expenses while conducting official duties (see E1) Hotel folio required for all hotel/lodging expenses, regardless of amount • Meals or refreshments for committee meetings, Group Study Exchange or RYLA events, etc. • Host/hostess gift in lieu of hotel (cannot exceed US\$25) 	<ul style="list-style-type: none"> • Hotel and meal expenses for spouse, partner, or any other individual • Expenses associated with activities not covered in E1
Report E3 — Official Duties: Miscellaneous Expenses	
<ul style="list-style-type: none"> • Airfare needed to perform official duties • Ferry boats, taxis, trains • Tolls and parking fees • Visas and official permits • Registration fees for district conference, PETS, district assembly and District Team Training seminar. • Dry cleaning or laundry associated with official duties • Awards, theme pins, banners, frames, gifts, and plaques • Translation services or equipment • RI theme jacket 	<ul style="list-style-type: none"> • Automobile repair costs, oil, gas, car washes, etc. • Expenses related to Rotary Institute, RI Convention, and other District Conferences • Grooming services, such as haircuts and manicures, etc. • Medical expenses • Office space (rental or purchase) • Office furniture (rental or purchase) • Secretarial or clerical services

Appendix 11: Suggested Timetables for Selection of District Governor-nominee

The district governor-nominee selection process must be completed no later than two years before the date that the nominee takes office and may start no sooner than three years before that date. The first planning worksheet below is designed for districts that use a nominating committee to select their district governor-nominee. Complete the worksheet by inserting the dates you choose for the events in the process. Additional worksheets follow that show the steps for a district that uses a ballot-by-mail procedure or selects its governor-nominee at the district conference.

Worksheet for Districts Using a Nominating Committee Procedure

Event	Timing	Date
1. Members of the nominating committee have been determined by the district's own criteria or, if it has none, the default procedure in RI Bylaws 13.020.3.		
2. The district governor invites clubs to submit their suggestions for nominations for governor.	At least two months before the deadline	
3. Deadline for the governor or the nominating committee chair to receive club resolutions suggesting candidates for the office of district governor.	At least two months after announcement is sent by governor	
4. The nominating committee selects its nominee for governor.		
5. The nominating committee chair notifies the governor of the candidate selected.	Within 24 hours after nominating committee adjourns	
6. The governor promptly notifies all candidates of the decision. The governor publishes (by letter, e-mail, or fax) the name and club of the selected nominee to clubs in the district and announces the deadline for receipt by the governor of challenges on behalf of previously suggested candidates.	Within 72 hours of notification by nominating committee	
7. Deadline for receipt by the governor of resolutions passed at a regular club meeting naming previously suggested Rotarians as challenging candidates.	Not more than 14 days after clubs are notified	
<i>If clubs do not submit resolutions of challenge by the deadline or if challenges are withdrawn, then the governor will declare the unchallenged nominee to be the official nominee and notify all club presidents within 15 days.</i>		
8. Governor publishes notice to clubs of challenging candidates and asks if clubs wish to concur.		
9. Deadline for receipt by the governor of club resolutions adopted at a regular meeting concurring with a challenge or challenges.	Determined by the governor	

Worksheet for Districts Using a Nominating Committee Procedure, continued

Event	Timing	Date
<i>If there are not enough clubs concurring with a challenge, or if concurrences are withdrawn or invalid, then the governor will declare the unchallenged nominee to be the official nominee and notify all club presidents within 15 days.</i>		
10. If a valid challenge and the necessary concurrences are received before the deadline, the governor notifies clubs of names and qualifications of each candidate, and the names of the challenging and concurring clubs. The governor announces that these candidates will be balloted upon in a ballot-by-mail, or alternatively at the district conference. (Note: This worksheet presumes that a ballot-by-mail is used. For voting at a district conference, see the procedure outlined on that worksheet.)	Within seven days of the deadline for concurrences	
11. The governor notifies each club of the number of votes to which it is entitled.	At least 15 days before the balloting	
12. The governor mails ballots to clubs for a contested election when there are valid challenges. One ballot is sent for each vote to which a club is entitled. The balloting committee members sign each ballot.		
13. Deadline for receipt by the governor of ballots.	No less than 15 days and no more than 30 days following the mailing date	
14. The three-member balloting committee appointed by the governor validates the ballots cast, then in a separate process counts the ballots.	Place, date, and time determined by the governor	
15. The balloting committee promptly reports the results of the ballot to the governor, including the number of votes cast for each candidate. The governor declares the candidate receiving the majority of votes as the governor-nominee and notifies the candidates of the election results.		
16. The balloting committee makes all ballots available for inspection by a representative of any club. The ballots are destroyed after the 15-day review period (unless there is an election complaint).	For a period of 15 days following the governor's notification of the candidates	
17. The governor certifies the name of the governor-nominee to the general secretary.	Within 10 days after the governor declares the results	

Worksheet for Districts Using a Ballot-by-Mail

Event	Timing	Date
1. The district governor invites clubs to submit their suggestions for nominations for governor.		
2. Deadline for suggestions from clubs.	At least one month after announcement is sent by governor	
<i>If only one person is suggested, governor declares the sole candidate to be the governor-nominee.</i>		
3. When two or more candidates are suggested, governor notifies all clubs of their names and qualifications, indicating that the governor-nominee will be selected in a ballot-by-mail.		
4. The governor notifies each club of the number of votes to which it is entitled.	At least 15 days before the balloting	
5. The governor prepares and mails the ballots to clubs with instructions. One ballot is sent for each vote to which a club is entitled. The balloting committee members sign each ballot.		
6. Deadline for returning ballots to the district governor.	No less than 15 days and no more than 30 days after the mailing date	
7. The governor announces the place, date, and time for counting and validating of ballots and appoints a three-member committee to perform these duties.	Determined by the governor	
8. In the presence of the candidates or their representatives, the balloting committee validates the ballots cast, then in a separate process counts the ballots. The balloting committee promptly reports the results of the ballot to the governor, including the number of votes cast for each candidate.		
9. The governor notifies the candidates and all clubs of the election results, declaring the candidate receiving a majority of votes as the governor-nominee.		
10. The balloting committee makes all ballots available for inspection by a representative of any club. The ballots are destroyed after the 15-day review period (unless there is an election complaint).	For 15 days after the governor's notification of the candidates	
11. The governor certifies the name of the governor-nominee to the general secretary.	Within 10 days after the governor declares the results	

Worksheet for Selection at the District Conference

Event	Timing	Date
1. District has determined that it will select its governor-nominee at the district conference.		
2. The district governor invites clubs to submit their suggestions for nominations for governor.		
3. Deadline for suggestions from clubs.	At least one month after governor sends request for suggestions	
If only one person is suggested, governor declares the sole candidate to be the governor-nominee.		
4. When two or more candidates are suggested, governor notifies all clubs of their names and qualifications, indicating that the governor-nominee will be selected at the district conference.		
5. The governor notifies each club the number of votes to which it is entitled.	At least 15 days before the balloting	
6. Clubs vote at the district conference. In the presence of the candidates or their representatives, the three-person balloting committee validates the ballots cast, then in a separate process counts the ballots. The balloting committee promptly reports the results of the ballot to the governor, including the number of votes cast for each candidate.		
7. The governor notifies the candidates and all clubs of the election results, declaring the candidate receiving a majority of votes as the governor-nominee.		
8. The balloting committee makes all ballots available for inspection by a representative of any club. The ballots are destroyed after the 15-day review period (unless there is an election complaint).	For 15 days after the governor's notification of the candidates	
9. The governor certifies the name of the governor-nominee to the general secretary.	Within 10 days after the governor declares the results of the election	

Appendix 12: Rotary Marks

The Rotary Marks include the word Rotary, the Rotary emblem, the names and logos of RI and Rotary Foundation programs, RI themes, convention logos and many other terms and images, some of which are shown below. See the Rotary Code of Policies for a comprehensive list.



Annual Programs Fund for Support Today®
 End Polio Now
 Every Rotarian, Every Year
 A Global Network of Community Volunteers
 Humanity in Motion
 Interact®, Interact Club®
 Interactive®
 Interota®
 Paul Harris®
 Paul Harris Fellow®
 The Permanent Fund to Secure Tomorrow®
 PolioPlus®
 RCC
 RI®
 RITS®

Rotaract®, Rotaract Club®
 Rotarian®
 The Rotarian®
 Rotary®, Rotary Club®
 The Rotary Foundation®
 The Rotary Foundation of Rotary International®
 Rotary International®
 Rotary Leader
 Rotary.org
 Rotary World Magazine Press
 Rotary Youth Exchange
 Rotary Youth Leadership Awards
 RYLA®
 Service Above Self®
 They Profit Most Who Serve Best
 TRF



Use this quick-reference guide when working with the Rotary Marks.

- A club, district, or other Rotary Entity name identifier should be used with the name Rotary, the Rotary emblem, or other Rotary Mark in the name of a project or program.
- Domain names and websites must also comply with the naming guidelines for using Rotary Marks.
- The name Rotary should be used in its complete form. No alteration, obstruction, or modification of the Rotary name is permitted.
- The word international should not be used in connection with or in the name of a club or district activity.
- Any project or program name that does not conform to RI Board guidelines should be changed, or specific RI Board approval must be obtained.
- The Rotary emblem should be used and reproduced in its complete form. It may not be altered, modified, or obstructed in any way.
- The Rotary emblem can be printed in any single color. When the emblem is printed in two colors, it must be reproduced in its official colors of royal blue and either gold or metallic gold. The color specifications are:
 - PANTONE® 286 for royal blue
 - PANTONE® 123 C (on coated paper) or 115 U for gold (on uncoated paper)
 - PANTONE® 871 for metallic gold (on coated paper only)

For more information on color specifications, see the *RI Visual Identity Guide*. The Rotary emblem may not be reproduced in more than two colors.

- When referring to club or district foundations, the name Rotary and the word Foundation should not appear together. They should be separated by additional identifying information, such as the name of the participating Rotary club, district, or other Rotary Entity.
- When using the Rotary Marks, the project or program should be under the full control of Rotarians.
- The Rotary Marks should never be used to further any commercial purpose or political campaign.
- Any sale of merchandise bearing the Rotary Marks should either conform to the event-specific exception to the licensing requirements or be licensed for sale by RI.
- Goods bearing the Rotary Marks should be purchased from authorized, licensed vendors of RI.

Contact your Club and District Support representative or consult the *RI Visual Identity Guide* if you have any questions about the use of the Rotary Marks.

5

Communicating with Rotarians



As district governor, you will need to communicate with Rotarians and non-Rotarians, Rotary International, and community leaders. Communication is necessary to foster effective clubs, achieve goals, coordinate club visits, encourage membership growth, and increase Rotary Foundation support.

Responsibilities

As governor-elect, you have the following communication responsibilities:

- Refining your district's communication plan
- Appointing the district conference committee chair and members
- Visiting other district conferences to get ideas

As governor, you will have the following responsibilities:

- Convening your district conference
- Visiting every club in your district
- Communicating with clubs each month
- Motivating Rotarians

Remember that all communication your district produces should be produced under your supervision as governor and should coincide with RI policy, particularly the use of Rotary Marks (see chapter 4), and promote the organization's mission and core values. A club or district directory should include a notice that it is not for distribution to non-Rotarians nor may it be used as a commercial mailing list.

District Leadership Team Communication

Communication is essential to the effectiveness of any team. To support effective clubs, district leaders must work together and understand their roles and responsibilities in communicating with each other and with clubs.

When reviewing your district's current communication plan or designing a new one, consider using the following questions as a guide:

- What are the strengths and weaknesses of the current system?
- What is the best way to ensure that everyone receives complete and timely information (e-mail, print, website, social media site, or text messages)?
- How will club information be communicated to district leaders?
- Who, if anyone, has the primary responsibility for working with clubs?
- How will information from district committees be channeled to clubs?
- How will information from Rotary International and The Rotary Foundation resource groups, committees, and appointees be communicated to clubs?
- Under what circumstances will a district committee work directly with a club?
- What measures can help ensure your communication plan's success?

Though district leaders can communicate with each other and with clubs in a variety of ways, assistant governors interact with clubs most frequently, so you may prefer to route all information through them. District committees can send information to clubs through the assistant governor assigned to those clubs. The assistant governor, in turn, can provide specific club information to the district committees. Another option is to encourage district committee chairs and assistant governors to correspond freely with clubs, copying or updating each other as appropriate. Whichever communication plan your district uses, all involved parties should review and support it at the district team training seminar.

District Website

Because they provide information to Rotarians and non-Rotarians alike, district websites should function as both a public relations tool and a news and information resource for Rotarians in your district. Ensure that your site content is current and accurate and that the design is clean and easy to navigate.

Consider featuring the following content on your district website:

- District events calendar, including a schedule of official visits
- Governor’s monthly blog or message
- Profiles of club service projects
- Links to club websites
- Updates on district goals
- Details about upcoming district meetings, including the district conference
- Contact information for district leaders

RI provides promotional tools to enhance club and district websites, blogs, and newsletters, including:

- RSS feed: Current Rotary news regularly sent to registered users’ websites
- Rotary Images: Photo library of Rotary projects, programs, and Rotarians from around the world. Photos can be downloaded for free (www.rotary.org → Media and News → Multimedia → Rotary Images)
- Web ads: Online ads that promote Rotary events and programs. The ads are available for download in a variety of sizes, and the html code is provided (www.rotary.org → Media and News → Multimedia → Logos and graphics → Web ads)
- Internet PSAs: Animated Humanity in Motion banner ads that can be provided to online newspapers or magazines and placed at no cost (www.rotary.org → Members → Running a club → Public relations)
- Social media sites: Online platforms designed for social interaction, sharing, and collaboration (see “Social Networking” below)
- E-learning modules and other training resources: Self-paced and interactive tutorials on Rotary topics for all Rotarians, as well as downloadable training manuals and leaders’ guides, best practices, and more.

Encourage clubs to have a club website and to promote Rotary online, advertise district events and activities, and promote RI resources and news via RSS feeds.

A list of web design best practices is available at www.rotary.org/graphics → Best Web design practices.

Your district website is an official communication tool. As with any district communication, be sure that it is produced under your supervision, as appropriate, and that it follows local privacy laws and RI policy, including the use of Rotary emblem (see chapter 4). Protect member identity by using password-protected areas for personal information. If the district website domain name includes the word Rotary, make sure it also includes language that identifies the district (e.g., www.rotarydistrict0000.org).

Social Networking

Communicating with Rotarians in your district on a social networking site can facilitate collaboration on projects and activities among clubs and networking among Rotarians. Visit Rotary International's official social networking pages (Facebook, LinkedIn, Flickr, and YouTube) to help share Rotary images, videos, and stories. Find the complete list at www.rotary.org → Media and News → Multimedia → Social networking.

District Conference

District conferences are held each year to further the program of Rotary through fellowship, inspirational addresses, and discussions about club and district affairs. The district conference should be planned to appeal to all Rotarians in the district.

The governor has the following district conference responsibilities:

- Overseeing the event
- Selecting the time and place
- Appointing a district conference committee and an aide to the president's representative, as well as a conference secretary to record the proceedings
- Promoting the conference during official visits and in the monthly communication with clubs
- Ensuring that hospitality and courtesy appropriate to the RI president are given to the RI president's representative and his or her spouse (see appendix 14 for RI protocol)
- Making sure that a written report of the conference proceedings is sent to clubs within 30 days of the event

The conference should be held at a time and place agreed upon by you and a majority of club presidents. The event dates and location can be decided as early as your term as governor-nominee, either with the current club presidents or those who will be president during your year. Avoid scheduling your conference during the Rotary institute, RI Convention, and holidays; the dates for these and other RI meetings are available at www.rotary.org or from your CDS representative. Consider holding your conference with another district. For more information about planning and promoting your district conference, refer to the *District Conference Manual* (800).

Submit the date, location, and other district conference details through Member Access by 1 February.

Governors in Future Vision pilot districts should report on the use of DDF at the district conference or another meeting where all club members are invited.

Official Visit

During your year as district governor, you will visit each club, either individually or in multiclub meetings. The primary purpose of your official visit is to motivate and inspire the members and offer district-level support in achieving their goals. When addressing clubs, be sure to

- Let members know that the district exists to support them
- Motivate club members to participate in service projects
- Promote best practices recommended in *Be a Vibrant Club: Your Club Leadership Plan* (245)
- Bring attention to important Rotary issues
- Pay special attention to new, weak, and struggling clubs
- Personally recognize outstanding club projects and individual Rotarian contributions
- Request an annual report on public relations

Be sure to meet with the president and the club board and to attend a club meeting or assembly. Take these opportunities to talk to club members, confer on club issues, and discuss committee work and club goals. Be sure to leave time for an open discussion with all members to determine needs for district support. This open communication will lead to a productive relationship throughout the year.

Logistics

Work with the assistant governor responsible for the club to determine the best time for your visit. Ask assistant governors to identify clubs that will require an early visit, including those that are new, have low membership, or are not meeting the minimum standards. To have the greatest impact on club members, schedule the visit to coincide with a specific occasion, such as a charter night, induction ceremony, new member orientation program, award presentation, special program, Rotary Foundation event, or intercity meeting.

Based on the meeting day or location, group club visits so you can also visit neighboring clubs or conduct intercity meetings. Your estimated allocation from RI for travel expenses is structured under the assumption that you will visit neighboring clubs consecutively.

Once you have determined your visit dates, send club presidents your itinerary to confirm them. Publish your final itinerary in your monthly communication, in the district directory, or on the district's website, and send copies or links to club presidents and secretaries.

To prepare for each official visit, get a copy of the club's *Planning Guide for Effective Rotary Clubs* and *Memo of Club Visit* from your assistant governor. Given their role as club advisers, assistant governors should be able to discuss a club's strengths, weaknesses, and needs with you, providing insight and potential ways to encourage improvement.

If your visit will include public speaking, see chapter 6 for key messages for your address.

Memo of Club Visit

The *Memo of Club Visit* (see appendix 13) is used to report the club's practices, accomplishments, weaknesses, and challenges. You or your assistant governors should complete a memo after each club visit.

The final version of the memo should reflect the state of the club based on cumulative visits. The club information provided in it will serve as the basis for the district profile that your successor will receive from RI.

Maintain copies of all *Memo of Club Visit* forms as a reference for you, your assistant governors, and your successors. Collect the memo from your assistant governors by 15 May so you can review and submit them to your CDS representative by 1 June. A copy of the memo is also included in the *Assistant Governor's Training Manual* (244).

Help assistant governors give extra support to clubs that rate as poor or nonfunctioning on the *Memo of Club Visit*. As your liaisons to club leadership, they can provide guidance to these clubs and inform you of their progress.

Governor's Monthly Communication

The governor is required to communicate with each club president and secretary in the district at least once a month. This communication is important as it provides club leaders with news and reminders about the district and RI. Your monthly communication can take many forms, including an electronic newsletter, video message, or an e-mailed link to your district website (whatever form you use, you may also want to make it available to assistant governors, past district governors, Interact and Rotaract clubs, and your CDS representative). This communication should

- Inform Rotary leaders about important Rotary topics, such as the RI Strategic Plan
- Post district goals
- List deadlines for district events
- Include information about RI, Rotary Foundation, and district programs
- Highlight specific club activities, such as new clubs admitted, names of new Rotarians in a club
- Recommend the best practices in *Be a Vibrant Club: Your Club Leadership Plan* (245)
- Direct club leaders to www.rotary.org, where they can find the latest news
- Motivate club leaders to pursue club goals, plan for upcoming events and observances, promote RI and district initiatives, and cooperate with other clubs
- Recognize the service and financial contributions of committees, individual Rotarians, and club and district programs

Work with an editor to determine the content of your regular communication.

Keep the Rotary news current on your website by using the RSS feed from www.rotary.org. RI and Rotary Foundation newsletters are also a good source of ideas for your monthly communication. Sign up at www.rotary.org/newsletters.

Motivating Volunteers

A part of any leader's responsibilities includes motivation. Volunteers are most likely to be motivated when they

- Believe that the goal will benefit the community, the clubs, and the district as a whole
- Have confidence that the goal can be achieved
- Make friendships and take advantage of networking opportunities
- Receive assignments that use their expertise
- Are given due dates and consistent follow-up by the governor or other district leaders
- Feel recognized for their contribution, including district, RI, and Foundation awards for outstanding service (see chapter 4)

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

Which aspects of your district's current communication policy are working well, and which need to be improved?

What special features of your district conference will interest Rotarians and their families?

How will you make sure club members' needs are heard and addressed?

What innovative ideas do you have for your governor's visit?

What form and delivery method will you choose for your monthly communication to clubs?

Appendix 13: Memo of Club Visit



March 2010

Assistant Governors: Complete this form *after* your final visit to the club and submit to the district governor **by 15 May**.

District Governors: Add your feedback to the form and submit to your Club and District Support representative **by 1 June**.
File a copy of this report in your district records.

Rotary Club of _____

District _____

Assistant governor's name _____

Assistant governor made _____ visits to this club in the past year.
(total number)

Please mark the appropriate boxes. If you answer no to any of questions 1-20, use comments to explain the circumstances.

Membership

- 1. Did the club achieve a net growth in membership? Yes No
- 2. Did the club implement a membership recruitment plan? Yes No
- 3. Did the club conduct orientation programs for new members? Yes No
- 4. Did the club achieve its membership goals for the year? Yes No

Comments:

Service Projects

- 5. Is the club engaged in community service activities? Yes No
- 6. Is the club engaged in international service activities? Yes No
- 7. Did the club achieve its service goals for the year? Yes No

The Rotary Foundation

- 8. Did the club participate in Rotary Foundation programs this year? Yes No
- 9. Did the club achieve its goals for Rotary Foundation contributions? Yes No

Comments:

Development of Future Leaders

- 10. Did the club president-elect attend PETS? Yes No
- 11. How many club leaders attended the district assembly? _____
- 12. How many club members attended the district conference? _____
- 13. How many club members attended the district leadership seminar? _____

Public Relations

- 14. Did the club achieve its public relations goals for the year? Yes No

Criteria for a Functioning Rotary Club

Did this club ...

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| 15. pay its per capita dues to RI? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 16. pay its membership and district dues without outside assistance? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 17. meet regularly? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 18. ensure that its members subscribed to a Rotary World Magazine Press magazine? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 19. implement service projects for local and/or international communities? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 20. receive the visit of the governor, assistant governor, and any other RI officer? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 21. maintain general liability insurance? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 22. act in a manner consistent with the RI constitution, bylaws, and Rotary Code of Policies? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 23. provide accurate membership lists on a timely basis? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 24. resolve disputes in an amicable manner? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 25. maintain cooperative relations with the district? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 26. cooperate with RI by not initiating or maintaining litigation against Rotary International, The Rotary Foundation, associate foundations, and the international offices of the Secretariat? | <input type="checkbox"/> Yes <input type="checkbox"/> No |

27. How were your visits received by the club?

- I was very welcome.** — The club proactively contacted me in advance to present issues it wished to discuss.
- I was welcome.** — The club greeted me warmly and was adequately prepared to discuss its progress.
- My visit was treated as an administrative obligation.** — The club made minimal preparations and was not interested in “outside” suggestions.
- I was not welcome.** — *Please explain on separate enclosure.*
- The club refused to accept my visit.** — *Please explain on separate enclosure.*

28. What is your overall rating of the club?

- Excellent** — The members of this club are informed and engaged in full support of the four elements of an effective club because they are able to: sustain and/or grow their membership base; implement successful projects that address the needs of their communities and communities in other countries; support The Rotary Foundation through both program participation and financial contributions; and develop leaders capable of serving in Rotary beyond the club level.
- Good** — The members of this club appeared to be informed and engaged but could increase its effectiveness by focusing on _____.
- Adequate** — The club functions, but needs significant improvement.
- Poor** — This club is in need of assistance.
- Nonfunctioning club** — The club failed to meet the criteria established by the RI Board in its policy for a functioning Rotary club (see questions 15-26 above).

Assistant Governor’s Name

District Governor’s Name

Date of official visit: _____

Appendix 14: RI Protocol

The following order of protocol shall be used to introduce, present, and seat all current, past, and future officers of RI and The Rotary Foundation, committee members, and their spouses at all RI meetings, functions, and receiving lines, and in all RI publications:

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. President (or president's representative) | 14. Past directors (in order of seniority) |
| 2. President-elect | 15. Past trustees (in order of seniority) |
| 3. Vice president | 16. Past general secretaries (in order of seniority) |
| 4. Treasurer | 17. Directors-elect |
| 5. Other directors | 18. District governors |
| 6. Past presidents (in order of seniority) | 19. RI and Foundation committee members, task force members, advisers, representatives, training leaders, and resource group members, including Rotary coordinators and regional Rotary Foundation coordinators |
| 7. Trustee chair | 20. Directors-nominee |
| 8. Trustee chair-elect | 21. Past governors (in order of seniority) |
| 9. Trustee vice chair | 22. Incoming trustees |
| 10. Other trustees | 23. Governors-elect |
| 11. President, immediate past president, vice president, and honorary treasurer of Rotary International in Great Britain and Ireland | |
| 12. General secretary | |
| 13. President-nominee | |

At Rotary functions, officers should be addressed according to protocol only once. A Rotarian's current position takes precedence over past positions, and past positions take precedence over future positions; Rotarians holding more than one position are ranked by the highest office. Accompanying spouses have the same rank.

After the required order of protocol, the following order is recommended and should be modified to fit local customs and practice:

- | | |
|----------------------------------------------|------------------------------|
| 1. Regional and zone-level committee members | 9. Club treasurers |
| 2. Assistant governors | 10. Club sergeants-at-arms |
| 3. District secretaries/treasurers | 11. Other club board members |
| 4. District committee members | 12. Club committee chairs |
| 5. Club presidents | 13. Past assistant governors |
| 6. Club presidents-elect | 14. Rotarians |
| 7. Club vice presidents | 15. Foundation alumni |
| 8. Club secretaries | 16. Rotarians' families |

At district meetings, Rotarians visiting from another country may be placed before local Rotarians of the same rank, as a courtesy to guests.

High-ranking non-Rotarians may be given precedence according to local custom. Clubs and districts are encouraged to advise guests if protocol places Rotarians before non-Rotarians.

GETS Speech Delivery Feedback

The official visit speech is an important part of a district governor's duties. With a partner, take turns practicing a two-minute speech on why you joined Rotary and provide constructive feedback to each other. Use the space below to record the feedback you receive from your partner.

Feedback

How can I improve my opening line to grab the audience's attention?

How can I make the speech more concise and easier for the audience to follow? What unnecessary details can I delete?

Where can I use pauses to emphasize a strong point?

How can I use gestures to help get a point across?

Is my call to action clear?

What techniques should I continue using?

Improvement Plan

What can I improve about the content of the speech?

What can I improve about the delivery of the speech?

Who can give me constructive criticism?

6

Promoting a Positive Public Image



Promoting a positive public image is essential to Rotary’s future. It not only informs communities around the world that Rotary is a credible organization that meets real needs, but it also motivates Rotarians to be active participants in their clubs and districts.

Responsibilities

Enhancing Rotary’s public image and awareness is one of the three priorities of the RI Strategic Plan. Refer to appendix 4 in chapter 1 to learn how to incorporate the goals in your plan.

As governor-elect, you have the following public relations responsibilities:

- Appointing members and a chair to the district public relations committee
- Budgeting for the district’s public relations needs
- Ensuring clubs have appropriate public relations training

As governor, you will have the following responsibilities:

- Serving as a spokesperson for your district and RI
- Encouraging clubs to have a public relations plan
- Ensuring that the district website and social networking sites are updated regularly
- Overseeing the PR grant application

Encourage committee members to sign up for Rotary PR Tips newsletter, an English-only, biweekly publication that offers innovative ideas to promote Rotary in communities. You can subscribe to the newsletter at www.rotary.org → Media and News → Newsletters.

District Public Relations Committee

Your public relations committee promotes Rotary by contacting local media and providing public relations advice to clubs. Seek out Rotary club members who are media, public relations, or marketing professionals, and appoint them as district public relations chair or committee members.

Be sure to make your district appointments through Member Access to ensure that the committee receives public relations resources from RI. For more information on this committee, see Appendix 6: District Committees (chapter 2).

Rotary Public Image Coordinator

In keeping with the RI Strategic Plan, the RI president-elect has appointed Rotary public image coordinators. These Rotarians, who have professional expertise in journalism, public relations, or communications, will assist you and other district leaders with outreach to the general public, helping to tell Rotary's success stories to all media, local government leaders, communities, and civic leaders. Your Rotary public image coordinator will work closely with your RI director, Rotary coordinator, and regional Rotary Foundation coordinator to help districts and clubs enhance public awareness of Rotary.

Developing a Public Relations Plan

Strong public outreach requires time, money, and planning. Suggest that your public relations committee develop a media plan before the start of the Rotary year. Allow sufficient time for event planning, writing news releases, developing fact sheets, and contacting media. Encourage other district committees to communicate newsworthy events and activities to the public relations committee so they have enough time to contact the media.

Include funds to promote Rotary to the general public including video, print, radio, billboards, and Internet placements. Media coverage, such as newspaper articles or radio announcements, can be free or at minimum cost due to unsold advertising space. Nonprofit rates are often available. Sometimes a well-placed paid advertisement can increase recognition for Rotary's good work in the community.

For additional promotional funds, Rotary International offers the PR Grants program, which helps districts place RI-produced television and radio public service announcements, billboards, banners, and newspaper supplements in their local media.

Download or order *Effective Public Relations: A Guide for Rotary Clubs* (257). It has basic tips and tools to help Rotarians promote club and district activities.

Districts are encouraged to use Rotary's Humanity in Motion campaign materials to help deliver a consistent message. Learn more about Humanity in Motion at www.rotary.org → Members → Running a district → Public relations. For more support, contact the Rotary public image coordinator in your zone.

Raising Rotary Awareness

There are many ways to make the community more aware of Rotary, including:

- Sponsoring special events (for example, marathons, recycling efforts, or fundraisers for a Rotary project or program)
- Creating exhibits and displays that can be featured throughout the community, museums, historical societies, city hall, or libraries
- Advertising in newspapers, magazines, billboards, buses, or air or rail transportation centers
- Establishing communication with the public relations staff of other organizations that your clubs and district are involved with
- Encouraging Rotarians to wear their Rotary lapel pins and talk about the organization with colleagues, family, and friends
- Using the Internet as a communication tool by having Rotarians post information on a club or district website, social networking sites, or by referring members of your community to www.rotary.org

You can order promotional materials and publications at shop.rotary.org.

Public Speaking

As governor, you are the Rotary spokesperson for your district. Because you will regularly be speaking to the public at project events, dedications, and other occasions, you must be prepared to answer each of the following questions in no more than 25 words:

- What is Rotary?
- Who are Rotarians?
- What does Rotary do?

Your answers should be positive, factual, specific, and brief. Avoid using Rotary language that non-Rotarians may not understand. Find important points to convey in Appendix 15: Key Rotary Messages. For circumstances that call for a more formal or longer address, consider the following tips:

- Think about your audience and modify your presentation accordingly.
- Prepare an outline of topics you want to include.
- Practice your address and time it.
- Prepare a list of questions you would like to ask club members.

Your District Online

A district website should be a resource that is easy for Rotarians and non-Rotarians to understand. It should provide specific club and district contact information, as well as information about Rotary for non-Rotarians who may visit the site. Encourage clubs to have a club website, and ask them to promote Rotary online, advertise district events and activities, and promote RI resources and news via RSS feeds (for more information about websites, see chapter 5).

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

How would you describe Rotary in one or two sentences?

What innovative ways can you improve your district's public relations efforts?

Who in your community can you partner with to enhance Rotary's public image?

What districtwide projects, activities, or special events would interest the general public?

How will you promote them to your local media?

Appendix 15: Key Rotary Messages

These key Rotary messages can be incorporated into your public relations materials or public speeches.

Rotary is one of the largest international humanitarian service organizations in the world.

- Rotary club members are business, professional, and community service leaders who are committed volunteers working together to improve communities.
- More than 1.2 million men and women worldwide belong to 34,000 Rotary clubs in more than 200 countries and geographical areas.
- Rotary’s motto is Service Above Self. The organization serves the needs of communities around the world.
- Rotary’s main philanthropic goal is to eradicate polio.

Rotary is a global network of business, professional, and community service leaders.

- Rotary club members are men and women representing a wide range of their communities’ business, professional, and community service fields.
- Through volunteer service, Rotarians build friendships and business and professional acquaintances.
- Participating in international service projects allows Rotary club members to connect with people from around the world, enhance their professional network, and promote cross-cultural understanding.
- Rotary clubs are nonpolitical, nonreligious, and open to all cultures, races, and creeds.

Rotary promotes peace and international understanding through its educational and humanitarian programs.

- More than 100,000 university students and professional development participants from over 130 countries have become cultural ambassadors by studying abroad and using the skills they’ve acquired to help their communities.
- Rotary has teamed up with leading universities to offer a master’s program in peace and conflict resolution at Rotary Peace Centers around the world.
- Thousands of Rotary club and district humanitarian projects address the underlying causes of social instability and conflict, such as hunger, poverty, disease, and illiteracy.
- Rotary clubs establish lifelong friendships that transcend political and cultural boundaries and tensions.

Rotary will continue the fight against polio until the world is certified polio-free and every child is safe from this devastating disease.

- Polio, a crippling and potentially fatal disease, still threatens children in parts of Africa, Asia, and the Middle East.
- Rotary club members have donated their time and money to help immunize more than two billion children in 122 countries.
- Rotary is the largest private supporter of the Global Polio Eradication Initiative, contributing more than US\$1 billion and countless volunteer hours to the effort.
- For as little as 60 cents worth of the oral polio vaccine, a child can be protected against polio for life.

Tremendous progress has been made toward ending polio worldwide.

- In the 1980s, 350,000 children were infected by the disease each year. In the two decades since Rotary and its partners launched the Global Polio Eradication Initiative, polio cases have decreased by 99 percent.

GETS Telling Rotary's Story

As governor, you are the Rotary leader and spokesperson in the district. You'll be addressing and speaking with non-Rotarian audiences, including the media and guests at project events and dedications, club visits, and other occasions. You must be prepared to explain what Rotary is in a way that non-Rotarians can see the benefits of the organization so that a positive public image is given. Please answer each question below in 25 words or less.

What is Rotary?

Who are Rotarians/Rotary members?

What does Rotary do?



Strengthening Membership



Rotary International is made up of 34,000 clubs, which include over 1.2 million members in more than 200 countries and geographical areas. Rotary’s continued ability to provide service in communities around the world depends on a strong, active, and engaged membership base, and the district governor is in a unique position to influence membership growth.

You and your district leadership team play an active role in the organization of new clubs and can strengthen existing clubs by helping them implement the goals of the RI Strategic Plan (see appendix 3 in chapter 1). These goals represent the necessary steps in making Rotary clubs stronger, more dynamic, and more successful, not only in serving their communities but in attracting new and diverse generations of Rotarians to membership.

Organizing New Clubs (808) guides district governors through the process of starting a new Rotary club and includes all of the required forms.

Responsibilities

As governor-elect, you have the following membership development responsibilities:

- Appointing members to the district membership development and extension committees, including chairs
- Setting district membership goals and expectations

As governor, you have the following membership development responsibilities:

- Organizing new clubs to meet the needs of younger professionals and professionals in varying demographic groups within a community
- Encouraging clubs to embrace an innovative and flexible culture
- Strengthening existing clubs by encouraging clubs to be actively engaged in RI programs, service, and maintaining relevancy within the community
- Promoting club membership growth and development through membership diversity in classification and profession, age, gender, ethnicity, etc.

Organizing New Clubs

New clubs allow Rotary International to increase its ability to serve. They can be organized in communities without any clubs, as well as in places that can sustain more than one club by providing alternate meeting times to accommodate different professional segments and varying professional commitments. As district governor, you will be responsible for working with your district extension committee and/or appointed representative to ensure new clubs are developed in areas where they are needed (see appendix 6 in chapter 2 for district extension committee responsibilities).

New clubs should reflect the business and professional community they serve. They require at least 25 charter members from a wide variety of the classifications available in the area. Strive to create new clubs that offer flexibility to working professionals, former Rotaractors or program alumni, and other prospective members.

A 2010 Council on Legislation enactment recognized Rotary e-clubs as part of Rotary International, following a pilot project. As district governor, consider starting an e-club (limited to two per district) to reach potential members who cannot attend meetings in person.

Before a new club can be admitted to RI, the following forms must be completed, signed, and sent to RI with the appropriate charter fee (US\$15 per charter member) by mailing or e-mailing the forms to your CDS representative:

RI reimburses district governors for organizing new clubs and presenting charters. For more information about your allocation for newly chartered clubs, see chapter 4.

- Organization of New Club Survey
- New Club Sponsor Form, if applicable
- New Club Application Form

You must also appoint a special representative from either a nearby club or the sponsor club to support you throughout the organizational process. This person is also responsible for the continued mentoring of the club in an effort to ensure that it functions effectively, preferably through its first three years of operation. Statistics indicate that new clubs are most vulnerable during their first two to three years, so mentoring is extremely important.

Supporting Existing Clubs

Rotary clubs provide important service in their communities and around the world. But in order to do so, clubs need a strong membership foundation. Work with your assistant governors and membership development committee to ensure that clubs

- Appoint a club membership committee
- Create a membership development action plan for recruitment and retention
- Reflect the diversity of their community, including gender, age, and ethnicity
- Conduct innovative new member orientations
- Promote and allow for flexibility with its membership
- Offer stimulating programs that make attendance a worthy use of one's time
- Promote engagement and participation, rather than attendance at meetings
- Implement service projects that involve all club members
- Develop a community presence that highlights the club's accomplishments

Membership Development

At the club level, membership growth happens through ongoing recruitment and retention efforts.

Recruiting New Members

Recruiting new members brings new ideas, skills, enthusiasm, and the potential to provide greater service. Work with your membership development committee and encourage clubs to

- Develop a club brochure and distribute it to prospective members throughout the community
- Recruit members who reflect the diversity of each club's community

Club brochure templates are available for download at www.rotary.org.

The *Membership Development Resource Guide* (417) provides clubs with the framework for assessing their current membership and developing an action plan for membership growth, retention, and overall member activities.

- Work toward implementing innovative new projects that spark interest in the community

Retaining Current Members

Once someone joins a Rotary club, the club must strive to keep that member involved. For new members:

- Develop new member orientation programs that highlight club accomplishments in the community and illustrate ongoing opportunities for community service.
- Create a mentorship program that fosters relationships between existing and new members.

Efforts to keep members engaged should be ongoing. Promote the following strategies for keeping current members:

- Regularly assess your club environment to maintain its relevancy to members and the community.
- Modernize your club policies and procedures, making them flexible to address the needs of current working professionals.
- Provide diverse opportunities for club members to get involved in club committees and service projects, networking, and leadership development.

All of the activities in *Club Assessment Tools* can help clubs determine areas of membership strength and weakness in order to develop individualized strategies for membership growth.

Public Image and Membership

Promoting club and district activities and projects ensures that the community knows about Rotary's good works. Clubs should identify and consider their signature activities and promote these throughout the community. Publicity can help increase recruitment and retention because people are eager to join an association that is consistently active and maintains a positive image in the community. Be sure your district has a website that is up-to-date and includes the contact information of your district leaders. The district public relations committee should work with clubs to publicize club service projects and help coordinate the promotion of districtwide activities.

The governor's monthly communication and official visits are a powerful way to promote club service efforts, share membership development strategies, and provide continuing education about Rotary's activities. This district-level promotion supports member retention by building pride among Rotarians.

You can find more information about Rotary coordinators, including links to their contact information, at www.rotary.org
→ Members
→ Running a district → Rotary coordinators.

Membership Development Training

Membership development training will inform Rotarians about annual membership goals, priorities, and achievements. The training is intended to motivate them to share best practices and promote active participation in recruitment and retention strategies.

The *District Membership Seminar Leaders' Guide (242)* focuses on how to use the strategies for membership growth.

District Membership Seminar

The district membership seminar trains Rotarians to sustain and increase their club's membership and promotes strong, vibrant, and innovative clubs. Though this seminar should be scheduled at a time appropriate for the region, it could be held after the district assembly to plan for the upcoming year. For more information, see chapter 3.

The *District Membership Seminar Leaders' Guide (242)* is a resource for Rotarians planning and conducting a district-level membership seminar. It includes training sessions for all RI Board-recommended topics, plus a CD of PowerPoint slides.

New Member Orientation

In addition to club orientation activities, consider including new member materials on your district website or developing a district-level new member orientation to help clubs educate and retain their new members. The district orientation should introduce new members to the district's activities. Work with your membership development and district training committees to plan stand-alone events or sessions for new members at your district assembly or conference. Given that Rotarians are inducted throughout the year, your district may wish to hold multiple new member orientation sessions during the year.

Awards

RI offers awards to recognize Rotary clubs for their membership development and extension efforts. These include the RI Recognition of Membership Development Initiatives; the RI Membership Development and Extension Award;* Each Rotarian: Reach One, Keep One; and Recognition of Smaller Club Membership Growth.*

When a Rotary club receives an award, its membership list should be current. Rotary International may terminate a Rotary club for submitting an inaccurate membership list.

For more information on RI and Rotary Foundation awards, see chapter 4.

* Can be submitted through Member Access at www.rotary.org.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

How can you foster club innovation and flexibility in the clubs in your district?

What strategies will you implement to improve member recruitment and retention?

What can you do to promote membership diversity as a key component of membership growth?

How can you encourage clubs to continually assess and monitor themselves to remain relevant and viable to their members and their communities?

What opportunities exist for organizing new clubs in your district?

GETS Case Study: Retention

Aware that member retention in her district has declined significantly for the past two years, a district governor conducted a Membership Satisfaction Questionnaire* among current club members in the district.

The questionnaire showed that about 60 percent of members under age 45 were dissatisfied with their membership experience and that the majority of them were thinking of leaving their clubs. She identified multiple reasons for this dissatisfaction: pressure to have perfect or near-perfect attendance at weekly meetings, meetings that primarily revolve around eating and other formal traditions of the club, and a lack of meaningful service project opportunities. These members want to make a difference in their communities, and they value the relationships they've formed with other club members, but the opportunity for fellowship must be more balanced with hands-on service. They place high importance on seeing the results of their investment of time and money.

Those members over the age of 45 were more apt to be satisfied with their membership experience, although about 20 percent reported frustration with the monotony of working on the same three annual fundraising events for many years. Most respondents reported that their club programs and activities were adequate but not excellent.

The district governor has called a meeting with other leaders in her district to review the results.

The RI Strategic Plan lists supporting and strengthening clubs as a priority. How does a strong club keep its members?

How can each of the goals listed under “Support and Strengthen Clubs” in the RI Strategic Plan contribute to member retention? What is your action plan for achieving each of these goals?

* The Membership Satisfaction Questionnaire is used to identify members' likes and dislikes about the club and develop an action plan that meets the wants and needs of current members. It is part of *Club Assessment Tools*, available at www.rotary.org/membershipresources.

How can promoting club diversity contribute to member retention?

As district governor, how would you help foster innovation and flexibility in this club to improve member retention?

GETS Case Study: Recruitment

A number of clubs in your district are having difficulties recruiting new members. In one club, the members are very passionate Rotarians, but they agree that they have done very little public promotion of their club. The club works successfully with other local organizations, but only as project participants and not as initiators. Club members have commented that lately, they seem to be having more and more trouble convincing prospective Rotarians about the value of membership in their club. The club doesn't have a website, and club members are skeptical that it would make much of a difference.

The club was once a thriving group of 60 members, but membership has declined to 25 over the last 10 years. The economic downturn has created an even greater need for service in the community, but club members are equally wary about inviting new members to join at a time when many don't have the extra financial resources for club dues. The club would like to be able to provide greater service in the community, but it does not know how to do so with its limited resources.

Longtime members have noticed that potential members — younger professionals with busy schedules and growing families — are participating in some club functions, but they are hesitant about making the commitment to join.

As district governor, how can you help this club define what it has to offer to prospective members?

How might developing and implementing a local public awareness campaign help to attract potential, interested members to this club?

How will the image of this club affect its ability to attract interested members?

How can you help support and strengthen this club so that it is attractive to prospective members?
How might strategic planning help?

What innovative recruitment strategies can you help this club implement? What kind of flexibility could the club adopt to help attract members?

GETS Case Study: Organizing New Clubs

Your district hasn't organized any new Rotary clubs in three years. In a recent survey of club presidents in the district, 40 percent report problems with attracting new members because many qualified candidates have professional commitments and schedules that conflict with club meeting times. The survey also shows that 85 percent of the clubs meet during lunch.

After reviewing membership statistics on the RI website, you've found that worldwide, 57 percent of clubs meet after 16:00 (4 p.m.), and 35 percent meet during lunch. You've also learned that recent membership growth has been primarily driven by the formation of new clubs and that membership in existing clubs is declining.

You've decided that to remain relevant, clubs need to accommodate the needs and schedules of many business professionals.

You'll begin your term as district governor in nine months.

For discussion, choose three or four questions that are most relevant to your district.

What overall strategy and actions would you employ?

How would you identify or select communities where new Rotary clubs could be organized?

How would you choose or seek out current Rotary clubs to sponsor a new club?

How might organizing new Rotary clubs in your district work to support and strengthen existing clubs?

How might organizing an e-club strengthen your district?

How would you approach the current district governor?

What Rotary International resources would you use?

GETS Case Study: Diversity

As you've been traveling within your district over the past six months, you've noticed the following membership trends: The clubs in your region are predominantly male, the average age is 65, and members' professions do not adequately reflect their business communities. Until recently, the region was not ethnically diverse.

When you observed a Rotary club meeting last week, one club member explained that industries in the area have changed drastically within the last few years, but that club members' classifications have changed very little. The few major industries that once drove the economy are being replaced by new technologies that are attracting different industries and a younger and more ethnically diverse workforce.

He also mentioned that his club's members are men who met when they were in their 40s and 50s and have all been friends since. Women are encouraged to join but seldom express interest.

How can you help support and strengthen these clubs so they can diversify across profession, age, gender, and ethnicity?

What new and innovative forms of communication might you suggest that these clubs use to attract a younger audience?

What type of flexibility can be introduced to clubs to help attract a more diverse membership?

How do you reach out to prospective members in new industries?

How do you address the issue of making women feel more welcome?

8

Leading Your Foundation



The mission of The Rotary Foundation of Rotary International is to enable Rotarians to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty. Rotary districts coordinate club participation in Foundation grants and programs as well as financial contributions to the Foundation. As governor, you will motivate Rotarians to support their Foundation and understand the possibilities it offers.

Responsibilities

As governor-elect, you have these Foundation responsibilities:

- Appointing members to open positions on the district Rotary Foundation committee and subcommittees, in consultation with the district governor and governor-nominee, if known
- Appointing the incoming district Rotary Foundation committee chair, if needed, in consultation with the next two district governors, if known
- Working with your district's Rotary clubs to set Foundation goals for your year as district governor

The Rotary Foundation Quick Reference Guide (219) offers an overview of the Foundation.

- Discussing the use of the District Designated Fund with the district Rotary Foundation committee, the district Rotary Foundation committee chair, and the district governor

As governor, you have these Foundation responsibilities:

- Attending the regional Rotary Foundation seminar, often held in conjunction with the Rotary institute for your zone
- Holding a district Rotary Foundation seminar for all interested Rotarians
- Serving as an ex officio member of the district Rotary Foundation committee
- Working with the district Rotary Foundation committee chair to plan, coordinate, and evaluate all Foundation activities
- Authorizing the use of the District Designated Fund for grants, programs, and donations with the district Rotary Foundation committee chair
- Sharing information about the Foundation throughout the district
- Promoting proper stewardship of Foundation funds
- Encouraging every Rotarian to contribute to the Foundation every year
- Recognizing clubs and individual Rotarians for their support of the Foundation

For more details on each committee member's responsibilities, see the *District Rotary Foundation Committee Manual* (300).

District Rotary Foundation Committee

The district Rotary Foundation committee serves as the liaison between the Foundation and Rotarians in the district. By assisting with your district Rotary Foundation seminar and other tasks, the committee will help educate Rotarians about the Foundation and motivate them to participate. One of the committee's main responsibilities is determining how the District Designated Fund will be distributed.

Subcommittees

The members of the district Rotary Foundation committee are the chairs of the following eight subcommittees:

- Alumni
- Annual giving
- Grants
- Group Study Exchange
- Permanent Fund
- PolioPlus
- Rotary Peace Fellowships
- Scholarships

For Future Vision pilot districts, the members of the district Rotary Foundation committee are the chairs of the following three subcommittees:

- Fundraising
- Grants
- PolioPlus

Committee Chair

The district Rotary Foundation committee chair must have significant knowledge about the Foundation and experience with its activities. The chair helps coordinate all committee activities and serves as an ex officio member of all subcommittees. The chair and the governor have signatory authority for the District Designated Fund on behalf of the district.

To provide continuity for district Foundation projects, the chair is appointed to a three-year term. If you will be appointing the chair, you will receive a nomination form from The Rotary Foundation and your regional Rotary Foundation coordinator. Work with the next two governors for your district to select a Rotarian all three of you can agree on. The current chair can be reappointed for an additional three-year term if all three governors consent. Note that you cannot serve as district Rotary Foundation committee chair while serving as district governor.

See descriptions of the subcommittee structure in Appendix 6: District Committees (chapter 2).

Regional Rotary Foundation Coordinator

Your regional Rotary Foundation coordinator (RRFC) and assistant regional Rotary Foundation coordinators have been appointed to help you and other district leaders with Foundation matters. Coordinators receive specialized training to carry out the following responsibilities:

- Assisting district governors and their Foundation committees with the planning of district or multidistrict Rotary Foundation seminars
- Helping the Foundation Trustees and the RI general secretary explain Foundation activities and funding needs to district and club leaders
- Supporting district governors-elect and incoming club leaders in establishing their goals for Foundation participation and financial support, and helping them prepare for their year of service
- Conducting training for district Rotary Foundation committee members to help achieve Foundation participation and fundraising goals
- Monitoring progress toward district program and fundraising goals and offering assistance when needed
- Providing guidance and support to district governors, governors-elect, assistant governors, district trainers, and district Rotary Foundation committees

RRFCs have additional zone team members that your district can use as resources. Rotary Foundation alumni coordinators assist clubs and districts in reconnecting with Foundation program alumni and involving alumni in Foundation activities. Zone challenge coordinators assist districts and clubs in raising funds for Rotary's US\$200 Million Challenge.

Find your coordinator's contact information in the *Official Directory* or at www.rotary.org. Past coordinators in your area are also excellent resources on The Rotary Foundation.

Foundation Training

Information on The Rotary Foundation is included in sessions for the president-elect training seminar, district assembly, and the district Rotary Foundation seminar. Information for Future Vision pilot districts can be found at the training meetings listed above and at the grant management seminar.

District Rotary Foundation Seminar

During your year as governor, you will hold a district Rotary Foundation seminar for club leaders, district Rotary Foundation committee members, and other interested Rotarians. The seminar should be held by 15 November. This meeting updates and informs club leaders and other interested Rotarians about the Foundation. Your regional Rotary Foundation coordinator and your district Rotary Foundation committee will help you with this event. For details, see chapter 4.

Grant Management Seminar

For Future Vision pilot districts in 2011-12 and all districts starting in 2012-13.

As part of maintaining its qualification, the district holds a grant management seminar to help club members understand qualification and develop the skills they need to successfully manage grants and oversee grant funds. All clubs interested in Rotary Foundation Global Grants should send at least one representative to attend the seminar. The training can be given in conjunction with other district meetings, such as the presidents-elect training seminar, district assembly, district conference, or district Rotary Foundation seminar, or as a separate meeting. The *Grant Management Seminar Leaders' Guide* and the participant manual provided by The Rotary Foundation are available at www.rotary.org/en/fvdistrict.

Rotary Foundation Awards

It is important to honor Rotarians who support the mission of The Rotary Foundation. Receiving recognition for individual or club contributions often motivates Rotarians to provide more service to their community and communities in other countries. Be sure to honor Rotarians in your district in a culturally appropriate way. For more information on RI and Foundation awards and your responsibilities for each, see chapter 4.

PolioPlus

As governor, you are responsible for supporting involvement in the fight against polio until global eradication is certified.

PolioPlus supports the immunization activities of Rotary and the other major partners of the Global Polio Eradication Initiative — the World Health Organization, UNICEF, and the U.S. Centers for Disease Control and Prevention — by keeping Rotarians informed of progress, promoting accurate media coverage, volunteering in National Immunization Days, and providing needed resources in polio-endemic or at-risk regions.

PolioPlus is the corporate program of Rotary International. Activities that support PolioPlus, such as fundraising, are carried out through the Foundation. The goal of PolioPlus is the global certification of polio eradication. Motivate Rotarians in your district to stay informed and involved until certification is achieved.

PolioPlus Partners is a Rotary Foundation program that allows Rotary clubs, districts, and individual Rotarians to assist in reaching Rotary's goal of a polio-free world. If your district is in a polio-endemic area, you can work with your national PolioPlus committee chair to coordinate efforts. Districts in polio-free areas can participate in PolioPlus Partners by supporting a project in a polio-endemic or high-risk country.

Find updates on the global polio eradication effort at www.rotary.org/endpolio.

Rotary Peace Centers

The Rotary Centers for International Studies in peace and conflict resolution provide Rotary Peace Fellowships to individuals pursuing a master's degree program or a professional development certificate in international relations, peace, conflict resolution, peace and conflict studies and related subjects at one of the Rotary Peace Centers.

Districts can submit fellowship applications to The Rotary Foundation by 1 July for world-competitive selection. For information on selecting qualified applicants, see the *Rotary Peace Centers Program Guide for Rotarians* (085).

Future Vision

As part of The Rotary Foundation's strategic planning efforts, a new grant structure is scheduled to begin in Rotary year 2013-14, after a three-year pilot is completed. The new structure is intended to simplify processes, expand service opportunities for Rotary clubs and districts, and build a stronger sense of ownership among Rotarians for their Foundation. Under the new system, all grants will fall into one of two categories:

- District grants managed by the districts
- Global grants carried out in conjunction with The Rotary Foundation

The new grants structure will allow Rotary clubs and districts to continue to pursue their broad service interests and address immediate needs in their communities while participating in larger and more strategically focused projects.

All district governors should read appendix 16 on the Future Vision Plan. Districts will begin their transition to the new grant model and be able to begin qualifying to use the new grants in 2012-13.

Raising Funds for The Rotary Foundation

Raising funds for The Rotary Foundation is an important responsibility for district governors. Without financial resources, the activities that help Rotarians do good in the world would not be possible. Contributions sent to the Foundation can be directed to the PolioPlus Fund, Annual Programs Fund, or the Permanent Fund.

PolioPlus Fund

Money that is contributed to the PolioPlus Fund is used solely for the purpose of achieving the worldwide eradication of polio, and funds will be needed until that goal is achieved. Rotarians are encouraged to continue contributing to the PolioPlus Fund until worldwide polio eradication is certified.

Annual Programs Fund

The Annual Programs Fund is the primary source of support for Foundation activities. The money is spent every year to help Rotarians carry out their international and local service opportunities. As district governor, you are asked to promote contributions to the Foundation through the Every Rotarian, Every Year initiative, which encourages every Rotarian to participate in a Foundation project and donate to the Annual Programs Fund every year.

Permanent Fund

The Permanent Fund secures the future of The Rotary Foundation through endowments. The principal is never touched, and only the earnings provide additional funds. Donations to the Permanent Fund often take the form of outright gifts, such as endowed funds, bequests, or life-income agreements. Contact your regional Rotary Foundation coordinator to support you in pursuing these types of gifts.

For year-end financial figures and notable achievements, see *Rotary International and The Rotary Foundation Annual Report* (187). For a pocket-size leaflet with recent Foundation statistics, see *Rotary Foundation Facts* (159).

Club Contribution Goals

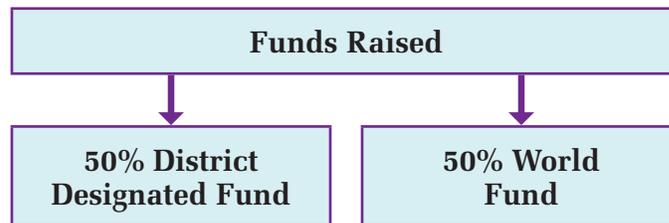
The clubs in your district should set their PolioPlus, Annual Programs Fund, and Permanent Fund goals for the coming year during your presidents-elect training seminar. Encourage each president-elect to complete the Fund Development Club Goal Report Form in Member Access by 1 May. Submitting forms online automatically sends them to The Rotary Foundation so a worldwide Annual Programs Fund goal can be announced at the RI Convention. During your year as governor, support clubs' efforts to achieve their fundraising goals.

SHARE and the District Designated Fund

The *SHARE* system distributes Foundation funds worldwide as grants and allows Rotary districts to help decide how the money is spent.

At the end of every Rotary year, each district's donations to the Annual Programs Fund are divided into two funds:

- 50 percent credited to the District Designated Fund (DDF)
- 50 percent credited to the World Fund



The district uses the amount credited to the District Designated Fund to support the Foundation grants and programs of its choice. The Foundation uses the portion credited to the World Fund to pay for the worldwide programs available to all Rotary districts, such as Rotary Peace Fellows. In addition, \$1 from your district's DDF will be matched with \$1 from the World Fund for certain grants and programs.

The Rotary Foundation has a unique funding cycle that uses contributions for programs three years after it receives them, allowing the Foundation to invest the donations. The earnings from those investments pay for general administration and fund development costs.

2012-13	2013-14	2014-15	2015-16
Funds raised and invested	Funds invested	Funds invested	Funds used

The district Rotary Foundation committee, in consultation with the district governor, governor-elect, and governor-nominee (if known), decides how the district will use its DDF. The committee is responsible for determining which Rotary Foundation grants are of most interest to Rotarians in the clubs. This may be accomplished by asking your clubs, inviting comments through the district website or at a district meeting, or through other communication methods. After receiving this input, the committee allocates the available funds. You, as district governor, and the district Rotary Foundation committee chair have signature authority for the use of DDF on behalf of the district Rotary Foundation committee.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

How will your district focus and increase humanitarian service?

What are the priorities of clubs in your district for spending DDF?

How will you motivate every Rotarian to give to the Annual Programs Fund every year?

Appendix 16: Future Vision Plan

For Future Vision pilot districts and for all districts in 2013-14

Additional responsibilities as district governor-elect

- Ensuring that all clubs interested in participating in Rotary Foundation grants are able to qualify and that grant management training is available for all clubs
- Reauthorizing district qualification

Additional responsibilities as district governor

- Ensuring that all clubs that apply for Rotary Foundation grants are qualified
- Reporting all Rotary Foundation grant activity to the district that has taken place in the past year to ensure transparency and stewardship of funds

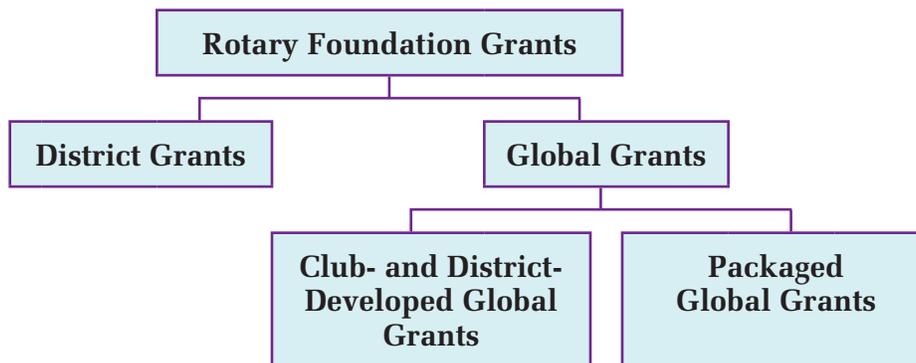
Future Vision: The Rotary Foundation’s New Grant Structure

The Future Vision Plan is designed to

- Simplify Foundation programs and processes consistent with the mission
- Focus Rotarian service efforts where they will have the greatest impact by addressing priority world needs that are relevant to Rotarians
- Offer program options to help achieve both global and local goals
- Increase the sense of ownership at the district and club levels by transferring more decisions to the districts
- Gain greater understanding of The Rotary Foundation’s work and enhance Rotary’s public image

Updates and news are posted at www.rotary.org/en/fvdistrict.

Under the new model, the Foundation will provide two types of grants: district grants and global grants. There are two options for global grants: club- and district-developed grants and packaged grants.



For more detailed information about Rotary Foundation grants, see the terms and conditions for Rotary Foundation District Grants and Global Grants.

District grants allow clubs and districts to support their specific service interests that are in line with the Foundation’s mission and that address immediate needs in their communities and abroad. District grants allow districts to have greater control over the District Designated Fund and enable clubs and districts to continue activities that don’t fall into the areas of focus.

Districts are able to use up to 50 percent of their DDF to support these grants. Your district might decide to use less than 50 percent of its DDF in order to use funds to support PolioPlus or to participate in a larger global grant. The district is responsible for managing the district grant. As governor, it is recommended that you work closely with your district Rotary Foundation committee chair to ensure your district has a policy in place for distributing DDF and reporting its use to clubs.

Although the Foundation accepts applications on a rolling basis, it is recommended that your district submit an application in June before the start of your year as governor so that clubs can begin using funds at the start of the year. This will allow the district sufficient time to report how the funds were spent.

Global grants offer opportunities to participate in more strategically focused, sustainable activities with greater support from the Foundation. These grants will fund larger activities or combinations of activities with sustainable, high-impact outcomes in one of six area of focus:

- Peace and conflict prevention/resolution
- Disease prevention and treatment
- Water and sanitation
- Maternal and child health
- Basic education and literacy
- Economic and community development

Clubs and districts can either create their own global grants in the areas of focus or sponsor packaged grants developed by The Rotary Foundation in conjunction with its strategic partners.

Districts will be notified in August of any unused DDF available from the previous program year, which will automatically be included in the total DDF available. This “carry forward” DDF does not factor into the 50 percent maximum district grant calculation.

Club- and district-developed global grants offer a minimum World Fund award of US\$15,000 for a minimum project budget of \$30,000. The World Fund award is based on a 100 percent match of DDF allocations or a 50 percent match of cash contributions. Global grants must be sponsored by two clubs/districts: a host partner in the country where the activity takes place and an international partner outside the country. Both the host and international partner must be members of the Future Vision pilot.

Before submitting a global grant application, Rotarian sponsors are required to submit a proposal to The Rotary Foundation describing their anticipated activities and outcomes. Once the proposal has been approved, the club or district has six months to submit the application online. The district governor and the district Rotary Foundation committee chair will need to authorize the application before the Foundation reviews it.

Packaged global grants are developed by the Foundation and its strategic partners. The World Fund and the strategic partner provide 100 percent of the funding, and Rotarians implement the activity. Packaged grant options will be posted in Member Access as they become available.

Global grant applications are accepted by The Rotary Foundation on a rolling basis. As governor, you are responsible for setting goals and encouraging and motivating clubs and district leaders to apply for global grants. You might decide to focus on one or two areas of focus during your year as governor.

Note: Please disregard deadlines listed in Appendix 5: Planning Calendar for the following Rotary Foundation programs: Group Study Exchange, District Simplified Grants, and Ambassadorial Scholarships. Under the Future Vision Plan, district grants are administered by the district with deadlines set by each district, and global grant applications are accepted by The Rotary Foundation on a rolling basis.

All pilot districts use Member Access at www.rotary.org to qualify their districts, apply for district and global grants, and report on grant funds spent.

Qualification and Stewardship

Qualification is the first step that districts need to take under the Future Vision Plan in order to participate in Rotary Foundation grants. The district team is key to managing qualification, which includes implementing proper stewardship practices for all activities funded by The Rotary Foundation. Qualification has two main components: completing an online qualification process, and implementing the district memorandum of understanding (MOU).

Pilot districts (and all districts, starting midway through Rotary year 2012-13) will need to complete an online qualification process, in which they're asked to:

- Agree to follow and implement the district MOU, a legal agreement between the district and the Foundation
- Enter a method for performing an annual financial assessment
- Submit district bank account information

Each year after a district is qualified, the district governor, district Rotary Foundation committee chair, and district governor-elect must maintain the district's qualified status. The officers must reauthorize the online qualification between 1 July and 31 July before pending grants are paid. By reauthorizing qualification, district leadership confirms that they agree to the MOU and that the qualification information is accurate. During July, the district will stay qualified and is eligible to apply for district and global grants. Districts that do not reauthorize their qualification by the end of July risk losing their qualified status and may not be able to apply for grants.

District qualification also requires implementing the MOU, which ensures that the district has the tools in place to properly manage its Rotary Foundation grant funds. The MOU lists the terms of qualification and the requirements for ensuring proper oversight of grant funds. Resources for implementing the MOU are available at www.rotary.org/en/fvdistrict.

An e-learning module that helps guide districts through the qualification process is available at www.rotary.org/elearning.

Districts are also responsible for qualifying their clubs. There are two minimum requirements for club qualification (however, your district may have additional requirements):

- The club agrees to implement the club MOU requirements provided by the Foundation by signing it and returning it to the district.
- The club president-elect or a club-designated appointee attends the grant management seminar held by the district.

Please make sure to work with your district Rotary Foundation committee chair and grants sub-committee chair to ensure that the district and its clubs are properly implementing the MOUs, including:

- Regularly reporting on the use of Foundation funds for projects
- Setting up a document retention system
- Having a financial management plan

If you have any questions on qualification or how to implement the district MOU, please contact the Stewardship Department at fvqualification@rotary.org.

Appendix 17: Rotary Foundation Programs

For nonpilot districts in 2011-12 and 2012-13 only

The Rotary Foundation's programs and your responsibilities for each are explained below with resources for more information.

Note: Beginning in 2013-14, The Rotary Foundation will roll out the Future Vision Plan to all districts. The following programs, except for Rotary Peace Fellowships, will end. Learn more about the new grant model in appendix 16.

Humanitarian Grants Program

The Humanitarian Grants Program provides grants to Rotary clubs and districts to implement humanitarian projects. The two grant types address different service needs and funding options:

District Simplified Grants allow Rotary districts to support short-term, humanitarian projects that benefit the community. Districts can request up to 20 percent of their District Designated Fund for one grant per Rotary year to support local or international projects.

Matching Grants match contributions raised by Rotary clubs and districts for international humanitarian service projects involving clubs or districts in two or more countries. These awards range from US\$5,000 to \$200,000.

The Rotary Foundation Trustees have established the following standards to guide the Humanitarian Grants Program:

- All Rotary Foundation grants require the active participation of Rotarians.
- Grants should assist in the development of stronger Rotary networks.
- All grants must display a commitment to stewardship of funds, which reflects The Four-Way Test and responsible fiscal oversight. Stewardship includes detailed and committed project planning, submission of complete and accurate applications with documentation, direct Rotarian involvement in the implementation of the project, transparency in all financial transactions, and efficient and effective reporting.
- Grants should address humanitarian needs that Rotarians have identified in their communities with the aim of providing sustainable development.

Humanitarian Grants Responsibilities

As governor, you are responsible for all Rotary Foundation humanitarian grant activity in your district. This responsibility includes:

- Visiting current grant-funded projects
- Helping identify, solve, or prevent program problems or misuse of Foundation funds
- Visiting past project sites to assess outcomes

The district governor is ultimately responsible for all club or district activities funded by the Foundation. Work with the chairs of your district's Rotary Foundation committee and grants subcommittee to ensure that clubs regularly report on how Foundation grant funds are used. The Foundation may request your assistance in routine project monitoring or intervention. If you perceive any stewardship problems, please report them to the Foundation.

For additional information, see *The Guide to Matching Grants* (144) or *Best Practices for Managing Your District Simplified Grant* (online PDF).

Educational Programs

The Rotary Foundation offers three educational programs:

Ambassadorial Scholarships further international understanding and goodwill by providing academic-year scholarships for university-level studies abroad.

Group Study Exchange provides cultural and vocational exchange opportunities for young professionals, ages 25-40, as they begin their careers.

Rotary Peace Fellowships allows fellows to study at a Rotary Peace Center to pursue a master's degree or professional development certificate in conflict resolution, peace studies, international relations, and related fields (see page 8.5 in this chapter for more information).

These programs foster peace by building understanding through friendship, study, and cross-cultural exchange.

The application deadline for the last Ambassadorial Scholarships and Group Study Exchange teams, to be carried out in Rotary year 2012-13, is 1 October 2011.

Educational Programs Responsibilities

As governor-elect, you have the following educational programs responsibilities:

- Serving on the Ambassadorial Scholarships, Group Study Exchange, and Rotary Peace Fellowships selection committees
- Endorsing applications for the candidates selected by your district for the following year
- Appointing host counselors for Ambassadorial Scholars assigned to study in your district the following year

As governor, you have the following responsibilities:

- Serving on the Ambassadorial Scholarships, Group Study Exchange, and Rotary Peace Fellowships selection committees
- Involving inbound, outbound, and returning Ambassadorial Scholars and Rotary Peace Fellows in district and regional events, including your district conference
- Ensuring that outbound orientation programs include information on the prevention and reporting of sexual harassment

For additional information, see the *Program Guide for Rotarians: Ambassadorial Scholarships* (012) and *Group Study Exchange: Program Guide for Rotarians* (165).

Transitioning into the Future Vision Plan

In 2012-13, during the last year for the programs listed in this appendix (except Rotary Peace Fellowships), your district will need to begin to transition into the new Foundation grant model. As you prepare for this transition, consider the following suggestions:

- Promote the benefits of global grants, which are more measurable, sustainable, and larger, allowing Rotarians to make a greater impact in the world.
- Starting in July 2012, ensure grant management seminars are organized so clubs can begin qualifying to apply for global grants.
- Between January 2013 and September 2013, districts should complete the online district qualification process in order to apply for Future Vision grants.
- Districts cannot have more than 10 open grants of any type (granted either under the Humanitarian Grants Program or Rotary Foundation grants). Once a grant is finished, be sure to report on it promptly and close it.

- Primary sponsors must be up-to-date on Humanitarian Grants Program reporting for grants that they sponsored before a district grant or global grant can be approved.
- If your district has one open District Simplified Grant, your district grant payment may still be made as long as you've submitted complete and accurate reports for at least half of the open grant. Reporting for district-sponsored Matching Grants must also be current.
- Timelines for district and global grants are different from the previous Foundation programs, so be sure to plan accordingly. For example, districts don't need to select a scholar in January 2012 for study in 2013-14.
- Celebrate your district's successes in Ambassadorial Scholarships, Group Study Exchange, and Humanitarian Grant Programs, recognize program participants, and encourage them to continue to shape The Rotary Foundation.
- Assess how your district reports on the use of DDF to clubs and how your district will report on the use of DDF with Rotary Foundation grants.

Because the Future Vision Plan is still in its pilot phase, the guidelines may change before 1 July 2013.

GETS Sustainability

Review The Rotary Foundation's Principles of Sustainability for Global Grants and the chart that follows, which shows sample projects and ways to make them sustainable. In small groups, determine how you would make the last three projects sustainable. Report back to the group to discuss the answers.

The Rotary Foundation's Principles of Sustainability for Global Grants

The Rotary Foundation strongly encourages Rotarians to apply the following principles of sustainability to all projects and activities:

1. Global grants incorporate activities and safeguards that ensure the continuity of project impact after TRF funding is fully expended.
2. Global grants work toward multiple levels of sustainability: economic, cultural, social, and resource.
3. Global grants make optimal use of local resources, regional input, and indigenous knowledge as much as possible.
4. Global grants respect the natural resource base and avoid deterioration or destruction of the local environment.
5. Global grants attempt to reach the greatest number of beneficiaries as appropriate.
6. Global grants prepare scholars and individuals to contribute to new and innovative methods in professional fields reflected within a Foundation area of focus.
7. Global grants prepare participants to increase impact and improve effectiveness in the communities and vocations in which they work.
8. Global grants utilize the input and skills of grassroots individuals and groups, such as Rotary Community Corps, to ensure continuation of projects and activities.

Project	Improving Sustainability
<p>Feeding program for a school or orphanage (for example, providing a daily glass of milk or hot meal)</p>	<p>Instead of donating food, partner with a cooperating organization to provide cows, goats, chickens, etc. Include a training component that teaches beneficiaries animal husbandry skills as well as how to produce other dairy products. Excess dairy products can be sold to bring income to the institution. Providing both male and female animals could make the project sustainable for generations.</p>
<p>Distributing insecticide-treated mosquito nets</p>	<p>Pair the distribution of nets with training on effective use and care of the nets. Provide training on malaria awareness and prevention. General health and hygiene training could also be included.</p>
<p>Providing a container of books to a school</p>	<p>In addition to books, send a vocational training team or hire local educators to train additional teachers and expand skills of the current staff. Conduct a needs assessment to determine whether more female teachers are needed to expand access to education for girls.</p> <p>Also consider how to enhance services offered by the school, perhaps by expanding a food program, or providing additional health services/clinic at school, after-school activities (equipment, facilities), or adult-education programs.</p>
<p>Furnishing a vocational training center with sewing machines</p>	
<p>Digging a water well/providing slow-sand water filters</p>	
<p>Providing anti-tuberculosis or deworming medication</p>	



Future Vision Plan

Pilot District Partnerships with Nonpilot Districts (Effective 2010-11)

The Future Vision Plan of The Rotary Foundation has introduced a new grant-making model that will change the way Rotarians participate in international humanitarian projects, scholarships, and vocational training teams. Throughout the three-year pilot (Rotary years 2010-13), pilot districts have agreed to participate in Rotary Foundation Global Grants and District Grants to ensure thorough testing of this new model. Pilot districts will not initiate activities using current Foundation programs (Matching Grants, Ambassadorial Scholarships, and Group Study Exchange). Activities sponsored by pilot clubs and districts will be supported by the Foundation through district grants and global grants.

Despite some differences, pilot and nonpilot districts can still partner. The following charts illustrate which grants and programs districts can use to continue partnering during the pilot as the Foundation makes the transition from the current programs to the new grant-making model. In general, if partnership is required (as it is in global grants), pilot clubs and districts may only work with other pilot clubs and districts.

Because global grants may take place only between two pilot districts, it is not possible for nonpilot districts to contribute DDF or cash as part of the Foundation grant financing. Maintaining a limited scope of funding is essential to the evaluation of the new model.

Nonpilot districts that wish to support global grant projects implemented by pilot districts may donate DDF directly to the pilot districts for them to use at their discretion in the financing of their global grant projects. District-to-district DDF donations are coordinated by Steve Lyons, *SHARE* system senior coordinator.

More information is available at www.rotary.org/en/fvdistrict or by e-mailing futurevision@rotary.org.

Note: All districts are eligible to participate in the PolioPlus and Rotary Peace Centers programs.

Vocational Training Teams/ Group Study Exchange Teams

Pilot Districts Can...	Nonpilot Districts Can...
Send a vocational training team to another pilot district using a district grant or global grant	Send a GSE team to a pilot district using a GSE award
Send a vocational training team to a nonpilot district using a district grant	Send a GSE team to another nonpilot district using a GSE award
Receive a vocational training team from another pilot district funded by a district grant or global grant	Receive a vocational training team from a pilot district funded by a district grant
Receive a GSE team from a nonpilot district	Receive a GSE team from another nonpilot district

Scholarships/Ambassadorial Scholarships

Pilot Districts Can...	Nonpilot Districts Can...
Send a scholar to another pilot district using a district grant or global grant	Send a scholar to a pilot district using an Ambassadorial Scholarship
Send a scholar to a nonpilot district using a district grant	Send a scholar to another nonpilot district using an Ambassadorial Scholarship
Receive a scholar from another pilot district funded by a district grant or global grant	Receive a scholar from a pilot district funded by a district grant
Receive a scholar from a nonpilot district funded by an Ambassadorial Scholarship	Receive a scholar from another nonpilot district funded by an Ambassadorial Scholarship

Humanitarian Projects/ Matching and District Simplified Grants

Pilot Districts Can...	Nonpilot Districts Can...
Fund a humanitarian project carried out in another pilot district using a district grant or global grant	Fund a humanitarian project carried out in a pilot district using a District Simplified Grant
Fund a humanitarian project carried out in a nonpilot district using a district grant	Fund a humanitarian project carried out in another nonpilot district using a Matching Grant or District Simplified Grant
Have a humanitarian project carried out within the district that is funded by a district grant or global grant of another pilot district	Have a humanitarian project carried out within the district that is funded by a pilot district's district grant
Have a humanitarian project carried out within the district that is funded by a nonpilot district's District Simplified Grant	Have a humanitarian project carried out within the district that is funded by a Matching Grant or District Simplified Grant sponsored by another nonpilot district

January 2011

GETS *SHARE* DDF Options

With a partner, review the following options for distributing the District Designated Fund (DDF) under the *SHARE* system, and discuss how you would like to distribute funds during your year.

Grants/Programs

- **Matching Grants sponsor portion:** These grants support Rotary clubs and districts as they work with international partners to address humanitarian issues in communities in need.
- **District Simplified Grants:** These grants support district service activities or humanitarian endeavors in local and international communities. The total maximum allowance is 20 percent of DDF.
- **Ambassadorial Scholarship* (US\$27,000):** An Ambassadorial Scholar from your district or a non-Rotary country receives a flat grant to study for one academic year in another Rotary country during 2012-13.
- **Group Study Exchange team* (US\$5,000):** Paired Rotary districts both send and receive a GSE team of four non-Rotarians plus a Rotarian team leader for a four- to six-week study tour to learn how their vocations are practiced in another country. Participating districts will need to allocate US\$5,000 from their DDF in order to cover a portion of the exchange. Travel expenses and approved reimbursements over the \$5,000 costs will be covered by the World Fund. Both districts will be able to send and receive a team in the 2012-13 program year. GSE World Fund awards may not be donated from one district to another. Districts may not accumulate GSE World Fund awards from year to year.
- **Neighboring country GSE team* (US\$2,500):** This exchange follows the same guidelines as a standard GSE, but it occurs between any two districts located in countries that have a common border or that exist in close proximity. Participating districts will need to allocate US\$2,500 from their DDF in order to cover a portion of the exchange. Travel expenses and approved reimbursements over the \$2,500 costs will be covered by the World Fund.
- **GSE additional team member* (US\$3,000):** Districts may add up to two additional non-Rotarian team members through *SHARE*, contingent upon the written approval of district governors from both districts. All other requirements remain the same.
- **Neighboring country GSE additional team member* (US\$2,000):** Districts pursuing a neighboring country GSE may add up to two additional non-Rotarian team members through *SHARE*, contingent upon the written approval of district governors from both districts. All other requirements remain the same.
- **GSE team orientation (maximum of US\$1,000):** Districts may use DDF to offset costs associated with planning and conducting orientation programs for outbound GSE teams.
- **GSE language training subsidy (any amount):** Districts may use DDF to supplement the standard language training subsidy of up to US\$1,000 offered by the Foundation.

*DDF may also be donated to other nonpilot districts.

Donations

- **PolioPlus Fund:** Districts may donate DDF to PolioPlus, Rotary’s priority program, to support the most essential components of polio eradication activities such as National Immunization Days, including house-to-house vaccination campaigns in endemic and high-risk countries, and disease surveillance. Until the world is certified polio-free, funds are still needed for continuing and maintaining immunizations; districts are encouraged to continue contributing to PolioPlus.
- **District-to-district:** Districts may contribute DDF to another Rotary district of its choice. The receiving district may use the donated DDF for any available *SHARE* option it chooses.
- **World Fund:** The World Fund is vital to the continuation of the Foundation’s programs. The Trustees use the World Fund to offer programs such as Group Study Exchange, finance the Foundation’s matching portion of Matching Grants, and carry out pilots.
- **Permanent Fund:** The Permanent Fund ensures The Rotary Foundation’s ability to meet the needs of the future through an endowment. Spending of investment earnings from DDF contributions to the Permanent Fund will be used for the World Fund. (DDF donations to pooled endowed funds for Rotary Peace Centers are not accepted.)
- **Rotary Peace Centers:** Donations go into the pool of funds that provides up to 50 Rotary Peace Fellowships for master’s degree study and up to 50 Rotary Peace Fellowships for professional development certificate study, offered annually on a world-competitive basis. At the Rotary Peace Centers, Rotary Peace Fellows obtain either a master’s degree in international relations, peace studies, conflict resolution, and related areas, or a professional development certificate in peace and conflict resolution.

GETS Case Study: Distributing DDF

Read the scenario below and answer the questions that follow.

In 2009-10, Rotarians in your district contributed US\$200,000 to The Rotary Foundation's Annual Programs Fund. As governor, you will work with your district Rotary Foundation committee to determine how you will use the District Designated Fund (DDF) available during your year.

1. How much DDF will be available to your district during your year as governor?

2. How would you work with your district Rotary Foundation committee to use the available DDF?

3. Your district Rotary Foundation committee decides to use \$15,000 of the available DDF for a District Simplified Grant. How will you distribute those funds among the clubs in your district?

4. Of the remaining DDF, how much will you use toward the following?
 - Ambassadorial Scholarships
 - Group Study Exchange
 - Matching Grants
 - PolioPlus
 - Rotary Peace Centers

5. How much money will you carry over for the next year, if any?

GETS Identifying Potential Donors

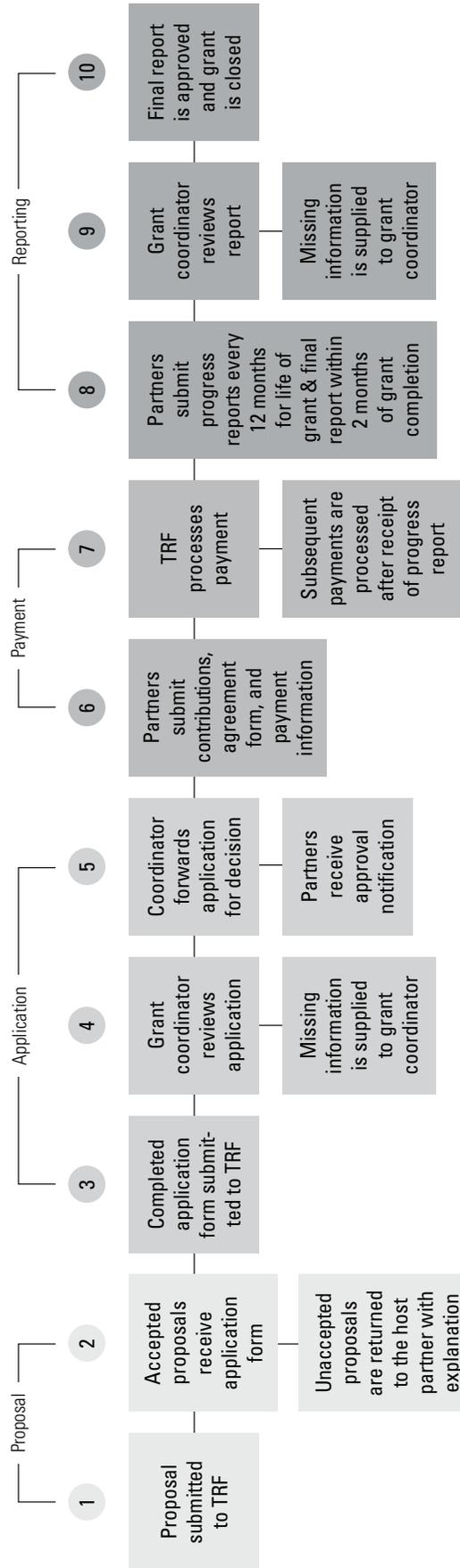
As governor, a key responsibility is to work with your district Rotary Foundation committee chair to identify and cultivate potential donors. On the chart below, list the characteristics of potential donors for each type of goal listed, along with the goal you are considering for your district.

Fund	Goal	Date of Completion	Potential Donor Characteristics	District Goal*
Annual Programs Fund	TBD (June 2012)	30 June 2013		
Permanent Fund	US\$1 billion	2025		
Rotary Peace Centers	US\$95 million	2015		

* District goals can be a monetary amount or a figure representing participation (for example, 100 percent club participation, number of new major gifts, number of new Benefactors and Bequest Society members, establishing a Paul Harris Society).

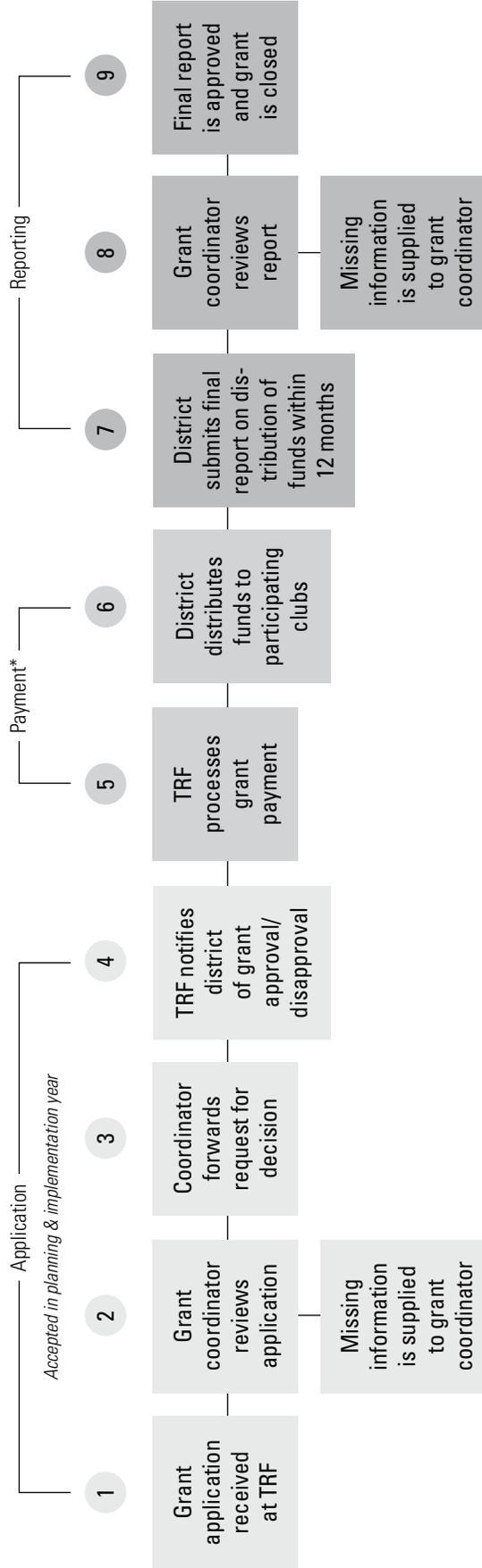
Future Vision Plan Global Grants Business Cycle

Only qualified clubs and districts can submit proposals.



Future Vision Plan District Grants Business Cycle

Only qualified districts can submit applications.



* Payment information is due by 15 May of implementation year. Districts are allowed only one open district grant at a time. Past district grants must be closed before a subsequent grant is paid.

GETS Sample District Grant Spending Plan

This is a sample spending plan for district grants. The district submits its plan to The Rotary Foundation in order to receive district grant funds.

District/Club	Project Description	District Grant Funds Allocated (in US\$)
5340	Outbound scholarship to developing country	\$25,000
5340	Two-person professional team from Afghanistan	\$7,000
La Jolla	Dictionaries for school in Guatemala	\$15,000
Encinitas	Thousand Smiles health project in Mexico	\$15,000
5340	Scholarship for studies at local university	\$20,000
5340	Small contingency for items that come up during the year	\$10,000
Total district grant request in US\$		\$92,000

GETS Allocating DDF

Your district has invited clubs to submit project ideas for 2011-12. The following proposals were submitted for consideration. Your 2011-12 District Designated Fund (DDF) is US\$200,000. Working in pairs, discuss how you would determine which proposals will receive DDF.

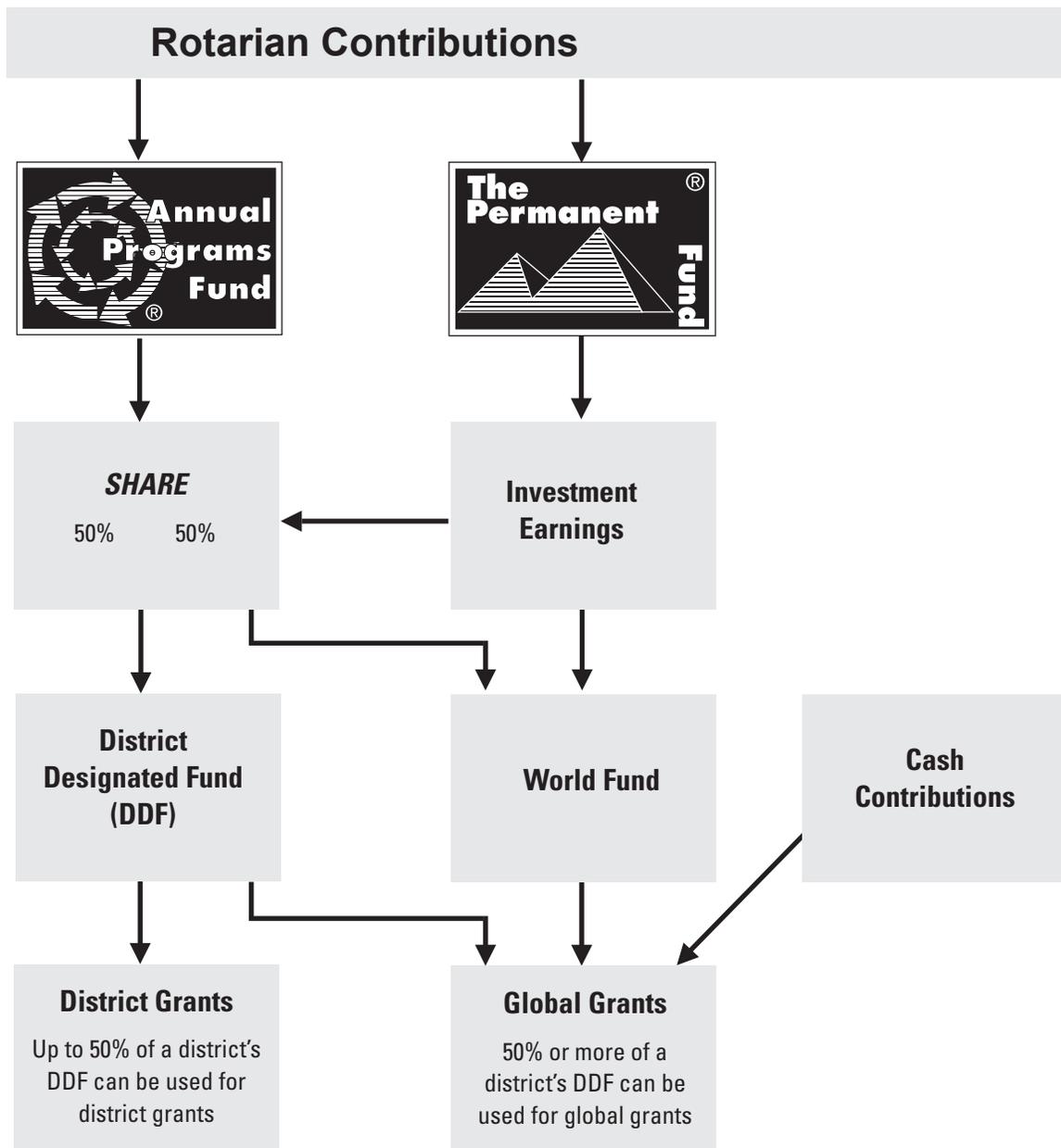
1. District-developed global grant: The district would like to offer two scholarships for students interested in pursuing a master's degree in a field of study that supports at least one area of focus. The district would use \$60,000 in DDF with a \$60,000 match from the World Fund. All clubs are encouraged to promote the scholarships within their communities for consideration.
2. Club-developed global grant: A club wants to provide a scholarship to send a graduate student to a university in another country where he will study disease prevention and treatment for tropical illnesses. The tuition, travel, and accommodation expenses total \$42,000. The club, together with the partner club in the district where the university is located, will submit a proposal to the Foundation with a total budget of \$42,000. The sponsor districts will provide a combined \$21,000 in DDF, and the Foundation will provide a World Fund match of \$21,000.
3. Club-developed global grant: A club that has previously assisted a Rotary club in Guatemala with a water well has been asked to help the local community set up training programs for starting and maintaining local businesses. Funds are needed for training materials, supplies, and travel expenses for eight Rotarians who will train 100 community members in Guatemala for one month. Rotarians would also provide an initial investment in the start-up of the participating local businesses, including marketing costs, product inventory, or other related needs. Rotarians in Guatemala would remain connected with the local businesses after project completion and provide follow-up visits and training as needed. The club is requesting \$60,000 in DDF, and the Foundation will provide a \$60,000 World Fund match for a total project cost of \$120,000.
4. Club-developed global grant: Multiple clubs want to send a team of six Rotarian medical professionals and one Rotarian team leader to Nigeria to look at maternal and child health care and train local doctors on new medical techniques in urban and rural hospitals. The cost of the trip and medical supplies for the clinic is \$15,000. Following the hospital training, the Rotarian medical professionals will meet up with Rotarians from the host clubs in Nigeria to distribute maternal and child health kits to rural health centers. The Rotary teams led by the medical professionals would provide basic implementation training with rural health service providers to ensure proper use of the kits at the cost of \$15,000. The club is requesting \$15,000 in DDF, and The Rotary Foundation will provide a \$15,000 match from the World Fund.
5. District grant: Club requests \$2,000 to help a local student attend a two-month summer language course in Costa Rica.
6. District grant: Club requests \$5,000 for school supplies for a local school.
7. District grant: The district would like \$8,000 for a group of four Rotarians to go to another country for a cultural exchange.
8. District grant: Club requests \$3,000 from the district to purchase new dictionaries for three local elementary schools.
9. District grant: To provide a scholarship to a local high school student to attend a summer program to study a foreign language, the club requests \$2,500 to cover tuition.

10. District grant: Club requests \$12,000 to restore a village hit by a hurricane by providing tools, food, and three Rotarians' travel expenses.
11. District grant: Two clubs are requesting \$30,000 to send 30 ShelterBoxes to families in an earthquake-devastated country.
12. District grant: Club requests \$18,000 to send four Rotarians on a cultural exchange to Ghana for three weeks.
13. District grant: The district would like to put aside \$20,000 as a small contingency for items that come up during the year.
14. Donation request: The PolioPlus subcommittee chair requests that the district donate 20 percent of its DDF, or \$40,000, to Rotary's US\$200 Million Challenge.

Which requests will the district accept?

What is your reasoning for choosing those requests?

GETS Funding Model



9

Supporting Successful Service



Districts motivate and support clubs as they plan and implement service projects. Effective service projects will help clubs maintain their members' enthusiasm for Rotary and encourage them to initiate new service efforts.

Responsibilities

Determine whether to include RI youth programs and available resources on the presidents-elect training seminars agenda.

As governor-elect, you have the following service project responsibilities:

- Appointing chairs and members to service-related district committees
- Working with assistant governors to ensure that clubs have set goals for each Avenue of Service that meet the needs of local and international communities

As governor, you have the following responsibilities:

- Ensuring that district programs are conducted appropriately and that no personal financial profit is made from the district's activities

- Making sure that district committees support the work of club committees
- Working with the governor-elect and governor-nominee to reach a consensus on service projects that last more than one year and with past district governors on projects that continue into your year
- Partnering with your counterparts in other countries on service projects
- Understanding the characteristics of a well-planned service project
- Evaluating and facilitating requests to contact Rotary clubs in your district for cooperation on any activity or project from clubs, multidistrict groups, Rotary coordinators, Rotarian Action Groups, or RI public image coordinators
- Promoting service activities in your monthly communication and during official visits
- Knowing what resources are available and how to use them

Developing Service Projects

All Rotarians are responsible for carrying out service projects that improve the quality of life in their community and communities around the world. When developing a project, clubs and districts should consider

- Rotary’s Avenues of Service
- RI Strategic Plan and specific service areas identified by the Board
- Mission of The Rotary Foundation, and its associated areas of focus
- Community assessments

Rotary International provides guidelines, resources, and support for the following programs and activities:

- Community Service
- Interact
- International Service
- Rotaract
- Rotarian Action Groups
- Rotary Community Corps (RCC)
- Rotary Fellowships
- Rotary Friendship Exchange
- Rotary Youth Exchange
- Rotary Youth Leadership Awards (RYLA)
- Vocational Service

Find detailed information on these programs in appendix 18.

Areas of Focus

Peace and conflict prevention/resolution

Disease prevention and treatment

Water and sanitation

Maternal and child health

Basic education and literacy

Economic and community development

Learn more about the areas of focus at www.rotary.org → Members → Training → For all Rotarians → Rotary E-Learning Center.

Working with Youth

As district governor, take extra care to ensure that all Rotarians and non-Rotarians in your district who provide service to youth endorse RI's Statement of Conduct for Working with Youth:

Rotary International strives to create and maintain a safe environment for all youth who participate in Rotary activities. To the best of their ability, Rotarians, Rotarians' spouses and partners, and other volunteers must safeguard the children and young people with whom they come into contact and protect them from physical, sexual, or emotional abuse.

The Rotary Youth Exchange program requires participating districts to obtain certification, which includes establishing additional policies and procedures for protecting youth, in order to participate in the program. As governor, ensure that certification requirements are met and maintained before exchanging students.

Additional resources and information for protecting youth participants from sexual abuse and harassment in RI programs, including allegation reporting guidelines and sample district policies, can be found in the *Abuse and Harassment Prevention Training Manual and Leaders' Guide* (775). See appendix 19 for information on managing risk for youth programs.

Working with Multiple Districts

Multidistrict service activities involve Rotary clubs in two or more districts. If clubs in your district or your district as a whole works with other districts or organizations on projects, you are responsible for

- Ensuring the activity follows the RI guidelines for multidistrict activities and cooperation with other organizations, available at www.rotary.org or from your CDS representative
- Confirming that clubs in the district want to participate in the activity or continue their participation
- Securing the RI general secretary's authorization, acting on behalf of the RI Board
- Reporting the details of the activity to RI

Circularizing Rotary Clubs

Before requesting other clubs' cooperation for any reason, a Rotary club must first request permission from the appropriate district governors and state the purpose of the contact. A club wishing to contact only one club, however, doesn't need the governor's permission.

Before asking for financial aid from any other Rotary club or from individual Rotarians other than its own members, a club must first request permission from the RI Board. If a club in your district has requested financial assistance without Board approval, RI will notify you and

request that you ask the club to stop such behavior. Districts or clubs asking for help with a specific international service project are not subject to these rules when they are only contacting a small number of districts or clubs.

Supporting Significant and Sustainable Service Projects

A priority of the RI Strategic Plan is to focus and increase humanitarian service. As district governor, encourage sustainable service focused on New Generations programs and the areas of focus, and create significant projects locally and internationally. To ensure that your district supports club efforts to implement significant service projects, follow these steps:

Complete your district committee appointments in Member Access by 31 December.

Once you've selected your committee chairs, RI Programs staff can contact them directly for information and resources. For more information on these committees, see Appendix 6: District Committees (chapter 2).

1. Appoint district programs committees to support club service projects, ongoing district projects, and district service goals.

These committees will keep you current on club service activities, guide clubs in implementing and completing successful projects, and help them take advantage of available resources. The district programs committees will also assist you in establishing service goals for your year and implementing projects to support them. Encourage your programs committees to organize subcommittees that focus on specific activities. As district governor, you are ultimately responsible for all programs and program participants in your district.

2. Encourage clubs to assess community needs.

Urge clubs to use *Community Assessment Tools*, which can be downloaded at www.rotary.org. This resource provides detailed guidelines for conducting effective community assessments. Once they complete the outlined activities, clubs can base their service goals on clearly identified needs in their communities. The most effective service efforts directly involve the project's beneficiaries in identifying needs and setting priorities. By working with the community instead of for it, long-term change becomes more likely.

3. Mentor clubs as they plan and carry out projects that address identified needs. Encourage clubs to create an action plan that:

- Involves beneficiaries, club members and their families in the planning process
- Identifies a main contact person
- Specifies goals and objectives
- Documents a timeline with start and end dates
- Uses sustainable resources to maximize impact
- Networks with other organizations in the community
- Promotes the project's message to the community

The How to Start a Service Project e-learning module will guide you in choosing a project that is effective and sustainable. Search Rotary E-Learning Center at www.rotary.org.

Rotary issues e-newsletters on a variety of topics. See the list and subscribe at www.rotary.org → Media and News → Newsletters.

4. Encourage clubs to use Rotary resources in carrying out service projects.

Rotary resources include club members, district committees, Rotary coordinators, Rotary publications, programs, staff, and grants. District committees can advise clubs on the availability of these resources.

5. Help clubs involve the community in supporting and implementing projects.

Most communities have a wide variety of businesses and service groups interested in supporting local improvements. Rotary clubs can mobilize these groups to work together and, in doing so, may even recruit some prospective members. Encourage clubs to establish Rotary Community Corps in locations that will help them implement long-term, sustainable projects.

6. Recognize the efforts of Rotarians and community members involved in the project.

Rotarians around the world tirelessly volunteer their time to make their communities and the world a better place to live. Recognition for their efforts often motivates Rotarians to provide more service to their community and communities in other countries. Be sure to honor Rotarians in your district in a culturally appropriate way. Your district may develop its own awards or use those available from RI and the Foundation. For a list of awards, see chapter 4.

7. Ensure the district promotes clubs' good work to other clubs in the district.

The district public relations committee will work to publicize club and district service efforts locally and internationally, both within Rotary and to non-Rotary audiences. As district governor, the governor's monthly communication and official visits are effective ways to communicate the importance of service, highlight successful projects, and promote district and RI project resources among clubs. These district-level PR efforts support member retention and build pride among district Rotarians.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

How will you motivate Rotarians to participate in service projects?

Which service projects in your district will attract the most publicity and local interest?

What factors have made projects in your district successful?

Appendix 18: RI Programs

Rotary International’s programs and your responsibilities for each are explained below. Resources for each program are also listed (“Web only” resources are available for free download at www.rotary.org).

For information on protecting youth participants, see the *Abuse and Harassment Prevention Training Manual and Leaders’ Guide* (775).

Community Service



The Community Service program responds to the needs of local communities. Rotary clubs should determine top priorities for service projects by assessing their own community’s needs and assets, then developing a response that addresses them.

Resource

- *Communities in Action/Community Assessment Tools* (605) — Kit contains two publications. *Communities in Action: A Guide to Effective Projects* offers step-by-step instructions for developing, carrying out, and evaluating a service project, including how to conduct a community needs assessment and work with other organizations. The companion piece, *Community Assessment Tools*, describes tools for identifying effective service projects.

Rotary Community Corps



The Rotary Community Corps (RCC) program promotes self-reliance among community groups and encourages participants to identify and address community needs. A Rotary Community Corps is a group of adult, non-Rotarian volunteers sponsored by a Rotary club, which provides guidance for community and vocational projects.

Your Responsibilities

- Approve the organization of all Rotary Community Corps.
- Encourage the formation of Rotary Community Corps in underrepresented areas.
- Establish relationships between Rotary Community Corps and their sponsor Rotary clubs.
- Suggest that Rotary clubs appoint a Rotary Community Corps committee.

Resources

- *Rotary Community Corps Handbook* (770) — Basic steps for organizing an RCC, including tips for identifying potential leaders, new case studies, and program ideas.
- *Rotary Community Corps Brochure* (779) — An overview of the program, including case studies and instructions for organizing a Rotary Community Corps.
- *Rotary Community Corps: Changing Lives, Shaping the Future* (780) — Brochure for prospective RCC members. Available to clubs as a recruiting piece to hand out to individuals in their community.

New Generations Service

New Generations Service recognizes the positive change implemented by youth and young adults through leadership development activities, involvement in community and international service projects, and exchange programs that enrich and foster world peace and cultural understanding.

Your Responsibility

- Promote New Generations Month (September).

Resource

- *New Generations Service: An Introduction to Rotary's Fifth Avenue of Service (735)* — Provides information and resources related to Interact, Rotaract, Rotary Youth Exchange, Rotary Youth Leadership Awards (RYLA), youth protection, and program alumni activities.

Interact



Interact is Rotary International's service club for young people ages 12-18. Interact allows participants to carry out fun, meaningful service projects while developing leadership skills and meeting new friends. Interact clubs must have a Rotary club sponsor and may be either school or community based.

Your Responsibilities

- Approve the organization of all Interact clubs.
- Share information about Rotary with Interactors to develop a lifelong interest in Rotary. Send your monthly communications to Interact clubs.
- Establish strong relationships between Interact clubs and their sponsor Rotary clubs.
- Consult with Interact clubs to develop a districtwide service project for all Interact clubs.
- Encourage Rotary and Interact clubs to implement joint service projects.
- Endorse the Statement of Conduct for Working with Youth, and ensure that appropriate risk management measures are in place to protect all program participants.
- Promote Rotary Youth Exchange and RYLA among current Interactors, and raise awareness of Rotaract among those who are outgrowing the program.
- For districts with five or more Interact clubs, encourage the election of a district Interact representative (an Interactor elected by the district's Interact clubs) to work with the district Interact committee.

Resources

- *Interact Faculty Adviser Guide (Web only)* — Administration manual for high-school faculty advisers.
- *Interact Handbook (654)* — Complete guide for organizing and administering an effective Interact club, for both sponsoring Rotary clubs and Interact club leadership.

Rotaract



Rotaract is a Rotary-sponsored service organization for men and women ages 18-30, designed to enhance personal development by building leadership and professional skills. Rotaract clubs must have a Rotary club sponsor.

Your Responsibilities

- Approve the organization of all Rotaract clubs.
- Send your monthly communications to Rotaract clubs.
- Establish strong relationships between Rotaract clubs and their sponsor Rotary clubs. Involve Rotaractors in the life of the district, including meeting regularly with sponsor Rotary clubs, attending district events, and working together on service projects.
- Increase the capacity of Rotaract clubs to provide service through cooperation with the family of Rotary. Work together with Rotary, Interact, other Rotaract clubs, and groups such as RYLA participants and Rotary Foundation scholars on projects and activities.
- Welcome former Rotaractors into Rotary clubs. Create and maintain a district Rotaract alumni program in support of this effort.
- Ensure that the Rotaract leadership training seminar is conducted during the district assembly, if appropriate.
- For districts with two or more Rotaract clubs, encourage the election of a district Rotaract representative (a Rotaractor elected by the district's Rotaract clubs) to work with the district Rotaract committee.
- Defray all or part of the costs associated with the district Rotaract representative-elect's attendance at the annual Rotaract Preconvention Meeting.

Resources

- *Guide for District Rotaract Leaders* (Web only) — Manual for district Rotaract representatives and others involved with the program at the district level. Provides an overview of responsibilities and suggestions for successful Rotaract clubs.
- *Rotaract Handbook* (562) — Guide to organizing and developing a Rotaract club and conducting service projects and professional development projects. Also describes district Rotaract structure and multidistrict activities. Contains administrative forms and constitutional documents.

Rotary Youth Exchange



Rotary Youth Exchange gives students ages 15-25 the opportunity to meet people from other countries and experience different cultures. The program offers three types of exchanges:

- Long-term exchange — Students ages 15-19 live with more than one host family and attend school in the host country for an academic year.
- Short-term exchange — Students ages 15-19 visit the host country for several days or weeks. This exchange does not include an academic program and often takes place when schools are not in session.
- New Generations exchange — Students ages 18-25 visit the host country for three to six weeks. This program may include a vocational element.

Your Responsibilities

- Seek legal advice about liability issues before undertaking Youth Exchange activities.
- Endorse the Statement of Conduct for Working with Youth, and ensure that appropriate risk management measures are in place to protect all program participants.
- Make sure the district Youth Exchange program is being conducted within RI guidelines.
- Follow the necessary steps to have your district's Youth Exchange program certified or to maintain its certification.

Resources

- *A Guide for Exchange Students* (752) — Guide for exchange students and their parents.
- *A Guide for Host Families* (749) — Information on the responsibilities of serving as a host family.
- List of district Youth Exchange chairs and multidistrict officers (available from RI) — Resource to coordinate exchanges with other districts and multidistrict groups.
- *New Generations Youth Exchange Brochure* (760) — Promotes short-term exchanges for young people ages 18-25.
- *Youth Exchange Handbook* (746) — Comprehensive information for Rotarians organizing a district Youth Exchange program. Includes guidelines for sending and hosting Youth Exchange students.
- *Youth Exchange certification materials* (available from RI) — Application, support documentation, and minimum youth protection requirements.

Rotary Youth Leadership Awards (RYLA)



Rotary Youth Leadership Awards, which can be a club, district, or multidistrict program, provides people ages 14-30 with an opportunity to develop their leadership skills. Young men and women selected by their local Rotary clubs are invited to participate in leadership training meetings organized, funded, and implemented by Rotarians.

Your Responsibilities

- Endorse the Statement of Conduct for Working with Youth, and ensure that appropriate risk management measures are in place to protect all program participants.
- Promote Interact, Rotaract, and Youth Exchange participation.
- Assist older, qualified RYLA participants in joining or forming a Rotary club.

Resource

- *Rotary Youth Leadership Awards Handbook* (694) — Step-by-step guide to organizing a RYLA event that develops leadership among young people.

International Service

International Service promotes and fosters international understanding and goodwill through both fellowship and service.

Your Responsibilities

- Support clubs in their efforts to partner with clubs in other districts for fellowship and service.
- Promote World Understanding Month (February).

Resources

- ProjectLINK (Web only) — An online searchable database that lists Rotary club and district community service projects in need of funding, volunteers, donated goods, or partners for a Rotary Foundation Matching Grant, plus completed projects that can be used as examples of best practices.
- Rotary Foundation grants — Available grant programs will vary based on the type of project you would like to pursue, and whether or not your district is part of the Future Vision pilot.

Rotarian Action Groups

Rotarian Action Groups unite Rotarians worldwide to work on service projects related to a specific topic. Though each action group is administered independently, all operate within formal program guidelines and with the recognition of the RI Board of Directors.

Your Responsibilities

- As governor-elect, determine which Rotarian Action Groups are permitted to contact clubs in your district (RI will contact you).
- Report on Rotarian Action Group activities for the year at the district conference.

Resource

- *Rotarian Action Groups Officer Directory* (Web only) — List of each Rotarian Action Group, including contact officer information.

Rotary Fellowships



Rotary Fellowships unite Rotarians worldwide in friendship and service, the exchange of ideas, and the pursuit of international understanding based on common interests or vocations. Fellowships are a great way to experience Rotary beyond the club and district levels. Though each fellowship is administered independently, all operate within formal program guidelines and with the recognition of the RI Board of Directors.

Your Responsibilities

- Report on Rotary Fellowships activities for the year at the district conference.
- Promote Rotary Fellowships Month (June).

Resources

- *Rotary Fellowships Handbook* (729) — Guidelines and suggestions for starting, operating, and promoting a Rotary Fellowship.
- *Rotary Fellowships Officer Directory* (Web only) — List of each Rotary Fellowship, including contact officer information.

Rotary Friendship Exchange



Rotary Friendship Exchange gives Rotarians and their families an opportunity to stay in the homes of Rotarians in other countries. These reciprocal visits advance international understanding through personal contacts across national boundaries. This program also encourages and fosters partnerships between districts that lead to fellowship and service visits. The most current program guidelines are available on the District Governor's Exchange.

Resources

- List of district Rotary Friendship Exchange chairs (available from RI) — Resource to coordinate exchanges with other districts.
- *Rotary Friendship Exchange Handbook* (Web only) — Guidelines for hosts and guests, information on arranging exchanges, sample itineraries, and more.
- *Rotary Friendship Exchange Matching Board* (Web only) — Quarterly list of districts seeking partners for an exchange.

Vocational Service

Vocational Service encourages Rotarians to model high ethical standards and apply their business knowledge and skills to benefit others.

Your Responsibility

- Promote Vocational Service Month (October).

Resource

- *An Introduction to Vocational Service* (255) — Provides information, resources, and project ideas related to vocational service.

Appendix 19: Risk Management for Youth Programs

A risk management program can provide a basis for understanding the possible risks involved with youth activities, such as injury, illness, and abuse, so that participants may make good choices in dealing with these risks. Though a risk management program cannot guarantee the elimination of all negative occurrences, it can reduce their number and effects. Your district should consider the following points when developing a risk management program for working with youth:

- Develop and implement a district youth protection policy that addresses physical, sexual, and emotional abuse or harassment.
- Establish a code of behavior for adult and youth participants to follow during their involvement in the program. These rules should reflect local cultural standards and those of the district or club, as well as best practices for youth protection.
- Review your district's policies to ensure they are in harmony with the specific RI guidelines developed by the Board for each youth program.
- Explore insurance and risk management issues involved in sponsoring a youth program or event. Consider these questions:
 - What happens if someone is injured?
 - What happens if a participant alleges sexual misconduct?
 - What happens if a natural disaster occurs?
- Work to minimize potential losses by:
 - Purchasing liability insurance coverage that is adequate for your region
 - Developing an emergency plan and practicing it at least once during the program
 - Teaching participants about safe behavior during the program

Clubs and districts are urged to contact their insurance broker or agent to determine whether their insurance policies provide adequate coverage for their youth programs. Insurance becomes a complex issue when multiple districts or clubs sponsor a program, because each organization may have different coverage.

All participants, including youth and organizers, are urged to verify that their health and life insurance will provide adequate coverage while they participate in the program. Many health insurance policies provide only limited coverage outside a certain area, so this precaution is especially important when traveling or living away from home. In these cases, participants should consider obtaining a travel medical and accident insurance policy that provides the following types of coverage:

- Medical expense reimbursement
- Repatriation of remains
- Emergency evacuation
- Accidental death and dismemberment

It is recommended that a club or district consult its legal counsel before signing an agreement or contract with any organization, contractor, or service provider. These documents may contain waivers, hold-harmless, or indemnification agreements that may attempt to release a party from liability and transfer the risk to the club or district. Be aware that Rotary International is not liable for any illness or injury to persons, including participants and organizers, or for damage to any property.

GETS Developing Service Goals

The RI Strategic Plan includes several service-related goals. Part of your responsibility as governor is to develop service goals that support the priorities of the organization and establish ways to achieve them.

Review the service-related goals of the RI Strategic Plan below, rate your agreement with the statements, and discuss ways your district can improve in these areas.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Most Clubs in My District . . .	Ways My District Can Improve
<p>Create a balance of activities in all Avenues of Service</p> <p>1 2 3 4 5</p>	
<p>Increase sustainable service in New Generations programs and the areas of focus</p> <p>1 2 3 4 5</p>	
<p>Create significant projects both locally and internationally</p> <p>1 2 3 4 5</p>	
<p>Emphasize vocational service</p> <p>1 2 3 4 5</p>	
<p>Publicize action-oriented service</p> <p>1 2 3 4 5</p>	

10

Preparing for the International Assembly



The International Assembly is a motivational training meeting to prepare governors-elect for their year in office. Its motto is Enter to Learn, Go Forth to Serve. Because every governor-elect will attend, it is an opportunity to exchange ideas and enjoy fellowship with Rotarians from around the world, as well as to further develop your international network for future service projects and cultural exchanges.

Responsibilities

During the International Assembly, you are responsible for attending all scheduled sessions. These sessions provide an opportunity for networking with fellow Rotarians from around the world.

Program

The International Assembly program is a combination of plenary and group discussion sessions and social events. The RI president-elect determines the program content, appoints a moderator to oversee the assembly, and selects the RI training leaders (past district governors with training experience) to lead the discussion sessions.

During the plenary sessions, you will hear inspirational speeches. Each year at the International Assembly, the RI president-elect unveils the vision for the upcoming Rotary year, and The Rotary Foundation trustee chair-elect provides an update on the Foundation and its goals for the upcoming year. The RI general secretary explains how the Secretariat supports Rotarians in their commitment to service, and other speeches address current issues facing Rotary.

With about 20 of your fellow governors-elect, you will also attend group discussion sessions, which provide an opportunity to go over your plans for the upcoming year and discover new ideas and strategies from other participants. Because governors-elect are experienced Rotarians and Rotary practices vary around the world, all training is conducted using facilitated discussion, a method that allows participants to share their experiences with each other. Although the International Assembly program varies from year to year, common group discussion topics include strategic planning, The Rotary Foundation, public image, membership, and leadership.

You will also meet with your Club and District Support representative, who will be your primary contact during your years as governor-elect and governor. This meeting will include an overview of the governor's allocation and information on RI resources.

Besides attending training sessions, you and your spouse will be able to meet with fellow participants at the welcome reception, president-elect's meals, festival night, host hospitality event (optional), and closing banquet.

During the assembly, you will complete written evaluations of the plenary and group discussion sessions as well as your overall experience. Your comments are used to assess the meeting's effectiveness and to determine how to improve it in the future.

View a video about what to expect at the International Assembly at www.rotary.org → Members → Events → International Assembly.

Getting Ready for the Assembly

The International Assembly is a weeklong meeting. Professional dress according to your culture's custom is expected, and some special evenings will call for formal wear.

Simultaneous interpretation is provided for plenary sessions in seven languages (English, French, Italian, Japanese, Korean, Portuguese, and Spanish). Group discussion sessions are conducted in six languages. Italian is not offered in the discussion sessions, but some materials will be provided in this language.

You will receive a registration packet in August or September that will include program highlights, travel information, and other logistical details. All travel is arranged through the Rotary International Travel Service. Please wait to make travel arrangements until you receive your registration packet. Your travel, hotel, and food expenses are paid by RI. To report other appropriate expenses as outlined in the registration packet, download the Rotary International and Rotary Foundation Expense Statement at www.rotary.org through Member Access in the District Governor's Exchange.

You are encouraged to visit booths during your free time, including those for RI and Foundation Secretariat services and the upcoming RI Convention. Licensed vendors have on-site booths selling theme materials and other Rotary items. RI theme jackets will be distributed on-site; you will have the opportunity to buy a jacket either before or at the assembly.

Many attendees decide to bring a small gift to distribute to their fellow governors-elect. Rotary senior leaders recommend that you offer a donation to The Rotary Foundation in lieu of gifts.

The RI Board has tentatively selected the following dates for the International Assembly in San Diego, California, USA, for these classes of district governors:

2012-13: 15-21 January 2012

2013-14: 13-19 January 2013

2014-15: 12-18 January 2014

Confirm all dates at www.rotary.org.

Spouses Program

The spouses of governors-elect are encouraged to attend the International Assembly to prepare for the upcoming year. Spouses have a specific program, including roundtable discussions led by the spouses of Rotary senior leaders and motivational speeches by RI leaders. Your spouse's travel, hotel, and food expenses will be paid by RI. If your spouse attends the International Assembly, he or she is required to attend all spouse events.

Training Materials

At the International Assembly, you will receive materials for use during both the meeting and your year as governor, including:

- *Governor-elect's Workbook*
- *International Assembly Participants* book
- *International Assembly Speeches* (on CD)
- USB drive (containing additional resources)

These resources supplement the materials provided in this manual. You will not need to bring your manual with you to the assembly.

Discussion Questions

Consider these questions in preparation for your governors-elect training seminar.

What are your expectations for the International Assembly?

What is the most important goal you would like to achieve at the International Assembly?

www.rotary.org

Ready when you are!

Get current Rotary news
Consult with your fellow governors
Learn about district trends
Download free training publications

Visit www.rotary.org and log on to Member Access



ROTARY INTERNATIONAL®

One Rotary Center
1560 Sherman Avenue
Evanston, IL 60201-3698 USA
www.rotary.org