



**CLUB PRESIDENT'S  
TRAINING HANDBOOK  
2015-16**



2015-16

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# **INTRODUCTION**

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This document is an invaluable reference guide and action file, which will both help you prepare

for office and be of use to you throughout your year as President of your club.

You are strongly recommended to read the entire document and to work through the various activities, using the forms and agendas provided as a guide. The importance of this approach cannot be overstated - it is said that a successful Rotary year is 80% preparation, 20% execution. If you have covered all the ground in this document, you will be well equipped for your year.

I wish to acknowledge that the basis of this document was prepared by PDG Brian Coleman from our District in 2005 and PDG Harold Sharp in 2010. We have updated it to incorporate Rotary International's current rules and regulations.

PDG Paul Erickson  
AG Ivan Fedor

## **PART ONE: YOU, THE PRESIDENT**

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### **1.1. LEADERSHIP**

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Being President of your Rotary club is essentially a leadership role, involving management of a group of diverse individuals, some of whom will be more experienced and knowledgeable than you. Your task is to lead, motivate, inspire, encourage, recognise and enthuse them, so that the club's objectives can be achieved and you bequeath to your successor a more vibrant club than you inherited.

#### **1.1.1. WHAT IS LEADERSHIP?**

The role of a leader in a volunteer organisation is a special challenge. It requires thoughtful understanding of the group to be led. This is especially true in a Rotary club, because a club is composed of Rotarians like you, with proven capacities for leadership. Your role also requires an understanding of Rotary.

Firstly, ask yourself the question, *What is Rotary?* Rotary's function is suggested by its official motto, *Service Above Self*. It is an organisation of business and professional people, united worldwide, who provide humanitarian service, encourage high ethical standards in all vocations and help build goodwill and peace in the world.

Secondly, each Rotary club, by definition, is different from every other; hence, you will want to stand back and review the composition of your club - as objectively as possible. Is it a young club? An older club? Does it have specific areas of weakness that you should address in your year? Knowing the needs of your club will help you define your role as the club's chief executive.

Thirdly, have you set realistic goals that may be implemented during your year?

Fourthly, what is your position relative to the other members of the club? Are you younger or older than the majority? Are you involved in any clique that might make it difficult for you to

lead effectively? It is essential to know where you stand with others in any administrative position, but particularly so in a volunteer organisation.

The way you view your leadership role will go a long way toward shaping the decisions you make as President. In any case, there is one quality you will need to demand of yourself as leader - flexibility because you will be leading volunteers.

### 1.1.2. LEADERSHIP QUALITIES

It is said that leaders are born not made. However, while it is true that some people have a natural talent for leadership, the capacity to lead is in most of us and the necessary skills can be developed in those willing to learn. Some of the attributes of a good leader you may need to develop are:

- ❑ Confidence
- ❑ Organisational ability
- ❑ Knowledge (particularly of Rotary)
- ❑ Dedication
- ❑ Vision
- ❑ Creativity
- ❑ Flexibility

and some of the things you will need to do:

- ❑ Listen
- ❑ Act promptly
- ❑ Take initiative
- ❑ Delegate
- ❑ Follow through
- ❑ Keep your sense of humour!

A few years ago, Douglas Long, a former Rotarian who conducts research into leadership and management issues, developed what he termed a Leadership Diamond. It has eight facets:

- ❑ **Self Confidence:** not the same as charisma or “public appeal”, terms which have been largely promulgated by the media. Self confidence promotes trust.
- ❑ **Values:** Leadership varies in different parts of the world and the values seen as important vary similarly. It is a question of identifying the values that matter in your particular environment.
- ❑ **Integrity:** Words and actions must be consistent. True integrity involves doing the right thing, even when it conflicts with what others want you to do.
- ❑ **People:** Management is about systems and procedures; leadership is about people and how they are affected by your actions.
- ❑ **Change:** Leaders constantly challenge the status quo and seek new ways of doing things. They are not afraid of change, but welcome it as the way to growth and development, organisationally and personally. But you must manage change effectively.

- ❑ **Creativity:** Don't succumb to the demand to conform, if you can find a new, creative way of doing things.
- ❑ **Communication:** Good leadership is about encouraging people to participate into what needs to be achieved. Don't coerce or conscript the unwilling – inspire and persuade them to accept your viewpoint.
- ❑ **Environment:** Be involved with your followers and help them overcome problems by creating the right environment in which they can operate. Delegation is not about abrogation of responsibility.

Successful leadership requires a multi-level approach in which all aspects of the diamond are given equal priority. A leader must PLAN, GUIDE, MOTIVATE & ACKNOWLEDGE:

- ❑ **Assess** committee plans and **commit** the club to those plans.
- ❑ **Guide** and **encourage** your service directors as they plan and implement their program.
- ❑ **Motivate** and **challenge** all members to become involved.

Above all a leader must **LEAD:**

- ❑ **Lead from the front** – that is where the driver sits!
- ❑ **Guide**, rather than direct - Rotary is a voluntary organisation, and that makes the President's job all the more challenging.
- ❑ **Smile** all the while! It will be you who sets the pattern and a club needs to be happy.

In summary, outstanding leaders of volunteers are realistic people who can measure themselves and their goals for the club in relation to the facts around them: i.e. the resources and manpower they have to work with, chiefly their committee chairpersons. Such leaders are able to keep their forces in balance and to work to increase their assets and diminish their liabilities.

### 1.1.3 So What are your Rotary Leadership Responsibilities ?

The Club President's Manual, at [rotary.org](http://rotary.org), summarises these as:

- Registering for Member Access at My Rotary ([rotary.org](http://rotary.org)) to obtain your clubs administrative data from RI.
- Ensure that your secretary and treasurer has registered on My Rotary and Club Runner in order to keep membership and club data.
- Implementing and continually evaluating the club's goals for your year in office, insuring the club members are involved and informed.
- Ensure that each committee has defined goals and communicating with district committees.
- Presiding at all meetings of clubs (this can be devolved as part of succession training) ensuring all meetings are carefully planned, communicating important information, providing regular feedback.
- Prepare for and encourage participation in club and district meetings. Planning for monthly board meetings, ensuring the club is represented at district meeting and district conference.
- Working with your club and district leaders.
- Preparing, approving and monitoring the club budget, working closely with the board

and club treasurer.

- Ensure continuity of leadership and service projects. Submitting annual reports, conferring with your successors, arrange joint meetings with incoming board, ensure comprehensive training program is carried out.
- Ensure that RI youth protection policies are followed.

## 1.2. GOAL SETTING

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Any plan must establish goals - what you expect to achieve if the plan is implemented. We borrow the word 'goals' from sport, where participants and spectators alike are left in no doubt what constitutes a goal. It is not quite so clear cut in Rotary, but nevertheless, there are four essential requirements which must be met when setting a goal. Effective goals are:-

- ❑ **Measurable** - The goal must be in quantifiable terms, which can be objectively evaluated at the end of the year. Avoid terms like 'Work on membership growth'. 'Increase membership' is better.
- ❑ **Achievable** - Be realistic and base your goals on the resources available to you. Consider your club's history of achievement and the factors which contributed to the results. Clearly 'Increase membership by 20%' will not be achieved if hitherto your club has been losing members, unless you have a dramatic initiative which will reverse the trend.
- ❑ **Challenging** - If your goal is too simple to achieve, it will not inspire you or your members to extra effort. Your goal should require vision, planning, teamwork, effort and follow-up by you and your Board. 'Increase membership by 5%' would not be very challenging to a club with 20 members - it requires only 1 more member to be found.
- ❑ **Shared** - Your goals must reflect the views of those who are to be responsible for achieving them, particularly the relevant Board members and Committee Chairman. 'Increase membership by 10%' is unlikely to succeed unless your Membership Chairman and Administration Director share your belief in its achievability and are willing to adopt it as a goal.
- ❑ **Time Specific** – If no time limit is set, then achievement can simply be deferred forever.

The Rotary **Club Leadership Plan (rotary.org)** is the recommended model as it is based on the best practices of effective clubs. It could be used with the **Club Visioning program** that is been run in the District.

## 1.3. TIME MANAGEMENT

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The amount of time you have to devote to your role as club President will of course depend on your personal circumstances. Obviously the less time you have available, the more important managing that time becomes. But even for those with ample time to devote to Rotary, time management will improve your effectiveness by allowing you to spend more time on the most important things.

Probably the most important factor in time management is efficiency. This means using each moment as effectively as possible, working methodically rather than randomly, developing a

system, and so on. In this handbook there are several recommendations to help you to be efficient - meeting agendas, planning documents, etc. They have been developed from the experience of other Rotarians and are known to work. They are a valuable resource which you should use, adapting them as necessary to suit your own club.

Bear in mind that the problem is how you choose to use the time available to you. There is an old adage which says that if you want something done, give it to a busy person, i.e. someone who works efficiently and effectively and can always slot another task into the schedule.

Here are four powerful ideas to follow:-

- ❑ List **goals** and set priorities;
- ❑ Make a daily '**To Do**' list;
- ❑ Ask this question often, 'What is the **best use of my time** right now?';
- ❑ **Do it now!**

and four more, specific to your job as President:-

- ❑ Identify a **suitable time** to handle your Rotary calls;
- ❑ Ask your club members, including the Board, to contact you at your **preferred time**, unless the matter is urgent;
- ❑ Establish a meetings/appointments **calendar** up to the end of your year;
- ❑ Set up a **communications system** in your club to enable important information to be promulgated to all members quickly. E-mail is ideal, but don't forget those not connected.

Another important aspect of time management is **delegation**.

## 1.4. DELEGATION

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You do not have to do everything yourself. Indeed, by doing so, you are preventing other club members from gaining experience which will help them to be better Rotarians. If you are to do all the things you plan to do, you must develop the ability to delegate effectively. Failure to do so will probably mean that you will always be battling against the clock and have no time to sit back and enjoy the experience that being President of your club should be!

Effective delegation requires you to:

- ❑ Identify to whom you are delegating;
- ❑ Be **specific** about what needs to be done. Don't be too general;
- ❑ Suggest a **specific plan of action**;
- ❑ Be **brief** and to the point;
- ❑ Put it in **writing**, where there is a need to refer to it again;
- ❑ Establish a **time frame**, including any preliminary reports required;
- ❑ **Follow-up** and **encourage** when required.

Remember that effective implementation involves others in overcoming obstacles with effective solutions **right from the start**. It also means motivating others and gaining their commitment, developing a mutually agreed strategy and follow-up.

So **delegation** starts from the planning process and continues into the implementation stage. Members involved in the planning take a personal interest in the actual implementation,

increasing the probability of success. Members need to feel **ownership** of the program.

## **1.5. PREPARING FOR OFFICE**

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It is very important that you spend the time between now and when you take office planning your year carefully. Once you actually become President your time will be at a premium, so prior planning is probably the single most important ingredient in a successful Presidential year. District personnel endeavour to help you plan your year through PETS and the District Assembly, but this can only be done in general terms, whereas the needs of each club are different. One of your key tasks is to establish how the principles can best be applied to your club.

### **1.5.1. BREAK THE MOULD**

There is a tendency for clubs to get into a rut and always do the same things each year. You should seriously consider ‘breaking the mould’ and examine everything you do from the beginning. You may well end up re-building what you have already, but the chances are that you will discover that there is a different, refreshing approach, which will lift your club. You and your team need to be creative, to think about things in a different way, to take a risk. Don’t be afraid that some of the things you do will not work, no-one does everything right. It is said that new clubs do many things established clubs never undertake, simply because no-one has told them that it can’t be done!

Remember, you are an individual, different from anyone else. The surest way to have “an ordinary year” as club President is to stick with everything your predecessor leaves you.

### **1.5.2. ROTARY KNOWLEDGE**

In business, anyone appointed to the office of Chief Executive will spend a great deal of time absorbing knowledge about the organisation, the people who work in it and the environment in which it operates. Rotary is no different.

Most of us feel well versed in the intricacies and processes of Rotary, but in your year as President it is critical that you not only know, but are seen to know. Your club members will look to you for guidance and interpretation of Rotary matters, so it is incumbent on you to make an effort to be as informed as possible and, importantly, to discover where you can find out the things you do not know.

There is a wealth of material available to help you at the RI South Pacific and Philippines Office, Rotary Centre, Level 2, 60 Phillip Street, Parramatta, 2150. Contact [RISPP02rotary.org](mailto:RISPP02rotary.org) or phone 88949800. Go there and see what might be useful to you – a lot of the material is free and the rest modestly priced!

In particular, ensure that you are familiar with the Manual of Procedure, your own club’s Constitution and By-Laws and this handbook. Remember that the Council on Legislation is held every three years and may make significant changes to the “rules of Rotary”. Make sure you understand what changes are made and ensure that your own club rules are amended as necessary.

### **1.5.3. IDEAS**

Over the next few months your mind will probably be filled with ideas about your year - in fact that has probably been the case since you were elected. How do you keep track of them all? How do you ensure they are followed up in time?

You may find it helpful to keep a record of each idea, either in a loose-leaf folder or on your computer. Note the idea and indicate the action you intend to take, any research necessary, etc. It is a simple matter to review the file every couple of weeks and update it and none of your ideas should ever fail to come to fruition because you forgot about it!

### **1.5.4. THE ROLE OF YOUR PARTNER**

Whilst our partners and family members are under no obligation to take any part in our activities, Rotarians through the years have found great help from their encouragement, support and understanding.

If you have a partner, you are encouraged to recognise this special relationship and have your partner share in the pleasure and real benefits of Rotary service. Encourage your family members to be involved in relevant ways to show the care and value that you have for them. Partners are invited to many Rotary activities and functions underpinning the high value and importance of our partners and family in the Rotary team.

It is easy to let things slip in your busy role as President, yet our partners are usually so perceptive, so supportive, broad in view, and with great skills and willing to help you and your Rotary Club if they are only asked. Please acknowledge your partners and family role to your Presidency and Rotary in the warmest and most fitting manner throughout your year.

### **1.5.5. DISTRICT DIRECTORY**

The Directory is a valuable tool, which you will need when seeking assistance. Please ensure you go onto [rotarydistrict9685.org.au](http://rotarydistrict9685.org.au) using club runner to check and update club information. This system updates to RI and RDU thus saving you time.

# PART TWO: LEADING YOUR CLUB

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## 2.1. VIBRANT CLUBS

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A vibrant club will be more effective in its service activities, attractive to new members and better able to withstand the pressures of a changing world.

### 2.1.1. DEFINITION

A **vibrant** club is energetic, exciting, welcoming, friendly, achieving, successful. It is recognisable by:

- ❑ Club atmosphere – buzzing – feeling something is going on;
- ❑ Members make time for Rotary;
- ❑ Air of enjoyment;
- ❑ Enthusiasm for Rotary;
- ❑ Good impression on visitors.

Rotary International defines an **effective** club as one able to:

- ❑ Sustain and increase membership;
- ❑ Implement successful service projects;
- ❑ Support the Rotary Foundation; and
- ❑ Develop leaders beyond club level.

and has a solid basis of club administration and activity in all avenues of service.

While an effective club is not necessarily a vibrant club and vice-versa, they have a lot in common.

### 2.1.2. KEY INGREDIENTS

What makes a vibrant club?

- ❑ Rotarians enjoy the meetings – leads to high attendance;
- ❑ Rotarians enjoy club projects and activities – leads to strong service program;
- ❑ Members must feel that time and money are well spent;
- ❑ Rotary membership is an important part of their life;
- ❑ Membership growing – or at least stable;
- ❑ High level of participation;
- ❑ Good level of participation in district – programs, Conference and special events;
- ❑ Recognition of club activities in the local community and district.

### 2.1.3. GETTING ACTION

What can the President do to facilitate creation of a vibrant club?

- ❑ Ask **each member** to complete a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the club and seek their suggestions on how to build on the strengths and resolve the weaknesses. A sample survey form is given on page 53.  
**Review the results and report back.**
- ❑ Identify what members do not enjoy, eg. projects, meeting components, etc;
- ❑ Prioritise problem areas;

- ❑ Identify benefits Rotarians receive from Rotary and build on those benefits – friendship, networking, professional and personal development, etc;
- ❑ Discuss and identify the key ingredients that members want in meetings or activities;
- ❑ Restructure meetings to meet members’ wishes;
- ❑ Modify projects or select new ones to meet members’ key ingredients;
- ❑ Review changes and repeat the process if necessary;
- ❑ Recognise that the mix of activities, projects, etc., is personal to each club;
- ❑ Give recognition to all members who achieve;
- ❑ Remember Rotary is to be enjoyed!

## 2.2. TEAM SELECTION

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One of the most important tasks you have is to select your team for the year and the tasks they will perform:

- ❑ The officers and directors of the club constitute your team for the year.
- ❑ The directors are planners, policy-makers and leaders within their avenue of service.
- ❑ It is your responsibility to see that the right member is in the right job.

## 2.3. THE ROLE OF THE BOARD

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The dynamic that is the core of the success of a Rotary Club each year is the way the President and the Board carry out their roles. The Board must create a positive climate for the whole Club, so that members feel compelled to participate and share the enjoyment and growth of worthwhile programs and projects.

The success of the board relies hugely on the leadership offered by you, the President. In particular you must delegate responsibility to your board members to ensure responsibility on behalf of the club is taken for all governance matters; in particular

- Child Protection (Admin/Club Service)
- Risk management (Admin/Club Service)
- Understanding our district Insurance cover (Public Officer / Secretary)
- Conflict Management (all board members)
- Obligations under NSW law re Incorporation (Public Officer / Secretary)
- Obligations re payment of District, RI and RDU levies (Secretary / Treasurer)
- Semi Annual Returns (Secretary)
- Membership data update on Club Runner (Secretary)
- Authority to fund-raise – Dept. Fair Trading (Secretary)
- Financial returns to State Govt (Treasurer)

It is about finding the balances that make it enjoyable for members; showing commitment to the executive roles and all avenues of service so that the leadership is recognised and shared; being able to recognise the talents, skills, interests and needs of our communities and our own Rotary club members.

Drawing them out is a wonderful and rewarding challenge, requiring diligence and dedication by all Board members and the recognition that leadership of the Club must be nurtured by the Board. No Board can afford to neglect any aspect if it is to have a rich adventure in service.

Best practice is achieved by a Board having sound routines, which are well known. The Board should meet at least monthly at a time and place which allows a published agenda to be considered constructively. The Secretary should send out a reminder, including an agenda, to each Board member a week before the meeting. Board members need to prepare for a Board Meeting and should make a written report with relevant assessments and recommendations. Ideally the Board Meeting should be in the week following the District President's Meeting to ensure that any information received at the Meeting is distributed as quickly as practical to your Directors for their further action.

The key functions of the Board are to:

- ❑ **Govern** the activities of the club;
- ❑ **Plan** activities;
- ❑ **Organise** committees to run the club;
- ❑ **Review** progress;
- ❑ Process **membership** applications;
- ❑ Monitor **attendance**;
- ❑ Monitor **finances**;
- ❑ Recommend **subscriptions**, etc;
- ❑ Recommend **donations**, etc.

A major matter, often overlooked, is that **all significant board decisions should be conveyed to members** at the earliest opportunity.

## 2.4. COMMITTEES

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The success of your club programs depends to a great extent on the calibre of the club committees appointed to run each activity. In business, we take pains to ensure that we have the right people to do each of the many tasks required and so it should be with Rotary. But in Rotary we are usually constrained by the fact that Rotarians are volunteers and we may not have some of the skills required amongst our members. The success of Rotary suggests that we manage to overcome these constraints consistently! Nevertheless the appointment of committees is always something of a compromise between the ideal and the availability of skills and willingness to serve.

Once you and your Board have broadly determined the programs you intend to implement in your year, you should next decide the particular committees you will need and so draw up the overall committee structure. Try to start this process as soon as possible, but no later than the first week in May - you will need at least a month to complete it and you must have all your committees in place by changeover. There is a typical committee structure included in the RI Club President's Manual, which can be used to work out your own structure.

Your first draft should be the ideal organisation - the one you would have if there were no constraints. As you work with your Board to appoint committees, it may well be necessary to amend the structure to ensure that the final version is workable. Remember also that your By-laws may require you to have certain committees and determine how they are appointed. Typically, such committees are for classifications, membership and other club service administrative functions, but they may include those of other avenues of service.

Having established the structure, the task is now to fit your members into appropriate committees, starting with the chairpersons, then committee members, ensuring that all members

have tasks that will maintain their interest and involvement in the club and challenge them.

The following points should be considered:-

- ❑ Appointing committees is a team task for you and your Board. Do not be tempted to do it yourself, as Board members must be comfortable with those they will be working with;
- ❑ Draw up a list of members which shows their particular skills and what each has done over the last few years - if your club records are not good enough to allow you to do this, make a note to improve them for the future;
- ❑ Rotate committees - you need fresh ideas and enthusiasm, so do not let any member stay on a committee for more than three years;
- ❑ Draw up a simple form on which members can indicate which committees they would like to serve on and try to meet their requests - if you cannot, tell them why;
- ❑ Make sure that the key committees have members with appropriate skills - a committee to run a public function for example needs someone with marketing skills;
- ❑ Check the requirements of your By-laws regarding certain committees and follow the provisions - it is common for some committees to have members appointed for three years, becoming chairperson in the third year.
- ❑ Don't forget to offer your senior members (Past Presidents, etc.) worthwhile jobs - many PPs lose interest in Rotary a few years after office, as they tend to be ignored by the current Board;
- ❑ Once the final structure is determined, remain flexible enough to accommodate members who may not be happy with the task allocated.

As has already been mentioned, matching members' skills with the tasks to be undertaken is very important, but care needs to be taken that you do not categorise members into a narrow field of interest. It is not uncommon for example for accountants to be considered only for treasury or administrative jobs, marketing executives for selling and so on. By all means use these skills in appropriate circumstances, but remember your accountant might actually be a great organiser for your annual Art Show or whatever and your marketing executive might actually prefer to do something different at Rotary from what is done all day long!

In fact Rotary provides an opportunity for members to take part in activities far removed from their daily tasks, which both broadens their horizons and helps them to develop new skills. It is a strength of Rotary that the calibre of our membership is such that most members are able to contribute to any area you ask them to serve.

Remember that Rotary is a people organisation and understanding the capabilities, the aspirations and the motivation of each member is the key to getting the best out of them. This is a far from easy task in a voluntary organisation, but it is one which will pay huge dividends if you do it well.

## **2.5. MEETINGS**

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This section and Appendices A and B, which contain sample meeting agendas, will help you to

plan effective Board meetings and Club Forums.

## **2.5.1. BOARD MEETINGS**

If you have not already done so, you should allocate the portfolios to your service Directors and hold a meeting of your incoming Board as soon as possible. At this meeting, you should set the standards you want. **You will need two or three Board meetings before the start of your year.** See Appendix A for sample agendas.

- ❑ Members usually prefer a well-run meeting, but a meeting can be both informal and run well. Here are a few general tips on making Board Meetings more effective:-
- ❑ Try to be there first;
- ❑ Greet members warmly at every meeting and thank them for coming;
- ❑ Express appreciation for their contribution during and outside the meetings;
- ❑ Start right on time - waiting for late-comers is annoying for those on time and they will then tend to arrive late;
- ❑ Have an agenda for each meeting;
- ❑ Avoid becoming hung up on 'matters arising' - add them to appropriate items on the main agenda;
- ❑ Keep meetings short - long aimless meetings are fatal;
- ❑ Ensure minutes are prepared and distributed within a few days of the meeting, whilst it is fresh in everyone's minds. This will also often accelerate action by several weeks.

The conduct of Board Meetings is influenced by your personal style of leadership and the manner in which meetings were conducted by your predecessors. The following guidelines may therefore need to be adapted. But bear in mind that they represent an ideal approach and that you may usefully incorporate some of the practices into your year, even though your predecessors chose not to do so!

At the outset, make it clear to directors that you need them to attend every Board Meeting. If they cannot attend a meeting, ask them to send their deputy, preferably with a written report. Publish a schedule of Board Meetings at the beginning of each half-year. Even busy people can usually keep a date free, if they have ample notice, but you cannot expect them to be free at short notice.

It is recommended that you schedule Board Meetings in the week following the monthly District Presidents Meetings, so that matters arising can be dealt with quickly.

## **2.5.2. CLUB FORUMS**

Your plans will only succeed if you have the support of your members, so it is important to give them a chance to comment on what you plan before it is put to bed. Shortly before you take office therefore a Club Forum should be held to discuss your plans and to allow members to give their input. Talk to your President as soon as possible about a suitable date for this Forum (late May/early June) and ask to chair the meeting, so that you can conduct the discussion. You need to consider in detail the ground you propose to cover and how best to present it to members.

You will also need to consider other Forums throughout the year and ensure that your Program

Chairman provides for them in the club program.

As a guide, you should provide for at least five Forums, two of which will be the Governor's official visit and your Annual General Meeting. Sample agendas for three of your Club Forums are given in Appendix B.

The following notes are relevant to all Forums:-

- ❑ Prior planning is crucial - do your homework!;
- ❑ Make sure your directors speak with authority and enthusiasm;
- ❑ Use visual aids where possible (overheads, flip charts, etc.);
- ❑ Nip whingeing in the bud - but don't stifle constructive discussion;
- ❑ Ensure members have adequate time to air their views;
- ❑ Be prepared to be flexible - your Board is a servant of the club, not vice-versa.

### 2.5.3. CLUB WEEKLY MEETINGS

The weekly club meeting is probably the most important aspect of your club. It is the hub of the club, where enthusiasm is generated, knowledge imparted and fellowship shared. The success or otherwise of a club can almost invariably be determined by the quality of the weekly meeting.

The key characteristics of a successful club meeting are:

- ❑ Good **programs**;
- ❑ Good **fellowship**;
- ❑ **Variety**;
- ❑ Good **humour**;
- ❑ Start and finish **on time**.

It is essential to ensure that meetings run smoothly, so you need to:-

- ❑ **Plan**;
- ❑ Stick to an **agenda**;
- ❑ Ensure that **speakers** are aware of the **time constraints**;
- ❑ Have a **contingency plan**, in case the speaker does not appear;
- ❑ Test and use a **microphone**;
- ❑ Maintain a sense of **humour**;
- ❑ Welcome **guests** and **members** personally as they arrive;
- ❑ Ensure that the **Sergeant** does not waffle on - 10 minutes is long enough.

## 2.6. BUILDING A PLAN

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Why do we need a plan? Simply because, as club President, you will be in control of a complex organisation of volunteers, and without a plan, you will not know where you are, where you came from and where you are going in your year of office. It has been said that if you do not know where you are going, all roads will get you there!

Your role is similar to that of the conductor of an orchestra. The conductor decides what music the orchestra will play, what pace will be set, when to bring in the appropriate instrumentalists

and how they should play their instruments. If he does it well, the result is perfect harmony and concord, leaving the audience happy and contented.

So, as President, you must:

- ❑ Decide what you and the Board want to do – **Set the task.**
- ❑ Decide who is best to carry out the work – **Team maintenance.**
- ❑ Ensure members have the best possible support – **The needs of the individual.**

There are four steps to building a good club plan, challenging, yet capable of achievement. Each is dealt with below:

- ❑ Carry out an **assessment of your club;**
- ❑ Set your **goals;**
- ❑ Identify your **resources;**
- ❑ Put it all together into the **Club Plan.**

### **2.6.1. KEY AREAS FOR SUCCESS**

It is impossible to plan effectively if you do not know the current state of your club. The more you know about it, the better you can devise strategies to build on strengths and rectify weaknesses. We all think we know our club well, but it is always helpful to do a formal analysis from time to time.

### **2.6.2. CLUB GOALS AND YOUR DREAMS**

Here is how to establish your goals:

- ❑ List all your goals;
- ❑ Identify those most likely to succeed;
- ❑ Identify those least likely to succeed;
- ❑ List the obstacles;
- ❑ Seek solutions;
- ❑ List those resolved;
- ❑ Incorporate in your final plan

Remember when challenging your goals and dreams, not to ask *Why?*, but *Why not?*.

### **2.6.3. RESOURCES**

Your club resources are not limited to your available funds. They include the skills of your members and your external contacts, who assist your club. However, financial considerations are paramount and you must be sure that you can finance any activity before it is undertaken.

#### **BUDGETS**

It is critical in any organisation that a comprehensive annual budget is prepared to reflect the future operations of the entity. The budgeting process requires the analytical examination of all projected incomes and expenditures and should be from a zero base, i.e. that no income or expenditure is included in the budget until reviewed and proven.

A Rotary club is no different from any other organisation in requiring the budgetary process

to be completed, as we are the custodian of monies, not only from our own members, but also from the public, and we have a responsibility to ensure that we adequately control our finances.

Our budgets should be prepared to highlight the incomes and outgoings of the Administration Account (sometimes called Club Account) and similarly to isolate those attributable to the Projects Accounts (sometimes called Service or Charity Account).

The Administration Account budget should be prepared by the Treasurer in conjunction with the Secretary and Club Service Director. It should be constructed from prior years' experience and advice received from RI and District regarding fees and charges. This budget needs to be completed and approved before the fees for the next year can be submitted to members for approval.

The Projects budget requires input from each of the directors and requires detailed income and expenditure for each program it is proposed to support. This will determine the level of fundraising required and the Board then has to decide whether it is within the club's capacity. If not, the planned program will have to be modified.

### **CASH FLOW**

When the budgets have been completed, it is necessary to move to the next control stage and establish the timing of cash inflows and outflows. Logic dictates that unless the funds for projects are received when they are needed, that project cannot proceed. When the cash flow analysis is completed, it may be necessary to modify the time-frame of certain projects, to ensure that the cash is available when it needs to be spent.

## **2.6.4. PUTTING IT ALL TOGETHER**

In Appendix C we have provided samples of budget and cash flow statements, and Appendix D is a format for a summary which can be submitted to your club members for approval and also used to track actual performance against the Plan. This, together with the "Key Areas For Success" assessment, should be all you need to ensure that your club knows where it wants to go and knows how to get there.

Bear in mind that a Rotary club is a relatively small enterprise. It really isn't necessary for a club plan to be so detailed that it takes weeks to complete. The more complex the plan the less likely it is to be followed. KISS - Keep it as simple as possible, without omitting the necessary checks and balances that enable you to keep control of the club's financial and other activities.

## **PART THREE: LEADING YOUR CLUB (con't)**

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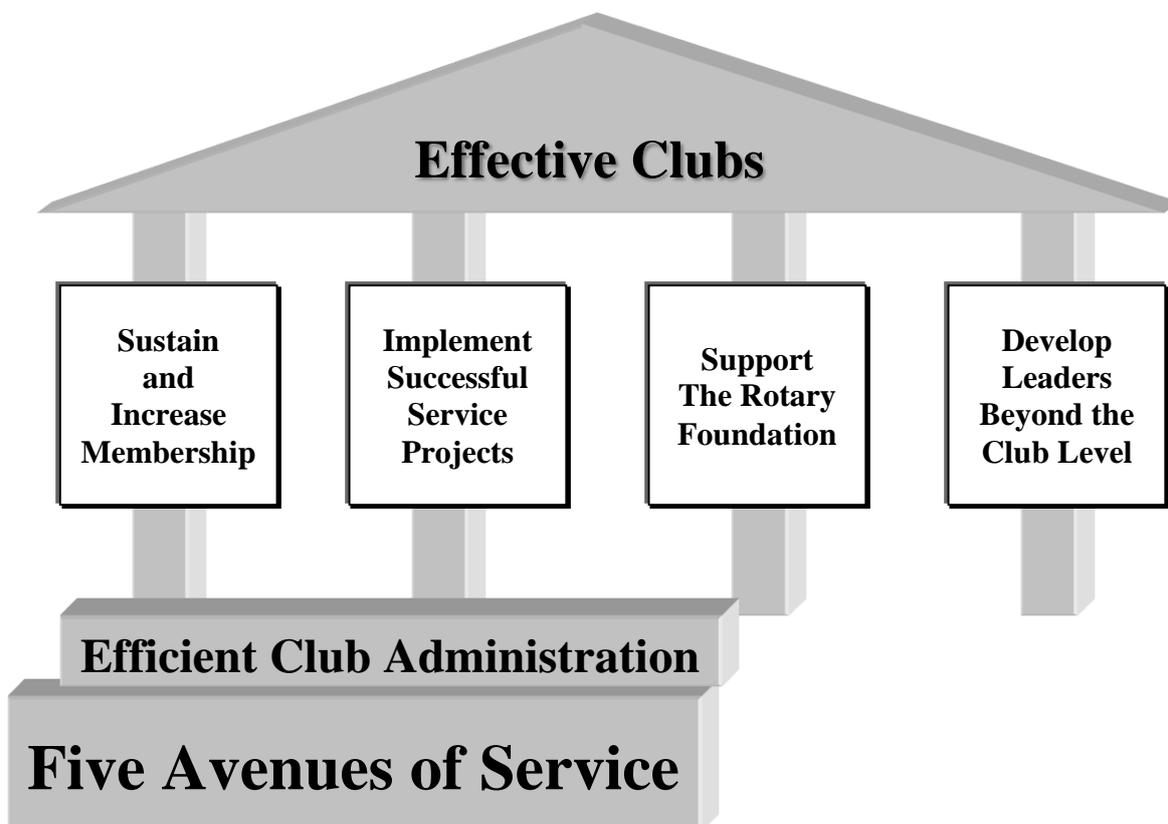
### **3.1. WORKING TOWARDS AN EFFECTIVE CLUB**

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#### **3.1.1. HOW EFFECTIVE IS YOUR CLUB?**

As a President and someone who has probably spent a couple of years or more as a Club director, it is sometimes difficult to assess how effective your Club is, as you may have a different perspective from “ordinary” members, who are less involved. By conducting the survey on page 30 of Part One of this manual amongst your members, you will get a much clearer idea of the areas which need to be worked on. This, in turn, will enable you and your team to set objectives to build on the positives and overcome any negatives.

#### **3.1.2. YOUR ULTIMATE GOAL**



The above diagram illustrates the elements of an effective Club referred to in Section 2.1.1 (page 13 of the first part of this Manual) and their dependence on the solid foundations of effective administration and the five avenues of service. It follows therefore that your first objective must be to ensure that your Club is administered effectively and that all avenues of service have a significant service program.

Club administration is generally regarded as the province of the Secretary and Treasurer and clearly these two officers carry most of the burden and your relationship with them will be a crucial factor in your success. It is a mistake, however, to assume that administration stops

there.

You and your Board each have a responsibility to do things the right way and administer your tasks efficiently and effectively. Things you need to pay particular attention to are Board reports, communications amongst the Board and to the members at large, the relevant paperwork and, importantly, awareness of the legislative framework in which Rotary Clubs function today.

It is impossible to overemphasise the importance of a vibrant and varied service program – it is of course the prime reason for Rotary’s existence. Clubs should constantly review their programs, discarding those no longer effective and adding others to replace them. Don’t expect every new program to be a success, even if you know it has worked elsewhere - communities are often very different. The important thing is to be prepared to experiment. This will not only lead to new successes, but also provide variety for your members. Unfortunately, the service program of too many Clubs is still virtually the same as it was ten years or more ago. This could well be a significant factor in our current membership difficulties.

In the following sections, we discuss some of the elements of membership, public relations and protocol, all of which are important elements of an effective and vibrant Club. But above all, remember that Rotary must be enjoyable. Put another way, what right do we have to ask people to be Rotarians, if we cannot ensure that our meetings and other activities are a worthwhile use of their scarce time?

## 3.2. MEMBERSHIP

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### 3.2.1. BACKGROUND

Membership in all service Clubs is declining. Rotary world-wide is just about holding its own, helped by the formation of new Clubs, but there is no doubt that it is a most important issue confronting Rotary. Membership growth will always be a major emphasis of Rotary, but it is something most Clubs have found difficult. So what can we do to reverse recent trends?

Firstly, we must continue to explore possibilities for the formation of new Clubs. New Clubs appeal to potential members who might not join an existing Club and it is possible to openly advertise for members. New Clubs can also overcome some of the perceived negatives of existing Clubs, such as the average age of members, an established and perhaps over-conservative culture, inconvenient meeting times and the balance of male and female members.

Secondly, we must experiment to find a Rotary formula attractive to younger people, for whom the cost of Rotary, the commitment, our present culture, etc. may not be attractive.

Thirdly, we must understand that there is no logical reason why growth is only possible in areas served by new Clubs, nor why the perceived negatives referred to above should be a barrier to tapping the opportunities for new members. **It is not credible to say that our District has only about 2,000 men and women for whom Rotary is an attractive organization to join.** We have to ask ourselves whether our approach to membership development is serious, or simply based on the hope that someone will turn up. Like all things in business - and Rotary - nothing

is likely to happen unless we plan for it.

### **3.2.2. ESTABLISHING A MEMBERSHIP DEVELOPMENT PLAN**

#### **WHO IS RESPONSIBLE?**

The responsibility for building membership is the obligation of **all members**, an obligation which extends beyond just finding suitable persons to join Rotary. It encompasses the induction and the orientation period immediately thereafter. It is during this time that many of Rotary's newer members are lost, because of inaction by the Club and the lack of a plan to involve new members.

#### **WHERE DO WE START?**

Despite the fact that classifications still form an important aspect of our membership criteria, classification surveys tend to be "passé" these days. They are in fact still an excellent starting point for any membership development plan. Once done, a classification survey can be updated easily each year thereafter. What you need to do is:

- Analyse your Club's current classifications;
- Establish a list of the main businesses in your community and the type of people they employ, using such aids as the local telephone directory, Yellow Pages (which you can search on the Internet), Chamber of Commerce and other local business listings. A walk or drive through your local shopping and industrial areas will also assist in identifying classifications.
- Use this listing as a blueprint for the controlled future growth of membership of your Club.
- List the open classifications regularly in your Club bulletin to stimulate action.

*Note:* The classification system is rarely an impediment to getting a good person into Rotary. But it is important that the membership of any Club represents a good cross-section of the community. That is what the classification system is designed to achieve.

You should analyse your Club's membership profile:

- Does the profile represent a good cross-section of your local community?
- Has your Club's membership remained static over recent years?
- What is your Club's average age?
- Is your Club membership weighted more to the older age groupings?

In Section 1 we emphasised the importance of having an effective and vibrant Club:

- Is your Club appealing to new members? If not, why not?
- Is fellowship good in your Club?
- If you were invited to join your Club as a new member today, would you join?

#### **RELATE YOUR CLUB DATA TO THE GOAL**

Once you have completed this self-examination, you can begin to see what is required to attract a regular flow of new members. It may be that you set targets within specific classifications as areas for growth, for example 'Retailing' or 'Trades', or you may choose to establish a target of reducing your Club's average age by a number of years, which means of course that you will be targeting younger members. Perhaps there is scope for more female members, or you may be able to tap into the large number of 50+ executives who have been retrenched and are looking

for something to interest them. By all means target younger members, but don't forget that older people often have more time, money and enthusiasm for the things we do in Rotary.

The District has a **Membership Development Committee**, whose objective is to help you achieve membership growth in the year. Use it!

### **3.2.3. PROCESSING NOMINATIONS**

While it is important to follow carefully all the procedures laid down in the By-laws for the introduction of new members, this process should not be protracted. Normally, an induction should be possible within one month of the receipt of the nomination. Any longer and your potential member may well lose interest. Ensure therefore that your Membership committee can meet at short notice and that the paperwork does not delay the induction.

#### **MEMBERSHIP INTERVIEW**

The new member interview is the start of the Membership Development Program for the interviewee, if he or she accepts the invitation to join your Club. As such, it is critical to their future assimilation into Rotary. It is your opportunity to explain fully what Rotary is about, at Club, District and international level, and to acquaint the interviewee and their partner with the obligations and responsibilities of Rotary membership. Don't forget however that one of the best ways of acquainting potential members with Rotary is to ensure they attend several meetings as a guest before they are inducted.

Detailed planning for the interview will ensure that the potential member will enter Rotary membership with an adequate broad-brush knowledge of Rotary and your Club and that they will assimilate and become effective members in a very short time.

The interview should cover the topics listed below. It is, however, most important to get the balance right - there is a limit to how much information a potential member can absorb. Overall, be enthusiastic about Rotary and what it can offer members. Take care to ensure that the obligations of membership, including the cost and the attendance requirements, are understood, but do not put them off by overstating them – remember members are only required to attend

60% of meetings, which isn't much more than once a fortnight.

<b><i>Your Club</i></b>	Membership profile Avenues of service Community activities and achievements Fellowship and social activities Meeting venue and time
<b><i>Main rules</i></b>	Attendance requirements Making-up
<b><i>The cost</i></b>	Joining fees/Annual subscription Weekly meeting cost Fellowship functions
<b><i>The role of partners</i></b>	Up to member and partner to decide Partners' nights Fellowship activities
<b><i>What next?</i></b>	New member card Circulation of name to members Payment of joining fees, etc. Induction ceremony

### **The Induction**

The induction of new members should be a very moving experience, which stays with them throughout their Rotary service. It is therefore important to conduct inductions with a degree of formality and to plan the occasion carefully. In particular, all the necessary badges and paperwork should be available and in the hands of the Sergeant before the ceremony starts.

Many Clubs invite the new member's partner to be present and, to make them feel more comfortable, will also invite a number of members' partners, particularly the President's partner.

There are many forms of induction in common use. The important thing is to make it a dignified occasion.

## **3.2.4. MEMBERSHIP RETENTION**

### **ASSIMILATION**

Membership loss is often attributed to things which could have been avoided – loss of interest, boring meetings, no involvement, etc. It is important therefore that new members are assimilated into the Club as soon as possible and a formal program to achieve this established. By so doing and ensuring that your members are aware of their individual responsibilities towards new members, you will almost certainly increase dramatically the retention rate of your new members. You are strongly recommended to read the RI publication *Strategies For New Member Education*.

One example of an assimilation program is for a mentor to be appointed to guide the new member through the first six months membership. The mentor, who can be either a senior Rotarian or the proposer of the new member, might be given all or some of the following

specific obligations and responsibilities:-

- Act as mentor for six months;
- Take the member to their first make-up;
- Ensure the member and partner are aware of all fellowship activities and encouraged to attend.
- Accompany the member to their first fellowship activity;
- Serve on the same committee as the new member and ensure that he/she participates in the committee's programs and fully understands what the committee is doing;
- Attend the 'Orientation Meeting' (see below) with the member;
- Ensure that the member gets to meet as many Club members as possible and participates in Club fellowship.

During the mentor period, the Membership Development Committee should monitor progress closely.

Rotary fellowship is one of the keys to membership retention. New and not-so-new members alike must feel that their membership and participation in the Club is valued by each of their fellow Rotarians. A warm, friendly atmosphere at Club meetings does not happen by accident. Rather it is created when each member takes responsibility for fellowship and shares that fellowship with all Club members.

Your Club should have a positive attitude to Membership Development and Retention. Growth and retention do not just happen; they require planning, management and, above all, commitment.

### **NEW MEMBERS' GUIDE**

It is important that new members understand the basic rules of Rotary, so that there is no misunderstanding about the attendance requirements, fees, etc. While the main points should have been spelt out at the interview, a copy of your current Club Constitution and By-laws should be given to each member on induction.

Some Clubs have found it useful to produce a special guide for new members, written in simple language, rather than the legal jargon which adorns the formal documents. A specimen guide, which you can adapt to your own Club's rules and practices, is available from the Training Team.

### **'ORIENTATION MEETING'**

This meeting, often called a 'Fireside Chat', is to ensure that newer members of your Club receive continuing assistance with their assimilation into and understanding of Rotary. Ideally the meeting should be at a member's home, should include partners and occur within the first year of membership. **Keep the meeting small enough to allow everyone to participate fully.** You should encourage participation by all attendees and seek opinions, comments and criticisms of their Rotary experience to date from the newer members.

The meeting should be chaired by either you or the Membership Development Committee Chairman and should include a senior member of the Club, also accompanied by their partner. Make sure that there is a balance of older and newer members, so that the new members do not feel overwhelmed by the weight of numbers. The meeting should not be a series of 'talking heads', but a genuine attempt to allow the new members to discuss their involvement and ask

questions about things they do not understand.

The following is a sample format, which has been used successfully by several Clubs. You can modify it to suit your own Club's character and profile. Be careful not to assume that newer members have any in-depth understanding of Rotary and its programs, or the acronyms in common use. A maximum of two hours, including ample time for fellowship, should be allocated and any presentations should be shared between those present, in order to create variety. Allow plenty of time for questions and feedback.

**Welcome** by the President, explaining what the meeting aims to achieve.

**Discussion**, seeking comment from new members on:-

- Enjoying Rotary;
- Assimilation into Rotary;
- Involvement and participation in allocated committee;
- Participation in the general programs of the Club;
- Comments and criticisms;
- Awareness of membership obligations.

**Your Club**, talking about its history, what you have achieved and significant activities.

**Where next?** Discuss:

- Further involvement with the membership development program;
- Club forums and elections;
- Forthcoming activities in each avenue of service.

**District 9685**

- Structure of District and Club involvement;
- Role of the Governor and the District team;
- District-sponsored activities - Youth Exchange, etc.
- District Assembly and Conference.

**Rotary International**

- Outline structure;
- Major programs: The Rotary Foundation - GSE, Polio Plus, etc., Paul Harris Recognition
- International Convention.

## CONCLUSION

On average, membership loss is at least 5% a year. That means that over time a Club of 30 members can expect to lose 3 members every two years, so must find 3 new members simply to stand still and 6 members to grow by 5%.

Never accept a resignation without discussion with the member, unless it is obvious and unavoidable. Remember that they may not always give the true reason! And always tell a departing member that, if circumstances change, he or she is always welcome to rejoin the Club

at any time.

Research in the USA suggests that Rotarians leave for one of four reasons:-

- Death;
- Move elsewhere;
- Cost of Rotary;
- Lack of interest.

There is nothing that can be done about death, but if a Rotarian moves, for whatever reason, make sure your Secretary forwards a notification form to a Club near the new location, to ensure that they are invited to join another Club. A loss to your Club need not be a loss to Rotary. If cost is an issue, is there another Club in the area which is cheaper to belong to? For example breakfast Clubs usually have a cheaper meal.

Lack of interest may cover several issues, including

- They have been ignored;
- They have not been given a meaningful job;
- They were taught nothing of Rotary;
- Meetings are undignified;
- There are too many negative Rotarians.

All of these could and should be avoidable. Never forget that the ambience and fellowship of your Club is of paramount importance, not only to encourage members to join, but also to make their stay fulfilling. Members will want to join and want to stay in a vibrant Club.

### **3.3. PUBLIC RELATIONS**

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#### **WHAT IS PUBLIC RELATIONS?**

It is not just getting your name in the papers, or even keeping it out of them. It is **selling**,

**marketing** and **projecting** Rotary.

### **WHY DO WE NEED TO BOTHER ABOUT PR?**

- To enhance the image and awareness of Rotary.
- To enhance public support of Rotary and its activities.
- To grow the membership.
- To sustain the morale of members.

### **WHAT SPECIFIC ACTIVITIES CAN WE DO?**

- Develop and **distribute** a Club leaflet for the general public.
- Develop and distribute a detailed résumé for prospective members.
- Ensure that **all** Club activities include identification as a Rotary project.
- Have photographs taken and displayed at Club events.
- Ensure that a member develops a **personal** relationship with local papers.
- Regularly distribute Press Releases to local media and **follow up**.

### **HOW DO WE DO IT?**

- Appoint a PR Chairperson - consider the ideal profile when selecting the person.
- Send the PR Chairperson to the District PR Institute, an intensive training session.
- Develop a **plan** with the PR Chairperson and Board members and personally ensure that it happens - what events? - what media? - what objectives?
- Appoint a Club photographer – if necessary, buy a good digital camera.
- Keep your PR Chairperson informed. Offer ideas and continually support, encourage and publicly acknowledge the results within the Club.
- Check signage in your locality.
- Consider Club shirts, caps, aprons, etc.
- Try to create a corporate identity - use a special symbol on stationery, brochures and other publications, banners, Club bulletin, press releases, etc.

## **3.4. CLUB OFFICERS**

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### **3.4.1. SECRETARY**

As President, your prime task is to provide your Club members with a standard of leadership which will inspire them to play their part in making the year a success. Your task will be made a lot easier if your Club Secretary takes care of all the administration details with which Clubs are burdened and does it efficiently and effectively.

You should be a hard taskmaster with your Secretary, because your Club has important legal obligations and poor administration tends to permeate into every area of Club activity. Your Secretary has a detailed manual, which covers all the vital aspects of the job and provides a month by month calendar of the main things to be done. A good Secretary will not only do everything on time, but also anticipate the administrative needs of Board members.

You should pay particular attention to:-

- The provisions of the **Charitable Fundraising Act**, which governs the way in which you can raise money from the public;
- The provisions of the **Child Protection Act**, which covers situations where Club

- members come into contact with children under 18;
- The provisions of your Club's **Constitution and By-Laws**, which govern the way in which your Club is run;
- The requirements to **pay dues** to RI and District and subscriptions to RDU and to **notify District** of attendance figures, etc;
- The **principles of risk management** and the extent of **insurance cover** given by the District insurance policy and your obligations thereunder. Particularly note that the Directors Liability policy is only valid if you first report any incident likely to give rise to a claim **in the policy year in which the event happened**. If in doubt, talk to the District Insurance Officer for more information.

It is easy to take short cuts and not stick to the letter of the various rules. More often than not there is no problem, but why take a risk when it can be avoided simply? That one chance in a hundred could ruin your Club!

### 3.4.2. TREASURER

Your Treasurer is also a key member of your team, particularly in helping you to frame the financial aspects of your budget and plan and keeping track thereof as your year progresses. A good Treasurer will ensure that you do not get any nasty shocks!

As with the Secretary, the efficiency of the Treasurer is very important. You should make sure that your Treasurer collects dues on time, pays bills when they fall due and keeps adequate records all receipts, payments, GST, etc. in a manner that can be easily audited. You should insist on a monthly financial report to be submitted to the Board and you will probably find it useful to go through it with the Treasurer prior to the meeting, so that you are both prepared for any issues which may arise. It is also the responsibility of the Treasurer to prepare financial statements of the Club for the year ended 30 June, for submission to the Auditor. The audited report is then presented to the Club's Annual General Meeting and then lodged with the Office of Fair Trading within one month of the AGM, by the Public Officer of the Club.

## 3.5. THE DIGNITY DIMENSION

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Dignity is an essential aspect of Rotary. The world judges Rotary by its members and it is your duty as President to ensure that dignity is always maintained in the Club and, in particular, that Club meetings are conducted with decorum. This does not mean that you cannot also enjoy yourselves - dignity and enjoyment are not mutually exclusive! But following proper procedures and protocol is easy and **the only right way** to do things.

### 3.5.1. PROTOCOL

Protocol is a very important ingredient in Rotary, which provides a basis for the dignified conduct of our activities.

The basic rules in addressing Rotary officials are:-

- The current position takes precedence over past positions and past positions over future

positions;

- The above rule goes for each level of seniority;
- Partners have the same status as the Rotarian;
- It is customary to address the Chairman of the meeting first.

Suppose, for example, that you are to give a toast at a GSE Farewell Dinner, hosted by a neighbouring Club, at which the District Governor, District Governor Elect, several Past District Governors, a Past RI Director and other Club Presidents are present, some with their partners. The order in which you address them is:-

- President ..... (and .....)
- District Governor ..... (and .....)
- Past RI Director ..... (and .....)\*
- Past District Governors and partners (may be named)\*
- District Governor Elect ..... (and .....)\*
- Fellow Presidents
- Fellow Rotarians and guests.

\* these three can be combined as “Past and Future Officers of Rotary International”.

Note that you should only do this **once**. The next time you address the meeting, you should simply say ‘Fellow Rotarians and guests’. Occasionally, you may have to address a meeting at which non-Rotary dignitaries are present. Here, the order of precedence is:-

- President
- District Governor
- Mayor
- State Minister
- Federal Minister
- State MP
- Federal MP
- Aldermen
- PDGs, etc., as above

### **3.5.2. CLUB MEETINGS**

You are most visible as President at your weekly meetings and if you make these a success, it will flow on to other activities. Dress appropriately and conduct yourself with decorum. Always wear your President’s collar. We covered some of the basics of good meetings in Section 2.5.3. Here are a few other things to consider:-

#### **Programs**

Ensure that you have a good Program Chair, who plans well in advance, arranges interesting and varied speakers, briefs them properly, ensures they have the equipment they need and thanks them in writing afterwards. Remember also that speakers are guests, giving up their time to talk to your Club. You should not allow aggressive questioning from the floor, however controversial the topic. Those who wish to ‘take issue’ with the speaker should do so privately after the meeting.

#### **Rotary Months**

Encourage your Directors to observe the special months designated for their avenue of

service (they are noted in the Business Plan Summary on pages 49/50 of Appendix D of this Manual). Try to devote at least one meeting in that month to some aspect or program of the relevant avenue.

### **Greeting**

Try to greet members as they arrive. Always greet special guests yourself.

### **Agenda**

Have a standard running sheet and plan your meeting before it starts. Advise members that if they wish to give a report, etc. they must tell you beforehand, so that you can allocate time during the meeting. Avoid 'nil reports'. If Directors have nothing to report, do not call on them to speak.

### **Sergeant**

Use your Sergeant to control the meeting, silence noisy groups and ensure that those on attendance and fellowship duties carry out their responsibilities. Do not let the Sergeant, however, run riot at the 'fines session'. This session should be restricted to no more than 10 minutes, particularly when guests and potential members are present. A long session of 'in' jokes is not conducive to an entertaining meeting.

### **Guests**

Introduce guests formally, making sure you get their names right (write it phonetically if it is difficult). Let visiting Rotarians introduce themselves. Don't ignore those special guests who are seated beside you and remember that there are now many female Rotarians, so refer to 'partners' rather than 'ladies' and consign the word 'Rotaryannes' to history!

### **Toasts to Rotary International**

The protocol for toasts to Rotary International is simple:

- The preferred method is for the District Governor or in his absence a Past District Governor to propose a toast to Rotary International and in doing so take 3-4 minutes speaking of Rotary International activities, then inviting all present to drink to the health of Rotary International. In this method there is no response to the toast.
- An alternative is to have a Club member propose a toast "to Rotary International" and then have the District Governor or Past District Governor respond for 3-4 minutes. Please note that only a DG or PDG, or a Rotarian representing the DG, is allowed to make this response.

### **Paul Harris Fellows**

The Trustees of The Rotary Foundation have stated that the correct terminology to be used for a presentation for acknowledging a donation to the fund is "Paul Harris Fellow Recognition" (it is not an award). A Paul Harris Fellow is an individual who contributes, or in whose honour or memory is contributed, US\$1,000 to The Rotary Foundation.

### **Time**

Start and finish on time!

## **3.5.3. ETIQUETTE**

You are the Chief Executive of your Club and should behave as such. Remember many things are achieved by hard work and no pay, so reward success with **recognition**. Even when things do not go according to plan, do not criticise directly - talk about it and get it back on the right track.

Although etiquette has virtually disappeared from modern society, a great deal of goodwill and support can be obtained by following a few simple courtesies, particularly when dealing with people outside of your Club.

For example, if someone does something for your Club, send a letter of thanks; ensure that all correspondence received by the Club (except circulars) is answered; everyone likes to be appreciated, so recognise those who deserve it.

**Within your Club**, etiquette requires that you consider a member's personal circumstances and other commitments before asking them to take on a major task. A Rotarian is always expected to accept any reasonable request from the President or a director of the Club, so you must ensure that the request is reasonable, given the circumstances.

**Within the District** etiquette requires that you attend meetings to which you are invited, or offer an apology. You should recognise that non-attendance without an apology (in time) obligates you to pay for any financial loss caused.

When you invite the Governor, or any other guest from District, you should clearly define at the time of invitation whether there is any requirement to make a speech, present a trophy, or whatever. You should also tell them who else has been invited. As a general rule, when a member of the District Leadership Team attends your Club, whether as a working member at a function or on official business, your Club should cover the expense.

#### **3.5.4. SUPPORT FOR FUNDRAISING**

It is inappropriate to expect another Club to support your Club's fundraising activities, unless that Club has agreed to work with you on a joint project.

It is of course your Club's decision whether or not to support the efforts of another Club.

It is important to understand that any approach by a Rotary Club in one District to a Club in **another District** is 'out of order', unless sanctioned by the Governor of the receiving District. You must not therefore make such approaches. Similarly, if you receive such a request, it should be ignored. In either case, you should consult your Governor before taking any action.

# PART FOUR: YOUR DISTRICT

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## 4.1. THE DISTRICT ORGANISATION

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### 4.1.1. ORGANISATION

The organisation of the District is basically a support structure for Clubs, whose interests are generally paramount. The District team's task is to add value to Clubs. It is important there be two-way communication throughout the organisation, while recognizing that there is always a direct line between the Governor and the Clubs.

In general, the Governor is responsible for all the activities of the District team. There are however two important committees - the District Administration Committee and the DG Nominating Committee, which were established by District resolutions and are governed by the current District Regulations. The Governor is a member of both committees.

### 4.1.2. THE ROLE OF THE GOVERNOR

Although selected by the District, the Governor is an officer of Rotary International and the appointment of the person nominated by the District is voted upon at the International Convention, twelve months preceding the 1st July on which office commences. The duties of the office are clearly set out in the Manual of Procedure, which states that 'the Governor is charged with the particular duty of furthering the Object of Rotary.'

This all-embracing statement can be divided into five general aspects:-

- To organise new Rotary Clubs and strengthen existing Clubs;
- To advise and assist Rotary Clubs to enhance their service aspirations and achievements;
- To organise District activities to train the incoming president and officers of Clubs;
- To organise a District Conference to further the program of Rotary; and
- To report to RI on various matters.

Encompassed within these generalities are a whole host of specific duties, including Club visits.

The use of the term 'advise and assist' should be particularly noted. Neither the Governor nor any member of the District team has any direct power over individual Clubs, except in extreme circumstances sanctioned by RI. Rotary Clubs are autonomous and, provided they act within the Constitution of RI and their own Constitution and By-Laws, they do not have to follow any District initiatives. Nevertheless, most Clubs find that there are many advantages in supporting the District and programs such as Youth Exchange and World Community Service would be far less effective if operated by a single Club.

Clubs are therefore strongly encouraged to make full use of the facilities offered by the District and to extend their range of activity accordingly. The Governor will endeavour to organise the District in such a manner that Clubs can gain the maximum benefit therefrom, without in any way undermining their individual character and style. You, as your Club's President, are particularly encouraged to make full use of the advice and assistance available and to share your

experience with your fellow Presidents through District and Zone meetings and activities.

### **4.1.3. DISTRICT ADVISERS**

The District is managed by the Governor and a team of officers and advisers, The District Governor-Elect is also a member of the team, although their emphasis is on preparing for their year of office. Their **combined** responsibilities can be summarised as follows:

#### **Strategy**

To review the way we do things in the District and to develop ideas to improve the District and make it more relevant to the needs of Clubs.

#### **Training**

To develop the District training programs for Club Presidents-Elect and Club directors.

#### **Public Relations**

To maintain good public relations for the District and Rotary generally.

#### **Administration**

To maintain the administrative systems for the District, including meetings, finance, insurances and legislative matters relating to the District Regulations, etc.

#### **District Conference**

To develop the Conference program.

#### **Advice to Clubs**

To promote District programs and activities created for the benefit of Clubs at the District Assembly and throughout the year and to ensure that Clubs are provided with all the help they need to conduct their service programs effectively.

#### **Organising District Programs**

To organise District programs, such as Youth Exchange, and ensure that they are run effectively.

#### **Developing new initiatives**

To consider new opportunities for service and, where appropriate, advise Clubs accordingly.

### **4.1.4. ASSISTANT GOVERNORS (AGs)**

The duties and responsibilities of AGs fall into three main categories:-

#### **Represent the Governor**

AGs represent the Governor in their zone. It is important to note that they are appointed to assist the Governor and their function is mainly as facilitators, liaising between the Club President and the Governor. Clubs will however always have access to the

Governor whenever they wish.

### **Assist your Club**

AGs are there to help you, as well as the Governor. You will be able to discuss problems and opportunities with them and seek their assistance if you have a special need you cannot resolve yourself. You should not forget however that advice on matters within the various avenues of service should be sought from the appropriate District Adviser. One of the prime tasks of AGs is to encourage fellowship within the zone and to develop co-operation between Clubs, without in any way undermining Club autonomy.

### **Keep the Governor informed**

To be effective, the Governor needs to know about your Club. AGs will help ascertain relevant information, particularly that required prior to the official visit.

AGs are encouraged to visit your Club regularly and specifically to accompany the Governor to the official meeting with your Club. You are requested to treat your AG as a Club guest when they attend and your Club should cover the cost of their meal. Apart from their visits, they will keep contact by telephone, or e-mail and your co-operation in talking to them freely and telling them about your Club activities will ensure that the District can be made more effective, for the benefit of all.

As AGs will be the people best informed about the Clubs in their zone, they will assist in the judging of some District trophies.

## **4.2. THE OFFICIAL MEETING**

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One of the Governor's duties is to have a meeting with every Club in the District. This is a significant task and careful planning is essential. Because of the size of Districts these may be held as joint meetings or Zone meetings.

### **4.2.1. PURPOSE**

The purpose of the Official Meeting is to share and elaborate on the RI and District focus areas. You should use the visit to allow members to ask question and clarify issues.

### **4.2.2. PROCEDURE**

Much of the traditional monitoring of clubs will be carried out by the Assistant Governors who will meet regularly with the club presidents and will attend club meetings.

To gain maximum benefit from the District Governors visit, do your best to have a full attendance of Club members at the Club meeting and make the Governor's visit the central focus. **Do not organise a guest speaker for that meeting.**

As President, you need to gain from the Governor's visit every assistance you can towards informing and motivating Club members and partners in service and towards increasing the

strength of their commitment to Rotary.

Your AG has been asked to attend the visit, including the meeting with the board.

In most cases, the Governor's partner will also attend the Club meeting, check beforehand if this is the case and when considering a gift check if they would prefer a donation to their specific project or other Rotary programs like eradication of Polio in preference to flowers or wine.

All the details of the Governor's visit - timings, venue, etc. - should be confirmed through your AG, well in advance of the meeting. When you are advised of the details of the Official Meeting, reserve the date in your Club meeting program immediately and don't change it!

Please note that if you wish to invite the Governor to other meetings or special occasions, get in early. The Governor's diary is very congested and invitations have to be accepted on a 'first come, first served' basis.

### 4.3. DISTRICT FINANCES

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The cost of running our District is borne by each Rotarian in the form of a per capita levy on each Club in the District. The Budget for the coming year is drawn up by the District Governor-Elect, discussed and approved by the District Administration Committee and posted to every Club one month before the District Assembly, where it is submitted for the approval of Presidents-Elect. Approval of the Budget establishes the per capita levy for the following year and the level of expenditure the DGE (who is then the DG) may commit the District to. The District Finance Committee has only limited authority to authorise excess expenditure and to transfer amounts between budget categories without reference back to Club Presidents.

The District spends money on five main areas:

- **Management**, covering the expenses of the Governor and the Governors Elect/Nominee, including the DGs Newsletters.
- **Administration**, covering secretarial expenses, insurances, District directory, the web site, depreciation, etc.
- **Training**, mainly the cost of PETS and the District Assembly.
- **Conference**, the organising Club receives a per capita amount to cover the infrastructure of the Conference - hiring the auditorium, etc.
- **Avenues of Service**, administration costs of various committees (RYLA, MUNA etc.) plus District seminars, etc.

The finances are administered by the District Treasurer, but financial policy and the establishment of the annual budget is the responsibility of the District Administration Committee, the constitution and duties of which are covered by the District Regulations.

District dues are payable in two instalments on 1st July and 1st January respectively. Please ensure that your Treasurer makes the payments to the District Treasurer on the due dates. Most Rotarians are only vaguely aware of the District finances, but there are no secrets and you are encouraged to ask questions whenever you wish to know more about them. Most importantly, you should discuss the budget with your Board and ensure that your successor is given sufficient information to understand the budget which is to be approved at the next

District Assembly. Questions on finance should be directed to the District Treasurer.

## 4.4. PRESIDENTS' MEETINGS

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You are strongly urged to attend the Presidents' and Zone Meetings. A schedule of dates was included in the Manual given to you at PETS, and a copy is available from your AG and will be published in the District Directory.

The purpose of Presidents Meetings is primarily to enable you to keep in touch with other Clubs and the District. There are also benefits to the District, which has the opportunity to disseminate information more effectively.

The agenda for these meetings inevitably becomes crowded, but every effort will be made to provide ample time for fellowship and for you to talk to those you want to.

There will be an opportunity for Presidents to speak on any matter they wish, including advertising your Club activities, but not to ask other Clubs for funds. It is worth bearing in mind, however, that announcing events is usually better achieved by enclosing a flyer in the communications which are handed out.

Suggestions of ways to improve Presidents Meetings are always welcome. They are only worth organising if Presidents regard them as beneficial.

## 4.5. DISTRICT REGULATIONS

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The management of the District is subject to the District Regulations, **which are printed in full in the District Directory**.

The District Regulations codify miscellaneous resolutions, passed over a number of years and serve the same purpose as your Club By-Laws. In particular, they:-

- Regulate the procedure for selecting future Governors, adding local procedures to the matters provided for in the Constitution of RI;
- Establish a District Administration Committee and regulate the manner in which it functions;
- Identify those District programs which are eligible to receive financial support from the District, either in the form of a grant of money for expenses, or as an advance to be recovered from the activities of the relevant committee. There are many other District programs not named in the Regulations, as they do not require District funds.

Amendments to the Regulations may be proposed by individual Clubs or by the Governor. The Governor is given this power to enable the Regulations to be kept abreast of current trends.

Normally amendments will be proposed as resolutions at the District Conference. Such proposed amendments must be submitted to the Governor, via the District Secretary, at least three months before the start of the Conference. Amendments may also be submitted to a

Presidents Meeting, of which three months notice has been given, but this is discouraged, unless there are exceptional circumstances.

All amendments must be worded in a form which enables the proposal, if passed, to become part of the Regulations, e.g. ‘that Regulation X be amended by .....’. If the wording is not suitable, the District Secretary will assist your Club to amend the wording as necessary.

Occasionally, resolutions may be submitted which are not relevant to the Regulations. For example, Conference delegates may be asked to support a resolution to be sent to RI for the Council on Legislation. Such resolutions do not impact on the District Regulations.

You should make sure that you and your Board fully understand the District Regulations and how they may be amended, should you feel they are deficient in any way. Any amendments to be proposed in the name of your Club should be discussed by Club members at a normal Club meeting, not just the Board.

Similarly, when your Club is notified of any proposed amendments from other Clubs, or of other matters on which a vote is to be taken at the Conference or a Presidents Meeting, you should ensure that the matters are discussed by the full Club to determine the way in which your delegates should vote.

Voting on resolutions at the District Conference is covered by the RI By-Laws, which provide that a Club shall have one vote for every 25 members or greater part thereof, i.e. Clubs with 1 to 37 members have 1 vote, those with 38 to 62 members have 2 votes, those with 63 to 87 members have 3 votes, etc. Membership is based on the last semi-annual RI membership return.

## 4.6. COMMUNICATIONS

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Effective communication will be a vital aspect of your year as President, both within your Club and between you and the District team. The golden rule of communications is ‘Keep it **short, clear and to the point** and ensure that the **right recipient** gets it **on time** and **acts upon it.**’

In Rotary, communication is as important as in business, yet many Rotarians communicate poorly. Unfortunately, too often we forget that other Rotarians’ time is as precious as ours and we fail to follow the golden rule. But if you do not get your message across to those who will have to put your plans into action, what chance is there of having a successful year?

### **E-MAIL**

The growth of e-mail has revolutionised Rotary communications and there are undoubtedly many benefits, including speed and ease of reply. But it is not without its pitfalls. People are often careless in the way e-mails are worded, frequently shoot the message far beyond the realms of those who need to know and clutter up “in boxes” with jokes, homilies and other trivia. Some are also careless of those members who are not connected to the Internet.

So, while the use of e-mail is encouraged, you are urged to take care to use it effectively, as you would with a letter or fax. Your attention is particularly drawn to RI’s **Guidelines for the use of Electronic Communications**, available from the RI Technology Task Force through the

Rotary web site.

## **THE WEB**

The District has a web site at **rotarydistrict9685.org.au**. The site will be regularly updated and its scope broadened. The latest information on District activities and other things of value to you can be found there, together with links to other useful sites, such as Rotary International, RDU and individual Clubs. Please use it and encourage your Club members to check it out regularly. Include the address in your Club bulletin. It is recommended that this site be used for all club and member data entry as it uploads to RI and RDU. The **My Rotary** site is also an excellent resource and must be used by presidents when entering their club goals. Information you enter on My Rotary does not upload to the district site or RDU.

If you have a Club web site, you will also need to encourage your members to make full use of it. Web sites are only just beyond the embryonic stage and there is evidence that they are greatly under-utilised by the average Rotarian and frequently not kept up-to-date.

## **OTHER COMMUNICATION METHODS**

Some communications demand a **letter** and you should ensure that these create a good impression on the recipient. A well designed letterhead is not expensive and can be set up on a computer as a template to print on those occasions where a letter is required.

The **telephone** offers an opportunity for immediate and active discussion, not possible with e-mail, and voice tones convey messages not apparent in print. **Face to face** discussion has added value of body language. But neither of these provide a written record, so if that is important, then a letter, fax or e-mail is required (although the last can be somewhat temporary unless printed out).

Each month at the Presidents Meeting, you will be given information. It is important that the information is passed on to relevant members of your Board and to Club members as soon as possible, no later than your next Club meeting.

## **4.7. MISCELLANEOUS**

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### **4.7.1. CLUB BULLETINS**

Your Club Bulletin is an important vehicle for you to communicate to the members of your Club, including those who are not at the weekly meeting. Ensure that your Club Service Director appoints a competent person as Editor of the Bulletin and that it always appears on time at your weekly meetings. An important part of any Bulletin should be your message to the members, an excellent vehicle to convey your enthusiasm and to recognise those who have achieved.

Some Clubs also publish their Bulletins on their Internet web page.

Your Bulletin is also a valuable source of information to the Governor and their team, so please ensure that your Bulletin Editor or other responsible person adds [club.bulletins@rotarydistrict9685.org.au](mailto:club.bulletins@rotarydistrict9685.org.au) to your club's distribution list. Doing so will

automatically include your Bulletin for consideration in the District Bulletin Awards.

#### **4.7.2. CLUB NEWS & EVENTS**

Your club news is important. Your club members, other Rotarians in District 9685 and of course members of the public are interested in it so please arrange for your club to share your news and events.

Telling Club stories does two things we need. Firstly, they showcase our causes and our success; and secondly they celebrate and thank our Rotarians. Think about your weekly bulletin and how popular the photos of members in action are. The District website is where members of other clubs and the public can look and see what we are doing.

Stories that pull the heartstrings, that show off our successes and that show Rotarians in action are the type of articles that District would like to publicise. If you write it like a press release, preferably in Word and with photos separate, it can go on the website to really showcase our Clubs and Rotarians. Send stories to the Editorial team ([editorial@rotarydistrict9685.org.au](mailto:editorial@rotarydistrict9685.org.au)), who can also put a shorter version on Facebook, which is where the stories will have the most impact on the public. Club events should also be submitted in the same way.

District also has a Club News and Events blog ([rotaryd9685clubnews.wordpress.com/blog](http://rotaryd9685clubnews.wordpress.com/blog)) which provides an avenue for Rotary, Rotaract and Interact clubs to contribute articles and news of interest to Rotarians in our District. That provides an alternate way to get the news to us – see the instructions at [rotaryd9685clubnews.wordpress.com/contribute](http://rotaryd9685clubnews.wordpress.com/contribute).

Whichever way Club News stories are submitted, they will be published on the District website, in eNews, on the blog and on Facebook where appropriate.

# APPENDIX A: BOARD MEETING AGENDAS

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## 1. THE FIRST BOARD MEETING

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- 7.30 Welcome/Apologies. Declare the meeting open; refer to what you hope to achieve.
- 7.35 Minutes. Arrange for minutes to be distributed at the next weekly club meeting. Explain that they will have a column naming who is responsible for action on each item and that they will NOT be read at Board meetings. Confirm deputies to attend Board meetings if a Director is unable to attend.
- 7.40 Issue Director files. These may include:
- RI's Committee leaflets for the avenues of service;
  - Relevant volume from the Rotary Basic Library;
  - Club schedule for the year - Board meeting dates, club forums, major events, etc.
  - Check that all Directors have consulted their predecessors and are aware of the information held by them.
- 8.00 Club schedule. Explain the schedule, at least for the first half-year, particularly:-
- The flow of decision-making, information and action - from Committees to Board to Club members;
  - The reasons for producing the Club Plans and Objectives and a Budget before the year commences on 1st July.
- 8.10 Budget. Consider:-
- How best to progress compilation of the Budget;
  - Key factors to be incorporated therein;
  - Likely annual dues and admission fees;
  - Project funding requirements.
- 8.25 Club Service policies. Set club policies on Attendance; Membership and Membership Development; Classifications; Fellowship activities; Program; Club bulletin; Public relations; Rotary information; Sergeant-at-arms; Finances.
- 9.00 Action required before next meeting
- Appointment of Committees;
  - Handover from current Board;
  - Plan for changeover night.
- 9.15 District Assembly. Confirm details of the arrangements for the District Assembly to each Director involved and explain the need for them to attend for the full day. Ask them for a commitment to attend.
- 9.30 General business.

9.45 Close. Thank everyone for attending and hosts if the meeting is held in a member's home. Express optimism and remind them of the date and venue of the next meeting.

## 2. SECOND MEETING OF INCOMING BOARD

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Continue the practices begun at the first meeting - Work to a timed agenda - Add matters arising to the agenda list - Make the meeting friendly and informal in tone - Be efficient.

7.30 **Welcome & Apologies.** Declare meeting open and welcome. Hopefully all are present. If any deputies, give special thanks.

7.34 **Minutes.** Minutes of the first Board Meeting should have been distributed at the next weekly meeting. Adopt them as circulated. Try to ensure that matters arising are covered elsewhere on the agenda, but ask if there are any other matters to be discussed.

7.38 **Correspondence** (Inward/Outward). Explain that letters are ‘adopted’ or received only at this stage. Any that need discussion are listed against the appropriate agenda item.

7.40 **Treasurer.** Consider club budget and finalise proposed annual dues and admission fees. Arrange for a special 5-minute Board Meeting immediately before the first weekly meeting of the Rotary year to give formal approval to the budget, dues and fees.

Note: Changes to annual dues and admission fees need the approval of your club in general meeting - see what your By-laws provide in this respect and make sure your Secretary follows the correct procedure.

Check current year’s audit and arrangements for takeover of books and accounts.

7.55 **Takeover report.** 5-minute reports on orientation and takeover of ongoing projects for each avenue of service (Club, Vocational, Community, International & Youth).

8.20 **Board takeover.** Consideration of any other item arising out of the June ‘handover’ Board Meeting.

8.25 **Flow chart.** Restatement of the July sequence of events, detailing all requirements,

including reports for:

- First official committee meetings;
- First Club Forum;
- First official Board Meeting;
- Club Plans and Objectives.

9.00 **Fundraising.** Decision on methods and procedures.

9.05 **Club Service policy.** Confirm club policy for all areas listed on agenda.

9.35 **Changeover function.**

9.40 **General business.**

10.00 **Close.**

### **3. SUBSEQUENT BOARD MEETINGS**

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**Welcome**

**Apologies**

**Minutes**

**Matters arising not covered elsewhere**

**Secretary's report**

**Correspondence** (incoming/outgoing)

**Treasurer's report**

**Committees and club projects** (such as)

- Club Service
- Vocational Service
- Community Service
- International Service
- Youth Service
- Foundation
- Special club projects

**General business**

**Close**

# APPENDIX B: CLUB FORUM AGENDAS

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## 1. FIRST CLUB FORUM

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The first Club Forum should be held prior to the Changeover meeting, preferably in June. Use the Forum to inform your members of your plans and goals and vision for the coming year. This is your opportunity to enthuse your members for the year ahead and to secure their support for the programs that you and your team propose for the club. For it to be successful and constructive, each Board member needs to be thoroughly conversant with their avenue of service and able to speak enthusiastically and authoritatively on the programs submitted to the club for endorsement.

Programs need to be costed and referred to as part of the overall budget scenario. Visual aids, such as whiteboards, flip charts - even handouts, will help members understand the proposals. If you decide to submit the full budget and business plan summary at this Forum, make sure you have enough copies for each member to have one - sharing does not work satisfactorily.

6.00 **Fellowship**

6.25 **Call to order**

6.30 **Grace / 4 Way Test / Loyal Toast (all optional)**

**Welcome** to guests and visitors (normally only members attend Club Forums)

6.45 **Secretarial matters**

**Current business reports** from directors and committee chairpersons

7.10 **Sergeant-at-arms or alternative** (optional)

7.20 **President-Elect's report** to the club

where are we going for the year?

what's new for the year?

club involvement

budgets and fundraising

7.30 **Directors reports** (such as)

➤ Club

➤ Vocational

➤ Community, some clubs will also have a Special Projects Director

➤ International

➤ Youth

➤ Foundation

These reports should cover the items agreed as forming the basis of the programs for the year. They should also address the necessity of fundraising to support the programs mentioned. Questions should be taken at the end of each presentation.

8.15 **General business**

Questions and comments from the floor (sensible intervention is usually required)

- through this segment)  
8.30 **Thank you** and reminders  
**National Anthem** (optional) and **Close**.

## 2. ANNUAL GENERAL MEETING/CLUB FORUM

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Your Annual General Meeting must be held in accordance with your club By-laws and proper notice thereof given. It is of course the meeting at which your club will elect the officers for the following year. Use this meeting to present a report on the first half of your tenure as President and the program for the remainder of your year. As with all meetings, prior planning is essential if the meeting is to be used effectively. By the time you hold your AGM, results are measurable against your business plan and budgets and reports should be formed around these items. Discuss both successes and failures!

- 6.00 **Fellowship**  
6.25 **Call to order**  
6.30 **Grace/ 4 Way Test / Loyal Toast (all optional)**  
**Welcome** to guests and visitors  
6.45 **Secretarial matters**  
**Current business reports** from directors and committee chairpersons  
7.10 **Sergeant-at-arms or alternative** (optional)  
7.20 **Adopt minutes** of previous AGM  
7.25 **Call for any final nominations** for office  
**Appoint scrutineers**, if ballot for any office necessary.  
Ballot held if necessary and successful nominees announced  
Call for motion to destroy ballot papers  
7.40 **President's report** (see above)  
7.50 **Directors reports** on the balance of their programs for the year  
8.15 **General business**  
Questions and comments from the floor (sensible intervention is usually required through this segment)  
8.30 **Thank you** and reminders  
**National Anthem (optional)** and **Close**.

### 3. FINAL CLUB FORUM

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Your final Club Forum should be held around April and used to review the year's activities prior to the changeover report. You should be in a position to report on the achievements, both financial and physical, compared to your budget and business plan established when you took office. It is not necessary for each director to report, as the salient bits of their portfolios can be covered in your review. They should however be available to answer questions that arise.

This Forum will give your incoming Board a firm base on which to start to build their own plans for the ensuing year. It is also an opportunity for club members to give their input to help the incoming board with its planning. For this reason, it may be helpful to hold the Forum the meeting before the District Assembly.

6.00 **Fellowship**

6.25 **Call to order**

6.30 **Grace / 4 Way Test / Loyal Toast (all optional)**

**Welcome** to guests and visitors

6.45 **Secretarial matters**

**Current business reports** from directors and committee chairpersons

7.10 **Sergeant-at-arms or alternative** (optional)

7.20 **President's report** (see above). Use this opportunity to thank individual members for their contribution.

7.35 **General business**

Questions and comments from the floor (sensible intervention is usually required through this segment)

8.00 **Thank you** and reminders

**National Anthem (optional)** and **Close**.

# APPENDIX C: SAMPLE BUDGET & CASH FLOW STATEMENT

Note: due to space constraints, the following cash flow analysis has been split into four quarters. In practice it should be done in months. In this example, the sum of the four quarters equals the budget for the year, but this may not necessarily be so for your club, if cash flows (e.g. from a fundraising event in June) fall into subsequent years.

ADMINISTRATION (CLUB) ACCOUNT	BUDGET			CASH FLOW			
	Actual Last Yr	Estimate This Yr	Budget Next Yr	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Subscriptions & fees	4,500	5,000	5,500	2,600	50	2,800	50
Surplus on meals	1,500	1,200	1,500	300	350	400	450
Raffle proceeds	300	350	400	100	100	100	100
Sergeants fines	400	300	400	100	100	100	100
Profit on functions	100	(200)	100	50	0	0	50
Interest received	100	25	25	0	12	0	13
Other income	50	100	25	6	6	6	7
<b>TOTAL INCOME</b>	<b>6,950</b>	<b>6,775</b>	<b>7,950</b>	<b>3,156</b>	<b>618</b>	<b>3,406</b>	<b>770</b>
Subscriptions:							
Rotary International	1,300	1,375	1,425	700	25	700	0
District 9680	1,800	1,850	1,900	1,000	0	900	0
Rotary Down Under	350	375	400	0	400	0	0
	3,450	3,600	3,725	1,700	425	1,600	0
Club bulletin	1,000	1,250	1,250	300	300	325	325
Rotary supplies	700	725	800	200	200	200	200
Office expenses	800	850	950	200	250	250	250
Presentations	250	200	250	60	70	60	60
Other expenses	400	450	500	125	125	125	125
<b>TOTAL EXPENSES</b>	<b>6,600</b>	<b>7,075</b>	<b>7,475</b>	<b>2,585</b>	<b>1,370</b>	<b>2,560</b>	<b>960</b>
<b>SURPLUS/(DEFICIT)</b>	<b>350</b>	<b>(300)</b>	<b>475</b>	<b>571</b>	<b>(752)</b>	<b>846</b>	<b>(190)</b>
<b>BALANCE B/F</b>	<b>280</b>	<b>630</b>	<b>330</b>	<b>330</b>	<b>901</b>	<b>149</b>	<b>995</b>
<b>BALANCE C/F</b>	<b>630</b>	<b>330</b>	<b>805</b>	<b>901</b>	<b>149</b>	<b>995</b>	<b>805</b>

SERVICE (CHARITY) ACCOUNT	BUDGET			CASH FLOW			
	Actual Last Yr	Estimate This Yr	Budget Next Yr	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Fundraising: Community markets	10,000	11,500	12,000	3,000	3,000	3,000	3,000
Christmas raffle	4,500	4,750	5,000	0	4,500	500	0
.....	1,250	900	1,000	900	100	0	0
.....	800	1,250	1,000	0	0	0	1,000
Other functions	250	100	250	50	75	50	75
Other income	100	80	50	10	10	10	20
<b>TOTAL INCOME</b>	<b>16,900</b>	<b>18,580</b>	<b>19,300</b>	<b>3,960</b>	<b>7,685</b>	<b>3,560</b>	<b>4,095</b>
Service Programs: Vocational	500	600	700	500	0	0	200
Community	1,800	2,000	2,250	600	1,000	400	250
International	2,500	2,500	3,000	0	1,500	0	1,500
Youth	3,450	4,000	4,250	1,000	1,000	1,250	1,000
Other expenses	1,000	1,250	1,500	350	350	400	400
<b>TOTAL EXPENSES</b>	<b>9,250</b>	<b>10,350</b>	<b>11,700</b>	<b>2,450</b>	<b>3,850</b>	<b>2,050</b>	<b>3,350</b>
<b>SURPLUS/(DEFICIT)</b>	<b>7,650</b>	<b>8,230</b>	<b>7,600</b>	<b>1,510</b>	<b>3,835</b>	<b>1,510</b>	<b>745</b>
BALANCE B/F	1,550	4,200	2,430	2,430	2,450	3,285	4,285
AVAILABLE	9,200	12,430	10,030	3,940	6,285	4,785	5,030
DONATIONS	5,000	10,000	10,000	1,500	3,000	500	5,000
<b>BALANCE C/F</b>	<b>4,200</b>	<b>2,430</b>	<b>30</b>	<b>2,450</b>	<b>3,285</b>	<b>4,285</b>	<b>30</b>

**Note:** In this example there is a distinction between the cost of the programs run by the various avenues of service, such as Youth Exchange, Pride of Workmanship Awards, RYLA, etc., which are included in the expenses of the relevant avenue, and donations to third parties, such as the Salvation Army, ARHRF, Rotary Foundation, etc., which are shown separately. The reason for this is that once support has been given to them, the programs generate expenses to be met, whereas donations are essentially the discretionary disbursement of surplus funds raised.

Organising your budget in this way focuses attention on the amount that has to be raised simply to meet the costs of the programs adopted. It is only when that amount has been raised that donations to others can be considered.

# APPENDIX D: BUSINESS PLAN SUMMARY

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## AIMS & OBJECTIVES

1
2
3
FUNDRAISING TARGET: \$

## MAJOR ACTIVITIES

	Date Commenced	Date Completed
FIRST QUARTER		
JULY: no RI designation		
AUGUST: Membership & Extension Month		
SEPTEMBER: Basic Education and Literacy Month		
SECOND QUARTER		
OCTOBER: Economic and Community Development Month		
NOVEMBER: Rotary Foundation Month		
DECEMBER: Disease Prevention and Treatment Month		

**MAJOR ACTIVITIES (CONTINUED)**

	Date Commenced	Date Completed
THIRD QUARTER		
JANUARY: Vocational Service Month		
FEBRUARY: Peace and Conflict Prevention/resolution Month		
MARCH: Water and Sanitation Health Month		
FOURTH QUARTER		
APRIL: Maternal and Child Health Month		
MAY: Youth Services Month		
JUNE: Rotary Fellowships Month		

# FUNDRAISING ACTIVITIES

Month	Activity	Target	Actual	% Target
July				
Totals to date				
August				
Totals to date				
September				
Totals to date				
October				
Totals to date				
November				
Totals to date				
December				
Totals to date				
January				
Totals to date				
February				
Totals to date				
March				
Totals to date				
April				
Totals to date				
May				
Totals to date				
June				
TOTAL FOR YEAR				

# OPERATING PLAN SUMMARY

SIGNIFICANT CLUB OBJECTIVES FOR THE YEAR:	
1.	
2.	
3.	
4.	
5.	
THREE MOST IMPORTANT CLUB SERVICE PROJECTS:	
1.	
2.	
3.	
THREE MOST IMPORTANT VOCATIONAL SERVICE PROJECTS:	
1.	
2.	
3.	
THREE MOST IMPORTANT COMMUNITY SERVICE PROJECTS:	
1.	
2.	
3.	
THREE MOST IMPORTANT INTERNATIONAL SERVICE PROJECTS:	
1.	
2.	
3.	
THREE MOST IMPORTANT ROTARY FOUNDATION PROJECTS:	
1.	
2.	
3.	
THREE MOST IMPORTANT YOUTH SERVICE PROJECTS:	
1.	
2.	
3.	
MAJOR FUNDRAISING ACTIVITIES PLANNED:	TARGET (\$)
1.	
2.	
3.	
4. Other Activities	
5. TOTAL	

# ROTARY CLUB OF SURVEY OF MEMBERS

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To assist with planning for the coming Rotary year, we seek your ideas about:

- **The club** – its strengths to be built on, weaknesses to rectify, opportunities to seize and threats to overcome;
- **Directions** for 2015-16;
- Your **preference for involvement**.

Please complete this form and return it to .....

What are the club's <b>STRENGTHS</b> ?
1
2
3
4
5

What are the club's <b>WEAKNESSES</b> ?
1
2
3
4
5

What <b>OPPORTUNITIES</b> do we have?
1
2
3
4
5

What <b>THREATS</b> do we face?
1
2
3
4
5

What ideas do you have about our <b>future direction, priorities and goals</b> for the coming year?
1
2
3
4

What <b>committee or project involvement</b> would you prefer in the coming year?
1
2
3

Thank you for your response.

DATE:

NAME:

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