

Club Secretary's Manual

A part of the *Club Officers' Kit*

ROTARY INTERNATIONAL®



This is the 2010 edition of the *Club Secretary's Manual* (229-EN). It is intended for use by club presidents holding office in 2010-11, 2011-12, and 2012-13. The information contained in this publication is based on the Standard Rotary Club Constitution, the Recommended Rotary Club Bylaws, the Constitution and Bylaws of Rotary International, the Rotary Code of Policies, and The Rotary Foundation Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents by the Council on Legislation, the RI Board of Directors, or The Rotary Foundation Trustees override policy as stated in this publication.

Photos in this manual were taken by RI staff photographers Alyce Henson and Monika Lozinska-Lee.

2010 Addendum to the *Club Secretary's Manual* (229)

The following changes to the *Club Secretary's Manual* reflect decisions taken by the 2010 Council on Legislation, the RI Board of Directors, or the Foundation Trustees since its publication. The most recent club constitution and bylaws are included as appendixes 5 and 6.

General Information

New Generations Service is the new fifth Avenue of Service, which recognizes the positive change implemented by youth and young adults through leadership development activities, service projects, and exchange programs.

A new kind of Rotary club is possible: e-clubs. Districts can have up to two e-clubs, and e-club membership can be worldwide or restricted — either within a district or geographical area or by language. All e-clubs, similar to all new Rotary clubs, must first be approved by the RI Board. Please note the separate sections for each type of club in the Standard Rotary Club Constitution.*

The immediate past president is an officer of the club and a member of the board.

The new RI per capita dues per half year are as follows:

- 2010-11: US\$25.00
- 2011-12: US\$25.50
- 2012-13: US\$26.00

Presidents-elect training seminars (PETS) can be held in February or March.

District assemblies can be held in March, April, or May.

Chapter 1: Role and Responsibilities

Page 7

Delete the final paragraph and replace with “A club may designate a proxy for any absent electors with permission of the governor.”

Chapter 2: Reporting Requirements

Page 14

Two Rotarians residing at the same address now have the option to subscribe jointly to the official magazine.

Page 15

Members excluded from attendance figures must be 65 years or older.

Excused absences cannot be longer than 12 months.

Page 17

Your club is required to document that a transferring or former member has no outstanding debts before he/she is admitted to the new club in order to avoid an admission fee.

* Questions: Contact your Club and District Support representative.

Page 18

Replace the paragraph under the *Official Directory* Information section with:

The Club Officers Report form is no longer sent to clubs. Please submit this information through Member Access at www.rotary.org. Once you sign in, click “Update Club Data.” If you do not have Internet access, send a letter to RI World Headquarters or the international office serving your area with the following information: club name, district, and meeting place and day; club president and secretary names, mailing and e-mail addresses, and phone numbers. Also note whether your club prefers to receive the *Official Directory* in print, on CD-ROM, or online (through Member Access).

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Introduction

The *Club Secretary's Manual* (229) was developed to support Rotary club secretaries worldwide. Because secretaries' individual responsibilities vary according to regional practices and established club procedures, you should adapt the suggestions in this publication to fit your club's needs. Throughout the manual, cultural differences in Rotary clubs are highlighted in Around the World boxes, while general tips are offered in the Rotary Reminder boxes.

This publication includes three chapters. The first describes the major responsibilities of a club secretary. The second explains the reports that the club secretary is required to submit. The third provides suggestions for working with your fellow club leaders. The appendixes in the back of the manual include a calendar, important documents, and a list of discussion questions. Following the appendixes are the worksheets to be used at the district assembly. Responsibilities related to the club treasurer position are detailed in the *Club Treasurer's Manual* (220).

Use this manual to prepare for your term in office. Bring it to the district assembly, and review its contents beforehand. Pay particular attention to the questions in appendix 7, which will help you get the most out of the facilitated discussions at the meeting. After you have completed your training, this publication will serve as a resource as you work with your fellow club officers and members to pursue the Object of Rotary.

Object of Rotary



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

First. The development of acquaintance as an opportunity for service;

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

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

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

Your Rotary club is a member of Rotary International. Through this membership, it is linked to the 33,000 Rotary clubs worldwide and granted access to the organization's services and resources, including publications in nine languages, information at www.rotary.org, grants from The Rotary Foundation, and staff support at world headquarters and the seven international offices.

Comments?

For questions about your role as club secretary, please contact your assistant governor, past club secretary, or your Club and District Support representative.

If you have questions or comments about this manual, please submit them to:

Leadership Education and Training Division

Rotary International

One Rotary Center

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Evanston, IL 60201-3698 USA

E-mail: leadership.training@rotary.org

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1 Role and Responsibilities



On 1 July, you officially take office as club secretary. Your experience and workload will depend on your club's size and activity and your familiarity with Rotary and your new role. Your primary role as club secretary is to help the club function effectively.

As club secretary, you receive information from the board, club committees, club members, the district governor, your assistant governor, Rotary International, and The Rotary Foundation of RI. It is important to monitor trends in club activities to help identify the club's strengths and weaknesses and communicate this information to your fellow club and district leaders for further action. To prepare for your role, consider questions such as:

- What is the process for tracking attendance, and what do attendance reports indicate about club member satisfaction?
- What is the secretary's role with the club Web site or bulletin?
- How does the secretary traditionally work with the club president?
- How are weekly meetings planned?
- What processes are in place for club archive maintenance, correspondence, and minutes?
- What can the club improve?



Rotary Reminder

Your club's constitution and bylaws outline its operating procedures. Use the Standard Rotary Club Constitution (appendix 5) and the Recommended Rotary Club Bylaws (appendix 6) as models.

Begin to think critically about how this information can be used to benefit the club.

Your responsibilities as club secretary are summarized below and explained throughout the manual. As club secretary, you are responsible for

- Maintaining membership records
- Recording attendance at meetings, and reporting monthly attendance figures to the district governor within 15 days of the last meeting of each month
- Sending out notices of meetings of the club, board, and committees
- Recording and maintaining minutes of club, board, and committee meetings
- Making required reports to RI and your district
- Working with other club leaders
- Performing any other duties that usually pertain to the office of secretary

To further prepare for your role, attend the secretary training sessions at your district assembly. Incoming club presidents, secretaries, treasurers, and committee chairs are expected to attend the district assembly, where you will meet fellow club leaders from other clubs in the district and district-level Rotarians. This annual training meeting brings together club leaders to discuss their roles and responsibilities as well as goals for the upcoming year using the *Planning Guide for Effective Rotary Clubs* (appendix 4).

Record Keeping

The club secretary is the custodian of all club records. At the beginning of the Rotary year, make arrangements with your outgoing secretary to receive the complete records of the club, including club files, office supplies, and any equipment (bell, gavel, club meeting badges, club banner). Club files should include the club charter, club constitution and bylaws, description of club locality, club history, minutes of all club and board of directors meetings, annual reports of the club officers and all committees, and a roster of club members. Work with the outgoing secretary to ensure records are complete. If the club doesn't have a system for maintaining records, including attendance and payment of dues, get one started.

Your club constitution and bylaws. The club secretary often is asked questions about Rotary club policies and procedures. To answer those questions, you need to be thoroughly familiar with the constitution and bylaws of your club as well as those of Rotary International.

At your first opportunity, review your club constitution to ensure it is consistent with the current Standard Rotary Club Constitution (appendix 5). Also review your club's bylaws to verify that they are

current (see the Recommended Rotary Club Bylaws in appendix 6 as a reference). They should reflect the operation of your club, including officer responsibilities and club committee structure, but must not contradict your club's constitution or the RI Constitution and Bylaws (see the *Manual of Procedure* or go to www.rotary.org). Work with the club president to ensure your club constitution and bylaws are current.

When legislation adopted by the Council on Legislation changes the Standard Rotary Club Constitution, those changes automatically become a part of your club's constitution. Determine whether changes to the constitution require changes to the club's bylaws.

Club archive and library. The club archive contains historical information about the club and Rotary, including:

- Club's application for membership in RI and list of charter members
- Documentation relating to change of club name or locality
- Club constitution and bylaws with amendments
- Meeting notices and minutes
- District conference programs
- Press clippings, photos, slides, and videos relating to the club and its projects and activities

Keep documentation of your club activity during your term. At the end of the year, work with the president or a special committee (if one is appointed) to update the club archive, including a summary of activities for the year, photographs of officers and special events, names of new members, and outstanding accomplishments.

A club library is useful for new and continuing member education. It should contain Rotary publications and audiovisual resources (ordered from the *RI Catalog*), along with archived issues of the club bulletin, the governor's monthly letter, *The Rotarian* or your Rotary regional magazine, and *Rotary World*.

Member Access. The Member Access area of www.rotary.org helps Rotarians perform Rotary business online, which makes performing administrative tasks quicker and easier and ensures that RI has accurate records.

You and your club president have access privileges to the following club administration functions:

- Viewing and changing club membership data
- Paying RI per capita dues and other fees (by credit card only)
- Viewing and printing out your club's semiannual report (SAR) membership roster and invoice
- Updating club data (meeting time and place, officer information)
- Viewing reports for club contributions to The Rotary Foundation



Rotary Reminder

Use Member Access at www.rotary.org to view and change membership records or pay dues at your convenience.

You will also have access to functions available to all Rotarians, including:

- Registering for RI international meetings
- Contributing to The Rotary Foundation
- Viewing your personal Rotary Foundation contribution history
- Searching club and district data worldwide
- Managing your personal e-mail subscriptions from RI
- Viewing member benefits

Only you and your club president can activate other officers' Member Access privileges. Activation requires logging on to Member Access at www.rotary.org/en/selfservice, and indicating the officer's position.

Rotarian Privileges in Member Access

MAP Feature	President	Secretary	Treasurer	Rotarians
View Fund Development Club Goal Report Form	X			
Update Club Data	X	X		
Update Membership Data	X	X		
View Club Recognition Summary (for own club only)	X	X		
Pay Semiannual Dues or Print Semiannual Report (SAR)	X	X	X	
View Daily Club Balance report	X	X	X	
View EREY Eligibility Report	X	X	X	
View Monthly Contribution, <i>SHARE</i> , and Polio Reports	X	X	X	
Contribute to The Rotary Foundation	X	X	X	X
View your Contribution history	X	X	X	X
Search the online <i>Official Directory</i>	X	X	X	X
Manage E-mail Preferences	X	X	X	X
Register for meetings	X	X	X	X
View Member Benefits	X	X	X	X

Currently, club Rotary Foundation committee chairs can view Rotary Foundation reports. Rotary International continues to enhance its services to Rotarians in its efforts to provide more online support.



Rotary Reminder

Beware of e-mails that use Rotary language and ask for passport or other personal identifying information. They are often fraudulent and should be disregarded. Before providing any personal information in response to an e-mail, confirm the sender's identity and the reason for the request via separate e-mail or phone call.



Rotary Reminder

Use the *RI Visual Identity Guide* to ensure that the Rotary emblem is correctly reproduced on club stationery, if your club has its own. Your club's name and district number should appear directly above or below it. The Rotary emblem logo can be downloaded at www.rotary.org.



Rotary Reminder

Use the promotional materials you receive from the district conference committee to generate interest among club members and promote attendance.

Correspondence

In most Rotary clubs, the club secretary responds to correspondence received by the club. Work with the club president to set up a process for responding to e-mails, letters, and faxes.

Special notices. As secretary, you are responsible for sending out special notices to club members. This may include notices of board meetings, important committee meetings, or notification to those members who are in danger of losing their membership because of failure to attend the weekly meetings or pay dues.

Meetings of the board of directors. In most clubs, the club secretary records the minutes of board meetings and prepares a summary for club members. You can deliver this summary during a club meeting, through the club bulletin, or on a club Web site. Promptly notify club committee chairs of any board action related to their committees. File a copy of the minutes in the club's archives.

Informing the district governor and RI. Inform the district governor and RI of special club activities and plans. The governor can share this information with other clubs through the monthly letter, the district Web site, or assistant governors, and RI may publicize it to the Rotary world through its publications or on www.rotary.org.

District Conference

As club secretary, you should attend the district conference, working with the president as leader of the delegation from your club. The purpose of the annual district conference is to further the programs of Rotary through fellowship, inspirational addresses, and the discussion of district affairs and Rotary International in general.

This conference often serves as a legislative body for the district and is an opportunity to discuss any special topics suggested by the RI Board of Directors. At the district conference, a representative is elected to the Council on Legislation, which meets every three years.

Club electors. Work with the president to make arrangements for the club to select the necessary number of electors to attend the district conference. Each club is entitled to one elector for every 25 members, or major fraction thereof (not including honorary members), based on the club's membership records as of the most recent semiannual payment preceding the date on which the vote is to be held. Each club is entitled to at least one elector. An elector must be an active member of the club. Only active clubs can vote at the district conference.

According to the RI Bylaws, proxies for any absent electors may be selected only when a member club is located in a country other than the one in which its district conference is held.

Credentials certificates. The credentials certificate is the document that shows that the selected elector is qualified to vote on behalf of the club. The club secretary should follow the steps below to ensure that credentials certificates are handled appropriately. For each elector your club must

1. Complete the credentials certificate. Credentials certificate forms are provided by the district governor (if your club doesn't receive one, prepare your own).
 - List the elector's name.
 - Insert the club's membership total and the corresponding number of electors to which the club is entitled.
 - Sign the credentials certificate, and have it signed by the club president.
2. Deliver the credentials certificate. Give the original to the elector; they will present it to the credentials committee at the beginning of the conference.
3. File the duplicate copy in the club files.

RI Convention

The RI Convention is the annual meeting during which RI business is conducted and its officers are officially elected. Each club should send at least one delegate to the convention in order to represent the club in all business decisions made by the convention. The club secretary should provide delegates to the RI Convention with any information concerning candidates for RI offices.

Club delegate. Work with the club president to select a representative from your club to send to the RI Convention as a delegate. The RI Bylaws require each delegate and alternate at the RI Convention to hold a certificate signed by the club president and secretary. For more information on qualifying delegates, alternates, and proxies, see the *Manual of Procedure* (035). The secretary should follow the steps below to ensure that delegates are selected appropriately.

1. Elect delegates

Each club must elect at least one delegate, not exceeding the number to which it is entitled, whether or not anyone from the club is planning to attend the convention. Each club is entitled to one delegate for each 50 members or major fraction thereof (not including honorary members) according to the club's membership records as of 31 December immediately preceding the convention. Each club, no matter how small, is entitled to at least one delegate. A delegate must be an active member of the club.

If a club is entitled to two or more delegates, the club may authorize one delegate to cast all of the club's votes. The club should indicate its authorization by giving the delegate a credentials certificate (which includes the voting delegate's card) for each vote the delegate is authorized to cast. Thus, a delegate authorized to cast two votes should be given two credentials certificates; a delegate authorized to cast three votes should be given three credentials certificates, and so on.



Around the World

The RI Convention is an opportunity to experience the international family of Rotary and learn about the service projects and fellowship activities conducted by Rotarians around the world.



Rotary Reminder

RI World Headquarters sends the appropriate number of certificates to each club. Do not send credentials certificates to RI.

2. Select alternates

Alternates can be elected to substitute for convention delegates who are unable to serve. Only Rotarians who are planning to attend the convention should be appointed as alternates.

Any club may, at the time of electing its delegate(s), choose an alternate for each delegate and, in the event this alternate is unavailable to serve, a second alternate. Alternates are entitled to vote only if the delegates for whom they were chosen as alternates or second alternates are absent.

3. Designate proxies

A club not represented at the convention by a delegate or an alternate may designate a proxy to cast one or more of the votes to which it is entitled. The proxy may be an active member of any club within the same district.

Credentials certificates. The club secretary should follow the steps below to ensure that credentials certificates are handled appropriately. For each delegate your club must

1. Complete the credentials certificate including:

- Number of club members as of 31 December immediately preceding the convention (not including honorary members)
- Number of delegates to which club is entitled
- Date on which delegate (and the alternate or proxy) was selected
- Name of delegate
- Name of alternate, if selected
- Name of proxy, if designated, and proxy's Rotary club name and district number

2. Deliver the credentials certificate to the Rotarian who will attend the convention as the club's delegate or proxy with instructions to present the certificate(s) to the credentials committee at the Voting Delegates Booth at the convention site.

3. File a copy of the certificate in the club files.

If you do not have the credentials certificate from RI, prepare a letter naming the delegate(s) and stating the number of active club members as of 31 December before the convention. Two officers (preferably the president and secretary) should sign the letter.

Preparing Your Successor

Meet with your successor so that he or she will be prepared to assume office on 1 July and, in particular, to complete the July semiannual report. Review all administrative procedures and how the club files are organized. After the last club meeting in June, turn over all files, records, supplies, and equipment to your successor.

Before your term in office ends, you should make sure that club records are current and materials are orderly for your successor. Use the following list of questions to start:

- Are all of the club's records on attendance, membership, board meetings, payment of club dues, and contributions to The Rotary Foundation in order?
- Is the file containing the club's constitutional documents, charter, and locality description complete and in order?
- Have you placed copies of all necessary reports in the appropriate club files?
- Is club equipment (bell, gavel, club meeting badges, club banner) in good condition? What needs to be ordered?

Resources

Contact information for Secretariat staff and RI and Foundation officers and appointees is listed in the *Official Directory* and at www.rotary.org. Download publications at www.rotary.org, or order them through shop.rotary.org, by e-mail at shop.rotary@rotary.org, or through your international office.

The following resources are available to help you fulfill your responsibilities:

Human Resources

- Assistant governor — Rotarian appointed to assist the governor with the administration of designated clubs. Your assistant governor will visit your club quarterly and is available to assist your club. (Contact information available from your district.)
- Past club secretaries — Knowledgeable Rotarians who understand your club procedures and history.
- RI Club and District Support representative — Staff members at international offices and RI World Headquarters who can answer many administrative questions and direct other inquiries to appropriate RI and Foundation staff.

Informational Resources

- District directory or Web site — List of meeting information that has the district's clubs and contact information for the governor, governor-elect, assistant governors, district committees, club officers, and other Rotary leaders.
- *How to Propose a New Member* (254-EN) — Brochure outlining the procedure for selecting and electing members. Includes a Membership Proposal Form.
- *Manual of Procedure* (035-EN) — RI and Foundation policies and procedures, including the RI constitutional documents, established by legislative action, the RI Board of Directors, and the Trustees of The Rotary Foundation. Issued every three years after the Council on Legislation.



Rotary Reminder

The club secretary should help the president prepare for and follow up on the quarterly assistant governor's visits.

- *Official Directory* (007-EN) — Contact information for RI and Foundation officers, committees, resource groups, and Secretariat staff; worldwide listing of districts and governors; alphabetical listing of clubs within districts, including contact information. Issued annually. *Note:* Rotarians, Rotary clubs, and districts are prohibited from making the *Official Directory* available as a commercial mailing list.
- *RI Catalog* (019-EN) — List of RI publications, audiovisual programs, forms, and supplies. Available in print and online. Updated annually.
- *Rotary World* — Publication for Rotary leaders that can be used for club bulletins and other newsletters.
- *The Rotarian* — RI's official magazine, published monthly. This resource provides information on club and district projects, RI Board decisions, and RI meetings. In addition to *The Rotarian*, 31 regional magazines in 25 languages serve club members around the world.
- *RI Visual Identity Guide* (547-EN) — Provides information for publications at all levels of Rotary, including proper use of the Rotary emblem, the Rotary colors, elements of good publications, typography, graphics, and photographs.
- *TRF Global Contribution Form* (123-EN) — Form that should accompany individual contributions and donor appreciation requests to The Rotary Foundation.
- *Multiple Donor Form* (094-EN) — Form that should accompany multiple contributions to The Rotary Foundation.

Online Resources (www.rotary.org)

- Member Access — Members-only section of the site that allows Rotarians to contribute to The Rotary Foundation, manage e-mail subscriptions from RI, register for meetings, and access member benefits. Club officers can obtain additional reports and records.
- Rotary Code of Policies and Rotary Foundation Code of Policies — Policies and procedures established by the RI Board of Directors and the Trustees of The Rotary Foundation in support of the RI Constitution and Bylaws, revised following each Board or Trustees meeting.
- Running a Club in the Members section — Section of the Web site aimed to help club leaders gather information about effective club operations, including links to club administration, membership, public relations, service projects, Rotary Foundation information, and club-level resource pages.

2 Reporting Requirements



An essential part of the club secretary's work is to prepare and submit the required reports to Rotary International and the district as listed in the chart below.

Required Reports to RI and District

Report	Submit to	Due date
Semiannual report	RI, with a copy of the worksheet sent to the district governor	1 July and 1 January
Monthly attendance report of club meetings	District governor	Within 15 days following the last meeting of the month
Changes in membership	RI and district governor	Ongoing
Visiting Rotarians attendance reports	Rotary club of visitor	Ongoing
Rotarian Relocation Form	Rotary club in new community	Ongoing
Club information changes	RI and district governor	Ongoing
<i>Official Directory</i> information	RI and district governor	31 December



Rotary Reminder

Semiannual reports, changes in membership, club information changes, and *Official Directory* information can be submitted to RI through Member Access at www.rotary.org.



Rotary Reminder

For more information on the dues and fees collected from club members, refer to the *Club Treasurer's Manual*.



Rotary Reminder

Clubs that don't pay their dues and fees to RI will be terminated and will not receive services from RI or their district.

Semiannual Report

RI sends a semiannual report (SAR) package to each Rotary club secretary in late June for the July billing and in late December for the January billing. The package includes a semiannual dues invoice; a current membership list, which serves as the basis for the estimated billing; a worksheet to calculate any necessary revisions; and instructions for completing the forms and sending the information and payment to RI or its fiscal agents.

While the club treasurer is responsible for the invoice portion of the SAR package, the secretary is responsible for maintaining the membership list and ensuring it is current. Because these two portions are interrelated, you will need to work with your club treasurer to make sure that your payment for per capita and prorated dues, Council on Legislation fees, and magazine subscriptions accurately reflects the number of members in your club. Keep this list current through Member Access at www.rotary.org so that your club's per capita billing is accurate. Your club's balance may also be paid by credit card through Member Access at www.rotary.org by you, your club treasurer, or your club president. Clubs with fewer than 10 members are required to pay for 10 members.

If you do not receive the SAR package by the end of July or January, you can view and print a copy from Member Access. Alternately, a copy can be requested by e-mail, fax, or mail by contacting data@rotary.org or your international office.

Club termination. Six months after the 1 January or 1 July deadline, clubs with obligations of US\$250 or more will be terminated from Rotary International. When a club seeks reinstatement within 90 days of termination, it must pay all financial obligations due at the time of termination, all semiannual dues payments that have accrued during the period between termination and reinstatement, and a \$10 per member reinstatement fee within 90 days of termination in order to be reinstated. If the club has fewer than 10 members, it is subject to a 10-member minimum payment requirement.

A club that seeks reinstatement more than 90 days but less than 365 days after termination must complete an application for reinstatement and pay a \$15 per member application fee in addition to fulfilling the requirements noted above. The application fee is also subject to the 10-member minimum payment requirement.

Terminated clubs that have not fulfilled their entire financial responsibility to RI within 365 days of termination will lose their original charter and will not be eligible for reinstatement.

Similarly, any club that fails to pay district dues may have its membership in RI suspended or terminated by the RI Board.

Monthly Attendance Reports

One of the main responsibilities of the club secretary is taking attendance weekly and reporting it to the district governor monthly. It is therefore crucial that the secretary understands Rotary policy on attendance requirements, as this ensures accurate calculations. Attendance information is explained in this section and in the Standard Rotary Club Constitution. You may want to ask your club administration committee members to assist you by

- Educating club members about the attendance requirement
- Informing club members about how to make up a missed meeting
- Tracking attendance

Weekly attendance. The weekly attendance can be calculated by taking the number of members present and dividing it by the total number of members in your club. If your club has members who are excused under sections 3b and 4 of the Standard Rotary Club Constitution or because of a district officer position, count them as present if they attend a club meeting, but do not count them as absent if they do not attend.

Active members credited with attendance. When taking attendance at club meetings, there are specific ways to account for active and inactive members. Be sure you understand who to include in your attendance reports.

Do include active club members present at the weekly club meeting, members credited with make-ups, and members excused by the board for a reason that it considers to be sufficient.

Do not include members whose combined age and years of membership (in one or more clubs) is 85 years or more and who have notified the club secretary in writing of their desire to be excused from attendance; the board must approve the request before the member is excluded from attendance figures.

Do not include current officers of RI or visitors to your club.

Make-ups. You may give attendance credit to a member who misses a club meeting if, within 14 days before or after the missed meeting, the member meets one of the following conditions:

- Attends at least 60 percent of the regular meeting of another Rotary club or a provisional Rotary club
- Is present at the usual time and place of another club's regular meeting and that club is not meeting
- Is serving on Rotary business as an RI committee officer or member, a Rotary Foundation trustee, or district governor's special representative in the formation of a new club, or employed by Rotary International

- Attends or travels with reasonable directness to or from any of the following meetings:
 - RI Convention
 - Council on Legislation
 - International Assembly
 - Rotary institute
 - RI committee meeting
 - Any meeting held by direction/approval of RI Board of Directors
 - Multizone conference
 - District conference
 - District assembly
 - Any district committee meeting held by direction of district governor or RI Board of Directors
 - Regularly announced intercity meeting of Rotary clubs
- Participates directly and actively in a service project sponsored by the district, RI, or The Rotary Foundation in a remote area where a make-up opportunity isn't possible
- Attends a regular meeting of any of the following: Rotaract club, Interact club, Rotary Community Corps, a provisional Rotaract or Interact club or Rotary Community Corps, or a meeting of a Rotary Fellowship
- Attends and participates in a club service project or club-sponsored community event or meeting authorized by the board
- Attends a board meeting or, if authorized by the board, a meeting of a service committee to which the member is assigned
- Participates through a club Web site in an interactive activity requiring an average of 30 minutes of participation

Monthly attendance report to district governor. Every month, the secretary is responsible for sending the district governor a report of the club's monthly attendance. This report should be sent within 15 days of the last meeting of each month and should be based on the weekly percentages explained above. Simply compute the average attendance percentage for the weekly meetings in a given month.

Canceled meetings. When calculating the club's monthly attendance report, you can omit a regular club meeting that is canceled for one of the following reasons:

- Legal holiday, including a commonly recognized holiday
- Death of a club member
- Epidemic or disaster affecting the entire community
- Armed conflict in the community that endangers the lives of club members

Additionally, the board may cancel up to four meetings per Rotary year for causes not otherwise specified, as long as the club does not cancel more than three times in a row. Do not include these canceled meetings when calculating attendance.

Membership Changes

During the year, most clubs experience changes in club membership, including new members, changes in members' contact information, and membership terminations. Report all changes to RI as soon as they become effective, using either Member Access or the Membership Data Form (appendix 3). Be sure to notify your district governor and update club records.



Rotary Reminder

The Membership Data Form can be downloaded or completed online at www.rotary.org and submitted through Member Access. E-mail it to data@rotary.org, but save copies for your district governor and for your club files.

By submitting new member information, the club secretary ensures that the new member's name is entered in the club membership record and that his or her subscription to *The Rotarian* or Rotary regional magazine is activated. If the new member is a former Rotarian, be sure to provide the member's previous Rotary club name and member ID number (if available) so that the member's history, including Foundation giving and RI offices held, is retained.

Reporting changes through Member Access. Membership changes reported through Member Access are made directly to the RI database and processed immediately. Be aware that if you terminate a member, the change to the individual's membership status is immediate and permanent.

Visiting Rotarians Report

Provide visiting Rotarians with documentation of their attendance at your weekly club meeting so their own club will give them attendance credit for the make-up. This documentation could be a card the visitor takes back to his or her club or an e-mail that you send to the secretary of the visitor's club.



Rotary Reminder

Transferring members are not required to pay an admission fee in their new club.

Rotarian Relocation Form

Rotarians who leave your club because they are moving may be eligible for membership in the Rotary club in their new community. Your club can propose a relocating Rotarian for Rotary club membership in a new community (a member of the new club may also make the proposal). Use the Rotarian Relocation Form available at www.rotary.org to notify the president or secretary of the new club that a prospective member is moving to their locality.

Club Information Changes

Any change of club information (for example, a new meeting time, place, or day; a new president or secretary; or a change of address for a president or secretary) should be reported immediately to your district governor and RI through Member Access or by e-mailing data@rotary.org.

Official Directory Information

In October, you will receive a copy of the Club Officers Report Form for submitting your club's data for the *Official Directory* from RI. Complete the form after the annual meeting, and return to RI by 31 December (this information can also be submitted through Member Access). Share this information with the district governor-elect, so that he or she can contact incoming club presidents and the current governor. Retain a copy for your records.

Annual Report

Near the end of your year as secretary, you should prepare an annual report for presentation at the final club meeting of the year. Confer with the club president to ensure you will not duplicate any part of the president's report. The annual report should include brief statements about actions taken by the club's board of directors, membership gain or loss for the year, monthly attendance percentages, and any continuing projects that are not covered in the president's report.

3 Working with Club Leaders



An important part of a leadership role is developing relationships with fellow club leaders and club members.

Club President

The secretary and the president must work as a team to ensure that the club is operating effectively. Before you take office, meet with the incoming president in order to arrive at a mutual understanding of club operations, particularly how various functions are divided between president and secretary.

You and the president-elect should also meet with current officers to assess the state of the club and the status of ongoing projects and activities. Attending meetings of the current board, if appropriate, will allow you to gain a greater knowledge of the club's administrative procedures and also help ensure continuity of club operations.

Board of directors meetings. The club's board of directors is its governing body. Its members are the president, vice president(s), president-elect (or president-nominee, if no successor has been elected), secretary, treasurer, the immediate past president, and the additional number of directors specified in your club's bylaws.



Rotary Reminder

The club secretary should assist the president with arrangements for weekly meetings and any special meetings, such as board meetings and club assemblies.

Review your club bylaws to find out when the board meets. The club president will preside at the board meeting. Usually, the club secretary has the following duties:

- Send notices to all board members.
- Confirm board members' participation.
- Invite your assistant governor, if appropriate.
- Set the agenda, in cooperation with the president.
- Provide support materials as needed.
- Take minutes and generate a report for the club.

The club president-elect may call meetings of the incoming board to prepare for the year.

Club assemblies. A club assembly is a meeting of all club members. Club assemblies are an opportunity to discuss your club's programs and activities and to educate members. The secretary issues the call for club assemblies, records the minutes, and assists the president during the meeting. A majority of clubs have four to six club assemblies during the year, while some clubs hold monthly assemblies.

The club secretary should work with the club president and club administration committee to organize club assemblies. Topics for discussion at club assemblies include:

- Club strengths and weaknesses
- Goal setting and action plans
- Committee activities
- Membership growth and retention strategies
- District conference or other district and RI meetings
- Specific Rotary and Foundation programs
- Open forum

The official visit. Every year, the district governor makes official visits to each club in the district. Before 1 July, the governor-elect or the assistant governor assigned to your club should notify your club of the date of the official visit. To prepare, the president may call a special club assembly to request written committee plans, activities, and accomplishments and to discuss the progress made toward club goals established in the *Planning Guide for Effective Rotary Clubs*. The assistant governor should attend the club assembly associated with the governor's visit and be available to respond to any questions or concerns the club may have. Work with the club president to determine how you'll prepare for this meeting.

Candidate nomination for club offices. To help the president carry out the nominating procedures for candidates for club offices as outlined in the bylaws, decide what needs to be done and who will carry out each task. For example, with the approval of the president, you might publish the qualifications of candidates for president and secretary. The Standard Rotary Club Constitution states that the annual meeting for the election of officers must be held no later than 31 December.



Rotary Reminder

New members in particular should be encouraged to attend club assemblies to learn about the workings of your club.



Rotary Reminder

The club secretary should help the president prepare for and follow up on the governor's annual official visit, as well as the assistant governor's quarterly visits.

After club officers have been nominated for the upcoming Rotary year, you should publish their names to all members of your club. Also publish the names of any club members proposed as candidates for district governor, RI director, or RI president.

The RI Bylaws prohibit campaigning for any RI office. A complaint about any such improper activities must be filed with your RI international office within 45 days of the election and must be submitted by an RI officer (such as the district governor or an RI director) or by a club.

Club Treasurer

The club secretary and treasurer have several responsibilities that are inter-related. It is important to work closely with your club treasurer in order to arrive at a mutual understanding of club operations, particularly how various functions are divided between treasurer and secretary.

Club dues. Work with your club treasurer to track dues collected and owed from members. Send statements of club, district, and RI dues to all members regularly, as determined by the club. The statement should include any other amounts payable, such as the cost of meals. If you collect dues, work with the treasurer to transfer money and issue receipts.

Report any delinquency in dues payments to the board regularly. The Standard Rotary Club Constitution states that members failing to pay their dues within 30 days of the due date will be notified in writing by the club secretary at their last known address. If dues are not paid within 10 days of the notification date, the membership may be terminated, subject to the discretion of the board.

Many clubs issue membership cards, which members can show when making up a meeting at another club. The ID card is intended for personal use only. It contains sensitive information and shouldn't be distributed to anyone. Rotary membership identification cards are available through authorized vendors listed at www.rotary.org.

Contributions to The Rotary Foundation. In some clubs, the secretary processes and maintains records of contributions to The Rotary Foundation of Rotary International, if the treasurer is not assigned this task. The treasurer can access Rotary Foundation reports on Member Access, if activated by you or your club president. For more information on forwarding contributions, consult the *Club Treasurer's Manual*.

Club financial review. Review the annual club financial record with the club treasurer, which was prepared for the outgoing board of directors and transferred to you with the club records, to determine if any bills require payment or debts should be collected. A complete report of these financial records should be prepared for presentation at the first meeting of the incoming board.



Around the World

Each club determines the frequency with which it collects dues from its members.

Dues can be collected semiannually, quarterly, monthly, or weekly. These practices often reflect what is culturally appropriate.



Rotary Reminder

Finances recorded in the board of directors meeting minutes should accurately reflect the figures recorded in the general ledger.

Maintain careful records on the payment of bills and collection of debts. Many clubs use the procedure below for paying and recording bills:

1. The secretary draws a voucher and gives it to the president for signature.
2. The secretary gives the signed voucher and the bill to the treasurer for payment.
3. The treasurer returns the voucher to the secretary, who files it with the club records.

Best financial practice calls for two signatures on any club check or draft.

Club Administration Committee

The club administration committee is one of the five recommended standing club committees. As club secretary, you should be a member of this committee. The club administration committee conducts activities associated with the effective operation of the club, and has the following responsibilities:

- Organizing weekly and special programs
- Promoting fellowship among club members
- Producing the club bulletin

In addition to these responsibilities, the committee can also be enlisted to help

- Track attendance at club meetings
- Maintain club membership lists and report to Rotary International
- Collect dues

Weekly club meeting. Work with the president and the club administration committee to develop a weekly club program for each meeting. Club programs provide club members with the information and motivation to increase their participation in activities that serve the club, the community, and the world. Secretaries may be responsible for logistics for meetings, including:

- Supervising the distribution and collection of name badges
- Providing special name badges for visiting Rotarians and guests
- Recording attendance of members
- Paying the hotel or restaurant for meals, if applicable
- Assisting with arrangements (travel, expenses, letters of appreciation) for outside speakers
- Providing visiting Rotarians with documentation of attendance

Club secretaries may also assist with the following aspects of the club programs planned for each meeting:

- Preparing announcements
- Planning topics for programs
- Scheduling guest speakers

Club bulletin. The club bulletin keeps club members informed about the club, including upcoming programs for weekly meetings, recognition of outstanding service by a club member, and details for upcoming club service projects and activities.

The club administration committee is primarily responsible for producing the bulletin. As a member of this committee, you should provide information for the bulletin's contents, such as committee reports, board decisions, and items from the governor's monthly letter, *The Rotarian* or a Rotary regional magazine, or *Rotary World*.



Rotary Reminder

Work with the public relations, service projects, Rotary Foundation, and all other committees as needed.

Club Membership Committee

The club secretary also needs to work closely with the club's membership committee, as some of its responsibilities require the secretary's involvement. Meet with your membership committee early on to establish your working relationship.

Proposing and electing new members. The club secretary is involved in three of the six steps for proposing and electing new members (steps 1, 3, and 6). Follow through carefully and promptly on each step to keep the potential members interested in joining the club.

Recommended Procedure for Proposing and Electing Members:

1. An active member of the club or the membership committee submits the name of a prospective member to the board in writing, through the club secretary. A transferring or former member of another club may be proposed to active membership by the former club. The proposal is kept confidential (except as otherwise noted in this procedure).
2. The board ensures that the proposal meets all the classification and membership requirements of the club constitution.
3. The board approves or disapproves the proposal within 30 days of submission and notifies the proposer, through the club secretary, of its decision.
4. If the board decision is favorable, the club or the proposer informs the prospective member of the purposes of Rotary and the privileges and responsibilities of membership. The prospective member signs the membership proposal form giving the club permission to publish his or her name and proposed classification (no classification is proposed for honorary membership), and the club publishes the information.
5. The Recommended Rotary Club Bylaws allow seven days for club members to consider the proposal and file written objections. If no objections are received, the prospective member is considered elected to membership, upon payment of the admission fee. If an objection is received, the board votes on the prospective member's membership at its next meeting. If approved despite the objection, the proposed member is considered elected to membership, upon payment of the admission fee.

The admission fee is waived for transferring or former members of another club and honorary members and Rotaractors who ceased to be a member of Rotaract within the preceding two years.

6. Following a new member's election, the president arranges for the member's induction, membership card, and new member Rotary literature. The president or secretary reports the new member information to RI. The president designates a current member to help the new member become involved in the club and assigns the new member to a club project or function.

Appendix 1: Club Secretary's Calendar

Below is a sample calendar of activities for the club secretary. Modify it to reflect the activities of your club and district.

Jan – June (before taking office)

- Begin studying the *Club Secretary's Manual* and the Standard Rotary Club Constitution and Recommended Rotary Club Bylaws.
- Confer with the president-elect and the outgoing secretary.
- Attend the district assembly.
- Attend meetings of the incoming board of directors.
- Assist the incoming president, as needed, in setting club goals, using the *Planning Guide for Effective Rotary Clubs*.
- Attend the club assembly held by the president-elect after the district assembly to discuss club plans for the upcoming Rotary year.
- Attend current board meetings, if invited.
- Register with Member Access at www.rotary.org.
- Work with club president to activate access privileges in Member Access for your club treasurer and Rotary Foundation committee chair.

July

- Take office and assume official duties.
- Use Member Access at www.rotary.org to update club information, maintain membership records, and view reports.
- Secure all club records from the outgoing secretary, and take custody of club property, including the current *Manual of Procedure*.
- Send statements of club dues and fees to all members, and record collections (may be done monthly, quarterly, or semiannually).
- Prepare both the semiannual report and dues payment, due to RI on 1 July. Note: The semiannual report (SAR) should list all individuals who will be members as of 1 July.
- Receive the *Official Directory* from RI.



Rotary Reminder

The semiannual report can also be submitted to RI through Member Access at www.rotary.org.

November

- Update your club's membership list in Member Access to ensure a correct SAR.

December

- Prepare for and assist with the annual meeting to elect officers, which must be held by 31 December to guarantee inclusion in the next edition of the *Official Directory*. Note: If RI does not receive updated information, current officers will be listed again.

January

- Send statements of club dues and fees to all members, and record collections (may be done monthly, quarterly, or semiannually).
- Prepare both the semiannual report and dues payment, and send to RI on 1 January. Note: The semiannual report should list all individuals who will be members as of 1 January.
- Work with the president and the board of directors to review the club's program of activities and prepare the midyear progress report.

February

- If your club has decided to propose one of its members as a governor-nominee candidate, send the club resolution supporting its decision, as well as the district governor-nominee data form to the district nominating committee.

April

- Begin briefing your successor on the various aspects of the job.

May

- Prepare credentials for delegates to the RI Convention.
- Update your club's membership list in Member Access to ensure a correct SAR.

June

- Prepare your annual report to the club.
- Meet with your successor, and turn over all club records and property.

Appendix 2: RI Board Policy for the Club Leadership Plan

The purpose of the Club Leadership Plan is to strengthen the Rotary club by providing the administrative framework of an effective club.

The elements of an effective club are to

- Sustain or increase its membership base
- Implement successful projects that address the needs of its community and communities in other countries
- Support The Rotary Foundation through both financial contributions and program participation
- Develop leaders capable of serving in Rotary beyond the club level

To implement a Club Leadership Plan, current, incoming, and past club leaders should:

- Develop a long-range plan that addresses the elements of an effective club.
- Set annual goals using the *Planning Guide for Effective Rotary Clubs* in harmony with a club's long-range plan.
- Conduct club assemblies that involve members in the planning process and keep them informed of the activities of Rotary.
- Ensure clear communication between the club president, board, committee chairs, club members, district governor, assistant governors, and district committees.
- Provide for continuity in leadership, including the concept of succession planning to ensure development of future leaders.
- Amend bylaws to reflect the club committee structure and roles and responsibilities of club leaders.
- Provide opportunities to increase fellowship among members of the club.
- Ensure that every member is active in a club project or function.
- Develop a comprehensive training plan that ensures
 - Club leaders attend district training meetings
 - Orientation is consistently and regularly provided for new members
 - Ongoing educational opportunities are available for current members
 - A leadership skills development program is available for all members

Club leaders should implement the Club Leadership Plan in consultation with district leaders as described by the District Leadership Plan. The plan should be reviewed annually.

Club Committees

Club committees are charged with carrying out the annual and long-range goals of the club based on the four Avenues of Service. The president-elect, president, and immediate past president should work together to ensure continuity of leadership and succession planning. When feasible, committee members should be appointed to the same committee for three years to ensure consistency. The president-elect is responsible for appointing committee members to fill vacancies, appointing committee chairs, and conducting planning meetings before the start of the year in office. It is recommended that the chair have previous experience as a member of the committee. Standing committees should be appointed as follows:

- **Membership**
This committee should develop and implement a comprehensive plan for the recruitment and retention of members.
- **Club public relations**
This committee should develop and implement plans to provide the public with information about Rotary and to promote the club's service projects and activities.
- **Club administration**
This committee should conduct activities associated with the effective operation of the club.
- **Service projects**
This committee should develop and implement educational, humanitarian, and vocational projects that address the needs of its community and communities in other countries.
- **The Rotary Foundation**
This committee should develop and implement plans to support The Rotary Foundation through both financial contributions and program participation.

Additional committees may be appointed as needed.

Training Requirements

Club committee chairs should attend the district assembly before serving as chair.

Relation to the District Leadership Team

Club committees should work with assistant governors and relevant district committees.

Reporting Requirements

Club committees should report to the club board on the status of their activities on a regular basis and at club assemblies, as appropriate.

Appendix 3: Membership Data Form



Membership Data Form

If you have access to the Internet, membership changes can be reported through [Member Access](http://www.rotary.org) at www.rotary.org instead of using this form.

This form can be used to report new or terminating members or membership information changes to RI. Use a separate form for each member. This form can be downloaded and completed electronically at www.rotary.org. Send one copy to your district governor, keep a copy for your club files, and send the original form to:

ROTARY INTERNATIONAL, 1560 Sherman Avenue, Evanston, IL 60201-3698, USA Fax: 847-733-9340 E-mail: data@rotary.org

Rotary Club of _____ District _____

STATE/PROVINCE _____ COUNTRY _____

Member Name
FIRST _____ MIDDLE INITIAL _____ LAST _____

Rotary Member ID #* _____

* Only for resigning and transferring members. All new members will be provided with ID # by RI.

Member Mailing Address
NUMBER AND STREET _____ CITY _____

STATE/PROVINCE _____ COUNTRY _____ POSTAL CODE _____

E-mail _____

NEW MEMBER DATE OF ADMISSION _____
MM/DD/YY

Male Female Active member Honorary member
Transferring member? No Yes. If yes, provide member ID # above. Past RI Director Past District Governor

Former Rotary Club of _____ District _____
STATE/PROVINCE _____ COUNTRY _____

Language Skills: _____

Subscription: The Rotarian Rotary regional magazine

CHANGE OF INFORMATION DATE OF CHANGE _____
MM/DD/YY

CHANGE OF ADDRESS
Old Mailing Address: _____ New Mailing Address: _____
NUMBER AND STREET _____ CITY _____ NUMBER AND STREET _____ CITY _____
STATE/PROVINCE _____ COUNTRY _____ STATE/PROVINCE _____ COUNTRY _____
POSTAL CODE _____ POSTAL CODE _____

CHANGE OF E-MAIL _____
FORMER E-MAIL _____ NEW E-MAIL _____

CHANGE OF NAME _____
FORMER NAME _____ NEW NAME _____

CHANGE MEMBERSHIP TYPE TO: Active Honorary

MEMBERSHIP TERMINATED DATE OF TERMINATION _____
MM/DD/YY

Reason for Termination (check one):
 Attendance (1) Business Obligations (2) Deceased (3) Family Obligations (4)
 Health / Personal (5) Joining New Club (6) Relocation** (7) Other (8) Please specify: _____

** If reason for termination is Relocation, please use the Membership Referral form at www.rotary.org.

CLUB SECRETARY (PRINT NAME)

SIGNATURE OF CLUB SECRETARY

MM/DD/YY

Appendix 4: PLANNING GUIDE FOR EFFECTIVE ROTARY CLUBS



August 2009

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

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

Rotary Club of _____ Rotary year of office: _____

Name of president: _____

Mailing address: _____

Phone: _____ Fax: _____ E-mail: _____

MEMBERSHIP

Current State

Current number of members: _____

Number of members as of 30 June last year: _____ 30 June five years ago: _____

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

Average age of members: _____ Number of Rotary alumni members _____

Number of Rotarians who have been members for 1-3 years: _____ 3-5 years: _____

5-10 years: _____

Number of members who have proposed a new member in the previous two years: _____

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

Profession Age Gender Ethnicity

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

Describe the club's current new member orientation program.

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

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

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

What makes this club attractive to new members?

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

Future State

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

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

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

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

Action steps:

SERVICE PROJECTS

Current State

Number of Rotary Youth Exchange students: Hosted _____ Sponsored _____

Number of sponsored Interact clubs: _____ Rotaract clubs: _____

Rotary Community Corps: _____

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

Number of Rotary Friendship Exchanges: _____

Number of registered Rotary Volunteers: _____

Number of World Community Service (WCS) projects: _____

Number of other current club service projects: _____

Future State

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

For our community:

For communities in other countries:

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

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

Action steps:

THE ROTARY FOUNDATION

Current State

Number of grants awarded:

District Simplified Grants: _____ Matching Grants: _____

Number of Ambassadorial Scholars: Nominated _____ Selected _____ Hosted _____

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

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

Current year's contributions to PolioPlus activities: _____

Current year's contributions to Annual Programs Fund: _____

Current year's contributions to Permanent Fund: _____

Number of club members who are

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

Rotary Foundation Sustaining Members: _____ Bequest Society members: _____

Number of Foundation alumni tracked by your club: _____

Future State

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

Polio fundraising: _____ Annual Programs Fund contributions: _____

Major gifts: _____ Benefactors: _____

Bequest Society members: _____

Our club will participate in the following Rotary Foundation programs:

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

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

Action steps:

LEADERSHIP DEVELOPMENT

Current State

Number of club leaders who attended

District membership seminar: _____ District leadership seminar: _____

District conference: _____

Number of club members involved at the district level: _____

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

Future State

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

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

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

Action steps:

PUBLIC RELATIONS

Current State

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

Future State

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

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

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

Action steps:

CLUB ADMINISTRATION

Current State

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

How often and when does the club board meet? _____

When are club assemblies held? _____

How is the club budget prepared? _____

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

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

Has the club developed a system for ensuring continuity of leadership on its board, committees, etc.?

Yes No

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

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

How often is the club's bulletin published? _____

Describe how weekly club programs are organized. _____

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

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

How often does your club conduct fellowship activities? _____

How does the club involve the families of Rotarians?

Future State

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

Regular board meetings have been scheduled.

The club will review the Club Leadership Plan on the following dates: _____

The club's strategic and communication plans will be updated on the following dates: _____

_____ club assemblies have been scheduled on the following dates: _____
(number)

The club has either adopted the latest version of the Recommended Rotary Club Bylaws or revised its own bylaws (recommended after each Council on Legislation).

Club elections will be held on _____.
(date)

At least _____ delegates will be sent to the district conference.
(number)

A club bulletin will be produced to provide information to club members.

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

- Other (please describe):

Action steps:

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

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

Club President's Signature

Rotary Year

Assistant Governor's Signature

Date

Date

SUMMARY OF GOALS FOR ROTARY CLUB OF _____ ROTARY YEAR _____

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

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

* Constitution of the Rotary Club of

Article 1 Definitions

As used in this constitution, unless the context otherwise clearly requires, the words in this article shall have the following meanings:

1. Board: The Board of Directors of this club.
2. Bylaws: The bylaws of this club.
3. Director: A member of this club's Board of Directors.
4. Member: A member, other than an honorary member, of this club.
5. RI: Rotary International.
6. Year: The twelve-month period which begins on 1 July.

Article 2 Name (select one)

The name of this organization shall be Rotary Club of _____
(Member of Rotary International)

or

The name of this organization shall be Rotary E-Club of _____
(Member of Rotary International)

Article 3 Locality of the Club (select one)

The locality of this club is as follows: _____

or

The locality of this e-club is (worldwide) _____ and can be found on the Worldwide Web at: www. _____

Article 4 Object

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

First. The development of acquaintance as an opportunity for service;

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

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

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

Article 5 Five Avenues of Service

Rotary's Five Avenues of Service are the philosophical and practical framework for the work of this Rotary club.

1. Club Service, the first Avenue of Service, involves action a member should take within this club to help it function successfully.
2. Vocational Service, the second Avenue of Service, has the purpose of promoting high ethical standards in businesses and

professions, recognizing the worthiness of all dignified occupations, and fostering the ideal of service in the pursuit of all vocations. The role of members includes conducting themselves and their businesses in accordance with Rotary's principles.

3. Community Service, the third Avenue of Service, comprises varied efforts that members make, sometimes in conjunction with others, to improve the quality of life of those who live within this club's locality or municipality.

4. International Service, the fourth Avenue of Service, comprises those activities that members do to advance international understanding, goodwill, and peace by fostering acquaintance with people of other countries, their cultures, customs, accomplishments, aspirations, and problems, through reading and correspondence and through cooperation in all club activities and projects designed to help people in other lands.

5. New Generations Service, the fifth Avenue of Service, recognizes the positive change implemented by youth and young adults through leadership development activities, involvement in community and international service projects, and exchange programs that enrich and foster world peace and cultural understanding.

(Select one Article 6)

Article 6 Meetings

Section 1 — Regular Meetings.

- (a) *Day and Time.* This club shall hold a regular meeting once each week on the day and at the time provided in the bylaws.
- (b) *Change of Meeting.* For good cause, the board may change a regular meeting to any day during the period commencing with the day following the preceding regular meeting and ending with the day preceding the next regular meeting, or to a different hour of the regular day, or to a different place.
- (c) *Cancellation.* The board may cancel a regular meeting if it falls on a legal holiday, including a commonly recognized holiday, or in case of the death of a club member, or of an epidemic or of a disaster affecting the whole community, or of an armed conflict in the community which endangers the lives of the club members. The board may cancel not more than four regular meetings in a year for causes not otherwise specified herein provided that this club does not fail to meet for more than three consecutive meetings.

Section 2 — Annual Meeting.

An annual meeting for the election of officers shall be held not later than 31 December as provided in the bylaws.

or

Article 6 Meetings (for e-Clubs)

Section 1 — Regular Meetings.

- (a) *Day.* This club shall hold a regular meeting once each week by posting an interactive activity on the club's Web site on the day provided in the bylaws. The meeting shall be considered as held on the day that the interactive activity is to be posted on the Web site.
- (b) *Change of Meeting.* For good cause, the board may change a regular meeting to any day during the period commencing with the day following the preceding regular meeting and ending with the day preceding the next regular meeting.
- (c) *Cancellation.* The board may cancel a regular meeting if it falls on a legal holiday, including a commonly recognized

* The bylaws of Rotary International provide that each club admitted to membership in RI shall adopt this prescribed standard club constitution.

holiday, or in case of the death of a club member, or of an epidemic or of a disaster affecting the whole community, or of an armed conflict in the community which endangers the lives of the club members. The board may cancel not more than four regular meetings in a year for causes not otherwise specified herein provided that this club does not fail to meet for more than three consecutive meetings.

Section 2 — Annual Meeting. An annual meeting for the election of officers shall be held not later than 31 December as provided in the bylaws.

Article 7 Membership

Section 1 — General Qualifications. This club shall be composed of adult persons of good character and good business, professional and/or community reputation.

Section 2 — Kinds. This club shall have two kinds of membership, namely: active and honorary.

Section 3 — Active Membership. A person possessing the qualifications set forth in article 5, section 2 of the RI constitution may be elected to active membership in this club.

Section 4 — Transferring or Former Rotarian.

(a) *Potential Members.* A member may propose to active membership a transferring member or former member of a club, if the proposed member is terminating or has terminated such membership in the former club due to no longer being engaged in the formerly assigned classification of business or profession within the locality of the former club or the surrounding area. The transferring or former member of a club being proposed to active membership under this section may also be proposed by the former club. The classification of a transferring or former member of a club shall not preclude election to active membership even if the election results in club membership temporarily exceeding the classification limits. Potential members of this club who are current or former members of another club who have debts to the other club are ineligible for membership in this club. This club may demand that a potential member present written proof that no money is owed to the other club. The admission of a transferring or former Rotarian as an active member pursuant to this section shall be contingent upon receiving a certificate from the board of the previous club confirming the prospective member's prior membership in that club.

(b) *Current or Former Members.* This club shall provide a statement whether money is owed to this club when requested by another club with respect to a current or former member of this club being considered for membership in the other club.

Section 5 — Dual Membership. No person shall simultaneously hold active membership in this and another club. No person shall simultaneously be a member and an honorary member in this club. No person shall simultaneously hold active membership in this club and membership in a Rotaract club.

Section 6 — Honorary Membership.

(a) *Eligibility for Honorary Membership.* Persons who have distinguished themselves by meritorious service in the furtherance of Rotary ideals and those persons considered friends of Rotary for their permanent support of Rotary's cause may be elected to honorary membership in this club. The term of such membership shall be as determined by the board. Persons may hold honorary membership in more than one club.

(b) *Rights and Privileges.* Honorary members shall be exempt from the payment of admission fees and dues, shall have no vote, and shall not be eligible to hold any office in this club. Such members shall not hold classifications, but shall be entitled to attend all meetings and enjoy all the other privileges of this club. No honorary member of this club is entitled to any rights and privileges in any other club, except for the right to visit other clubs without being the guest of a Rotarian.

Section 7 — Holders of Public Office. Persons elected or appointed to public office for a specified time shall not be eligible to active membership in this club under the classification of such office. This restriction shall not apply to persons holding positions or offices in schools, colleges, or other institutions of learning or to persons who are elected or appointed to the judiciary. Members who are elected or appointed to public office for a specified period may continue as such members in their existing classifications during the period in which they hold such office.

Section 8 — Rotary International Employment. This club may retain in its membership any member employed by RI.

Article 8 Classifications

Section 1 — General Provisions.

(a) *Principal Activity.* Each member shall be classified in accordance with the member's business, profession, or type of community service. The classification shall be that which describes the principal and recognized activity of the firm, company, or institution with which the member is connected or that which describes the member's principal and recognized business or professional activity or that which describes the nature of the member's community service activity.

(b) *Correction or Adjustment.* If the circumstances warrant, the board may correct or adjust the classification of any member. Notice of a proposed correction or adjustment shall be provided to the member and the member shall be allowed a hearing thereon.

Section 2 — Limitations. This club shall not elect a person to active membership from a classification if the club already has five or more members from that classification, unless the club has more than 50 members, in which case, the club may elect a person to active membership in a classification so long as it will not result in the classification making up more than 10 percent of the club's active membership. Members who are retired shall not be included in the total number of members in a classification. The classification of a transferring or former member of a club, or a Rotary Foundation alumnus as defined by the board of directors of RI, shall not preclude election to active membership even if the election results in club membership temporarily exceeding the above limitations. If a member changes classification, the club may continue the member's membership under the new classification notwithstanding these limitations.

Article 9 Attendance

(Select one introductory paragraph to Section 1)

Section 1 — General Provisions. Each member should attend this club's regular meetings. A member shall be counted as attending a regular meeting if the member is present for at least 60 percent of the meeting, or is present and is called away unexpectedly and subsequently produces evidence to the satisfaction of the board that such action was reasonable, or makes up for an absence in any of the following ways:

or

Section 1 (for e-Clubs) — General Provisions. Each member should attend this club's regular meetings. A member shall be counted as attending a regular meeting if the member participates in the regular meeting posted on the club's Web site within one week following its posting, or makes up a missed meeting in any of the following ways:

(a) *14 Days Before or After the Meeting.* If, within fourteen (14) days before or after the regular time for that meeting, the member

- (1) attends at least 60 percent of the regular meeting of another club or of a provisional club; or
- (2) attends a regular meeting of a Rotaract or Interact club, Rotary Community Corps, or Rotary Fellowship or of a provisional Rotaract or Interact club, Rotary Community Corps, or Rotary Fellowship; or
- (3) attends a convention of RI, a council on legislation, an international assembly, a Rotary institute for past and present officers of RI, a Rotary institute for past, present, and incoming officers of RI, or any other meeting convened with the approval of the board of directors of RI or the president of RI acting on behalf of the board of directors of RI, a Rotary multizone conference, a meeting of a committee of RI, a Rotary district conference, a Rotary district assembly, any district meeting held by direction of the board of directors of RI, any district committee meeting held by direction of the district governor, or a regularly announced intercity meeting of Rotary clubs; or
- (4) is present at the usual time and place of a regular meeting of another club for the purpose of attending such meeting, but that club is not meeting at that time or place; or
- (5) attends and participates in a club service project or a club-sponsored community event or meeting authorized by the board; or
- (6) attends a board meeting or, if authorized by the board, a meeting of a service committee to which the member is assigned; or
- (7) participates through a club web site in an interactive activity requiring an average of 30 minutes of participation.

When a member is outside the member's country of residence for more than fourteen (14) days, the time restriction shall not be imposed so that the member may attend meetings in another country at any time during the travel period, and each such attendance shall count as a valid make-up for any regular meeting missed during the member's time abroad.

- (b) *At the Time of the Meeting.* If, at the time of the meeting, the member is
 - (1) traveling with reasonable directness to or from one of the meetings specified in sub-subsection (a) (3) of this section; or
 - (2) serving as an officer or member of a committee of RI, or a trustee of The Rotary Foundation; or
 - (3) serving as the special representative of the district governor in the formation of a new club; or
 - (4) on Rotary business in the employ of RI; or
 - (5) directly and actively engaged in a district-sponsored or RI- or Rotary Foundation-sponsored service project in a remote area where making up attendance is impossible; or
 - (6) engaged in Rotary business duly authorized by the board which precludes attendance at the meeting.

Section 2 — Extended Absence on Outposted Assignment. If a member will be working on an outposted assignment for an extended period of time, attendance at the meetings of a designated club at the site of the assignment will replace attendance at the regular meetings of the member's club, provided there is a mutual agreement between the two clubs.

Section 3 — Excused Absences. A member's absence shall be excused if

- (a) the absence complies with the conditions and under circumstances approved by the board. The board may excuse a member's absence for reasons which it considers to be good and sufficient. Such excused absences shall not extend for longer than twelve months.
- (b) the age of the member is 65 and above and the aggregate of the member's years of age and years of membership in one or more clubs is 85 years or more and the member has notified

the club secretary in writing of the member's desire to be excused from attendance and the board has approved.

Section 4 — RI Officers' Absences. A member's absence shall be excused if the member is a current officer of RI.

Section 5 — Attendance Records. In the event that a member whose absences are excused under the provisions of subsection 3(b) or section 4 of this article attends a club meeting, the member and the member's attendance shall be included in the membership and attendance figures used to compute this club's attendance.

Article 10 Directors and Officers

Section 1 — Governing Body. The governing body of this club shall be the board constituted as the bylaws may provide.

Section 2 — Authority. The board shall have general control over all officers and committees and, for good cause, may declare any office vacant.

Section 3 — Board Action Final. The decision of the board in all club matters is final, subject only to an appeal to the club. However, as to a decision to terminate membership, a member, pursuant to article 12, section 6, may appeal to the club, request mediation, or request arbitration. If appealed, a decision of the board shall be reversed only by a two-thirds vote of the members present, at a regular meeting specified by the board, provided a quorum is present and notice of the appeal has been given by the secretary to each member at least five (5) days prior to the meeting. If an appeal is taken, the action taken by the club shall be final.

Section 4 — Officers. The club officers shall be a president, the immediate past president, a president-elect, and one or more vice-presidents, all of whom shall be members of the board, and a secretary, a treasurer, and a sergeant-at-arms, who may or may not be members of the board as the bylaws shall provide.

Section 5 — Election of Officers.

- (a) *Terms of Officers other than President.* Each officer shall be elected as provided in the bylaws. Except for the president, each officer shall take office on 1 July immediately following election and shall serve for the term of office or until a successor has been duly elected and qualified.
- (b) *Term of President.* The president shall be elected as provided in the bylaws, not more than two (2) years but not less than eighteen (18) months prior to the day of taking office and shall serve as president-nominee upon election. The nominee shall take the title of president-elect on 1 July in the year prior to taking office as president. The president shall take office on 1 July and shall serve a period of one (1) year or until a successor has been duly elected and qualified.
- (c) *Qualifications.* Each officer and director shall be a member in good standing of this club. The president-elect shall attend the district presidents-elect training seminar and the district assembly unless excused by the governor-elect. If so excused, the president-elect shall send a designated club representative who shall report back to the president-elect. If the president-elect does not attend the presidents-elect training seminar and the district assembly and has not been excused by the governor-elect or, if so excused, does not send a designated club representative to such meetings, the president-elect shall not be able to serve as club president. In such event, the current president shall continue to serve until a successor who has attended a presidents-elect training seminar and district assembly or training deemed sufficient by the governor-elect has been duly elected.

Article 11 Admission Fees and Dues

Every member shall pay an admission fee and annual dues as prescribed in the bylaws, except that any transferring or former member of another club who is accepted into membership of this club pursuant to article 7, section 4(a) shall not be required to pay a second admission fee. A Rotaractor who ceased to be a member of Rotaract

within the preceding two years, who is accepted into membership of this club, shall not be required to pay an admission fee.

Article 12 Duration of Membership

Section 1 — Period. Membership shall continue during the existence of this club unless terminated as hereinafter provided.

Section 2 — Automatic Termination.

- (a) *Membership Qualifications.* Membership shall automatically terminate when a member no longer meets the membership qualifications, except that
 - (1) the board may grant a member moving from the locality of this club or the surrounding area a special leave of absence not to exceed one (1) year to enable the member to visit and become known to a Rotary club in the new community if the member continues to meet all conditions of club membership;
 - (2) the board may allow a member moving from the locality of this club or the surrounding area to retain membership if the member continues to meet all conditions of club membership.
- (b) *How to Rejoin.* When the membership of a member has terminated as provided in subsection (a) of this section, such person, provided such person's membership was in good standing at the time of termination, may make new application for membership, under the same or another classification. A second admission fee shall not be required.
- (c) *Termination of Honorary Membership.* Honorary membership shall automatically terminate at the end of the term for such membership as determined by the board. However, the board may extend an honorary membership for an additional period. The board may revoke an honorary membership at any time.

Section 3 — Termination — Non-payment of Dues.

- (a) *Process.* Any member failing to pay dues within thirty (30) days after the prescribed time shall be notified in writing by the secretary at the member's last known address. If the dues are not paid on or before ten (10) days of the date of notification, membership may terminate, subject to the discretion of the board.
- (b) *Reinstatement.* The board may reinstate the former member to membership upon the former member's petition and payment of all indebtedness to this club. However, no former member may be reinstated to active membership if the former member's classification is in conflict with article 8, section 2.

Section 4 — Termination — Non-attendance.

- (a) *Attendance Percentages.* A member must
 - (1) attend or make up at least 50 percent of club regular meetings in each half of the year;
 - (2) attend at least 30 percent of this club's regular meetings in each half of the year (assistant governors, as defined by the board of directors of RI, shall be excused from this requirement).

If a member fails to attend as required, the member's membership shall be subject to termination unless the board consents to such non-attendance for good cause.

- (b) *Consecutive Absences.* Unless otherwise excused by the board for good and sufficient reason or pursuant to article 9, sections 3 or 4, each member who fails to attend or make up four consecutive regular meetings shall be informed by the board that the member's non-attendance may be considered a request to terminate membership in this club. Thereafter, the board, by a majority vote, may terminate the member's membership.

Section 5 — Termination — Other Causes.

- (a) *Good Cause.* The board may terminate the membership of any member who ceases to have the qualifications for membership in this club or for any good cause by a vote of not less than two-thirds of the board members, at a meeting called for that purpose. The guiding principles for this meeting shall

be article 7, section 1; The Four-Way Test; and the high ethical standards that one should hold as a Rotary club member.

- (b) *Notice.* Prior to taking any action under subsection (a) of this section, the member shall be given at least ten (10) days' written notice of such pending action and an opportunity to submit a written answer to the board. The member shall have the right to appear before the board to state the member's case. Notice shall be by personal delivery or by registered letter to the member's last known address.
- (c) *Filling Classification.* When the board has terminated the membership of a member as provided for in this section, this club shall not elect a new member under the former member's classification until the time for hearing any appeal has expired and the decision of this club or of the arbitrators has been announced. However, this provision shall not apply if, by election of a new member, the number of members under the said classification would remain within provided limitations even if the board's decision regarding termination is reversed.

Section 6 — Right to Appeal, Mediate or Arbitrate Termination.

- (a) *Notice.* Within seven (7) days after the date of the board's decision to terminate membership, the secretary shall give written notice of the decision to the member. Within fourteen (14) days after the date of the notice, the member may give written notice to the secretary of the intention to appeal to the club, request mediation, or to arbitrate as provided in article 16.
- (b) *Date for Hearing of Appeal.* In the event of an appeal, the board shall set a date for the hearing of the appeal at a regular club meeting to be held within twenty-one (21) days after receipt of the notice of appeal. At least five (5) days' written notice of the meeting and its special business shall be given to every member. Only members shall be present when the appeal is heard.
- (c) *Mediation or Arbitration.* The procedure utilized for mediation or arbitration shall be as provided in article 16.
- (d) *Appeal.* If an appeal is taken, the action of the club shall be final and binding on all parties and shall not be subject to arbitration.
- (e) *Decision of Arbitrators or Umpire.* If arbitration is requested, the decision reached by the arbitrators or, if they disagree, by the umpire shall be final and binding on all parties and shall not be subject to appeal.
- (f) *Unsuccessful Mediation.* If mediation is requested but is unsuccessful, the member may appeal to the club or arbitrate as provided in subsection (a) of this section.

Section 7 — Board Action Final. Board action shall be final if no appeal to this club is taken and no arbitration is requested.

Section 8 — Resignation. The resignation of any member from this club shall be in writing, addressed to the president or secretary. The resignation shall be accepted by the board if the member has no indebtedness to this club.

Section 9 — Forfeiture of Property Interest. Any person whose club membership has been terminated in any manner shall forfeit all interest in any funds or other property belonging to this club if, under local laws, the member may have acquired any right to them upon joining the club.

Section 10 — Temporary Suspension. Notwithstanding any provision of this constitution, if in the opinion of the board

- (a) credible accusations have been made that a member has refused or neglected to comply with this constitution, or has been guilty of conduct unbecoming a member or prejudicial to the interests of the club; and
- (b) those accusations, if proved, constitute good cause for terminating the membership of the member; and
- (c) it is desirable that no action should be taken in respect of the membership of the member pending the outcome of a matter or an event that the board considers should properly occur before such action is taken by the board; and
- (d) that in the best interests of the club and without any vote being taken as to his or her membership, the member's

membership should be temporarily suspended and the member should be excluded from attendance at meetings and other activities of this club and from any office or position the member holds within the club. For the purposes of this clause, the member shall be excused from fulfilling attendance responsibilities;

the board may, by a vote of not less than two-thirds of the board, temporarily suspend the member as aforesaid for such period and on such further conditions as the board determines, albeit for a period no longer than is reasonably necessary in all the circumstances.

Article 13 Community, National, and International Affairs

Section 1 — Proper Subjects. The merits of any public question involving the general welfare of the community, the nation, and the world are of concern to the members of this club and shall be proper subjects of fair and informed study and discussion at a club meeting for the enlightenment of its members in forming their individual opinions. However, this club shall not express an opinion on any pending controversial public measure.

Section 2 — No Endorsements. This club shall not endorse or recommend any candidate for public office and shall not discuss at any club meeting the merits or demerits of any such candidate.

Section 3 — Non-Political.

(a) *Resolutions and Opinions.* This club shall neither adopt nor circulate resolutions or opinions, and shall not take action dealing with world affairs or international policies of a political nature.

(b) *Appeals.* This club shall not direct appeals to clubs, peoples, or governments, or circulate letters, speeches, or proposed plans for the solution of specific international problems of a political nature.

Section 4 — Recognizing Rotary's Beginning. The week of the anniversary of Rotary's founding (23 February) shall be known as World Understanding and Peace Week. During this week, this club will celebrate Rotary service, reflect upon past achievements, and focus on programs of peace, understanding, and goodwill in the community and throughout the world.

Article 14 Rotary Magazines

Section 1 — Mandatory Subscription. Unless, in accordance with the bylaws of RI, this club is excused by the board of directors of RI from complying with the provisions of this article, each member shall, for the duration of membership, subscribe to the official magazine or to the magazine approved and prescribed for this club by the board of directors of RI. Two Rotarians residing at the same address have the option to subscribe jointly to the official magazine. The subscription shall be paid in six (6) month periods for the duration of membership in this club and to the end of any six (6) month period during which membership may terminate.

Section 2 — Subscription Collection. The subscription shall be collected by this club from each member semiannually in advance and remitted to the Secretariat of RI or to the office of such regional publications as may be determined by the board of directors of RI.

Article 15 Acceptance of Object and Compliance with Constitution and Bylaws

By payment of an admission fee and dues, a member accepts the principles of Rotary as expressed in its object and submits to and agrees to comply with and be bound by the constitution and bylaws of this club, and on these conditions alone is entitled to the privileges of this club. Each member shall be subject to the terms of the constitution and bylaws regardless of whether such member has received copies of them.

Article 16 Arbitration and Mediation

Section 1 — Disputes. Should any dispute, other than as to a decision of the board, arise between any current or former member(s) and this club, any club officer or the board, on any account whatsoever which cannot be settled under the procedure already provided for such purpose, the dispute shall, upon a request to the secretary by any of the disputants, either be resolved by mediation or settled by arbitration.

Section 2 — Date for Mediation or Arbitration. In the event of mediation or arbitration, the board shall set a date for the mediation or arbitration, in consultation with disputants, to be held within twenty-one (21) days after receipt of the request for mediation or arbitration.

Section 3 — Mediation. The procedure for such mediation shall be that recognized by an appropriate authority with national or state jurisdiction or be that recommended by a competent professional body whose recognized expertise covers alternative dispute resolution or be that recommended by way of documented guidelines determined by the board of RI or the trustees of The Rotary Foundation. Only a member of a Rotary club may be appointed as mediator(s). The club may request the district governor or the governor's representative to appoint a mediator who is a member of a Rotary club and who has appropriate mediation skills and experience.

(a) *Mediation Outcomes.* The outcomes or decisions agreed between the parties as a result of mediation shall be recorded and copies held by each party, the mediator(s) and one copy given to the board and to be held by the secretary. A summary statement of outcomes acceptable to the parties involved shall be prepared for the information of the club. Either party, through the president or secretary, may call for further mediation if either party has retracted significantly from the mediated position.

(b) *Unsuccessful Mediation.* If mediation is requested but is unsuccessful, any disputant may request arbitration as provided in section 1 of this article.

Section 4 — Arbitration. In the event of a request for arbitration, each party shall appoint an arbitrator and the arbitrators shall appoint an umpire. Only a member of a Rotary club may be appointed as umpire or as arbitrator.

Section 5 — Decision of Arbitrators or Umpire. If arbitration is requested, the decision reached by the arbitrators or, if they disagree, by the umpire shall be final and binding on all parties and shall not be subject to appeal.

Article 17 Bylaws

This club shall adopt bylaws not inconsistent with the constitution and bylaws of RI, with the rules of procedure for an administrative territorial unit where established by RI, and with this constitution, embodying additional provisions for the government of this club. Such bylaws may be amended from time to time as therein provided.

Article 18 Interpretation

Throughout this constitution, the terminology "mail," "mailing," and "ballot-by-mail" will include utilization of electronic mail (e-mail) and internet technology to reduce costs and increase responsiveness.

Article 19 Amendments

Section 1 — Manner of Amending. Except as provided in section 2 of this article, this constitution may be amended only by the council on legislation in the same manner as is established in the bylaws of RI for the amendment of its bylaws.

Section 2 — Amending Article 2 and Article 3. Article 2 (Name) and Article 3 (Locality of the Club) of the constitution shall be amended at any regular meeting of this club, a quorum being

present, by the affirmative vote of not less than two-thirds of all voting members present and voting, provided that notice of such proposed amendment shall have been mailed to each member and to the governor at least ten (10) days before such meeting, and provided further, that such amendment shall be submitted to the board of directors of RI for its approval and shall become effective only when so approved. The governor may offer an opinion to the board of directors of RI regarding the proposed amendment.

Recommended Rotary Club Bylaws

*Bylaws of the Rotary Club of _____

Article 1 Definitions

1. Board: The Board of Directors of this club.
2. Director: A member of this club's Board of Directors.
3. Member: A member, other than an honorary member, of this club.
4. RI: Rotary International.
5. Year: The twelve-month period that begins on 1 July.

Article 2 Board

The governing body of this club shall be the board consisting of _____ members of this club, namely, the president, immediate past president, president-elect (or president-nominee, if no successor has been elected), vice-president, secretary, treasurer, and the sergeant-at-arms. At the discretion of the board, also added can be the _____ directors elected in accordance with article 3, section 1 of these bylaws.

Article 3 Election of Directors and Officers

Section 1 — At a regular meeting one month prior to the meeting for election of officers, the presiding officer shall ask for nominations by members of the club for president, vice-president, secretary, treasurer, and _____ directors. The nominations may be presented by a nominating committee or by members from the floor, by either or by both as a club may determine. If it is determined to use a nominating committee, such committee shall be appointed as the club may determine. The nominations duly made shall be placed on a ballot in alphabetical order under each office and shall be voted for at the annual meeting. The candidates for president, vice-president, secretary, and treasurer receiving a majority of the votes shall be declared elected to their respective offices. The _____ candidates for director receiving a majority of the votes shall be declared elected as directors. The candidate for president elected in such balloting shall be the president-nominee. The president-nominee shall take the title of president-elect on the first day of July next following the election, and shall serve as an officer during that year. On 1 July immediately following that year, the president-elect shall assume office as president.

Section 2 — The officers and directors shall constitute the board. Within one week after their election, the directors-elect shall meet and elect some member of the club to act as sergeant-at-arms.

Section 3 — A vacancy in the board or any office shall be filled by action of the remaining directors.

Section 4 — A vacancy in the position of any officer-elect or director-elect shall be filled by action of the remaining directors-elect.

Article 4 Duties of Officers

Section 1 — *President*. It shall be the duty of the president to preside at meetings of the club and the board and to perform other duties as ordinarily pertain to the office of president.

Section 2 — *Immediate Past President*. It shall be the duty of the immediate past president to serve as a director and to perform

such other duties as may be prescribed by the president or the board.

Section 3 — *President-elect*. It shall be the duty of the president-elect to serve as a director and to perform such other duties as may be prescribed by the president or the board.

Section 4 — *Vice-President*. It shall be the duty of the vice-president to preside at meetings of the club and the board in the absence of the president and to perform other duties as ordinarily pertain to the office of vice-president.

Section 5 — *Secretary*. It shall be the duty of the secretary to keep membership records; record attendance at meetings; send out notices of club, board, and committee meetings; record and preserve the minutes of such meetings; report as required to RI, including the semiannual reports of membership on 1 January and 1 July of each year, which shall include per capita dues for all members and prorated dues for active members who have been elected to membership in the club since the start of the July or January semiannual reporting period; report changes in membership; provide the monthly attendance report, which shall be made to the district governor within 15 days of the last meeting of the month; collect and remit RI official magazine subscriptions; and perform other duties as usually pertain to the office of secretary.

Section 6 — *Treasurer*. It shall be the duty of the treasurer to have custody of all funds, accounting for it to the club annually and at any other time upon demand by the board, and to perform other duties as pertain to the office of treasurer. Upon retirement from office, the treasurer shall turn over to the incoming treasurer or to the president all funds, books of accounts, or any other club property.

Section 7 — *Sergeant-at-Arms*. The duties of the sergeant-at-arms shall be such as are usually prescribed for such office and other duties as may be prescribed by the president or the board.

Article 5 Meetings

Section 1 — *Annual Meeting*. An annual meeting of this club shall be held on the _____ in each year, at which time the election of officers and directors to serve for the ensuing year shall take place.

(*Note: Article 6, section 2 of the Standard Rotary Club Constitution provides that "An annual meeting for the election of officers shall be held not later than 31 December..."*)

Section 2 — The regular weekly meetings of this club shall be held on _____ (day) at _____ (time). Due notice of any changes in or canceling of the regular meeting shall be given to all members of the club. All members excepting an honorary member (or member excused pursuant to the standard Rotary club constitution) in good standing in this club, on the day of the regular meeting, must be counted as present or absent, and attendance must be evidenced by the member's being present for at least sixty (60) percent of the time devoted to the regular meeting, either at this club or at any other Rotary club, or as otherwise provided in the standard Rotary club constitution, article 9, sections 1 and 2.

*NOTE: These bylaws are recommended only and may be changed by any Rotary club to meet its own conditions, provided such changes are not out of harmony with the Standard Rotary Club Constitution and with the RI Constitution, RI Bylaws, and the Rotary Code of Policies. If any doubt exists, the proposed changes should be submitted to the general secretary for the consideration of the Board of Directors of RI.

For Rotary e-clubs, governors should contact their Club and District Support representative (www.rotary.org/cds) for more information about Recommended Rotary E-Club Bylaws and other e-club issues.

Section 3 — One-third of the membership shall constitute a quorum at the annual and regular meetings of this club.

Section 4 — Regular meetings of the board shall be held on _____ of each month. Special meetings of the board shall be called by the president, whenever deemed necessary, or upon the request of two (2) directors, due notice having been given.

Section 5 — A majority of the directors shall constitute a quorum of the board.

Article 6 Fees and Dues

Section 1 — The admission fee shall be \$ _____ to be paid before the applicant can qualify as a member, except as provided for in the standard Rotary club constitution, article 11.

Section 2 — The membership dues shall be \$ _____ per annum, payable semiannually on the first day of July and of January, with the understanding that a portion of each semiannual payment shall be applied to each member's subscription to the RI official magazine.

Article 7 Method of Voting

The business of this club shall be transacted by *viva voce** vote except the election of officers and directors, which shall be by ballot. The board may determine that a specific resolution be considered by ballot rather than by *viva voce* vote.

(*Note: *Viva voce vote* is defined as when club voting is conducted by vocal assent.)

Article 8 Avenues of Service

The Avenues of Service are the philosophical and practical framework for the work of this Rotary club. They are Club Service, Vocational Service, Community Service, International Service, and New Generations Service. This club will be active in each of the Avenues of Service.

Article 9 Committees

Club committees are charged with carrying out the annual and long-range strategic goals of the club. The president-elect, president, and immediate past president should work together to ensure continuity of leadership and succession planning. When feasible, committee members should be appointed to the same committee for three years to ensure consistency. The president-elect is responsible for appointing committee members to fill vacancies, appointing committee chairs, and conducting planning meetings prior to the start of the year in office. It is recommended that the chair have previous experience as a member of the committee. Standing committees should be appointed as follows:

- **Membership**
This committee should develop and implement a comprehensive plan for the recruitment and retention of members.
- **Public Image**
This committee should develop and implement plans to provide the public with information about Rotary and to promote the club's service projects and activities.
- **Administration**
This committee should conduct activities associated with the effective operation of the club.
- **Service Projects**
This committee should develop and implement educational, humanitarian, and vocational projects that address the needs of its community and communities in other countries.
- **The Rotary Foundation**
This committee should develop and implement plans to support The Rotary Foundation through both financial contributions and program participation.

Additional ad hoc committees may be appointed as needed.

- (a) The president shall be *ex officio* a member of all committees and, as such, shall have all the privileges of membership thereon.
- (b) Each committee shall transact its business as is delegated to it in these bylaws and such additional business as may be referred to it by the president or the board. Except where special authority is given by the board, such committees shall not take action until a report has been made and approved by the board.
- (c) Each chair shall be responsible for regular meetings and activities of the committee, shall supervise and coordinate the work of the committee, and shall report to the board on all committee activities.

(Note: The above committee structure is in harmony with both the District Leadership Plan and the Club Leadership Plan. Clubs have the discretion to create any committees that are required to effectively meet its service and fellowship needs. Sample listings of such optional committees are found in the club committee manuals. A club may develop a different committee structure as needed.)

Article 10 Duties of Committees

The duties of all committees shall be established and reviewed by the president for his or her year. In declaring the duties of each, the president shall reference appropriate RI materials and the Avenues of Service when developing plans for the year.

Each committee shall have a specific mandate, clearly defined goals, and action plans established by the beginning of each year for implementation during the course of the year. It shall be the primary responsibility of the president-elect to provide the necessary leadership to prepare a recommendation for club committees, mandates, goals, and plans for presentation to the board in advance of the commencement of the year as noted above.

Article 11 Leave of Absence

Upon written application to the board, setting forth good and sufficient cause, leave of absence may be granted excusing a member from attending the meetings of the club for no longer than twelve (12) months.

(Note: Such leave of absence does operate to prevent a forfeiture of membership; it does not operate to give the club credit for the member's attendance. Unless the member attends a regular meeting of some other club, the excused member must be recorded as absent except that absence authorized under the provisions of the Standard Rotary Club Constitution is not computed in the attendance record of the club.)

Article 12 Finances

Section 1 — Prior to the beginning of each fiscal year, the board shall prepare a budget of estimated income and expenditures for the year, which shall stand as the limit of expenditures for these purposes, unless otherwise ordered by action of the board. The budget shall be broken into two separate parts: one in respect of club operations and one in respect of charitable/service operations.

Section 2 — The treasurer shall deposit all club funds in a bank, named by the board. The club funds shall be divided into two separate parts: club operations and service projects.

Section 3 — All bills shall be paid by the treasurer or other authorized officer only when approved by two other officers or directors.

Section 4 — A thorough review of all financial transactions by a qualified person shall be made once each year.

Section 5 — Officers having charge or control of club funds shall give bond as required by the board for the safe custody of the funds of the club, cost of bond to be borne by the club.

Section 6 — The fiscal year of this club shall extend from 1 July to 30 June, and for the collection of members' dues shall be divided into two (2) semiannual periods extending from 1 July to 31 December, and from 1 January to 30 June. The payment of per capita dues and RI official magazine subscriptions shall be made on 1 July and 1 January of each year on the basis of the membership of the club on those dates.

Article 13 Method of Electing Members

Section 1 — The name of a prospective member, proposed by an active member of the club, shall be submitted to the board in writing, through the club secretary. A transferring or former member of another club may be proposed to active membership by the former club. The proposal shall be kept confidential except as otherwise provided in this procedure.

Section 2 — The board shall ensure that the proposal meets all the classification and membership requirements of the standard Rotary club constitution.

Section 3 — The board shall approve or disapprove the proposal within 30 days of its submission and shall notify the proposer, through the club secretary, of its decision.

Section 4 — If the decision of the board is favorable, the prospective member shall be informed of the purposes of Rotary and of the privileges and responsibilities of membership, following which the prospective member shall be requested to sign the membership proposal form and to permit his or her name and proposed classification to be published to the club.

Section 5 — If no written objection to the proposal, stating reasons, is received by the board from any member (other than honorary) of the club within seven (7) days following publication of information about the prospective member, that person, upon payment of the admission fee (if not honorary membership), as prescribed in these bylaws, shall be considered to be elected to membership.

If any such objection has been filed with the board, it shall vote on this matter at its next meeting. If approved despite the objection, the proposed member, upon payment of the admission fee (if not honorary membership), shall be considered to be elected to membership.

Section 6 — Following the election, the president shall arrange for the new member's induction, membership card, and new member Rotary literature. In addition, the president or secretary will report the new member information to RI and the president will assign a member to assist with the new member's assimilation to the club as well as assign the new member to a club project or function.

Section 7 — The club may elect, in accordance with the standard Rotary club constitution, honorary members proposed by the board.

Article 14 Resolutions

The club shall not consider any resolution or motion to commit the club on any matter until the board has considered it. Such resolutions or motions, if offered at a club meeting, shall be referred to the board without discussion.

Article 15 Order of Business

Meeting called to order.

Introduction of visitors.

Correspondence, announcements, and Rotary information.

Committee reports if any.

Any unfinished business.

Any new business.

Address or other program features.

Adjournment.

Article 16 Amendments

These bylaws may be amended at any regular meeting, a quorum being present, by a two-thirds vote of all members present, provided that notice of such proposed amendment shall have been mailed to each member at least ten (10) days before such meeting. No amendment or addition to these bylaws can be made which is not in harmony with the standard Rotary club constitution and with the constitution and bylaws of RI.

Appendix 7: Discussion Questions for the District Assembly

Reviewing this manual before you attend the district assembly will help you prepare for your training, which will include facilitated discussion sessions that address the questions below. When considering the questions, refer to earlier sections in this manual, and talk to outgoing and incoming club leaders to compare thoughts.

What are the main responsibilities of the secretary in your club?

How will you work with the club president?

How will you work with the club treasurer?

How can you support your club's committees?

What procedures does your club have in place for club administration?

What is one annual goal you will work toward in the coming year? How does this support your club's long-range goals?

Worksheet 1: Responsibilities

Take five minutes to individually complete the chart below. Take five more minutes to compare your answers with your neighbors' answers.

Club secretary responsibility	How often performed?	Others involved	Strategy
Maintain membership records			
Record attendance at meetings and send monthly attendance reports to the district governor			
Send reminders for club, board, and committee meetings			
Record and maintain minutes of meetings			
Submit required reports, such as the semiannual report, to Rotary International			
Work with your club treasurer to collect and submit membership dues and magazine subscriptions to RI			
Other:			
Other:			

Worksheet 3: Goals

Use this worksheet to draft a long-range goal and annual goals for three years to reach the long-range goal. Ensure that your goals are:

Shared. Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it.

Measurable. A goal should provide a tangible point to pursue.

Challenging. A goal should be ambitious enough to go beyond what your club has accomplished in the past.

Achievable. Rotarians should be able to accomplish the goal with the resources available.

Time specific. A goal should have a deadline or timeline.

You will continue working on these preliminary goals with your club teams, using the *Planning Guide for Effective Rotary Clubs* in session 4.

<ul style="list-style-type: none">• Long-range goal (goal for your club three years from now):
<ul style="list-style-type: none">• Year 1 annual goal:
<ul style="list-style-type: none">• Year 2 annual goal:
<ul style="list-style-type: none">• Year 3 annual goal:

Worksheet 4: Action Plan

In the space below, write one annual goal from your goals worksheet. Then, determine the action steps that need to be taken to meet this goal, noting for each step the person responsible, the time frame, the signs of progress, and the necessary resources.

Annual goal:

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

Resources needed:

Worksheet 5: Club Secretary Case Study

Read the case study below, then create a step-by-step plan for the secretary of the Rotary Club of Sunny Valley using the case study action plan on the next page. Consider the questions listed as you develop your plan.

The Rotary Club of Sunny Valley will have a new secretary on 1 July after 10 years with the same one. All of the club's records are handwritten and stored in three files labeled Members, Finance, and History. There is no treasurer in the club of 19 members. The secretary takes care of collecting dues and maintaining the bank accounts.

The assistant governor has never visited the club, and the district governor usually conducts the official visit as a multiclub visit, bringing together the three clubs located in the metro area. The governor's monthly letter comes on the first of the month and is read by the president and secretary. No one knows whether the district has a Web site.

During weekly meetings, the secretary is expected to distribute name badges, take attendance, greet the speaker, and take minutes.

Attendance has been declining for the last few months, as have donations to The Rotary Foundation. The club has inducted 7 new members over the last three years, but 10 members have left. The current club secretary submits membership data by writing to the RI Secretariat.

What procedures should be put in place for handling club business?

Who should the secretary work with?

Case Study Action Plan

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

What did you learn that you can apply to your club?



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**Club Leadership Plan
Strategic Planning Guide
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