

CLUB ADMINISTRATION COMMITTEE MANUAL



ROTARY INTERNATIONAL®

This is the 2006 edition of the *Club Administration Committee Manual*. It is intended for use by 2007-08, 2008-09, and 2009-10 club committees. The information in this publication is based on the Standard Rotary Club Constitution, the Recommended Rotary Club Bylaws, the Constitution of Rotary International, the Bylaws of Rotary International, and the Rotary Code of Policies. Changes to these documents, by the 2007 Council on Legislation or the RI Board, override policy as stated in this publication.

Introduction

The *Club Administration Committee Manual* was developed to help you establish goals and understand your responsibilities related to increasing club effectiveness. An effective Rotary club is able to:

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

Under the Club Leadership Plan, the recommended administrative structure of Rotary Clubs has the following five standing committees:

- Club administration
- Membership
- Public relations
- Service projects
- Rotary Foundation

Each committee has a manual which provides an overview of the committee and its responsibilities as well as available resources, specific committee duties, and other relevant materials to support you and your committee members. Copy related sections of the *Club Administration Committee Manual* and distribute to committee members. Additional copies of this manual can be downloaded for free at www.rotary.org. The *Club Officers' Kit* (225-EN), including this manual, can be purchased through the *RI Catalog*.

Club Administration Committee Chair

Before the district assembly, review this manual in order to understand your role and responsibilities. Bring it to your district assembly to use as a reference.

At the district assembly, club leaders, including the club president-elect and the incoming secretary, treasurer, and committee chairs, will discuss their role and responsibilities, work on annual goals, and develop their working relationship for the coming year.

Complete the following discussion questions in advance to fully participate in the discussions at the district assembly:

What is the role of the club administration committee?

What are your responsibilities in this role?

How can you encourage regular attendance?

What types of weekly programs should you plan?

How can you help committee members serve effectively?

What are your long-range and annual goals?

Comments?

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

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Role and Responsibilities

It is only through efficient club operations that a Rotary club can provide service to its community, retain members, and develop leaders for the club, district, and Rotary International. The Club Leadership Plan helps Rotary clubs develop standard procedures for continuity, communication, and Rotarian involvement.

Role

The club administration committee conducts activities associated with the effective operation of the club.

Responsibilities

The club administration committee has the following responsibilities, which are explained in this manual:

- Conducting activities associated with the effective operation of the club (see Club Administration Section of the *Planning Guide for Effective Rotary Clubs*)
- Helping the club secretary track club attendance (see Attendance)
- Organizing weekly and special programs (see Club Programs and Weekly Meeting Sample Agenda)
- Promoting fellowship among club members (see Fellowship Activities)
- Producing the club bulletin (see Club Bulletin)

Working with Club Committees

The club administration committee should work with the following club committees to meet club administration goals:

- Membership committee (to welcome new members, ensure they know the club's policies and procedures, and help them become involved in the club)
- Service projects and Rotary Foundation committees (to relate weekly programs and the club bulletin updates to upcoming service activities)
- Public relations committee (to ensure that club members know what publicity the club receives in the community and how they can help)

Subcommittees

Depending on the goals of your committee, it may have the following subcommittees:

- Attendance
- Club bulletin
- Club Service
- Fellowship activities
- Magazine
- Weekly program

Plan weekly meetings and activities in observance of Magazine Month (April) and Family Month (December).

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Copy and distribute these information sheets to committee members as needed.

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Club Administration Resources

Informational Resources

Order publications from the *RI Catalog* (019-EN), or download them at www.rotary.org.

- *Club Secretary's Manual* (229-EN) — Component of the *Club Officers' Kit* (225-EN) that explains the responsibilities of the club secretary, as well as information about the role of the club treasurer.
- Governor's monthly letter — Letter sent by the district governor to inform and motivate club leaders and recognize excellence at the club level.
- *Manual of Procedure* (035-EN) — Policies and procedures of Rotary International and its Foundation established by legislative action, the RI Board of Directors, and the Trustees of The Rotary Foundation, issued every three years following the Council on Legislation. Contains the RI constitutional documents.
- *Official Directory* (007-EN) — Contact information for RI and Foundation officers, committees, task forces, and Secretariat staff; worldwide listing of districts and governors; alphabetical listing of clubs within districts, including contact information.
- *Planning Guide for Effective Rotary Clubs* — Club assessment and goal-setting tool used to plan the club administration committee goals (see pages 11-12).
- Recommended Rotary Club Bylaws and Standard Rotary Club Constitution — Current versions available at www.rotary.org/support.
- *Rotary World* (050-EN) — Newspaper published quarterly for Rotary club and district leaders.
- *The Rotarian* (or Rotary regional magazine) — RI's official monthly magazine, which reports on club and district projects, RI Board decisions, and RI meetings. In addition, 30 Rotary regional magazines in 23 languages serve Rotarians around the world.
- *Visual Identity Style Manual* (547-EN) — Guidelines for the design of publications at all levels of Rotary and the proper use of the Rotary Marks.

www.rotary.org

The RI Web site provides online resources and up-to-date information on all aspects of Rotary. You can download free publications, shop the online catalog, and locate the meeting time and place of any Rotary club.



www.rotary.org/support — Resource for club officers, including the most up-to-date versions of the Recommended Rotary Club Bylaws and Standard Rotary Club Constitution.

Click on:

- Downloads — Publications and forms available for free download.

Keyword search:

- Recognition programs — RI and Rotary Foundation awards and recognition programs, including the Four Avenues of Service Citation and the Presidential Citation.

Human Resources

- Assistant governor — Rotarian appointed to assist the governor with the administration of designated clubs. (Request contact information from your district.)
- RI Club and District Support representative — Staff member at RI World Headquarters or international offices available to answer administrative questions and direct other inquiries to appropriate RI and Foundation staff. (Find contact information at www.rotary.org.)

Club Administration Committee Chair

As the chair of your committee, you're responsible for ensuring your committee achieves committee and club goals.

Responsibilities

Before taking office, you have the following responsibilities:

- Reviewing your committee's manual
- Attending the district assembly
- Reviewing your club's bylaws, which should contain information on your committee's purpose
- Working with the president-elect to recruit committee members based on their professional abilities and personal interests, and preparing them for the year
- Reviewing and establishing club long-range and annual goals with the president-elect using the *Planning Guide for Effective Rotary Clubs*
- Developing an action plan for your committee to achieve annual goals

During your year as committee chair, you have the following responsibilities:

- Planning and conducting regular committee meetings and activities
- Holding members accountable for the responsibilities they've accepted
- Reporting committee activities and progress to the club president and board of directors and the full club
- Cooperating with the appropriate district committee on multiclub activities or initiatives
- Recognizing committee members' work and efforts

Committee Members

Work with the president-elect to select committee members to fill vacancies and conduct planning meetings before the start of the year. When feasible, committee members should be appointed to the same committee for three years for continuity. Committee members should have a thorough knowledge of Rotary policies about club administration. Other important characteristics to consider include:

- Attention to detail
- Organizational skills
- Communication and writing skills
- Design or publishing experience
- Computer and Internet skills

The club secretary and treasurer should be members of this committee. The club president serves as an ex officio member of all club committees.

To prepare committee members:

- Supply newer members with information on the committee and its activities.
- Pair new committee members with more experienced ones.
- Encourage networking with counterparts in other clubs (use the district directory).
- Know the resources available to your committee.
- Give members a list of district activities and meetings.

Goal Setting

The *Planning Guide for Effective Rotary Clubs* is a goal-setting tool that helps the club president-elect work with club committees to assess the current state of the club and establish annual goals that support the club's long-range goals for the year. The planning guide also provides strategies that committees can use to achieve their goals. Each recommended club committee has a section in the planning guide. You'll have an opportunity to work on the planning guide with your club president-elect and other incoming club leaders during the district assembly. The *Planning Guide for Effective Rotary Clubs* can be used throughout the year to help measure progress toward established goals. It should be reviewed periodically and updated as needed.

Establishing effective goals. To ensure that the goals established accurately reflect committee capabilities and club interests, committee goals should be

- **Shared.** Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it. Consult with club leaders, club members, and district leaders in setting a goal.
- **Measurable.** A goal should provide a tangible point to pursue.
- **Challenging.** A goal should be ambitious enough to go beyond what the club has accomplished in the past.
- **Achievable.** Rotarians should be able to accomplish the goal with the resources available. Compare goals to previous goals achieved by the committee and the club.
- **Time specific.** A goal should have a deadline or timeline.

Developing an action plan. Work with club leaders and committee members to develop an action plan that outlines the steps needed to achieve each goal. The following steps can help you develop an action plan:

- Establish a time frame for each step.
- Determine who is responsible for implementing each step.
- Establish the criteria for measuring progress and success for each step.
- Consider the resources and tools available from your club, district, and RI to support the goal.
- Secure human, informational, and financial resources before taking action.
- Evaluate the success of previous goals and your current plan, making modifications as necessary.

Ensure steady progress is being made toward achievement of goals as envisioned.

Motivating committee members to follow the action plan. Because Rotarians are volunteers, what motivates them in their profession may not motivate them in Rotary. Consider the motivational needs of each committee member. Common motivators include:

- Belief that the goal will benefit the community and their club, district, and Rotary
- Opportunities for fellowship
- Opportunities for networking
- Belief that the goal is achievable and the project or activity will be successful
- Assignments that are challenging or use their expertise
- Recognition of efforts and time spent working toward committee goals

Using these motivating factors can help maintain member commitment to Rotary and encourages continued participation in club activities.

Budget

Before 1 July, work with your committee and the incoming club treasurer to determine what funds your committee will need to achieve its goals. Also include any planned fundraising activities. Ensure your committee's financial needs are included in the club budget.

Provide oversight of committee funds, transactions, and reports, and be aware of the financial condition of your committee's budget at all times. By meeting regularly with your club's treasurer, you can take early corrective measures if issues arise.

Communication

Before the start of the year, develop a communication plan with other club leaders that outlines with whom, when, and how you'll communicate, including communications with:

- **Committee members.** Committees should meet regularly to review and identify available resources, discuss ongoing projects and new initiatives, and develop strategies to achieve committee and club goals.
- **Your club.** Report your committee's activities, including action plans and progress toward goals, to your club's president, board, and all club members.
- **Other committees.** Often, the work of one committee affects the work of another. For example, the public relations committee's work to raise community awareness of Rotary may influence the membership committee's recruitment efforts. Effective communication will help committees work together to coordinate projects and initiatives.
- **Your district.** If your committee needs guidance or information, contact your district counterpart or your assistant governor.

Additional Resources

In addition to your committee's resources, the following resources can help you fulfill your responsibilities and answer committee members' questions:

Informational Resources

Order publications from the *RI Catalog* (019-EN), or download them at www.rotary.org.

- District directory — Listing of district leaders and activities (if your district produces a directory).
- 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.
- Standard Rotary Club Constitution — A constitutional document that is a framework for Rotary club operations.

www.rotary.org

The RI Web site provides online resources and up-to-date information on all aspects of Rotary. You can download free publications, shop the online catalog, and locate the meeting time and place of any Rotary club.

Click on:

- Club-District Support (www.rotary.org/support) — Resources for club and district officers, including the most up-to-date versions of the Recommended Rotary Club Bylaws and Standard Rotary Club Constitution.

Financial Resources

- Funds from individual donors or local businesses
- Grants from other foundations
- Rotary Foundation grants for club and district humanitarian projects

Human Resources

Unless otherwise noted, contact information is available from your district.

- Other club committee chairs in your district — Club leaders who can serve as a resource to help support your club's projects and initiatives.
- District governor — RI officer responsible for advising your club on strategies to make your club more effective. (Find contact information in the *Official Directory*.)
- Past club committee chairs and leaders — Knowledgeable Rotarians who can advise you as you plan your year and can be assigned to lead committee activities.
- RI and Rotary Foundation resource groups/task forces — Groups of Rotarians appointed by the RI president to assist Rotary clubs and districts with the presidential emphases. (Find contact information in the *Official Directory*.)

PLANNING GUIDE FOR EFFECTIVE ROTARY CLUBS



Rotary International

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 this section are common ways clubs might choose to pursue club administration goals. Clubs are encouraged to develop alternative strategies to achieve their club administration goals when appropriate.

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

CLUB ADMINISTRATION

Current State

How often and when does the club board meet? _____

When are club assemblies held? _____

How is the club budget prepared? _____ Is it independently reviewed by a qualified accountant? _____

Does the club have a long-range plan in place? _____

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

Has the club developed a system for keeping all members involved in the club? _____

Does the club use Member Access on www.rotary.org to update its membership list? _____

How often is the club's bulletin published? _____

Describe how weekly club programs are organized:

How often is the club's Web site updated? _____

Does your club observe the special months of the Rotary calendar, such as Rotary Foundation Month and Magazine Month? _____

How often does your club conduct fellowship activities? _____

How does the club involve the families of Rotarians? _____

Future State

What plans have you made to carry out the administrative tasks of the club? (check all that apply)

- ☐ Regular board meetings have been scheduled.
- ☐ The club's long-range and communication plans will be updated.
- ☐ _____ 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 have interesting and relevant weekly club programs.
- ☐ RI Club Administration Software (RI-CAS) or similar software will be used to assist with administration activities.
- ☐ 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:

Attendance

Attendance is a key measure of any successful club. Because falling attendance rates often indicate a larger problem, an adverse trend should be identified and addressed as quickly as possible.

Encouraging Attendance

Promote regular attendance with the following methods:

- Work with the club president to ensure that weekly meetings are relevant to club members.
- Encourage members to make up missed meetings.
- Stress the importance of attendance to new members and their mentors.
- Devise a questionnaire to determine why members fail to attend weekly meetings.
- Recognize members with exemplary attendance records.

It is critical to call or contact members with three absences in a row to remind them that a fourth absence may lead to termination.

Attendance Guidelines

The club secretary has primary responsibilities for tracking and reporting attendance. The club administration committee can help by ensuring all club members know the following attendance guidelines for all Rotary clubs:

- Every member should attend regular club meetings.
- A member is considered present if in attendance for at least 60 percent of the meeting.
- A member can make up absences 14 days before or after the usual meeting time by doing one of the following:
 - Attending at least 60 percent of a regular meeting at another Rotary club
 - At the direction of the club, attending a regular meeting of a Rotaract club, Interact club, or Rotary Community Corps
 - Attending the RI Convention, Council on Legislation, International Assembly, or any other Rotary meeting of past, present, or future officers of RI
 - Being present at the usual meeting time and place of another club, even if the club is not present
 - Attending and participating in a club service project or a club-sponsored community event or meeting authorized by the club's board
 - Attending a meeting of the club's board, or, if authorized by the board, a meeting of a service committee to which the member is assigned
 - Participating in an interactive activity requiring an average of 30 minutes of participation on a club Web site
- An absence is also considered made up if the member is
 - Traveling to or from an official Rotary meeting of past, present, or future officers of RI
 - On official Rotary business serving as an officer or member of a committee of RI or a trustee of The Rotary Foundation
 - Engaged in a service project sponsored by a district, RI, or the Foundation in a remote area

- Engaged in Rotary business authorized by the club board that precludes attendance at the club meeting
- A member's absence can be excused for the following reasons:
 - Absence complies with the conditions and circumstances approved by the club's board.
 - The member's combined age and years of club membership (in one or more clubs) equals at least 85, and the member has notified the club's secretary in writing of the desire to be excused from attendance and has received approval from the board.
 - The member is a current RI officer.

Attendance Reports

Work with your club secretary to forward monthly attendance reports to your governor within 15 days of the last meeting of each month. Nondistricted clubs must forward attendance reports to Rotary International.

Any member whose absences are excused should not be included in the membership figures to compute the club's attendance. Any member whose absences are excused due to their age and years in Rotary totaling 85 years or more should not be included in the membership figures used to compute the club's attendance.

Termination of Membership

A Rotarian's membership shall be subject to termination for one or more of the following reasons, unless the board makes an exception:

- Failure to pay dues within 30 days
- Failure to attend at least 60 percent of regular club meetings in each half of the Rotary year
- Failure to attend at least 30 percent of your club's regular meetings in each half of the Rotary year
- Missing and failing to make up four consecutive regular club meetings, without the consent of the board

Club Programs

Develop weekly club programs that provide club members with the information and motivation necessary to increase their participation in activities that serve the club, the community, and the world. To ensure that weekly meetings are effective and well planned:

- Develop an agenda for each regular weekly meeting (see Weekly Meeting Sample Agenda).
- Schedule programs in advance.
- Relate programs to current club projects, activities, and concerns.
- Rotate the responsibility of arranging programs among club committees.
- Arrange special observance dates, weeks, and months.
- Prepare contingency plans in case scheduled programs are canceled.

Club members are busy individuals whose time is valuable, so ensure meetings begin and end on time. Organized meetings that feature interesting, relevant programs will enhance members' personal Rotary knowledge, reinforce the value of continued membership, and make members aware of their local and world community.

Rotary Calendar

The Rotary calendar provides a natural framework for planning weekly meetings. At the beginning of the year, introduce the new RI theme. Discuss events such as the district assembly, district conference, and the RI Convention as they occur. You can also plan programs to occur at the same time as these special Rotary year observances:

July	No Rotary designation
August	Membership and Extension Month
September	New Generations Month
October	Vocational Service Month
November	Rotary Foundation Month Week including 5 November: World Interact Week
December	Family Month
January	Rotary Awareness Month
February	World Understanding Month 23 February: World Understanding and Peace Day/Rotary's anniversary
March	Literacy Month Week including 13 March: World Rotaract Week
April	Magazine Month
June	Rotary Fellowships Month

Club Assembly

A club assembly is a meeting of all club members, including officers, directors, and committee chairs. Club assemblies are an opportunity to discuss your club's programs and activities and educate members. New members particularly should be encouraged to attend club assemblies to learn about the workings of your club. Work with the club president to organize club assemblies.

Club assemblies allow club members to

- Set goals and develop action plans
- Coordinate committee activities
- Understand how the club's action plans are implemented
- Participate in informal discussions that stimulate creative solutions
- Learn more about Rotary and its programs
- Review your club's strengths and weaknesses

Relevant topics for discussion include:

- Annual and long-range goals
- Service projects and club activities
- Membership growth and retention strategies
- District conference or other district and RI meetings
- Rotary programs
- Any topic raised in an open forum

Four to six club assemblies during the year may be the most effective number. Many clubs hold monthly assemblies.

Weekly Meeting Sample Agenda

Adapt this sample agenda to the needs of your club.

Start	Finish	Suggested Duration	Activity
		5 min.	Meeting Call to Order According to local custom
		30 min.	Meal and Fellowship Period
		20 min.	President's Time Introduction of visiting Rotarians and guests Correspondence and announcements: Present relevant Rotary information, and share any other pertinent announcements and reminders. Committee reports: Allow committee chairs to make any relevant reports of their activities. Club business: Vote on matters before the club, and report progress made on clubwide projects. (Avoid discussing details more properly discussed at committee meetings, club assemblies, or club board meetings.) Finish pending club business before addressing new business.
		30 min.	Program Introduction of speaker (by chair of committee responsible for program) Speaker's presentation Closing remarks by president
		5 min.	Adjournment

Fellowship Activities

Fellowship keeps members active and fosters cooperation in club activities and projects. Fellowship should be more than an event once or twice a year, but a regular part of every club meeting, project, and activity. Fellowship can be enhanced in the following ways:

- Wear name badges at meetings to make introductions easier.
- Rotate seating arrangements to ensure that members get to know each other.
- Use the club bulletin to publish news about members and social events.
- Appoint a different member each week to greet and introduce new members, visitors, and speakers.
- Commemorate important dates during weekly programs and in the club bulletin, such as birthdays and anniversaries.
- Foster relationships with other Rotary clubs in the district, region, and around the world.
- Include spouses and families in club fellowship and service activities.

Family of Rotary

The family of Rotary includes Rotaract, Interact, Inner Wheel, Rotary Foundation program alumni, Youth Exchange students, and family members of Rotarians. To care for Rotarians and members of Rotary's extended family:

- Remember birthdays and anniversaries.
- Assist when they are sick, lonely, or having difficulties.
- Share their grief after a death in the family.
- Celebrate births, weddings, and graduations.

Club Bulletin

Rotarians who are informed are more likely to take an active role in club activities and projects. In addition to announcing weekly club meetings, use the club bulletin to

- Provide a schedule of upcoming club activities
- Discuss club goals, plans, and projects
- Report highlights of club and district meetings
- Foster fellowship by highlighting special events in members' lives
- Address critical issues facing the club and Rotary International

Club bulletin editors should communicate regularly with other club committees and club leaders to ensure all club issues and activities are adequately discussed and publicized.

Sources of information for the club bulletin include:

- Club board members and committee chairs
- Governor's monthly letter
- Assistant governor and district committees
- Club, district, and RI and Foundation meetings
- *The Rotarian* or Rotary regional magazines
- *Rotary World* and other RI publications
- www.rotary.org

Club Bulletin Guidelines

Many clubs use word processing or desktop publishing software to produce the club bulletin. Consider sending the club bulletin to club members by e-mail or producing an online version to post on your club's Web site. Follow these guidelines when producing your club bulletin:

- Include these elements in the bulletin heading: club name; city, state or province, and country; club's RI district number.
- Position headings, text, and pictures in a visually pleasing manner.
- Publish it weekly.
- Incorporate photos of club members and events.
- Include information that
 - Stimulates interest
 - Improves attendance
 - Announces upcoming meetings
 - Relates highlights of previous meetings
 - Promotes fellowship
 - Contributes to the Rotary education of all members
 - Reports news of the club, its members, and the worldwide program of Rotary
 - Promotes district activities

The Rotarian or your Rotary regional magazine can play an important role in educating members about Rotary and its international scope. Here are some ways to maximize the magazine's effectiveness:

- Review the contents of the magazine at club meetings.
- Give the magazine or a gift subscription to prospective members, guests, speakers, and program participants to help them learn more about Rotary and its ideals.
- Archive past issues to provide the club with reference material for club activity and project ideas.
- Use the magazine to promote Rotary's aims and accomplishments within the community.



Maximize your club's potential.

**Use the *Planning Guide*
for *Effective Rotary Clubs*
to take control of its future.**

Find it in the *Club Administration Committee Manual* or at www.rotary.org.



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