

**2010-11 Future Vision Addendum to the
*Club Rotary Foundation Committee Manual***

A part of the *Club Officers' Kit*

ROTARY INTERNATIONAL®



This is the 2009 edition of the *Club Rotary Foundation Committee Manual*. It is intended for use by 2010-11, 2011-12, and 2012-13 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, 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, or the Trustees of The Rotary Foundation, override policy as stated in this publication.

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Introduction

As a club in a pilot district, you have the opportunity of testing a new grant-making model. More guidance on managing Rotary Foundation grants will be available from your district Rotary Foundation committee. Foundation activities that will remain the same throughout the Future Vision pilot are PolioPlus, Rotary Centers for International Studies, fundraising, and Rotary Foundation awards. This publication is intended for clubs in Future Vision pilot districts for use in 2010-11, the first year of the pilot.

The *Club Rotary Foundation Committee Manual* was developed to help Rotary club Rotary Foundation committees worldwide establish goals and understand their responsibilities related to increasing club effectiveness. Because committee responsibilities vary according to area laws, cultural 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 your committee. The second describes responsibilities specific to you as the chair of the committee. The third contains resources that may be useful for you and committee members. Following the third chapter are the appendixes, including the club Rotary Foundation section of the *Planning Guide for Effective Rotary Clubs* and a list of discussion questions, as well as the worksheets that will be used at the district assembly.

You should use this manual to prepare for your role as Rotary Foundation committee chair. Bring it with you to the district assembly, and review its contents beforehand. Pay particular attention to the questions in appendix 3, 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.



Rotary Reminder

Committee chairs should make copies of chapter 1 and distribute to committee members so they are fully aware of the committee's responsibilities.

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 resources available to support you and your committee members. Information pertinent to your committee members should be distributed or communicated to them. Additional copies of this manual can be downloaded for free at www.rotary.org. This manual is part of the *Club Officers' Kit* (225-EN). However, each manual can be purchased separately through the *RI Catalog*.

As you prepare to help lead your club, remember that your Rotary club is a member of Rotary International. Through this membership, it is linked to more than 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?

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

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

Committee Role and Responsibilities



Rotary Reminder

The club Rotary Foundation committee's work will address the Community and International Avenues of Service.



The Rotary Foundation is the charitable arm of Rotary International and is supported solely by voluntary contributions from Rotarians and friends of the Foundation. Through Foundation grants, Rotarians are able to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty.

The role of the club Rotary Foundation committee is to develop and implement a plan to support the Foundation through program participation and financial contributions through community and international service.

The responsibilities of the club Rotary Foundation committee summarized below are explained further in this chapter:

- Develop committee goals to achieve club Foundation goals for the coming year.
- Educate and train club members about the Foundation.
- Encourage and facilitate participation in Foundation programs.
- Ensure that your club and its members contribute to The Rotary Foundation.
- Ensure that your club is qualified to receive Rotary Foundation grants and maintains a system for managing grant funds as outlined in the club memorandum of understanding.

As you read more about these responsibilities below, think about your committee goals, what your action plan will be, and what resources you will need for your year.



Rotary Reminder

Subcommittees can be created to manage the committee's various responsibilities, especially if you have a large club.

Educating Club Members about the Foundation

One of the most important responsibilities of the club Rotary Foundation committee is educating club members about The Rotary Foundation. When Rotarians understand how the Foundation changes people's lives, they are eager to participate in its programs and support them financially. Educating your fellow club members about Rotary Foundation programs and why they need support will help the Foundation committee achieve its goals. This education can be provided in the various ways described below.

Club programs. Work with the club president and club administration committee to schedule a weekly meeting program on The Rotary Foundation each quarter of the year. Strive to have the program personalize what the Foundation does to save and change lives. Spotlight Foundation grants and programs by inviting alumni to present their experiences with Foundation activities such as:

- PolioPlus National Immunization Day
- Rotary Centers for International Studies in peace and conflict resolution
- Rotary Foundation grants

Before the weekly program, ask presenters to highlight how participation in the Foundation programs benefit the recipients or the community, the Rotarians, your Rotary club, and the alumni. Foundation videos and pamphlets, available through the *RI Catalog*, may also help enhance Foundation presentations.

Participation in grants and programs. Encourage club members to get involved in Foundation programs by planning or volunteering for a project. Once club members have experienced the power of The Rotary Foundation, have them share their experiences and enthusiasm with other club members. Participation in Foundation programs can make your club more attractive to new members.

Weekly thought. Presenting a weekly Rotary Foundation thought at the beginning of each club meeting will allow club members to hear about the Foundation from different perspectives. Be sure that club members understand the purpose of the weekly thought and that each Rotary Foundation thought expresses how the Foundation saves and changes lives.

Resources for the weekly thought include personal experience, *The Rotarian* or Rotary regional magazine, and the RI Web site.

Foundation seminars. Encourage club members to attend the district Rotary Foundation seminar to learn about the Foundation and how they might get involved. The club Rotary Foundation committee can also hold a club Foundation seminar to increase attendance and tailor the agenda to the knowledge level and interests of club members. The agenda might include:

- Overview of the Foundation
- Club and district Rotary Foundation committees' role
- PolioPlus/Rotary's US\$200 Million Challenge
- Rotary Foundation District Grants

- Rotary Foundation Global Grants
- Rotary Foundation grant management
- Raising money for the Foundation
- Finding support for Foundation initiatives from the district Rotary Foundation committee
- Donor recognition and understanding club Foundation reports
- Rotary Centers for International Studies in peace and conflict resolution

Members of your district's Rotary Foundation committee and your regional Rotary Foundation coordinator can help with your club Foundation seminar.

District Rotary Foundation grant management seminar. The purpose of the district Rotary Foundation grant management seminar is to provide every Rotarian the skills necessary to succeed in managing Rotary Foundation grants. This seminar will focus on best practices to help ensure that all contributions to The Rotary Foundation have the appropriate stewardship, legal, and financial controls in place. For a club to be qualified to receive Rotary Foundation grant funds, one or more club representatives will need to attend this training.

Rotary Foundation Grants and Programs

The Rotary Foundation Trustees adopted the Future Vision Plan, a forward-looking, strategic approach to fulfilling the Foundation's mission that will continue its transformation and advancement. Based on input from a wide variety of Rotarians, the Future Vision Plan is designed to

- Simplify Foundation programs and processes consistent with the mission
- Focus Rotarian service efforts where they will have the greatest impact by addressing major world needs that are relevant to Rotarians
- Offer program options to help achieve both global and local goals
- Increase the sense of ownership at the district and club levels by transferring more decisions to the districts

Future Vision timeline. The Future Vision pilot has the following timeline:

- **2009-10:** Clubs should work with the district Rotary Foundation committee to qualify for Rotary Foundation grants. Once qualified, clubs and districts begin applying grants in April.
- **2010-11:** The Rotary Foundation begins awarding grants to pilot districts and their clubs. Approximately 100 districts will participate in the three-year pilot.
- **2011-12:** Continue awarding grants to pilot districts and their clubs.
- **2012-13:** Continue awarding grants to pilot districts. Begin to adjust the grant model based on pilot districts' feedback. Qualify and train all districts and their clubs.
- **2013-14:** Begin awarding new grants worldwide and phase out remaining Foundation programs.



Rotary Reminder

For questions about the Future Vision Plan email futurevision@rotary.org or go to www.rotary.org/futurevision.

SHARE and the District Designated Fund. Through the *SHARE* system, contributions to The Rotary Foundation are transformed into grants that improve our world and change lives, and the Foundation Trustees involve Rotarians worldwide in the decision-making process for Foundation grants and programs. No other foundation gives its donors as much freedom to decide how contributions are spent.

At the end of every Rotary year, contributions to the Annual Programs Fund from all of the Rotary clubs in a district are divided into two funds:

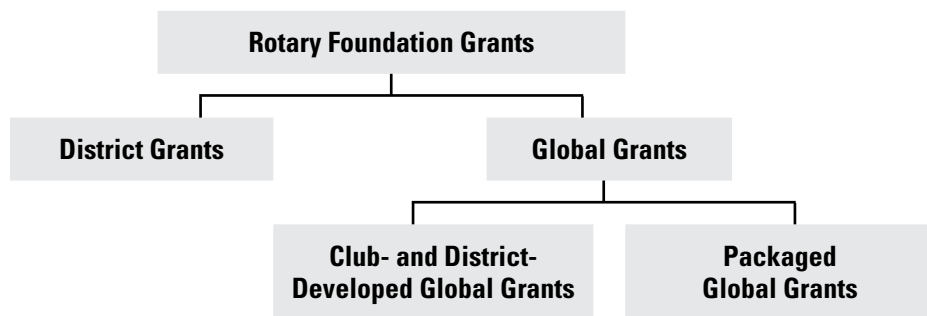
- 50 percent credited to the World Fund
- 50 percent credited to the District Designated Fund (DDF)

The Foundation uses the World Fund portion to pay for the worldwide programs available to all Rotary districts. Your district uses the DDF portion to fund the Foundation grants and programs of its choice.

The Rotary Foundation’s unique funding cycle makes district contributions available three years after they are received. The three-year cycle gives districts time to plan projects and select participants and allows the Foundation to invest the contributions. The earnings from those investments pay for general administration and fund development expenses.

Your district Rotary Foundation committee is responsible for deciding how to use the district’s available DDF, in consultation with the clubs in your district. Contact your district Rotary Foundation committee chair to learn more.

New grants structure. Under the new grant-making model, the Foundation will provide two types of grants: Rotary Foundation District Grants and Rotary Foundation Global Grants. The two options for global grants are club- and district-developed grants and packaged grants.



Check with your district Rotary Foundation committee chair to determine your district’s application process for district grants.

- **Rotary Foundation District Grants** allow clubs and districts to support their specific service interests and address immediate needs both in their local communities and abroad. These grants are administered by the district. Clubs submit project funding requests to the district, and the district then determines the Rotary Foundation District Grant amount to request from the Foundation. Once the grant is received, the district disperses funds to clubs.

Examples

Club requests \$3,000 from the district to purchase new dictionaries for three local elementary schools.

To provide a scholarship to a local high school student to attend a summer program to study a foreign language, club applies to the district for \$2,500 to cover tuition.

Club requests \$12,000 from the district to restore a village hit by a hurricane by providing tools, food, and three Rotarians' travel expenses.

- **Rotary Foundation Global Grants** offer opportunities to participate in more strategic, sustainable activities with greater support from the Foundation. These grants will fund larger projects with sustainable, high-impact outcomes in one of six area of focus corresponding to the Foundation's mission:
 - Peace and conflict prevention/resolution
 - Disease prevention and treatment
 - Water and sanitation
 - Maternal and child health
 - Basic education and literacy
 - Economic and community development

Clubs and districts can either create their own global grant project in the areas of focus or choose to work on a packaged global grant developed by the Foundation in conjunction with its strategic partners.

Club- and district-developed global grant projects are funded by the sponsors and a matching World Fund award. Packaged global grants are developed by the Foundation and its strategic partners. The World Fund and the strategic partner provide 100 percent of the funding, and Rotarians implement the grant project.

Examples

Multiple clubs want to send a team of six Rotarian medical professionals and one Rotarian team leader to Nigeria to look at maternal and child health care and train local doctors on new medical techniques in urban and rural hospitals. The cost of the trip and medical supplies for the clinic is \$15,000. Following the hospital training, the Rotarian medical professionals will meet up with Rotarians from their home clubs along with members of Rotary host clubs in Nigeria to distribute maternal and child health kits to rural health centers. The Rotary teams led by the medical professionals would provide basic implementation training with rural health service providers to ensure proper use of the kits at the cost of \$15,000. The club will use \$15,000 in DDF, and The Rotary Foundation will provide a \$15,000 match from the World Fund.

Provide a scholarship to send a graduate student to a university in another country where he will study disease prevention and treatment for tropical illnesses. The tuition, travel, and accommodation expenses total \$42,000. The club, together with the partner club in the district where the university is located, will submit an application to the Foundation with a total budget of \$42,000. The sponsor districts will provide a combined \$21,000 in DDF, and the Foundation will provide a World Fund match of \$21,000.

A club that has previously assisted a Rotary club in Guatemala with a water well has been asked to help the local community set up training programs for starting and maintaining local businesses. Funds are needed for training materials, supplies, and travel expenses for eight Rotarians who will train 100 community members in Guatemala for one month. Rotarians would also provide an initial investment in the start-up of the participating local businesses, including marketing costs, product inventory, or other related needs. Rotarians in Guatemala would remain connected with the local businesses after project completion and provide follow-up visits and training as needed. The club can contribute \$60,000 in DDF, and the Foundation will provide a \$60,000 World Fund match for a total project cost of \$120,000.



Rotary Reminder

For more information about the Future Vision Plan, go to www.rotary.org/futurevision or e-mail questions to futurevision@rotary.org.

Stewardship and qualification. All grant sponsors must display a commitment to the proper stewardship of Rotary Foundation grant funds, through responsible fiscal oversight. Stewardship reflects The Four-Way Test and includes:

- Detailed project planning
- Submitting complete and accurate applications with documentation
- Direct Rotarian involvement in the implementation of the project
- Transparency in all financial transactions
- Reporting in an efficient and effective manner

All grant sponsors must display a commitment to the proper stewardship of Rotary Foundation grant funds, through responsible fiscal oversight. Your club will need to be qualified by the district before it is able to apply for Rotary Foundation grants. In order to qualify, your club must

- Send one or more members of your club to the district Rotary Foundation grant management seminar
- Sign and follow the club memorandum of understanding
- Follow any additional qualification requirements set by your district



PolioPlus. PolioPlus is the corporate program of Rotary International and its Foundation. It is Rotary's most recognized program, and its goal is to eradicate polio. More than one million Rotarians worldwide have contributed US\$800 million to PolioPlus. In addition, Rotarians serve as a powerful volunteer network at the local level, providing support at clinics and mobilizing their communities for immunization or other polio eradication activities.

Rotary received two grants from the Bill & Melinda Gates Foundation totaling \$355 million. In response, Rotary committed to raising \$200 million in matching funds. Because the poliovirus has been eradicated in all but four countries, most Rotary clubs' involvement with PolioPlus will be fundraising to meet Rotary's US\$200 Million Challenge.

Your club can help ensure that the goal of global polio eradication is achieved by conducting the following activities:

- Holding a fundraising event aimed at the general public to help raise funds for Rotary's US\$200 Million Challenge and to increase public awareness of Rotary's effort to eradicate polio
- Contributing to Rotary's challenge to support critical global eradication needs in polio-endemic countries
- Devoting a weekly club program to the topic of polio eradication
- Ensuring club members remain informed and involved until the world is certified polio-free

If your club is in a polio-endemic country, your club can

- Contact national PolioPlus committee chairs to assist with surveillance activities
- Work with local health officials to maintain high rates of immunization for polio and other diseases

Rotary Centers for International Studies. Rotary Centers for International Studies in peace and conflict resolution provide Rotary World Peace Fellowships to individuals pursuing a master's degree program in international relations, peace, conflict resolution, and related subjects or a professional development certificate in peace and conflict studies at one of the Rotary Centers. This program will operate in the same way for both pilot and nonpilot districts.

Clubs can submit Rotary World Peace Fellowship applications to the district Rotary Foundation committee. All applications are due to The Rotary Foundation by 1 July.

Rotarians are involved in the selection, orientation, and hosting of fellowship recipients. Your club can get involved in a variety of ways:

- Invite current and past Rotary World Peace Fellows to share their experiences with your club.
- Nominate Rotary World Peace Fellowship candidates for district consideration.
- Serve as hosts and counselors to fellows.

Working with Foundation alumni. More than 110,000 people have received program awards from The Rotary Foundation since 1947. It is important to maintain contact with former Foundation program participants in your area because they are powerful advocates for the Foundation and are potential donors as well. Alumni can also help your club by

- Connecting Rotary clubs from different countries for service projects and fellowship
- Sharing with club members and the media how their personal experience of how the Foundation changes lives
- Promoting the program opportunity to their peers
- Advising on selection, orientation, and hosting programs
- Becoming a member of your club

Contact The Rotary Foundation alumni coordinator for your region to find out how you can integrate Foundation alumni into club activities.



Around the World

In some parts of the world, Rotary clubs use local versions of the *TRF Global Contribution Form* (123-EN) and the *Multiple Donor Form* (094-EN). Check with your club's outgoing treasurer to determine which forms your club uses.

Contributions to The Rotary Foundation

Rotary Foundation programs are funded by voluntary contributions worldwide. When Rotarians see the extraordinary results of education, vocational, and humanitarian projects, they understand why supporting The Rotary Foundation financially is vital to making the world a better place. Contributions sent to the Foundation can be directed to the Annual Programs Fund, the Permanent Fund, or the PolioPlus Fund.

Contributions should be submitted with the *TRF Global Contribution Form* or the *Multiple Donor Form*.



PolioPlus Fund/Rotary's US\$200 Million Challenge. The greatest challenge in the battle against polio today is financial. Despite the enormous resources already committed, more money is urgently needed to reach the children in the four remaining polio-endemic countries. Recognizing Rotary's resolve to eradicate polio and its extensive volunteer network, the Bill & Melinda Gates Foundation awarded Rotary two grants totaling \$355 million. In return, Rotary is committed to raising \$200 million by 30 June 2012. Together, Rotary International and the Gates Foundation will provide over half a billion dollars toward our priority goal of a polio-free world.

Rotarians are encouraged to make contributions to the PolioPlus Fund, which helps to fulfill Rotary's US\$200 Million Challenge for polio eradication. In addition, clubs are encouraged to hold special fundraising events in support of PolioPlus. Grants made from this fund help pay for National Immunization Days and surveillance activities.



Annual Programs Fund. The Annual Programs Fund is the primary source of support for the programs of The Rotary Foundation. Money from this fund is spent every year on Foundation grants and programs. Rotarians are encouraged to make finan-



Rotary Reminder

Through Member Access at www.rotary.org, club Rotary Foundation chairs can now view Rotary Foundation and recognition reports. This access is activated by the club president or secretary.

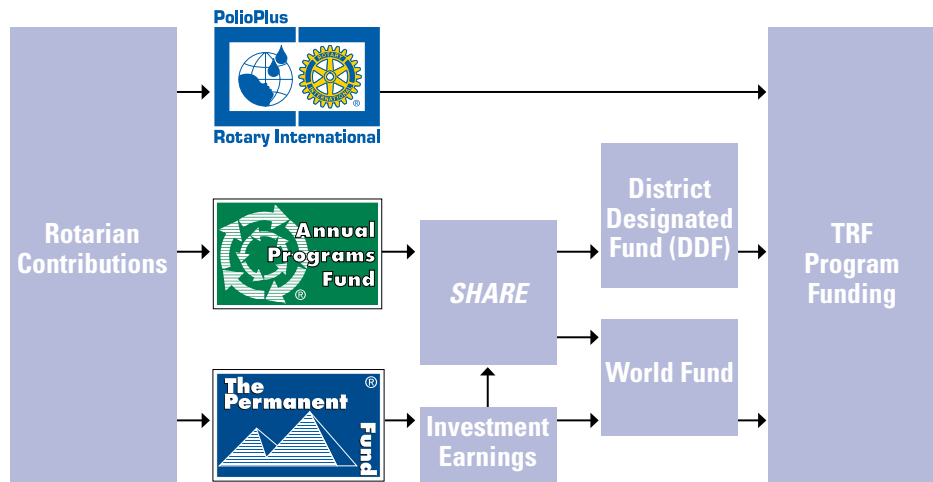
cial contributions to The Rotary Foundation annually. To support the Every Rotarian, Every Year effort, you should

- Make your gift to the Foundation early in the Rotary year
- Encourage and ask every club member to make a gift every year
- Inform members of how their contributions to the Annual Programs Fund support Foundation programs that achieve good in the world
- Recognize those who support The Rotary Foundation



Permanent Fund. The Permanent Fund is Rotary’s endowment. The principal is never spent, and a portion of the earnings is directed toward Foundation grants and programs. Donations to the Permanent Fund can be outright gifts, securities, bequests, or life-income agreements. Many Rotarians direct substantial gifts to the Permanent Fund. Rotarians who wish to support the Rotary Centers program may make a gift to that program through the Permanent Fund. If you know a member of your club has the capacity to make a large gift to the Foundation, please contact the Major Gift adviser or regional Rotary Foundation coordinator serving your area.

Rotary Foundation Funding



Funds from the community. While much of the Foundation’s contributions come from Rotarians, the community also contributes through fundraisers and independent donations. Consider planning fundraisers to encourage the community to support your club and the organization. For more information on fundraising, see the Fundraising section in the *Club Service Projects Committee Manual*.

Contribution recognition. The sincere acknowledgement of a donor’s gift is the first step toward additional financial support. The Rotary Foundation presents recognition to donors in appreciation of financial contributions or commitments for future contributions.

RECOGNITION FROM THE ROTARY FOUNDATION	
RECOGNITION FOR INDIVIDUALS	RECOGNITION FOR CLUBS
ROTARY FOUNDATION SUSTAINING MEMBER	100% ROTARY FOUNDATION SUSTAINING MEMBER CLUB BANNER (AWARDED ANNUALLY)
PAUL HARRIS FELLOW RECOGNITION	EVERY ROTARIAN, EVERY YEAR BANNER (AWARDED ANNUALLY)
MULTIPLE PAUL HARRIS FELLOW	TOP THREE ANNUAL PROGRAMS FUND PER CAPITA CLUB BANNER (PER DISTRICT; AWARDED ANNUALLY)
MEMORIAL PAUL HARRIS FELLOW	100% PAUL HARRIS FELLOW CLUB BANNER (UPON REQUEST)
MEMORIAL PAUL HARRIS CERTIFICATE	
ARCH C. KLUMPH SOCIETY	
MAJOR DONOR	
BENEFACTOR	
ANNUAL PROGRAMS FUND RECOGNITION BANNER	
THE ROTARY FOUNDATION BEQUEST SOCIETY	
CERTIFICATE OF APPRECIATION (ALSO AVAILABLE TO CORPORATIONS)	

FOR MORE INFORMATION ON RECOGNITION, KEYWORD SEARCH "APPRECIATION AND RECOGNITION OPPORTUNITIES" AT WWW.ROTARY.ORG.

Club Rotary Foundation Committee Chair



Rotary Reminder

Answer discussion questions in appendix 3, and discuss them with your peers from other clubs at the district assembly.

To prepare for your term as committee chair, learn what will be expected of you and your committee by the club's board of directors and members, your district, and Rotary International. It is recommended that you assist the outgoing club Rotary Foundation chair before taking office to better understand your role. Ask questions such as:

- What is your role as committee chair?
- How can the club Rotary Foundation committee help educate members about the Foundation?
- How can you practice good stewardship of Rotary Foundation funds?
- How can you help committee members do their job?
- What are your committee's long-range and annual goals?

As chair of your committee, you are responsible for ensuring that your committee does its job well. There are several things you should do before you take office to prepare for your role. In addition to attending your training sessions at the district assembly, you should

- Review this entire manual.
- Review your club's bylaws to become familiar with your club's procedures and regulations.

- Select your committee members with the president-elect.
- Prepare your committee members for the coming year.
- Create subcommittees if needed.
- Develop committee goals to achieve club's Rotary Foundation goals.
- Develop a communication plan for the year.
- Review and establish club long-range and annual goals with the president-elect.

Good preparation will lead to a productive year. Once you have taken office, you will have the following major responsibilities as committee chair:

- Manage your committee's budget.
- Work with other committees in your club and your district committee on multiclub activities or initiatives.
- Plan and conduct regular committee meetings and activities.
- Monitor status toward your committee goals, and report committee activities and progress to the club president, board of directors, and the full club.
- Oversee the qualification process to receive Rotary Foundation grants.

Consult the outgoing club Rotary Foundation committee chair for duties that may be specific to your club. Developing your own list of regular duties will help keep you and your committee organized and on task. The major responsibilities listed above are described below.



Rotary Reminder

The club president serves as an ex officio member of all club committees.

Your Committee

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 excellent communication skills. When selecting new members, consider the following important characteristics:

- International experience
- Volunteer experience
- Fundraising experience

Once your committee is formed, it is your responsibility to prepare them for the coming Rotary year. You can prepare committee members by

- Informing new members of the committee's ongoing activities and plans related to the club's strategic plan.
- Pairing new committee members with more experienced ones.
- Encouraging communication with counterparts in other clubs using the district directory.
- Sharing the resources available to your committee.
- Giving members a list of district activities and meetings.



Around the World

Clubs vary in size and goals and can structure their committees accordingly.



Rotary Reminder

Various tools are available to clubs to plan ahead, including the *Club Leadership Plan*, the *Strategic Planning Guide*, and the *Planning Guide for Effective Rotary Clubs*.

Subcommittees

Depending on the size and goals of your club, the Rotary Foundation committee can be divided into subcommittees such as those listed below or others as determined by your club:

- Grant and program participation
- Foundation fundraising

If your club is large, you may need more committees:

- Alumni
- Annual giving
- District grants
- Global grants
- Permanent Fund
- PolioPlus
- Rotary Centers for International Studies

Determine how to best utilize the skills and interests of your members and assign tasks accordingly. Hold committee members accountable for the responsibilities they have assumed, and recognize them for their hard work.

Goal Setting

As the chair of your committee, you are responsible for ensuring your committee sets and achieves its goals. Committee goals should be based on the long-range and annual goals of your club. Think about your club's strategic plan, and what your committee can do to help it achieve its vision.

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 has a section for each of the recommended club committees. Work with your committee to complete your section of the planning guide (see appendix 1) and bring it to the district assembly, where you'll have an opportunity to work on it with your club president-elect and other incoming club leaders. 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.

Effective goals. To ensure that the goals established are effective, be sure that they accurately reflect committee capabilities and club interests. 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.

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.

Regularly evaluate your goals to ensure steady progress is being made toward achieving goals as envisioned, and adjust if necessary.

Motivation. It is important to remember that Rotarians are volunteers, and their involvement is dependent upon personal motivation. Part of your responsibility as committee chair is keeping committee members motivated. Common motivators include:

- Assurance 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 they will be successful
- Assignments that challenge members 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 will 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. The club Rotary Foundation committee should work with the following club committees to meet club Rotary Foundation goals:
 - Service projects committee (to consider if Rotary Foundation grants can be used to fund service projects)
 - Public relations committee (to ensure timely promotion of Rotary Foundation projects and member participation)
 - Club administration committee (to schedule a Rotary Foundation program each quarter and the presentation of service and contribution recognition)
 - Membership committee (to keep in contact with Rotary International and Rotary Foundation alumni and involve them in the club, and to consider alumni for membership)
- **Your district.** If your committee needs guidance or information, contact your district counterpart or your assistant governor.
- **Your region.** Your regional Rotary Foundation coordinator is available to help your club with its Rotary Foundation issues. Subscribe to your RRFC's newsletter or blog to ensure you are receiving all of the latest Rotary Foundation news and initiatives within your region.



There are many resources available to help your committee fulfill its role. Take advantage of the informational resources produced by Rotary International, the information on the RI Web site, and from fellow Rotarians and RI staff who may be able to answer your questions.



Rotary Reminder

Download publications at www.rotary.org/downloadlibrary, or order them through shop.rotary.org, shop.rotary@rotary.org, or your international office.

Informational Resources



www.rotary.org/futurevision — Up-to-date information from The Rotary Foundation on the Future Vision Plan.

- District directory — Listing of district leaders and activities (if your district produces a directory).
- *Every Rotarian, Every Year Club Success Kit* (958-EN) — Brochures, stickers, and instructions to help Rotary clubs promote contributions to the Annual Programs Fund.
- *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's Rotary Foundation goals (see appendix 1).

- *Rotary's US\$200 Million Challenge Brochure* (986-EN) — Informs Rotarians and non-Rotarian supporters about Rotary's commitment to eradicate polio and encourages support for Rotary's fundraising challenge.
- *Recommended Rotary Club Bylaws* — A legal document that expands on club operations guidelines in the club constitution.
- *Rotary Foundation Facts* (159-EN) — Pocket-size leaflet with recent Foundation statistics.
- *Rotary International and The Rotary Foundation Annual Report* (187-EN) — Annual report on service and financial highlights and major events of the previous Rotary year.
- *The Rotarian* (or Rotary regional magazine) — RI's official monthly magazine, which reports club and district projects, RI Board decisions, and RI meetings. In addition, 31 Rotary regional magazines in 25 languages serve Rotarians around the world.
- *TRF Global Contribution Form* (123-EN) and *Multiple Donor Form* (094-EN) — Official forms for submitting a single or multiple donations to The Rotary Foundation.

Resources on www.rotary.org



Rotary Reminder

The RI Web site provides online resources and current information on all aspects of Rotary. Download free publications, shop on the online catalog, or locate the meeting time and place of any Rotary club.

- *End Polio Now* pages (www.rotary.org/en/endpolio) — Current source of the detailed information on status of polio eradication and on Rotary's US\$200 Million Challenge.
- *End Polio Now* newsletter — Bimonthly update on Rotary's progress toward eradication polio, available free for download at www.rotary.org
- *Future Vision* newsletter — Monthly update on the Future Vision timeline, new training materials, tips, and best practices.
- *Gift Acceptance Policy Manual* — Overview of gifts accepted by The Rotary Foundation, including gifts to the Permanent Fund.
- *ProjectLINK* — Searchable database of Rotary club and district community service projects in need of funding, volunteers, donated goods, or partners for Rotary Foundation grants, and completed projects that can be used as examples of best practices.
- *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.
- *Rotary E-Learning Center* — Computer-based modules Rotarians can access at any time.

- The Rotary Foundation (click the About Us tab) — Current source of detailed information on all aspects of Rotary Foundation programs; Every Rotarian, Every Year fundraising strategies; and recognition opportunities. Many free downloads are available.
- Service awards — Rotary Foundation awards and recognition programs, including Service Award for a Polio-Free World, Citation for Meritorious Service, Distinguished Service Award, and District Service Award.

Human Resources

Find contact information in the *Official Directory*, at www.rotary.org, or from your district governor.

- Assistant governor — Rotarian appointed to assist the governor with the administration of designated clubs. Your assistant governor will visit your club quarterly (or more often) and is available to answer questions or provide advice.
- Assistant regional Rotary Foundation coordinators — Rotarians appointed to assist the regional Rotary Foundation coordinator with fundraising for the Annual Programs Fund and the Permanent Fund, and with program activities within the zone/area.
- District governor — RI officer responsible for advising your club on strategies to make your club more effective.
- District Rotary Foundation committee — Rotarians appointed to support your club's Rotary Foundation efforts.
- District grants subcommittee chair — Member of the district Rotary Foundation committee appointed to help clubs pursue Foundation grants. Chair must certify your grant application before it can be submitted to The Rotary Foundation.
- Foundation Contact Center — Foundation staff available to answer Foundation-related questions by e-mail at contact.center@rotary.org (or toll-free by phone, in North America only, at 1-866-976-8279).
- National PolioPlus committees — Rotarians responsible for supporting PolioPlus at the national level and submitting project requests to the PolioPlus Partners program.
- Other club committee chairs in your district — Club leaders who can serve as a resource to help support your club's projects and initiatives.
- 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.
- Regional Rotary Foundation coordinator — Rotarian appointed to serve as the primary Foundation resource for your region.
- Rotary Foundation alumni coordinator — Rotarian appointed to work with the regional Rotary Foundation coordinator to encourage Rotary clubs and districts to involve Foundation alumni in Rotary activities.

- Rotary Foundation staff — Staff members at RI World Headquarters and international offices dedicated to supporting Rotarians, clubs, and districts for Rotary Foundation programs and fund development.
- Zone challenge coordinator — Rotarians appointed to help clubs and districts with their fundraising efforts to meet Rotary’s US\$200 Million Challenge.

Financial Resources

- Club members
- Club fundraisers
- Club or district foundation
- District Designated Fund
- Funds from individual donors or local businesses
- Grants from other foundations
- Rotary Foundation grants

PLANNING GUIDE FOR EFFECTIVE ROTARY CLUBS EXCERPT

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 of this form at www.rotary.org.

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 team members: Nominated ____ Selected ____ Hosted ____

Number of Rotary World Peace Fellowships: Nominated ____ Selected ____ Hosted ____

Number of PolioPlus activities: ____

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

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

Number of Rotarians who are

Rotary Foundation Sustaining members: ____ Paul Harris Fellows: ____

Paul Harris Society members: ____ Benefactors: ____

Major Donors: ____ Bequest Society members: ____

Arch C. Klumph members: ____

Number of Foundation alumni tracked by your club: ____

Future State

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

1. ____

2. ____

3. ____

Our club's Annual Programs Fund contribution goal is: ____

Our club's Permanent Fund contribution goal is: ____

Our club's US\$200 Million Challenge goal to eradicate polio is: ____

Our club will address the following Rotary Foundation areas of focus:

- Peace and conflict prevention/resolution: ____
- Disease prevention and treatment: ____

PLANNING GUIDE FOR EFFECTIVE ROTARY CLUBS EXCERPT

- Water and sanitation: ____
- Maternal and child health: ____
- Basic education and literacy: ____
- Economic and community development: ____

Rotary Foundation Global Grants

1. ____
2. ____

Rotary Foundation District Grants

1. ____
2. ____

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

1. ____
2. ____
3. ____

Number of Rotary World Peace Fellowships: Nominated ____ Selected ____

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

- Ensure the club's Rotary Foundation committee understands the grants and programs of The Rotary Foundation and is committed to promoting financial support of the 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 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

Action Steps:

Appendix 2: Club Memorandum of Understanding

THE ROTARY FOUNDATION FUTURE VISION PILOT

CLUB MEMORANDUM OF UNDERSTANDING

This document is the official Memorandum of Understanding (MOU) provided by The Rotary Foundation (TRF) for clubs participating in the Future Vision pilot. It is an agreement between the club and its district, explaining what measures the club will undertake to ensure proper implementation of grant activities and management of TRF grant funds. By authorizing this document, the club agrees that it will comply with all Foundation requirements.

1. Terms of Qualification
2. Club Leadership Responsibilities for Qualification
3. Financial Management
4. Document Retention
5. Report on Use of Grant Funds
6. Method for Reporting and Resolving Misuse of Grant Funds

1. Terms of Qualification

- A. Upon successful completion of the qualification requirements, the club will receive qualified status for a period of one year.
- B. By entering into this agreement and receiving Rotary Foundation grant funds, the club understands and confirms that the club, as an entity, is responsible for the use of grant funds, regardless of which individual(s) or group controlled the funds.
- C. The club must disclose any potential conflicts of interest and must comply with the Conflict of Interest Policy for Grant Participants as outlined in section 7.030. of *The Rotary Foundation Code of Policies*.
- D. The club must cooperate with all district and TRF audits.

2. Club Leadership Responsibilities for Qualification

- A. A club member must be appointed to manage club qualification and ensure that stewardship measures and proper grant management practices are implemented for all TRF grants.
- B. The club must establish a succession plan for the transfer of grant records to ensure retention of information and documentation.
- C. The club president-elect or a club-designated appointee must attend grant management and qualification training arranged by the district.

3. Financial Management

- A. The club must maintain a bank account to be used only for Rotary Foundation District and Global Grant funds in accordance with applicable laws.
 1. The account should be low or noninterest-bearing, and any interest earned must be documented and used on eligible, pre-approved grant activities or returned to TRF or the district.
 2. Grant funds may not be deposited in investment accounts including but not limited to: mutual funds, certificates of deposits, bonds, and stocks.
 3. Two Rotarian signatories are required on checks and withdrawals.
- B. The club must create a financial management plan that includes measures to

1. Maintain a standard set of accounts, including a complete record of all receipts and disbursements, and maintain receipts for all expenditures equal to or over US\$75 or more (or those of any amount required by applicable law).
2. Disburse grant funds, as appropriate, directly to Rotarians, vendors, and beneficiaries as approved in the grant application. Grant funds not immediately disbursed must be kept in the established project account without diversion, except for direct payment for grant activities or to return funds to the district or TRF.
3. Maintain separate statements of income and expenses, noting interest earned and recoveries if applicable.
4. Maintain a general ledger that separates funds according to each project
5. Establish an inventory system for the control of equipment and other assets purchased with grant funds, and maintain records for items that are purchased, produced, or distributed through grant activities.
6. Perform monthly bank reconciliations.
7. Maintain a plan for transferring the custody of the bank accounts in the event of a change in leadership.
8. Ensure all grant activities, including the conversion of funds, are in accordance with local law.

4. Document Retention

- A. The club must create a document maintenance system or club archives to maintain original documents for a minimum of five years or longer if required by applicable law, including, but not limited to:
 1. Documents relating to qualification
 2. All records and documentation of policies and procedures required by the club MOU
 3. District and global grant information, including original documents for all grants, copies of proposals and applications, copies of grant agreements, copies of reports submitted to TRF and the district, receipts and invoices for all purchases made with grant funds, written or electronic correspondence
- B. Documents must be stored in a known location that is accessible to club Rotarians and must be provided to TRF or the district upon request or in the case of an audit

5. The club must report on the use of grant funds as outlined in the *Terms and Conditions for Rotary Foundation District Grants and Global Grants*.
6. The club must report any potential misuse or irregularities in grant-related activity to the district.

7. Authorization and Agreement

*We, being responsible for administering grant activities for the **Rotary Club of** _____, certify that the club adheres to the requirements listed in this Memorandum of Understanding and will notify Rotary International **District** _____ of any changes or revisions to club policies and procedures related to these requirements.*

Club President	
Term	
Name	
Signature	
Date	

Club President-Elect	
Term	
Name	
Signature	
Date	

Appendix 3: District Assembly Discussion Questions

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 responsibilities of the club Rotary Foundation committee and what are your responsibilities as chair of this committee?

How can we encourage and help members to contribute to The Rotary Foundation?

What are ways we can educate members about The Rotary Foundation?

How can you help committee members do their job?

What are your committee's long-range and annual goals?

Worksheet 2: 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 3: 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 4: Rotary Foundation Grants

	DISTRICT GRANTS	CLUB- AND DISTRICT-DEVELOPED GLOBAL GRANTS
FUNDING	Districts apply for a block grant (up to 50 percent of DDF) and distribute smaller amounts to clubs for small projects.	Club and districts apply for a minimum World Fund award of US\$15,000 for a total project budget of at least \$30,000.
	No World Fund match	World Fund match 1:1 for DDF or 0.5:1 for cash
	Grant funds managed by district	Awarded by The Rotary Foundation
PARTNER	None required, can be local or international	International partner and host partner required
SCOPE OR VISION	Related to the mission of The Rotary Foundation: to enable Rotarians to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty	Falls within an area of focus: <ul style="list-style-type: none"> • Peace and conflict prevention/resolution • Disease prevention and treatment • Water and sanitation • Maternal and child health • Basic education and literacy • Economic and community development
	Short-term, one-time, and smaller scope	Long-term, sustainable, and measurable
ACTIVITY TYPE	Educational, vocational, or humanitarian	Educational, vocational, or humanitarian
PLANNING	Shorter planning time	Longer planning process
INVOLVEMENT	Active Rotarian participation	Active Rotarian participation

Worksheet 5: Rotary Foundation Committee

Case Study

Read the case study below, and create a step-by-step Rotary Foundation plan for the Rotary Club of South Mountain using the case study action plan on the next page. Consider the questions listed as you develop your plan.

The Rotary Club of South Mountain is located in a town of 42,000. South Mountain, a prosperous residential community, has dozens of flourishing retail businesses and a growing number of small manufacturing companies. Most of its citizens commute to work in the nearby city, a thriving metropolis of over three million people.

The Rotary Club of South Mountain has 60 members, who seem to have less and less time to devote to Rotary activities. Nonetheless, the club is very active in the community. It sponsors an active Interact club at the local high school, holds an annual fundraiser that supports a local food pantry, and helps organize an annual immunization campaign on World Health Day.

Despite these successful local efforts, South Mountain club members have done little to support The Rotary Foundation. Last year, several members considered working on a grant proposal with a club in another country, but they didn't complete the proposal because they had difficulty communicating with the partner club. The South Mountain club consistently has among the lowest contribution levels of all the Rotary clubs in its district and has failed to meet annual giving goals for the past four years.

Recently, one club member who served as a Rotary Volunteer made a major gift to the Foundation after directly experiencing the benefits of service through Rotary Foundation grants and programs. Another member joined the club because of her positive experience as a Group Study Exchange team member several years before. For most South Mountain Rotarians, however, the Foundation continues to be a mystery. The district's assistant governor recently contacted the board to announce the district is participating in The Rotary Foundation's Future Vision pilot.

What can be done to help educate club members about The Rotary Foundation?

What resources can the club call on for help?

How can the club learn from its past experiences with the Foundation?

How can the club increase its participation in Foundation grants and programs?

What else can the club do to meet its annual giving goal?

How can the club make use of Foundation alumni to encourage increased participation and contributions?

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?