

DISTRICT COMMITTEE MANUAL



ROTARY INTERNATIONAL®

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Introduction

Congratulations on your appointment to a district committee. As a member of this committee, you'll work with district leaders to support specific club and district functions and promote your committee's message. You have received the *District Committee Manual* to help make your term a successful one. This manual provides information about the responsibilities of your position and how you can help clubs function effectively. You'll also receive additional, committee-specific information from Rotary International.

District committee members are part of the district leadership team, which also includes the governor and assistant governors. At the district team training seminar, you will discuss ways to assist clubs in key areas. This manual is organized to complement the recommended curriculum for district committee members; each chapter relates to an important aspect of your role.

You should review this manual before attending the seminar, particularly the discussion questions in appendix 5. Considering your responses to these questions before the seminar will help you get the most out of the facilitated discussions. Bring the manual with you for reference. After completing your training, it will serve as a resource to help you fulfill your responsibilities.

This manual is produced by the Leadership Education and Training Division of Rotary International. If you have questions or comments, please submit them to:

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1 Roles and Responsibilities

See appendix 1 for specific information on the roles and responsibilities of these district committees:

- District conference
- District programs
- Extension
- Finance
- Membership development
- Public relations
- RI Convention promotion
- The Rotary Foundation
- Training

District committees have specific roles and responsibilities, carrying out functions that contribute to a wide variety of goals. However, all district committees share these duties:

- Providing support and guidance to clubs
- Working with RI and Rotary Foundation committees and resource groups
- Collaborating with the governor-elect to help establish district goals
- Meeting with district leaders to plan strategies to achieve club and district goals
- Promoting and attending district training meetings and the district conference
- Managing communication between RI and the district about issues within the committee's focus

District Committee Chair

A district committee chair leads a committee, acting chiefly as an organizer and motivator. Committee chairs should

- Serve as a resource for committee members, communicating with them regularly
- Share information from Rotary International and The Rotary Foundation
- Monitor and report committee progress to district leaders
- Ensure committee members have the skills and knowledge to carry out their responsibilities
- Attend the district assembly and other district meetings as needed
- Assist clubs with committee-related activities
- Educate club leaders about district and RI resources
- Identify and recognize outstanding club projects and individual Rotarians
- Coordinate with assistant governors who have regular contact with clubs

Key Relationships

District committees regularly communicate with both club and district audiences. They work with club presidents, secretaries, and other committees to provide information and support to help clubs achieve their goals. They often collaborate with other district leaders, including the governor, governor-elect, assistant governors, and members of other district committees.

The district communication plan, which will be discussed at the district team training seminar, will outline how and when you should communicate with clubs, the district governor, assistant governors, and your fellow district committee members. Following this communication plan will ensure that Rotarians in your district receive the information they need. To foster continuity and consistent club support, your committee should share information with the incoming governor, assistant governor, and committee members at the end of the year.

Your Committee

Members of your committee must communicate with each other to coordinate their efforts and make them as effective as possible. Committees are encouraged to meet regularly to review and identify resources, discuss ongoing projects and new initiatives, and develop strategies to achieve goals.

District Governor

Like assistant governors, district committees work on behalf of the district governor. Whereas assistant governors can be seen as generalists with a broad knowledge of district activities, district committee members are specialists who focus on particular district and club functions. In working with the governor, district committees may

- Review the goals formulated by the district leaders and, if necessary, develop secondary goals and objectives specific to the committee
- Suggest ways in which issues related to the committee can be addressed at the club and district levels
- Provide current, specialized information about the committee's area of expertise

Assistant Governors

Following the district's communication plan, committee members will work with the assistant governor in

- Promoting district committee initiatives at the club level
- Encouraging club leaders to consult district committees when dealing with issues related to the committee's primary function
- Ensuring that a club's goals complement the objectives developed for the district committee
- Finding examples of successful club projects and programs to share with all clubs in the district and with Rotary International

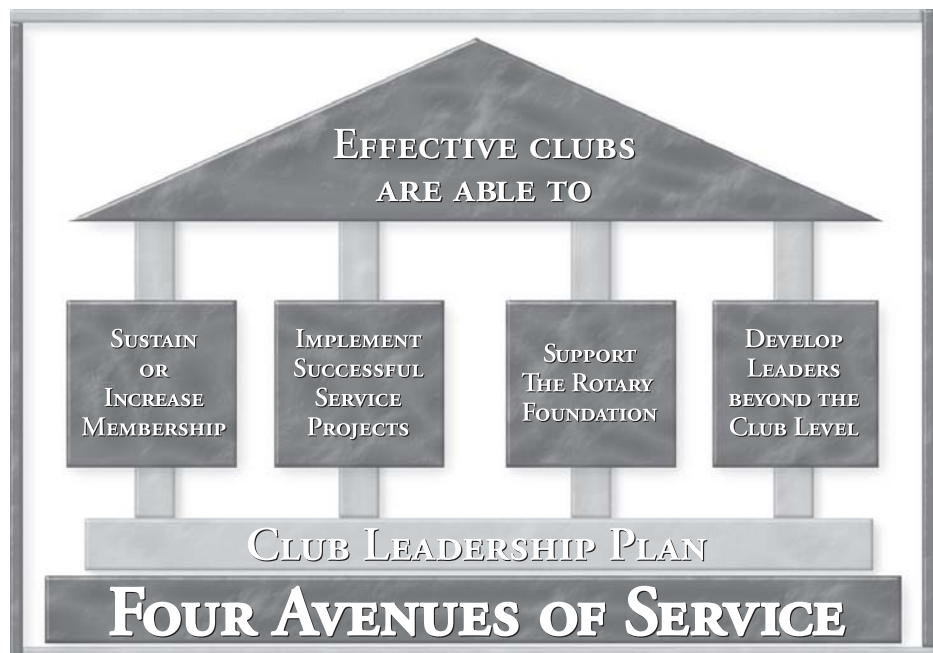
Other Committees

Committees' work often overlaps. For example, the efforts of the district public relations committee to raise awareness about Rotary may influence the work of the district membership development committee. Committees should regularly communicate to keep each other informed and to coordinate efforts.

Promoting Effective Clubs

A major responsibility of district committees is to work with other Rotary leaders to support specific club and district functions. In doing so, your committee will promote club effectiveness and, in turn, district effectiveness. Effective clubs are those that:

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



The elements of an effective club are interdependent and related to the Avenues of Service. For example, a club's ability to implement successful service projects, support The Rotary Foundation, and develop leaders capable of serving Rotary beyond the club level is directly related to the strength and size of its membership base. If one area of an effective club is weak or absent, the club's effectiveness in other key areas will also be diminished. So, even if your work as a district committee member touches on only one of the elements of an effective club, your activities will ultimately influence clubs' overall functioning.

Goals

When committees are developing club and district goals, they should make sure the goals are effective. Effective 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 a club or district 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.

These characteristics can help clubs and districts evaluate their goals. If one aspect is missing, the goal should be further developed and more clearly defined.

Strategies for Achieving Goals

The committee should ensure that clubs and districts are making steady progress toward their goals and offer them guidance and resources. The following guidelines can help committee members work together to accomplish these tasks:

- Outline specific actions needed to achieve the goal.
- Determine a time frame for each action.
- Identify who is responsible for implementing each action.
- Establish criteria for measuring progress and success.
- Consider the resources and tools that can help achieve the goal.
- Evaluate the committee's success, and consider how to better achieve future goals.

It's also useful to share strategies that have been successful in the past and to encourage club collaboration. The *Planning Guide for Effective Rotary Clubs* is a helpful tool that clubs use to establish annual goals. As a district committee member, you may want to review your clubs' planning guide to better understand the goal-setting process.

Concluding the Year

Although your term as a district committee member may last only one year, it's important to ensure a sense of continuity with future committees. Remember these responsibilities:

- Brief the district governor throughout the year on district committee activities. At the end of the year, inform the district governor-elect about projects that won't be finished by the end of the Rotary year.

- Meet with incoming district committee members about the activities that your committee has participated in. Talk about the challenges and successes that your committee has experienced throughout the year, as well as the strengths and weaknesses of the clubs you've worked with.
- Pass on files to incoming district committee members to ensure they're fully prepared to continue with the projects your committee has started.

APPENDIX 1: Roles and Responsibilities of District Committees

The RI Board of Directors recommends that nine standing committees be appointed within the district to address ongoing administrative functions. (Districts should feel free, however, to add any additional committees as they see fit.) The nine recommended committees are:

- District conference
- District programs (for example, Rotaract, Rotary Youth Exchange, Rotary Youth Leadership Awards, World Community Service)
- Extension
- Finance
- Membership development
- Public relations
- RI Convention promotion
- The Rotary Foundation
- Training

For district committee information not included in this appendix, please refer to the *Manual of Procedure* (035-EN).

District Conference

Under the direction of the governor, this committee plans and promotes the district conference and helps ensure maximum attendance.

Responsibilities

- Select the district conference venue and coordinate all related logistical arrangements.
- Coordinate conference finances to ensure maximum attendance.
- Promote conference attendance with particular emphasis on
 - New Rotarians
 - New clubs
 - Representation from every club in the district
- Promote the district conference to external audiences, such as the media, community leaders, and Rotary program beneficiaries.
- Coordinate, in cooperation with the district trainer, a district leadership seminar to be held in conjunction with the conference.

District Programs

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

Consult the RI Resources section on page 27 for publications on each program.

- Interact
- Rotaract
- Rotary Community Corps (RCC)
- Rotary Fellowships
- Rotary Friendship Exchange
- Rotary Volunteers
- Rotary Youth Exchange
- Rotary Youth Leadership Awards (RYLA)
- World Community Service

Responsibilities

- Coordinate districtwide efforts related to the program.
- Promote program participation through regular contact with assistant governors and clubs in the district.
- Present examples of successful programs at district meetings, and promote them among clubs in the district.
- Visit clubs to speak about examples of effective RI programs. (Program participants make excellent club speakers and will encourage clubs to get involved.)
- Assist club program chairs in carrying out their responsibilities.
- Encourage clubs to determine whether there are local needs that the program can address.
- Identify areas of potential cooperation between district programs and local, non-Rotary service organizations.
- Contact RI to share success stories and meet program reporting requirements.

Extension

Under the direction of the governor, this committee develops and implements a plan to organize new Rotary clubs within the district.

Responsibilities

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

Additional Training Requirement

The chair and as many committee members as possible should attend a training meeting conducted by the regional RI membership coordinator or RI membership zone coordinator.

Finance

This committee supervises district funds by reviewing and studying the amount of per capita levy and district administration expenses. It also prepares annual reports on the status of the district's finances.

Responsibilities

- Prepare a budget of district expenses in cooperation with the district governor to be submitted to clubs at least four weeks before the district assembly and approved at a meeting of incoming club presidents at the assembly.
- Review and recommend the amount of per capita levy. Any per capita levy must be approved by at least three-fourths of the incoming club presidents at the district assembly, by a majority of the electors present at the district conference, or by a three-fourths majority at the presidents-elect training seminar.
- Ensure that proper income and expense records are kept.
- Prepare a yearly financial report to be presented at the district assembly.
- Ensure that a committee member (preferably the treasurer) and the district governor are the authorized signatories for the district's bank accounts. (Both signatures are necessary for any withdrawal.)
- Ensure that the bank accounts are in the district's name.
- Check with local and national tax codes on what tax forms your district must file. Make sure your district abides by all local and national financial regulations.

Membership Development

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

Responsibilities

- Plan, market, and conduct a district membership seminar in consultation with the governor-elect and district trainer.
- Pay special attention to small and weak clubs in their membership recruitment efforts.
- Encourage clubs to strive to represent the demographic composition of the community's business and professional population.
- Ensure that clubs are aware of the membership tools available from RI.
- Work with the district governor and club leaders to ensure that the district achieves its membership goals.
- Coordinate districtwide membership development activities.
- Encourage clubs to participate in RI or presidential membership development recognition programs.

- Maintain communication with other district committees (for example, the extension and public relations committees) to coordinate activities that will aid membership development efforts.
- Inform club membership committee members that your committee can help them with their efforts.
- Encourage clubs to develop and implement a membership recruitment plan.
- Assist club membership committee chairs in carrying out their responsibilities.
- Visit clubs to speak about effective membership development strategies.
- Ensure that each club committee has a copy of the *Membership Development Resource Guide* (417-EN) and is aware of the steps for retention.

Additional Training Requirements

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

Public Relations

This committee promotes Rotary to external audiences and fosters understanding, appreciation, and support for Rotary programs. It also promotes awareness among Rotarians that effective external publicity, favorable public relations, and a positive image are desirable goals for Rotary.

Responsibilities

- Maintain contact with the district governor and key committee chairs to stay informed about district projects and activities that can be promoted.
- Encourage clubs to make public relations a priority.
- Promote Rotary to external audiences, such as the media, community leaders, and program beneficiaries.
- Contact the media with newsworthy stories of district projects and events.
- Share RI public relations materials with clubs.
- Seek opportunities to speak to individual clubs about the importance of club public relations.

RI Convention Promotion

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

Responsibilities

- Attend club and district meetings to promote the convention.
- Serve as a local resource for convention materials and information.
- Communicate with and assist the zone-level RI Convention Promotion Committee members assigned to your district.
- Contact potential registrants.

- Translate important convention information into local languages, if necessary.
- Create or expand a district Web site with links to www.rotary.org.

The Rotary Foundation

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

Committee Structure

The members of the district Rotary Foundation committee serve as chairs of eight sub-committees:

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

Responsibilities

- Assist the district governor in presenting a district Rotary Foundation seminar for club presidents, presidents-elect, club Foundation committees, and other Rotarians.
- Help the district training committee in conducting Foundation sessions at the presidents-elect training seminar (PETS) and the district assembly.
- Encourage clubs to conduct at least two programs on the Foundation each year, with special attention in November for Rotary Foundation Month.
- Promote high levels of financial support for Foundation programs by encouraging regular contributions to the Annual Programs Fund and gifts to the Permanent Fund.
- Ensure coordination of all district Foundation fundraising and program participation, including the Annual Programs Fund, Educational Programs, Humanitarian Grants, the Permanent Fund, and PolioPlus.
- Create a sense of ownership of The Rotary Foundation by all Rotarians in the district through effective communication.
- Ask the regional Rotary Foundation coordinator for assistance.
- Help decide how to use the District Designated Fund (DDF). The committee should make decisions in consultation with the district governor and governor-elect.

Additional Training Requirement

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

District Rotary Foundation committee members should consult the *District Rotary Foundation Committee Manual* (300-EN) for detailed information about their responsibilities.

Training

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

Responsibilities

- Understand that committee members are responsible to the convener of each meeting.
- Work with the governor-elect on
 - District team training seminar
 - Presidents-elect training seminar
 - District assembly
- Work with the governor on
 - District leadership seminar
 - Leadership development program, as appropriate
 - Club-level training
 - Rotaract leadership training
 - Other training events in the district, as appropriate
- Consult on training issues for the district Rotary Foundation seminar and the district membership seminar. (These meetings are the primary responsibility of other district committees.)
- With the direction of the meeting conveners, address
 - Program content
 - Session facilitation
 - Identification of speakers and other volunteers
 - Training leader preparation
 - Program evaluation
 - Logistics
- Support club trainers as needed.

2 Working with Clubs

District committees should work with their corresponding club committees by serving as a resource and helping clubs achieve their goals.

Club Leadership Plan

The Club Leadership Plan can help clubs increase their ability to meet their goals in each Avenue of Service.

The Club Leadership Plan is the recommended administrative structure for Rotary clubs. It is based on the best practices of effective Rotary clubs. The goal of the Club Leadership Plan is to create effective clubs that pursue the Object of Rotary by carrying out activities along each Avenue of Service. Although it isn't mandatory for any club to adopt the Club Leadership Plan, every Rotary club, new and old, can benefit from standardizing its administrative procedures based on these best practices:

- Develop long-range goals that address the elements of an effective club
- Set annual goals that are in harmony with long-range goals using the *Planning Guide for Effective Rotary Clubs*
- Conduct club assemblies that involve club members in the planning process and keep them informed of Rotary activities
- Ensure clear communication between club leaders, club members, and district leaders
- Provide continuity in leadership of club service projects
- Amend club bylaws to reflect club practices, including committee structure and the roles and responsibilities of club leaders
- Increase fellowship among club members
- Ensure that every club member is active in a club project or function
- Develop a comprehensive training plan

The Club Leadership Plan includes five recommended club committees:

- Club administration
- Membership
- Public relations

See appendix 2 for a summary of the Club Leadership Plan.

- Service projects
- The Rotary Foundation

Since each Rotary club is unique, the Club Leadership Plan is flexible enough to support the individual needs of clubs around the world. Additional committees can be added depending on the club's interests and needs.

Communicating with Clubs

Before working with clubs, committee members should consult with the governor to ensure that committee strategies and ideas support district goals. The governor can also provide advice on enhancing your committee's work through collaboration with other committees.

For effective communication between district and club committees, consider the following:

- Each club's needs and how to address them
- Successful club projects, initiatives, and activities
- Available resources

Being mindful of these areas will help ensure that district and club leaders receive appropriate information, which your committee can communicate through the

- District Web site
- Governor's monthly letter
- District meetings, such as
 - District conference
 - District assembly
 - Presidents-elect training seminar
 - District Rotary Foundation seminar
 - District membership seminar
 - Visits to clubs

In working with clubs, your committee's efforts will be more effective if you know each club's needs and challenges. You may want to use the *Planning Guide for Effective Rotary Clubs* as a reference and consult with assistant governors, who can provide information about each club's characteristics and concerns. Assistant governors can also advise your committee on tailoring information to help clubs achieve their goals.

All work with clubs should begin with the club president. Each district committee should provide the president with as much information as possible about its work, its goals, and what resources it can provide to the club. Seek the club president's permission to work directly with club committees.

As a district committee member, you may learn about particularly successful initiatives, projects, and activities. Share outstanding examples of service projects with Rotary International for possible use in *The Rotarian*, *Rotary World*, and other RI publications, or for inclusion in the Community Projects Database on the RI Web site.

See appendix 3 for more information on developing a key message.

Your Committee's Key Message

The more a club understands your committee's function and structure, the more potential you'll have for strengthening club activities and projects. Developing and delivering a concise key message gives clubs a clear vision of the committee's role and helps foster collaboration.

When creating a message, remember that your audience needs to understand how it will benefit from your committee's work. Thus, you need to demonstrate how the knowledge you provide can be used to overcome specific challenges.

Eight hours of preparation yield one hour of effective presentation.

Effective messages often begin with an example or vivid description to spark interest. Your committee's message should be brief. Be sure to avoid jargon and unnecessary details. Conclude your message by summarizing the main points and providing club members with ways to take meaningful action and access additional information.

Consider these suggestions for delivering your committee's key message to clubs:

- Make yourself available as a speaker for weekly club programs. Alternatively, work with your committee to develop a presentation about its area of expertise that each club can adapt.
- Meet with club committees that have a function similar to your committee's to ensure they understand your key message.
- Contribute to the governor's monthly letter, club bulletins, and club and district Web sites.
- Consult with other district leaders to ensure that your committee's key message is included at appropriate district training meetings and the district conference.

Club Goals

As a district committee member, you might work with club leaders to establish goals in your committee's area of concern and to develop strategies to meet those goals. Rotary International offers several tools that help clubs set goals, determine strategies for meeting them, and monitor progress. Using these tools, you can gather information that will help you to tailor your committee's message to each club.

Planning Guide for Effective Rotary Clubs

The *Planning Guide for Effective Rotary Clubs* (appendix 4) is an assessment and goal-setting tool. It allows the governor-elect and incoming assistant governors to work with club leaders on establishing goals related to the elements of an effective club and the Club Leadership Plan. The planning guide is first used during the presidents-elect training seminar to establish initial goals, which are further refined at the district assembly and submitted to the district by 1 July. After the Rotary year begins, it should be seen as a working document that a club can use to measure progress toward its goals.

Consult each club's planning guide to understand its goals and to determine specific ways your committee can help achieve them.

Memo of Club Visit

The *Memo of Club Visit* helps assistant governors assess a club's progress toward its goals at the end of the year.

Use the *Memo of Club Visit* to determine how your committee can help the club be more effective in the coming year and to identify clubs that have been especially successful. Outstanding club projects, ideas, and initiatives should be shared with other clubs in the district.

APPENDIX 2: Club Leadership Plan Summary

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:

1. Develop a long-range plan that addresses the elements of an effective club.
2. Set annual goals using the *Planning Guide for Effective Rotary Clubs* in harmony with a club's long-range plan.
3. Conduct club assemblies that involve members in the planning process and keep them informed of the activities of Rotary.
4. Ensure clear communication between the club president, board, committee chairs, club members, district governor, assistant governors, and district committees.
5. Provide for continuity in leadership, including the concept of succession planning, to ensure development of future leaders.
6. Amend bylaws to reflect the club committee structure and roles and responsibilities of club leaders.
7. Provide opportunities to increase fellowship among members of the club.
8. Ensure that every member is active in a club project or function.
9. Develop a comprehensive training plan that ensures
 - Club leaders attend district training meetings
 - Orientation 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.
- **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: Developing a Key Message

A key message that's delivered consistently throughout the district will ensure that clubs understand how your committee can support their efforts. The message should cover the following points:

- Your committee's goals and strategies to achieve them
- Ways your committee and club-level Rotarians can work together
- Examples of how your committee can help clubs reach their goals and improve their operations

In developing a key message, consider these steps:

- Develop a general outline.
- Update the outline to reflect adjustments in policy and conditions in the district.
- Modify your committee's message to appeal to individual clubs.

Review your message before presenting it to district and club leaders. Ask yourself the following questions to help make improvements:

- Does the message provide club members with the information they need to find out more about the committee and its relevance at the club level?
- What main points would a new club member remember about the message?
- What points need to be emphasized or modified?
- Does the presentation provide ideas about increasing involvement in Rotary?
- Does the message outline committee goals and strategies and how to achieve them?
- Does the message give examples of Rotarians in action who are making differences in their clubs, communities, and the world?
- Does the presentation include results from previous projects, plans, and discussions showing the committee's work with clubs?
- Is the presentation too complex or simplified?
 - How can the introduction be improved to encourage interest in the topic?
 - What additional information should be included in the presentation?
 - What information should be removed or modified?
- Could the presentation's sequence or flow be improved?
- Does the message include contact information or additional resources?

3 Resources

Clubs and other district leaders may look to you for guidance on issues relevant to your committee. Though you may not necessarily know all the answers, you should know where to find them. Many resources are available from clubs, districts, and Rotary International to help the district and clubs achieve their objectives. This section provides an overview of these tools.

Club Resources

Because district committees work directly with clubs, it's important to be aware of the different types of resources available at the club level.

Club Members

Some of the club's most important resources are found within the club itself, including club members' spouses and families. As you work with clubs, encourage them to use the knowledge and experience of their members.

Club Committees

Similar to district committees, club committees plan, promote, and implement activities and projects that sustain the club and serve local and international communities. If a club's committees don't function well, the club won't be able to reach many of its goals. To make these committees as effective as possible, encourage club presidents to work with other club leaders to

- Define the purpose of each committee
- Consolidate, eliminate, expand, or add committees as necessary
- Appoint committee members based on their personal interests and talents
- Limit committee membership to the number of people required to fulfill the committee's purpose
- Encourage committees to record meetings, plans, decisions, and results
- Participate in committee meetings when requested or required

Club Trainers

Club trainers oversee the club training plan. They serve a one-year term, with a limit of three consecutive terms. Work with them to ensure that all club training needs are met, and, if applicable, refer them to the district training committee for further support and ideas.

Community Members and Organizations

Successful Rotary clubs are involved in their communities. By maintaining close ties to important community members and organizations, clubs can determine what types of service projects are most appropriate for local needs. Regular contact with community members also can generate interest in Rotary, attract new club members, and facilitate cooperative relationships. As a district committee member, make sure that clubs are aware of community resources.

To determine key areas of concern in a community, clubs should examine these factors:

- Economic situation
- Geographical setting
- Educational strengths and weaknesses
- Political conditions
- Demographic profile

To obtain this information, club members should contact other community members, including:

- Other service organizations and nonprofit groups
- Schools
- Government offices
- Hospitals and other health care organizations
- Chambers of commerce and other business groups

District Resources

As part of a district committee, you'll act as an expert on district resources, so it's important to be familiar with all the ways club members can access information.

District Governor

The district governor, an officer of Rotary International, is the district's liaison to the RI president and Board of Directors. The governor is responsible for overseeing all the clubs in the district, advising and motivating them, and encouraging them to adopt strategies that will make them more effective. It's extremely important to regularly update the district governor on your committee's efforts. In return, the governor should provide the committee with any information that is relevant to its work. The method and frequency of communication with the governor should be outlined in the district's communication plan.

Governor-elect and Governor-nominee

Before the Rotary year begins, you'll work with the governor-elect and incoming assistant governors to develop district goals by reviewing your district's experiences and its current status. You'll also work with the governor-elect at the district assembly, where club committee chairs and members are trained. Once the year has started, the governor-elect will be planning for the upcoming year and may have ideas for supporting club activities.

The governor-nominee may also be involved in the planning process, especially if activities extend into the next Rotary year. Because district committee members are often appointed for more than one term, it's important to include the governor-nominee in your plans as much as possible.

Assistant Governors

Each assistant governor works with specific clubs within the district, assigned by the governor. Assistant governors assume the following responsibilities:

- Meet with and assist club presidents-elect to discuss club goals and viable strategies to achieve them.
- Visit each club at least once per quarter to discuss progress toward goals and resources to help meet them.
- Work with club leaders to schedule and plan for the governor's official visit.
- Update the governor regularly on clubs' progress and the challenges each one faces.
- Encourage clubs to follow through on the governor's recommendations.
- Identify and promote club leader development.
- Coordinate club-level training with the appropriate district committee.

Given assistant governors' important role at the club level, working closely with them can help increase your effectiveness with clubs. Assistant governors can alert your committee to clubs that need help or encourage clubs to support your work. Follow your district's communication plan so club leaders aren't overwhelmed by communication from both an assistant governor and district committees.

District Training

Training meetings held throughout the year provide Rotarians with the knowledge and skills they need to fulfill their responsibilities. At the district assembly, district committee chairs will work with club leaders to formulate club goals and strategies related to their committee. Before the district assembly, district committee members should consult with the trainer about the agenda and their role at the meeting. Committee members should use their time with club leaders to ensure that their committee's goals reflect clubs' interests and needs.

At the district leadership seminar, committee chairs may be asked to lead sessions on particular RI or Foundation programs. They should ensure that participants understand the program and will support their committee's goals. They also should seek participant feedback to help improve future committee presentations.

Under the direction of the governor or governor-elect (depending on the meeting), the district training committee is responsible for conducting training at the following meetings:

- District team training seminar
- Presidents-elect training seminar
- District assembly
- District leadership seminar
- District membership seminar
- Rotaract leadership training
- District Rotary Foundation seminar
- Leadership development program, as needed
- Other training events in the district, as needed

Other Committees

It's helpful to coordinate with other district committees to avoid duplicating efforts. Remember to communicate regularly, and direct clubs to other committees if they're more qualified to answer certain questions.

Past District Leaders

Past district leaders are often active in district and club affairs. Their leadership experience and knowledge of clubs in the district can provide you with insightful ideas and successful strategies. Seek their input when planning and implementing goals.

Governor's Monthly Letter

The governor's monthly letter is sent to club presidents and secretaries to inform, inspire, and recognize Rotarians in the district. Ask the governor to include your committee's key message and other information in the letter, which can help you communicate with all clubs in the district.

District Directory

The district directory provides meeting information for the district's clubs, as well as contact information for the governor, governor-elect, assistant governors, district committees, club officers, and other Rotary leaders.

District Web Site

Many districts have Web sites that provide information about club, district, and RI activities. You may wish to consult with the governor or other district leaders to ensure that information about your committee, including its goals and role in the district, is included on your district's Web site.

RI and Rotary Foundation Resources

Rotary International offers many resources on Rotary policies, procedures, programs, and training meetings, as well as information on the projects and activities of Rotarians and clubs around the world. This list will help you support clubs either by providing the information directly to them or directing them where to go.

Please note that this not a comprehensive list. For a complete list of available resources, consult the *RI Catalog* or www.rotary.org, which offers many free, downloadable publications.

RI and Rotary Foundation Appointees

RI committees — International-level committees that advise the RI Board on policy affecting Rotary International, districts, and clubs. The RI Board determines the purpose of each committee, and the RI president appoints the members.

RI resource groups — These Rotarians are appointed by the RI president to assist Rotary clubs and districts in carrying out tasks related to the presidential emphases.

RI training leaders — These Rotarians are appointed annually by the RI president-elect, in consultation with the president and moderator, to facilitate training at the International Assembly and provide Rotary information to club and district leaders.

Regional RI membership coordinators (RRIMCs) and RI membership zone coordinators (RIMZCs) — These Rotarians serve as the primary membership development resource for clubs and districts in a specific region or zone.

Annual Programs Fund strategic advisers — These Rotarians work with the regional Rotary Foundation coordinator to serve as their region's primary Annual Programs Fund resource.

Major Gifts advisers — These Rotarians work with the regional Rotary Foundation coordinator to serve as the primary Permanent Fund and major gift resource for a specific region.

Regional Rotary Foundation coordinators (RRFCs) — These Rotarians serve as the primary Rotary Foundation resource for a specific region.

Rotary Foundation alumni coordinators (RFACs) — These Rotarians work with the regional Rotary Foundation coordinators to encourage Rotary clubs and districts to involve Foundation alumni in Rotary activities.

Contact information for RI and Foundation officers, committees, and resource groups can be found in the front section of the *Official Directory*.

The Secretariat

The Secretariat of Rotary International acts as the administrative body for Rotary clubs worldwide by gathering, analyzing, translating, and publicizing Rotary information. It includes RI World Headquarters in Evanston, Illinois,

USA, and seven international offices. It serves Rotarians, Rotary clubs, and the leaders of the association, helping them attain the Object of Rotary.

Club and District Support representatives at international offices and RI World Headquarters can answer many administrative questions and direct other inquiries to appropriate staff. Contact information for the Secretariat staff is listed in the *Official Directory* and at www.rotary.org.

General Reference

Club Officers' Kit (225-EN) — Set of manuals providing an overview of responsibilities and general guidelines for club officers. The kit includes:

Club President's Manual (222-EN)

Club Secretary's Manual (229-EN) — includes section for the club treasurer

Club Administration Committee Manual (226A-EN)

Club Membership Committee Manual (226B-EN)

Club Public Relations Committee Manual (226C-EN)

Club Service Projects Committee Manual (226D-EN)

Club Rotary Foundation Committee Manual (226E-EN)

Manual of Procedure (035-EN) — Policies and procedures of Rotary International and the Foundation established by legislative action, the RI Board of Directors, and the Trustees of The Rotary Foundation, issued every three years after each Council on Legislation. Contains the RI constitutional documents.

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.

News Publications

Rotary World — Quarterly publication for Rotary club, district, and international leaders, available in nine languages. A source of information on all RI and Foundation programs, and club and district news.

Rotary World Magazine Press — *The Rotarian* is 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 22 languages serve Rotarians around the world.

District Conference

District Conference Manual (800-EN) — Includes guidelines required by the RI Board of Directors as well as information on promotion, program planning, logistical arrangements, and district business.

Convention Promotion

Convention E-bulletin — E-mail update with convention news. Subscribe through Member Access on the RI Web site.

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

Registration Booklet — Contains convention registration, hotel reservation, and host-ticketed event order forms, along with event and destination information.

RI Convention Promotion DVD (719-MU) — Contains highlights of convention locations and an invitation from the RI president.

Convention Promotion Kit — For members of the RI Convention and RI Convention promotion committees and district convention promotion chairs; contains convention promotion DVD and electronic resources.

Finance

District Finance Committee Resource Guide (Web only) — Includes general information on financial best practices.

Membership

How to Propose a New Member (254-EN) — Brochure outlining the procedure for selecting and electing members.

Membership Development Resource Guide (417-EN) — Outlines basic procedures for building club membership and lists suggestions for recruiting and retaining members.

New Member Orientation (414-EN) — Resource for Rotarians responsible for creating or updating their club's new member education program.

Organizing New Clubs (808-EN) — Resource designed for district governors and their representatives in organizing new clubs.

Rotary Basics (595-EN) — Educational publication containing the information every Rotarian should know.

Rotary: The Possibility (688-MU) — A three-minute video that provides an overview of Rotary service projects worldwide for prospective members.

The ABCs of Rotary (363-EN) — Compilation of short articles about Rotary history and programs.

The Membership Minute — E-mail newsletter that contains membership strategies and tools. Free subscription available at www.rotary.org.

This Is Rotary (001-EN) — Colorful brochure providing a brief overview of Rotary for prospective Rotarians and the public.

What's Rotary? (419-EN) — Wallet-size card answering frequently asked questions about the organization and scope of Rotary. Popular as a handout to non-Rotarians.

Service Projects

Abuse and Harassment Prevention Training Manual and Leaders' Guide (775-EN) — Designed to help Rotarians provide a safe and secure environment for participants in RI youth programs.

Communities in Action/Menu of Service Opportunities Kit (605-EN) — Comprehensive instructions for planning, conducting, and evaluating a service project and RI's recommended types of projects for clubs and districts.

Community Assessment Tools (Web only) — For clubs to evaluate needs in their communities and improve the effectiveness of their service projects. Provides eight session guides for carrying out practical and low-cost community needs assessments.

Community Projects Database (Web only) — Listing of successful club projects to generate new ideas and model best practices.

RI Programs

Interact Handbook (654-EN) — Guide for organizing and administering an Interact club.

Rotaract Handbook (562-EN) — Guide for organizing and developing a Rotaract club.

Rotary Community Corps Handbook (770-EN) — Basic steps for organizing a corps, including how to identify potential leaders. Also includes case studies and program ideas.

Rotary Fellowships Handbook (729-EN) — Guide for organizing and promoting a Rotary Fellowship.

Rotary Friendship Exchange Handbook (Web only) — Guide to arranging a Rotary Friendship Exchange.

Rotary Volunteers Handbook (263-EN) — Guide for people interested in becoming a Rotary Volunteer and for clubs looking for volunteer assistance on projects.

Rotary Youth Leadership Awards Handbook (694-EN) — Guide to organizing club or district events to develop leadership among young people.

WCS Projects Exchange (Web only) — List of club World Community Service projects that are seeking assistance, along with examples of successful projects.

World Community Service Handbook: A Guide to Action (742-EN) — Information on the program, including overviews of donations-in-kind projects and Rotary Volunteers, as well as Rotary Foundation grant programs.

Youth Exchange Handbook (746-EN) — Guide to operating a Rotary Youth Exchange program.

The Rotary Foundation

District Rotary Foundation Committee Manual (300-EN) — Complete reference for the Foundation committee and subcommittees.

District Rotary Foundation Seminar Manual (438-EN) — Guide to help districts conduct a Foundation seminar for districts and clubs.

Every Rotarian, Every Year Club Success Kit (958-EN) — Brochures, stickers, and instructions to help Rotary clubs promote the Annual Programs Fund.

PolioPlus Brochure (323-EN) — Update on the global polio eradication effort, including recent developments and statistics, a description of the contributions of Rotary and its major partners, and the challenges remaining to achieve a polio-free world.

The Rotary Foundation Annual Report (187B-EN) — Overview of Foundation programs, fundraising, and financial highlights.

Rotary Foundation Facts (159-EN) — Pocket-size leaflet of recent Foundation statistics.

The Rotary Foundation Quick Reference Guide (219-EN) — Compilation of the programs and services of The Rotary Foundation in a quick-reference format.

Public Relations

Effective Public Relations: A Guide for Rotary Clubs (257-EN) — Resource with tools and tips for promoting club activities to attract positive attention from the media, community, and potential new members.

PolioPlus Headliner Kit (322-EN) — Polio-related public relations tools that can be tailored to give local media outlets a hometown news angle. Includes a sample news feature, opinion piece, letter to the editor, press releases, and photos, plus tips for distributing them to newspapers, journals, and trade magazines.

Public service announcements — Print, radio, and television announcements that clubs can use to promote Rotary in their communities.

Rotary Fact Pack (Web only) — Rotary fact sheets to assist with club public relations efforts.

Rotary PR Tips (Web only) — A biweekly newsletter that offers innovative ideas for clubs and districts to promote Rotary in their communities. Subscribe on the RI Web site.

Training

District Trainer's Manual (246-EN) — Includes information on program planning, logistics, facilitation, and training techniques.

Rotary International Leader's Guides — Includes information on planning and organizing a training seminar, session outlines, handouts, evaluation forms, and accompanying slides.

RI Web Site

The RI Web site (www.rotary.org) provides resources and current 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.

Member Access — Password-protected area of the site that allows Rotarians to contribute to The Rotary Foundation, manage their RI e-mail subscriptions, register for meetings, download administrative software, and access member benefits. Club and district officers have access to additional reports and records.

Rotary E-Learning Center — Designed for the independent study of Rotary information. Brief modules for new members and club officers can be viewed online or downloaded. (Modules are not intended to replace district training meetings but should be used when supplemental training is appropriate.)

APPENDIX 4:

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 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: _____
Telephone: _____ 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 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 club's current new member orientation program:

Describe 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 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 that 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 for 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 RYLA (Rotary Youth Leadership Awards) activities: _____

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 local 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
- Review the club’s current and ongoing service projects to confirm that they meet a need and are of interest to club 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
- Conduct or obtain a needs assessment of the community or communities in other countries
- Recognize club members who participate in and provide leadership to 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 RYLA (Rotary Youth Leadership Awards)
- Use a grant from The Rotary Foundation to support a club project
- Other (please describe):

Action steps:

THE ROTARY FOUNDATION

Current State

Number of grants awarded:

District Simplified Grants: _____ Volunteer Service Grants: _____

Matching Grants: _____ Health Hunger and Humanity (3-H) Grants: _____

Number of Ambassadorial Scholars: Nominated _____ Selected _____ Hosted _____

Number of GSE team members: Nominated _____ Selected _____ Hosted _____

Number of Rotary Grants for University Teachers: Nominated _____ Selected _____

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

Number of Rotary Conflict Studies Fellows: Nominated _____ Selected _____

Number of PolioPlus or PolioPlus Partners 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 for the upcoming Rotary year:

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:

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 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
 - Matching Grants
 - District Simplified Grants
 - 3-H Grants
 - Volunteer Service Grants
 - PolioPlus/PolioPlus Partners
 - Host/Sponsor Ambassadorial Scholar(s)
 - Sponsor a Rotary World Peace Fellow
 - Sponsor a University Teacher
 - Sponsor a Rotary Conflict Studies Fellow
- Invite Foundation program participants and alumni to be part of club programs and activities
- Other (please describe):

Action steps:

LEADERSHIP DEVELOPMENT

Current State

Number of club leaders who attended

District assembly: _____ District Rotary Foundation seminar: _____

District membership seminar: _____ District leadership seminar: _____

District conference: _____

Number of club members involved at the district level: _____

Number of visits from the assistant governor this past 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 PETS and the district assembly
- Have all committee chairs attend the district assembly
- Encourage interested past presidents to attend the district leadership seminar
- Use the expertise of the club's assistant governor
- Encourage new members to assume positions of leadership through participation in club committees
- Ask club members to visit other clubs to exchange ideas and share what they learn with the club
- Other (please describe):

Action steps:

PUBLIC RELATIONS

Current State

List club activities covered by the media and the type of media (radio, newspaper, television, etc.):

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 that the public relations committee is trained in how to conduct media campaigns
- Conduct public relations efforts for all service projects
- Conduct a public awareness program targeted at the business and professional community about what Rotary is and what it does
- Arrange for a public service announcement to be broadcast on a local television channel

Other (please describe):

Action steps:

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:

Our club would like assistance from the assistant governor or 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 Signature

Rotary Year

Assistant Governor Signature

Date

Date

SUMMARY OF GOALS FOR _____ 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 address 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 local 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"/>
The Rotary Foundation goals 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"/>
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"/>

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APPENDIX 5: District Team Training Seminar

Discussion Questions

Consider the discussion questions below to maximize the effectiveness of your time with fellow district leaders.

Communication within the District

When should district leaders communicate with each other?

What information should be communicated to clubs? What information should be communicated to district leaders?

How will information be communicated?

How can you ensure that all parties remain fully informed?

Roles and Responsibilities of District Committees

In working with the governor, what are your responsibilities?

In working with the clubs, what are your responsibilities?

Elements of an Effective Club

What is the district's role in supporting effective clubs?

Achieving Goals

How do district committees support the achievement of club and district goals?

Working with Clubs

How can district committees cooperate to support clubs?

How can district committees use the Club Leadership Plan in working with clubs?

If you've already served as a district committee member or chair, what are some ways that you successfully conveyed key committee messages to clubs?

Resources

How will you collaborate with assistant governors to serve clubs effectively?

What resources are available at the club, district, and community levels?

What resources are available from Rotary International?

Problem Solving

How do district leaders determine that a club needs additional support?

How can you help clubs that need additional support?

What successful strategies have you used that you'd like to share with your fellow district committee members?

THIS YEAR

CLUBS WILL LOOK TO YOU FOR

GUIDANCE AND SUPPORT

RI RESOURCES CAN HELP

- ✓ Club Committee Manuals for Administration, Membership, Public relations, Service projects, and The Rotary Foundation
- ✓ RI and Rotary Foundation Staff
- ✓ www.rotary.org

For specific publications related to your committee, refer to the *RI Catalog* or the RI Web site.



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