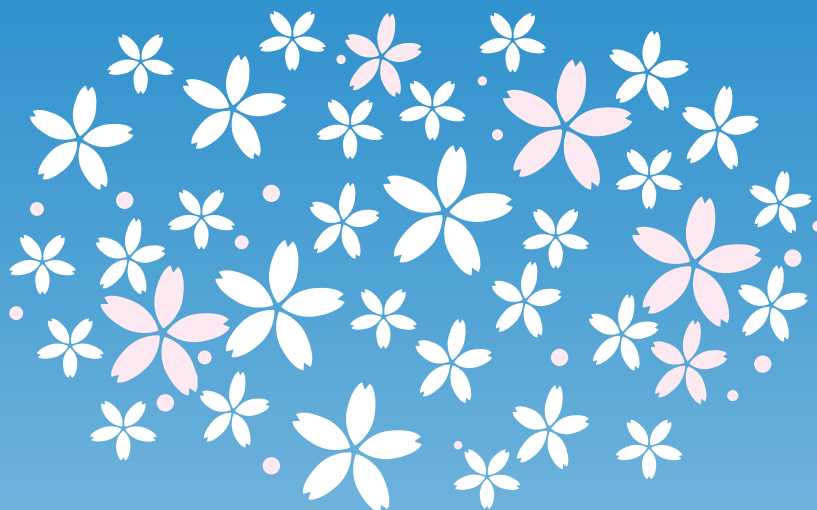
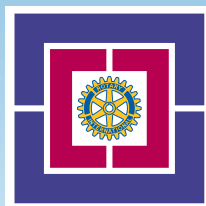


Speeches



**2012 International Assembly
San Diego, California, USA
15-21 January 2012**



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Peace Through Service

Sakuji Tanaka
RI President-elect

Good morning.

It is a great honor to be here, standing before all of you: my governors for the 2012-13 Rotary year.

Rotary has been at the center of my life for many years. I did not know it at the time, but the day I joined Rotary in 1975 was the day I set my first step on the path to a different future.

Before I joined Rotary, my view of the world was narrow. I was the fourth of eight children. We were poor, and so was nearly everyone we knew. I had never met anyone who was not Japanese.

Every week, I walked with my mother 20 kilometers to the market, to sell vegetables. This was as far as I went, and as much as I saw of the world beyond my village.

I dreamed of travel. I dreamed of seeing other cities and countries. I wondered what they were like.

Since then, I have traveled a great deal. I have seen more of the world than I ever imagined. But nothing has broadened my vision as much as the perspective I have gained through Rotary.

Before I was a Rotarian, I saw only what was in front of me. I saw my business, my family, my customers, and my competitors. When I traveled, I saw only what I wanted to see.

But I did not see beyond that. I did not look for context. I did not look past what I believed was important to me.

One day, I was asked to join the Rotary Club of Yashio. And it was two years later that someone came and spoke to us about the idea of vocational service. From that day, slowly, I began to change. I realized that the purpose of my life was not just to earn more, to sell more, to make my business better than anyone else's. I realized that I wanted to have higher goals — both personally and professionally. I realized that for me, the most important thing in life was being useful to other people.

And I realized that by helping others, even in the simplest of ways, I could help to build peace.

We hear the word *peace* every day. We hear it in the news, we use it in conversation, and we talk about it a great deal in Rotary. But most of us spend very little time thinking about what peace is, and what that word means.

On its simplest level, peace can be defined by what it is not. It is a state of no war, no violence, and no fear. It means that you are not in danger of hunger or persecution or suffering or poverty.

But we can also define peace by what it is, and by what it can be. Peace can mean freedom of thought and of speech, freedom of opinion and of choice, and the ability for self-determination. It can mean security, confidence in the future: a life and home in a stable society.

On a more abstract level, peace can mean a sense of happiness, of inner serenity, of calm.

The truth is that peace means different things to different people. No definition is right, and no definition is wrong. However we use the word, this is what peace means for us.

No matter how we use or understand the word *peace*, Rotary can help us to achieve it.

Rotary helps us to meet the basic needs of others: to provide health care, sanitation, food, and education when and where it is most needed.

It helps to meet the inner needs as well, for friendship, connection, and caring.

And Rotary helps us to build peace in its most traditional sense, by reducing the causes of conflict. It builds bridges of friendship and tolerance among people and nations. It helps us to understand one another.

Through our service, we learn that the problems that may seem large to us are really very small. We learn empathy for others. We come closer to people who seem very different from us. And we begin to understand how alike we really are.

Through our Rotary service, we know that cooperation is more productive than conflict. We learn to value each other, as human beings with human strengths and weaknesses. We know that every one of us has something to give, and every one has something to teach.

To me, Service Above Self is more than just a motto. It is a way of life — one that will make any life richer and more meaningful.

Putting Service Above Self allows us to focus our energies on what is truly important. We put the common good above our own. We value the needs of others over our own desires. We think less about ourselves and more about what is best for everyone. And in this way, we help to build the foundation for a more peaceful world.

This is why, in 2012-13, our Rotary theme will be *Peace Through Service*.

Because however we define peace, whatever peace means to us, we can bring it closer through service.

Service Above Self reminds us that none of us can live for ourselves alone. A life lived in isolation is empty and without joy. But when we live for others — when we focus on our role within our family, our community, and all humanity — then we begin to realize our own place in the world.

I am part of the first generation to grow up in Japan after a terrible war. I think it is natural that we now place a great priority on peace. We saw where militarism brought our country. And we also saw the great economic growth that came when our nation made the choice to change our way of thinking, and to embrace peace.

This was the decision that allowed Japan to prosper and thrive. It allowed new generations of children to grow up in safety, to become educated, to improve their lives. It fundamentally changed the Japanese attitude toward other countries and cultures.

It caused us to open our minds, to become more tolerant, to seek greater understanding.

And it allowed us to focus our energies toward positive goals. In Japan, it is traditional to value the needs of our citizens over the needs of the individual. This has always been part of our culture. In the weeks and months following the great earthquake and disaster of last March, this was what helped us to survive and rebuild.

This is a lesson that I think the whole world can learn from, in a positive way. When we see the needs of others as more important than our own needs — when we focus our energies on a

shared goal that is for the good of all — this changes everything. It changes our perceptions. It changes how we relate to the world. It changes our priorities in a fundamental way.

And it changes how we understand the idea of peace.

For me, the idea of *Peace Through Service* does not involve any complicated philosophy. I am not a philosopher. I am a businessman. And over many years of business, I have seen that in the end, the only way to a successful business is happy customers. When my customers are happy, my business grows. And this makes me happy also — not only because my business is doing well, but because I am glad to see that I have made others happy.

In business and in life, in order to get where you want, you have to know where you are going. In Rotary, we have made the decision to adopt the goals and priorities of the RI Strategic Plan as the roadmap for our organization.

In 2012-13, I will ask you to focus the energies of your clubs on the three priorities of the RI Strategic Plan: to support and strengthen clubs, to focus and increase humanitarian service, and to enhance public image and awareness.

I will ask you also to help promote the three Rotary Global Peace Forums that we will be holding, in Hiroshima, Berlin, and Honolulu. You will be learning more about these important events during this assembly. I hope that many of you will become involved, and make it a priority to attend.

In Rotary, our business is not profit. Our business is peace. Our reward is not money, but the happiness and satisfaction of seeing a better, more peaceful world — one that we have achieved through our own efforts.

In this Rotary year, I ask you to put *Peace Through Service* at the forefront of your Rotary work.

And I ask you to understand that peace, in all of the ways that we can understand it, is a real goal and a realistic goal for Rotary. Peace is not something that can only be achieved through treaties, by governments, or through heroic struggles. It is something that we can find and that we can achieve, every day and in many simple ways.

And so I ask you all to commit to a Rotary year of *Peace Through Service* — and a Rotary goal of a more peaceful world.

Thank you.

Supporting Strong Clubs

Kalyan Banerjee
RI President

Hello and *namashkar*. I am so very glad to be here with all of you, our new generation of Rotary leaders.

I know that many of you got here only yesterday after a very long trip indeed, and I hope that the excitement of the day is carrying you through whatever jet lag you may be experiencing, because we've got a very, very busy week ahead of us here in San Diego. Believe me, you have my sympathies — I know exactly what it's like to get off a plane from halfway across the world and jump straight into business! The clock on the wall says one thing, your watch says another, you're trying to remember what the clock at home is saying, and your body clock says, I give up!

But somehow or other we all get past it, as we have to do. And as the veteran of quite a few International Assemblies myself, I am going to tell you one thing you might as well know right now: you aren't going to be getting very much sleep while you're here.

But what you are going to get is inspiration.

How could you not be inspired, just looking around you today? Because my brothers and sisters, what we have in this room this afternoon is nothing short of remarkable. We have 532 men and women from every corner of the world. When you walk through the halls of the hotel this week, you'll be hearing people talk in languages you might not even have known existed a week ago! And the amazing thing, the thing that just makes us all stop and wonder at the miracle that is Rotary, is that every single one of us is here for the same reason. We're here because we love Rotary. We're here because we love what we can do through Rotary, and we want to do more of it.

All of you are here to become Rotary leaders — not for your own glory, not for the honor — but because you believe, as I believe, that through Rotary leadership, we can help our fellow Rotarians do more as well.

And if we believe that, then it is only too obvious that each of us has an obligation, a responsibility, even a sacred duty to become the very best leaders that we can be.

A district governor has many responsibilities, but when you come right down to it, what is your main role? Why do we have district governors? Well, it's really quite simple. We have them to support our clubs, so that every club president has someone more experienced and more knowledgeable, someone who is connected with RI but still local, someone who is standing behind them, someone to turn to when they have questions or perhaps problems or just need a bit of advice, someone who is there to inspire them, to motivate them, to help them make their clubs the strongest and the best they can possibly be.

I think everyone has heard that quote of Thomas Edison's, that genius is 1 percent inspiration and 99 percent perspiration. That's true enough, but what I like even better is a saying of Albert Einstein's, that if A equals success, then the formula is: $A=X+Y+Z$, where X is work, Y is play, and Z is the ability to keep your mouth shut.

Well, Einstein wasn't a Rotarian, and sadly it's a bit too late to recruit him. But he might as well have been writing about success in Rotary leadership. You do need the fun, of course — that's part of what makes Rotary what it is — but fun is secondary and work is first. We all enjoy Rotary, but the primary thing, the point of why we're here, it has to be the work, it has to be the service, it has to be the difference we are making.

And it has to be our core values. Everything we do in Rotary, as Rotarians and as leaders, has to be based on those, and has to be based on trust. Because if you take all the qualities of a great leader, and you sum them up in one word, that's what that word would be: trust.

You know that whatever happens, a great leader is not going to take more than their share of the credit — or less than their share of the blame.

If you go to them with a problem, they'll be ready and willing to help. They're not there to judge or criticize; they're there to help you see the problem more clearly, so that you can see it through.

A great leader is someone you can trust, not necessarily to have all the answers but to be able to find them. And it's someone who will listen, who will not dismiss your concerns, who will take the time to take you seriously.

What's the gold standard of great leadership? In Rotary, I think it's very simple. It's being the kind of leader about whom every Rotarian in your district says, "You know, if I am ever a district governor, I'd want to be a district governor just like him (or her)." Because in Rotary, part of leadership is being a role model. Leading in Rotary isn't like leading anywhere else. You're leading equals. You're not there to give orders; you're there to give support.

And that's why I've thought for a very long time that Rotary office is perhaps the best exercise in humble leadership that there is. It's only for a year, so there's not much time to get a big head and also not much time to get things done, so you've got to keep moving. And of course, once you're done being the leader, which happens quite quickly, you know exactly where you're going: right back to your old seat in your own club, as someone else takes the office you've just left.

Your office is only for a year. And of course it's natural that each of us wants to make our mark. But I can tell you right now that if you try to start from scratch and achieve something monumental with your name on it in just one year, you are bound for failure. To really succeed, you have to look past yourself, past your year, and into the long term, at the health of your community and our organization.

So when you start the 2012-13 Rotary year, remember that the best thing you can do for your district is to leave it stronger than you found it. The question is not what can you do in just one year, but how far can you bring your district in just one year — what can you build on, what can you begin, what can you do for your clubs that will still be going, still be moving, still be changing lives for the better long after you've left office?

And we each have to remember that in the end, it doesn't matter who thought of it or who gets the credit, because our motto is Service Above Self. It's not about us. It's not even about the work we do. It's about the work that gets done.

Thank you.

2012-13 Rotary Foundation Goals

Wilf Wilkinson

Rotary Foundation Trustee Chair-elect

It's a fantastic pleasure to be here this morning. One of the great consolations of ending a term as Rotary International president, as I did three and a half years ago, is the hope that you'll be invited back to serve as Rotary Foundation chair. And when I was leaving Evanston in July 2008, I'll admit that I was doing a little bit of mental math — I'm an accountant, so you could call that an occupational hazard — trying to work out how likely it was that I'd be the lucky guy to be Foundation chair the year that we finally interrupt global transmission of the wild poliovirus. At the time I thought my chances were better than average, but it was a long way off still and I knew that a lot could happen in between.

Well, here we are at the International Assembly, three and a half years later, and I'll tell you, every month from then until now, I've gotten more and more optimistic about those chances. And today, I'm here as incoming Rotary Foundation chair to talk to you about our Foundation goals for 2012-13. There are a number of them and they're all important, and we'll get to them in a minute. But I want to say loud and clear, with no mistake at all: our first goal, our No. 1 goal — the goal we must achieve, the goal we will achieve, the most important thing that we have to accomplish in our year in office — is the interruption of transmission of the wild poliovirus in 2012-13.

And there's a lot of good news on that front. There's a lot of reason to be hopeful. But I have to say, it's very far from being a done deal.

The Global Polio Eradication Initiative has an independent monitoring board, which puts out periodic reports on the initiative's progress. The most recent report was published in October. And it's sobering reading. Right away, just opening the first page, it is all too clear how urgent, how in need of action, the polio eradication initiative is.

Right now, as many milestones are being missed as are being met.

Case numbers are falling dramatically in India and Angola, and that is fantastic news. But the news from other countries with persistent or re-established polio transmission was not nearly as positive. Several countries actually lost ground in 2011, most notably Afghanistan, Chad, Pakistan, and the Democratic Republic of the Congo. The obstacles to full eradication, political and financial, are still significant.

I'm not here to give you a comprehensive update on polio eradication — you'll be hearing much more about polio from other people this week — but we are all aware that the Global Polio Eradication Initiative is not currently on track to meet its goal of interrupting polio transmission by 2012.

But. Isn't there always a but?

But, the report concludes, it is still absolutely, 100 percent possible. It can still happen — if we do what it will take to make it happen.

And I, for one, am absolutely committed to doing everything I can do to see that it does happen in the 2012-13 Rotary year.

We have to raise awareness. We have to raise support. And we have to make it clear, to everyone we talk to, at every Rotary event, to all of our partners and in our communities and everywhere we can, that polio eradication now is nothing short of a global health crisis. It is a single moment

in time that has never come before and will not come again. It is an opportunity that we and our partners have been working toward, constantly, relentlessly, for nearly 27 years. We have to seize that opportunity, and seize it now — or it will be lost.

My friends, a few months ago I met with your incoming RI president, President-elect Sakuji. And he told me then that he loves a challenge. I said, So do I. And that's a good thing for all of us, because this new Rotary year is going to be full of challenges — challenges we will embrace and conquer together.

The first, as I just said, will be the eradication of polio.

The second challenge will be the focus of our service in the coming Rotary year: achieving *Peace Through Service*. There are endless ways to help build peace in our world, through our clubs, and through our Foundation. The polio eradication initiative, as the largest global public health initiative in history, is doing a tremendous amount toward that goal — by building partnerships between the public and private sectors, by improving health infrastructure and monitoring in the poorest areas, and by making it clear to all that we cannot have a healthy world if even one child is forgotten.

The third challenge will be continuing to build and strengthen our Annual Fund, despite the recession and despite competing needs. Very simply, the Annual Fund is the heart and soul of The Rotary Foundation. It supports much of Rotary's work around the world, and through that, the Foundation's mission of advancing world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty.

You can't get any better than that. And that's why we have Every Rotarian, Every Year, which asks every Rotarian to give an annual gift to the fund, with an average donation of US\$100 per Rotarian. It's not an exorbitant amount for any one person, but if we met that goal across our entire organization, it would catapult our Foundation's capacity to do good in the world to an entirely new level.

Unfortunately, last year only four Rotary countries — Korea, Japan, Canada, and the United States — met that goal. And to put it plainly, that's simply not right.

Many, many Rotarians and clubs are meeting or exceeding their goal, making the Foundation's strength a priority no matter what. But many other clubs, and many other Rotarians, are not pulling their share of the weight. Some are not contributing at all. And that is something that every one of us in the room needs to look at, to focus on and address.

All of us here know and believe in and love our Foundation. We need to share that love, so that our Foundation will be made stronger, with more power to do good, by every single Rotarian, every single year.

The fourth challenge facing us in 2012-13 may not sound exciting, but it is going to be enormously important as we move forward into Future Vision, this new era for our Foundation. That challenge is stewardship — specifically, stewardship of Foundation funds at the district level.

Under the new grant model, the Trustees are entrusting very significant amounts of money to the districts and asking them — expecting them — to spend it wisely. The dollars, euros, won, pounds, kronor, and yen that your district will receive were donated by people who gave them knowing and believing that their money was going to be Doing Good in the World. It is your responsibility, as district governors, to make absolutely, 100 percent sure that that expectation, that trust, is never betrayed.

In Rotary, we have a reputation — one that we have earned and that we fully deserve — for honesty, transparency, and responsible stewardship. With Future Vision, more than ever before,

that reputation will rest with the districts, meaning it will rest with you. One of the fundamental premises of district grants is that Rotarians at the district level can determine what can be done locally, whether in their own communities or abroad, more effectively than the Foundation can do from a central office in Evanston. Future Vision means moving responsibility for sound judgment and decision making, for wise and careful use of Foundation resources, into the hands of Rotarians at the district level. And the responsibility for what happens in your districts lies with you.

My friends, my fellow Rotarians, our future Rotary leaders:

No one ever said being a district governor was easy. No one ever said success would be guaranteed. But as the saying goes, nothing worth having comes easy.

I believe, I believe absolutely, that we can and will meet every one of the challenges I have set before you.

We will guard and use our resources wisely.

We will strengthen our Foundation's future through its Annual Fund.

We will build a better world by seeking *Peace Through Service*.

And my friends, we *will* interrupt the transmission of the wild poliovirus. Together, we will take this first historic step down the path to a polio-free future.

We can do it. We must.

It is up to you.

Future Vision Updates

William B. Boyd Rotary Foundation Trustee Chair

If you have taken children on a long car trip, you know that after a few hours they will ask the question "Are we there yet?" We are on a Future Vision journey that will lead us to a new Foundation, and you may be asking "Are we there yet?" The answer is "not quite" but we are well on the way.

If you come from a pilot district, you can now understand that our Rotary Foundation, which had served the world so well for 90 years, was in fact becoming dated. We were reacting to a changing world by adding yet another program or twisting the rules and making ourselves more complicated and more expensive to administer.

It was time to step back and face the reality that we must change or we would become less relevant and our impact on the needs of humanity would quietly diminish.

The principles on which we based our Future Vision were simplicity; a desire to give districts, clubs, and Rotarians more involvement in spending and stewardship; and the importance of building sustainability into our activities.

One day when we look back on the changes, we will probably recognize that the masterstroke was to recognize the six areas of focus. We needed to lift ourselves above the multitude of little projects that felt good but addressed symptoms not causes, and were too often short-term in their benefits.

Just think about the needs of the world and how the most serious issues fit within

- Water and sanitation
- Maternal and child health
- Disease prevention and treatment
- Basic education and literacy
- Economic and community development
- Peace and conflict prevention/resolution

We have finite resources and cannot do everything for everybody, but these are key areas in which Rotarians can make a difference. We can change the world.

Just look at what has happened with polio. As our good friend Bruce Aylward, assistant director general of the World Health Organization, says, experience has shown "Rotary is right. We can eradicate polio," so we can move on to show the world that there are answers to the other major issues around our globe and that Rotary is prepared to lead the way. We can't do it on our own, but we can and will make a difference.

We are now halfway through the three-year pilot, and it is a good time to ask what have we learned. Some of the lessons are:

- Learning is a two-way street. The learning curve for staff has been as steep as that for Rotarians, and we are making changes as we come to understand that there are better ways to reach our goals.
- To make Future Vision as good as it can be, we need plenty of reporting from the pilot districts. I am old-fashioned about filling in forms, but evaluation is critical to our success.

- The pilot districts are doing a good job, and we should thank them for taking us through all those early, difficult times.
- The innovative projects are exciting, as Rotarians now have the chance to be creative and use their imaginations to find new ways to serve.
- The areas of focus are appropriate and are melding into our strategic plan as we collectively move forward.
- Establishing the boundaries for our areas of focus has sometimes been challenging, as we seek the balance between all the activities that Rotarians wish to do and still retaining our focus.
- We now have much better interaction between Rotarians and staff. The whole relationship has become more positive, and this is leading to better projects.
- Water is a major interest for Rotarians. Water and sanitation is the most popular area for global grants, representing nearly a third of all global grants last year.
- The vocational training teams have been slow to be taken up by districts, but some have been very effective. For example, districts in South Africa and the United States exchanged teams to study early childhood education, and found to their surprise that they had the same issues of curriculum, facilities, and community support. Both teams learned from each other, a situation that meant benefits for all.

What are some of the projects we are seeing?

One of the districts to most quickly explore and implement projects with the freedom given by Future Vision was District 5020, which spans the border between the United States and Canada. Within a few months, they had received 12 global grants and were actively using their district grant. The grants were for activities in 15 countries and often built on successful projects of past years, which could now be expanded to larger, more sustainable activities. Through global and district grants, they have given books in English and Swahili to schools in Kenya, fitted solar panels to schools in Peru and the Philippines, and furnished classrooms and washrooms to a vocational and literacy school in Honduras, later adding uniforms and school supplies. Each project included components to sustain the benefits to the community even after the grant funds were spent. This was in addition to addressing needs in their own communities with Foundation funds.

We are seeing an Australian district sending a vocational training team to Timor-Leste to establish a training program to reduce the mortality rate of mothers and children during childbirth, a U.S. district sending a vocational team to study the impact of oil spills in Mexico and Australia, and a district in Japan sending a vocational training team to study Alzheimer's treatment in the United States. A district in Italy sent medical volunteers to Kosovo, Peru, and Madagascar, and a district in Canada provided training in the treatment of clubfoot to health professionals in Tanzania.

There have been many water projects, and often these include training on hygiene and sanitation, which may not be glamorous but are huge needs — so many people become sick or die from poor hygiene and a lack of sanitation.

We have refurbished schools, awarded scholarships, and conducted malaria prevention programs. The list goes on and on.

We are seeing Future Vision re-energizing clubs, so that they are breaking from the cycle of doing last year's projects this year and again next year.

A major step forward has been the leadership of General Secretary John Hewko in setting up processes that enable Rotarians and staff to work more closely together, so that we use the huge skills that we have in Rotarians to ensure that our projects are of the highest quality. We used to operate in silos and limited ourselves by doing this, but our standards are high and will be improved by bringing together all our strengths.

For example, UNICEF tells us that the failure rate of water projects in some African countries is as high as 65 percent. As Rotarians we will not tolerate that amount of waste. We have some of the best water experts in the world, and we will use their expertise to guide our water projects to the highest possible standards.

We are aiming for a Foundation that is an international leader, not just in the amount of service but also in quality of that service.

So what is my advice to you?

- For nonpilot districts, have your preparations ready as soon as possible, so that the launch for you will be easy.
- Don't try to make the old procedures fit the new model. To use the U.S. term, this is a whole new ball game!
- There is now more flexibility in areas such as scholarships, but allow yourself enough time to plan them properly.
- Close those old Matching Grant reports, so that you can focus on the future.
- Think big! Think outcomes rather than addressing symptoms and not causes. Again, I say think big.
- Get used to using your computer for grant applications and for information. It is all there online.
- The regional Rotary Foundation coordinators are specially trained to support you. Use them.
- To our pilot districts, I urge you to keep on pushing the boundaries, for your successes will inspire the rest of us. Keep sending us the evaluations, as they tell us where we are succeeding and where we can improve still further.

The important message is that we should look forward to working with Future Vision: it will make our Rotary more exciting and enjoyable. We are here to serve, and each one of us is a Rotarian because we know that our lives are measured by what we do for others and not by what we do for ourselves.

Fund Development

John Germ

Chair, Rotary's US\$200 Million Challenge Committee

We hear, often repeated, that of any group or constituency, never more than 2 percent to 5 percent, can be called the *creative* citizens: those who light the way, originate action, take the responsibility, establish the standards, create the confidence, sustain the mood, and just plain keep things moving. These are the leaders, a rare group, who feel a sense of privilege and whom I see before me today.

I have had the privilege of serving as chair of Rotary's US\$200 Million Challenge grant aimed at eradicating polio once and for all. The funds raised for this challenge and the continuing support of polio are important to remember until the goal of eradication has been reached. I have been blessed to travel the world meeting with many Rotarians in order to organize and execute fund-raising drives that allow us to reach deeply within parts of the world cut off from humanitarian aid, understanding, and peace.

What I have learned consistently in my travels is this: the good Rotarian has found that it is not enough to enrich the mind, earn a living, serve humanity, serve the state, and raise a family. There has always been other work to do. This other work reaches into and within communities whose very core is threatened by conflict, disease, illiteracy, and widespread human suffering. This reach, which is more like an embrace, is at the heart of Rotary's beginning. Let us always remember the Object of Rotary. For over 100 years, the business of Rotary is not business; it is civilization.

The challenge we face during your year as governor is to encourage every Rotarian to give to *our* Rotary Foundation — your year and every year. Participation is the key for Rotary to serve communities around the world through the six areas of focus:

- Peace and conflict prevention/resolution
- Disease prevention and treatment
- Water and sanitation
- Maternal and child health
- Basic education and literacy
- Economic and community development

To achieve this goal, we need people first and we need to learn as much as we can about people.

Based on some trends within the charitable-giving sector, we have already learned a couple of very important things. First, people give to people, and they prefer to give to specific causes. This is why our polio fundraising has been so successful, and this is why now, donors have the option of directing their Annual Fund contributions to any of the Foundation's six areas of focus. Although these six additional giving options will not be eligible for the District Designated Fund, they do provide a more robust menu of giving opportunities to help attract and acquire a broader base of donors to support the Foundation's highest priorities.

Second, we also know that online charitable contributions are a key growth area, now having surpassed traditional modes of giving like writing a check. According to a recent survey in North America, more than half of donors who are 65 or older prefer to make their gifts online. The figure is even higher for those under 65. As a result, your Foundation now provides an online giving system that can accept and process contributions in multiple currencies to The Rotary Foundation,

as well as established associate foundations. Where applicable, contributions will be deposited directly into the associate foundation bank account, preserving existing tax benefits. The system can also accept one-time and recurring contributions. I hope you will spend some time at the Foundation booth where you can experience our online giving system. Please consider making an online gift this year and setting up a recurring gift to be made every July. This is leading by example!

In any form of organized fundraising, the nucleus of significant achievement is with genuine leadership. I have mentioned that leaders represent 2 percent to 5 percent of a group. Knowing the distinctions of other members of a group will help you govern your planning and maximize the amount of support you can raise.

The next 30 percent of any group can be described as *responsible*. These are the ones who can be depended upon to perform a thoughtful and proportionate role in any program. They will do what they say they will do and will try to do it in the way you want it done.

Next are the *responsive* members. Their hearts are warmed when their loyalties are stirred, and they will need your best targeted effort. They will be worth the investment, so allow for this in your planning.

Once you have identified your leaders and those whom you would like to recruit, remember that what people want most is to be needed *and* to feel as if they are worthwhile members of a worthwhile group. When asking someone to serve, know how good it feels for the one being sought to be in this position. It seems obvious, but do not forget how significant this aspiration is. Being a Rotarian is to feel that sense of loyalty and pride of humanitarian involvement. Together, being sought and feeling a responsible concern for humanity is something invaluable.

As leaders, you know that people tend to follow leaders who have their confidence. To aid you in our current challenge and your fundraising efforts, I want to share with you things these people tend to do:

1. Meet achievable, measurable goals. Just as football teams need goal lines, causes need quota systems and measurable objectives (that is, if you want your team to get out there and play). There has to be a way to win and a reason to cheer them on.
2. Achieve unity by group action.
3. Act under the pressure of deadlines.
4. Relish earned rewards and recognition for their good deeds.
5. Repeat pleasurable experiences and vice versa, so share the dream!
6. Believe what their leaders tell them and be persuaded by parables, testimonials, and examples. (We are basically a romantic group of people.)

In summary, remember that people need to be approached on three different levels, beginning with leadership — moving from the inside out and not wasting too much time, cost, or effort on the outer periphery of the constituency. Look at it this way: If you throw a rock into a lake, a circle starts from the center moving out. In fundraising, spend all your time and effort with the center. When you are done with the center, you start moving out to the edge. When you get to the edge, it's time to wrap it up.

It's a simple challenge, but a very difficult one. People will respond if they are boldly challenged and competently led by their top leaders.

In order to illustrate the effectiveness of an intensive fundraising effort that utilizes volunteers, I would like to note key characteristics of the giving process by comparing a collection drive to an organized campaign.

A collection drive speaks for a cause but says little regarding a specific program. It appeals to all people at the same level. It talks about money instead of the dream. Some fine causes have no alternative to this type of fundraising, because they have no constituencies of their own.

In Rotary, however, each district has a constituency of dedicated volunteers who have put our Foundation funds to work providing water wells, teaching basic literacy skills to children, and advancing world understanding. Make these volunteers your champions in an organized campaign to obtain gifts that accurately reflect the financial ability of the donors. For example, when promoting the Every Rotarian, Every Year initiative, we shouldn't be asking simply for \$100 from every member. Some members have the means to give much more. Others can only afford a smaller contribution, but their participation is still very important. Our goal is to raise the most money and make the most friends. We realize not everyone has the same ability to contribute, and our clubs can provide guidance as to the hoped-for amount of the gift. The kind of campaign I am proposing is one that measures the importance and urgency of the cause, the ability of the gift giver's own relative interest along with the giver's feeling of responsibility and basic ability to contribute.

The giving process is one in which:

- Giving begets giving. People learn to give. People even become more prosperous as they learn to be more generous, but it is still a learned process.
- Giving is primarily responsive. The best responses are to those who have made their own gift. You must make your own gift before you can ask anyone else to do so. People seldom give without being directly asked to do so. People give to people, and the amount they give depends on the commitment of the one asking them.
- Giving tends to favor a round number. Currently, 25 percent of Rotarians give personally to the Annual Fund. I would say this 25 percent represents our leaders and the majority of our "responsible" membership. In an organized campaign with volunteer solicitors calling on fellow Rotarians, the "responsive" membership will then respond. They have not given, because they have not been asked personally. Please note that there will be rare times when someone you are asking will get mad at you, even when it is not your fault. Why? Their intent is to not give. You may not know their reason, but there is a way to make a friend of this person so that in the future they may give. The best approach is not to argue but to listen through love and understanding. It has been said that "giving is a privilege that fills the heart with joy." Giving needs an atmosphere of optimism and universality.

We know that Rotarians are optimists. After all, we persuaded the world that global polio eradication was possible. That was back when polio afflicted about 40,000 people every year in almost 100 countries. A lot of people thought we were crazy, but that was before we reduced the number of cases by 99 percent. A lot of people also thought that India would never be polio-free, but just days ago, India celebrated a full year without a new case.

Rotarians are also optimistic when it comes to raising money — lots of money. Over \$1 billion, to be precise. We've had a good partner in our fundraising efforts — the Bill & Melinda Gates Foundation. In 2009, Bill Gates stood right here and announced that his foundation was giving Rotary an additional \$255 million on top of the \$100 million already granted to Rotary. In return, he asked us to raise a \$200 million match by 30 June 2012. That's almost six months from now, but Rotarians aren't procrastinators, and we aren't waiting until the deadline. I'm happy to announce that we've met our challenge. Congratulations, Rotarians! As of 13 January, you have raised \$202,600,037.25 to End Polio Now!

Rotarians aren't people who rest on their laurels either. We'll celebrate reaching this important milestone, but it doesn't mean that we'll stop raising money or spreading the word about polio

eradication. Our clubs are still planning polio fundraisers for this Rotary year and encouraging donations from people in their communities. And even when the challenge ends in June, we know that we haven't reached our goal. We haven't ended polio.

There may be a handful of you in this room who never received the smallpox vaccination because that disease was eradicated before you were born. We have the opportunity now to make history by eradicating a second disease and creating a world where no one will ever need to be vaccinated against polio. We are this close, and getting closer every day. But we can't stop until our entire world is certified polio-free. That was our promise in 1985, and it remains our promise today.

Rotary Peace Centers

David LaMotte

2008-10 Rotary Peace Fellow, University of Queensland

Thank you for inviting me to be with you today, and for being Rotarians. When I say that I'm honored to be with you, that's not just the standard way to begin a talk. I've had the opportunity to see some of the impact that Rotary is having around the world, and I am truly honored to be associated with that work and the people who do it.

As a Rotary Peace Fellow, I have a lot to thank you for. I was invited to attend the University of Queensland in Brisbane, Australia, in 2008, in order to obtain a master's degree in international relations, peace, and conflict resolution, which is a lot to fit on a business card, and certainly a lot to fit into 15 minutes. It was a rich experience and extremely effective in offering me two things: an excellent education, putting more tools in my tool bag, and a powerful network. That network and those skills continue to inform and enrich my work and my life.

In fact, it was a former peace fellow, Vikas Gora, who led me to my applied field experience in rural Andhra Pradesh, India, where I worked with a Gandhian sustainable development organization.

One of the wise decisions that Rotary has made regarding this fellowship is that, unlike so many academic scholarships, it does not target promising young people who seem to be *likely* to do some good work. Rather, it targets people who are mid-career and *already have* a track record of doing good work, like my colleagues in Brisbane. You are making a big investment, and it is wise of you to make it carefully in order to maximize the return. Based on the peace fellows I know, you have been choosing very well.

For my part, I was an unusual and perhaps unlikely candidate. My professional work for the last 20 years has been as a musician, and a long-haired folk singer, no less.

Of course, it wasn't on that basis that Rotary offered me a peace fellowship, though music can be a powerful tool to reach and connect people. I had a long history with peace work. In my undergraduate degree, I became passionately interested in alternative conflict resolution, and mediation in particular. During those same years, though, I began to performing music publicly. I graduated from college with a deep sense of calling — in two different directions. I chose music, the even less likely of the two, and gave myself two years to see if I could make it work. Twenty years later, against the odds, it *has* worked. I've performed 2,000 concerts on four continents, released 10 CDs, traveled extensively, made a living, and had quite an adventure.

But I never let go of my passion for peace work, and I continued to look for opportunities to learn and to contribute. While on the road as a musician, I traveled to some of the world's hot zones to engage with people who were living those conflicts daily, including Northern Ireland and Bosnia in the 1990s and more recently, Israel and Palestine. I've worked with at-risk youth in Wyoming, and I've taught workshops on creativity, peace issues, and civic engagement on several continents in contexts as diverse as software design firms, churches, and even a homeless outreach center.

The big surprise in my trajectory, though, came — as it often does — when I fell in love. My wife, Deanna, and I met in 2002 and were married in 2004. We are both lovers of travel and language, so we earned our lifetime nerd credentials by going to school on our honeymoon. We studied at a language immersion school in Antigua, Guatemala, where we lived with a family and had a wonderful time.

And while there, we also stumbled into a project. Because I like kids and I'm interested in understanding normal daily life for people in other countries, I happily took the opportunity to visit a school there. The school had 218 kids, but no running water to the bathrooms. When I asked the principal why that was, he said there was no money for the project. When I asked how much it would cost, he told me 1,000 quetzals — US\$125. Schools in Guatemala are essentially unfunded by the government, so they have to raise money for basic necessities like a school building, electricity bills, etc., from the parents, many of whom are living on less than \$2 per day. Buying a pencil can be a hardship.

PEG Partners, a 501c3 nonprofit that I direct as a volunteer, was born that day. We collect small donations, mostly at my concerts. In the last two years alone, we have distributed just under \$100,000. That's not a lot of money in the United States, but it is a great deal in Guatemala. We built this one-room schoolhouse for \$2,500 (*referring to image shown onscreen*).

PEG is not all I've been doing since graduating. I was asked to bring an update on my recent activities, so here goes.

In the year following my fellowship, I had an experiment with employment, working half-time as the peace and justice program director for the North Carolina Council of Churches. I learned a great deal, and I hope I contributed as well. We worked on conflict issues at virtually every level, from local school board policies to U.S. policy on Israel and Palestine. Other commitments have recently led me to step back from my staff position, but I continue to work with the council as a consultant.

I am also working on two books: an illustrated poem for young adolescents called *White Flour*, which is about the true story of a creative counter-protest at a Ku Klux Klan march in Knoxville, Tennessee, and a nonfiction book for adults on civic engagement called *Worldchanging 101: Challenging the Myth of Powerlessness*. The first will be out in April and the latter hopefully early next year.

I continue to keep up a solid performance schedule, including a concert with Pete Seeger on September 11 in New York City, and a concert for healing in Joplin, Missouri, in the wake of the terrible tornadoes there. I also performed at a large interfaith concert event, the Abraham Jam, that I organized at Duke University for the North Carolina Council of Churches, featuring a Muslim songwriter, a Jewish rocker, and me.

About 40 percent of my performances now are speaking engagements, which I'm thoroughly enjoying. Among the more interesting of those was recent a Skype meeting with students at the U.S. Embassy in Moldova, organized by Class VI peace fellow Tamara Turcan in honor of the UN's International Day of Peace.

I have recently completed my first year on the American Friends Service Committee's Nobel Peace Prize nomination committee, of which I will become chair in March.

Our time together is short, and though I have so much more that I would love to share with you, I need to close. By way of summary, though, let me say this:

You are changing the world. I have had the opportunity to see the work you are doing. I have put the polio vaccine drops in children's mouths in India, I've seen the wells you've drilled in Guatemala, I've seen the relationships built across national, economic, political, ethnic, and other lines.

Still, it seems a silly phrase — "changing the world." It sounds so naive. When I told people I was suspending my music career at its height in order to pursue a master's degree in peacemaking, I had some skeptical reactions. The most common was a friendly but sardonic smile followed by "Peace? Good luck with that!"

The cynics, though, are not the realistic ones. They are being sloppy with their semantics. When I say “change the world,” I don’t mean “fix the world.” That’s a different conversation. If you think we can fix the world, you probably are naive. If you think we can change it, though, you are simply paying attention. The fact is that you can’t be *in* the world and *not* change it. Everything you do changes the world, whether you like it or not, and the small changes often add up to big ones. The question for us, then, is which changes we are going to make.

If the fellowship were simply about me getting a degree, I could not stand here and tell you that it is a good investment, as grateful as I am. But what you’re doing through the Rotary Peace Fellowship is *leveraging* change. This isn’t about changing my life, though it certainly has. It’s about changing the lives of everyone I can reach on your behalf. Thank you for the privilege of working with you on those changes. I hope to be worthy of your investment.

Your Support from RI

John Hewko
RI General Secretary

Good morning!

It's great to be here in San Diego at this International Assembly, meeting a new class of district governors and being part of the excitement and energy of planning a new Rotary year.

As many of you know, I took over as general secretary of Rotary International and The Rotary Foundation this past July 1st.

Although I'm still relatively new to the job, I'm not new to the values and ideals of Rotary.

The mottoes of Service Above Self and Doing Good in the World, The Four-Way Test, the focus on integrity, and the promotion of goodwill, peace, and understanding through the fellowship of business, professional, and community leaders — these are all ideas and concepts that I believe in and strongly support.

So, for me, serving as your general secretary is not only a fascinating job but an opportunity — together with my wife Marga — to be a part of a truly extraordinary organization.

Like President-elect Sakuji, I love a challenge.

And so as I complete my first six months on the job, I would like to take the opportunity to share with you some of what I've been doing, what's going on more generally at the Rotary Secretariat, and some of the things that we'll be working on together in the months and years ahead.

As you know, one of the important roles of the general secretary is to serve as a vehicle for institutional continuity, providing a bridge from administration to administration, and also between Rotary and other organizations and institutions.

So while this International Assembly is primarily focused on planning for the 2012-13 Rotary year, my focus is also on Rotary's future in the longer term:

Taking a broader look at our entire organization, seeing what we're doing right, what we could be doing better, and where we need to be open to change.

And so with this in mind, during the past six months I have undertaken what I have informally called a "listening tour," so that I can better understand the breadth and scope of Rotary and all that the Secretariat does for Rotarians around the world.

As you know, there are approximately 600 Rotary employees at Rotary World Headquarters in Evanston and approximately 200 in our seven international offices and our Information Services Development Center in Pune, India.

So clearly, there is a lot for me to learn.

And I must say, the more I travel around the Rotary world and the more I get to know Rotary, the more I am in awe of our organization — the more I am simply in awe of all that Rotary does.

What this organization, what you, its members and leaders, have been able to achieve over the past 107 years, is truly remarkable, and I am humbled and honored to have been chosen to serve as your general secretary.

However, having said that, I do see many issues that we will need to tackle if we are going to remain a relevant and vibrant organization in the future.

But for today, I'd like to suggest five priority areas that I feel are the most important to get Rotary on the best footing possible as it begins its second century.

And here I want to emphasize that when I talk about the priorities of Rotary International and our Rotary Foundation, I am talking about shared — **shared** — not *separate*, priorities.

For Rotary to move forward, we need to embrace a “One Rotary” approach in which Rotary International and The Rotary Foundation act as one seamless organization, with the same mission and the same goals.

And as your general secretary I can assure you that I am working very hard to instill the culture of One Rotary, or better yet simply Rotary, in the Secretariat and among the Rotary staff around the world.

So the five priorities.

The **first priority** will come as no surprise, since it's been Rotary's signature global initiative since 1985 — that is the eradication of polio.

Yesterday, we heard from Bruce Aylward of the World Health Organization and Jeff Raikes of the Gates Foundation about how the polio eradication campaign is progressing, and how close we are — “This Close” — to the finish line.

But getting close is not good enough.

We have to get the job done, and we need to do it for three reasons.

First, to save hundreds of thousands of children from the suffering inflicted by this terrible disease.

Second, the economic argument: it is estimated that the eradication of polio will save the world between \$40 billion to \$50 billion in health care costs over the next 20 years — an enormous sum that can be deployed to address other major global issues.

And finally, we need to eradicate polio because success will set the stage for the world's next big global health initiative.

So we **cannot** and **will not** fail.

Now, Jeff and Bruce also reminded us of something that we already know: that the global polio eradication effort would not be where it is today without Rotary.

The total eradication of a disease that's plagued humanity for millennia is something that's only happened once before with smallpox. We're making it happen for a second time, and we need to make sure that Rotary gets its due share of the credit.

This isn't just a matter of fairness — it's also a matter of our own future.

And so we are working hard in the Secretariat to develop a robust Rotary public relations campaign in the run up to the eradication of this terrible disease.

Because the more Rotary is seen as an organization capable of achieving great things, the more we're recognized for what we've done — the more we'll be able to attract the members, the volunteers, the donors, and the strategic partners that we need to grow and to do even more.

In short, our success in polio eradication will set the stage for the next global initiative that Rotary chooses to tackle, whatever that may be.

The **second priority** that I see for our organization is to “operationalize” the new Strategic Plan and to translate the plan into concrete initiatives, so that it becomes a living document and not simply words on paper.

As part of that effort, we need to ensure that the Future Vision Plan — our new grant making process — is ready for launch on July 1, 2013.

Successful implementation of Future Vision will lead to projects and programs in the six areas of focus that are better designed and more sustainable and scalable, and that will lead to greater impact.

This, in turn, will increase our profile, reputation, and public image and will make Rotary more attractive to outside funding sources.

In short, Future Vision will bring considerable and tangible positive benefits to clubs and districts.

At the Secretariat, we’ve been listening carefully to the feedback of Future Vision pilot districts.

We are putting in place a robust training program around the world to ensure that both pilot and nonpilot districts are well prepared for the transition — and we are also working hard to improve the tools available on the website to make the launch as smooth as possible.

Our goal is to make applying for, and receiving, Foundation grants more efficient, more flexible, and more user-friendly — so that Rotarians can spend more of their time and energy Doing Good in the World and less on bureaucracy and paperwork.

But we won’t achieve our goal of a successful Future Vision rollout without the full support and engagement of you, the district governors-elect, and of the district governors-nominee who will follow you on July 1, 2013.

You are where the rubber hits the road, and I would ask that each of you make Future Vision a top priority during your year as governor because, after polio, Future Vision is the most important initiative that our organization has undertaken in the past 20 years — and it has to work.

Our **third priority** is to find a credible method for determining the total value of all of the service projects that our 34,000 clubs undertake each year.

We know how much funding passes through The Rotary Foundation — approximately \$100 million per year excluding polio — but we have no idea of the total value of all of the money raised, in-kind contributions made, and volunteer hours spent by clubs worldwide on service projects.

If we were to find a credible way of calculating that number, I am sure that it would be huge — in the billions — and, if so, would place us among the top humanitarian organizations in the world.

Having a credible number would also enhance our reputation, help with membership, and make us more attractive to potential strategic partners.

So as part of this attempt to capture this data, we are in the process of developing a new tool called Rotary Club Central, which we hope to roll out sometime next summer.

This will be an online resource for clubs that will help them maintain and preserve an institutional memory of past activities, set and track strategic goals and initiatives, increase their global impact in key performance areas, and allow the reporting of the global, collective impact of club, district, and zone activities.

It will also help us to share knowledge across our organization, and share what we do with the non-Rotary public, so that the rest of the world will better recognize Rotary’s impact.

This brings me to our **fourth priority**, which is membership.

In some parts of the world Rotary is growing, in others we are treading water, and in others we are seeing a decline in membership.

Given that Rotary is a truly global organization, where one size does not fit all, I am encouraged that the Rotary International Board has launched an initiative to develop three-year regional membership plans that are tailored to specific regional needs and challenges.

As part of this effort, we need to focus on making Rotary more appealing and relevant to younger members, particularly in those regions of the world where our membership is getting progressively older.

We also need to make better use of social media, start identifying ourselves with youth organizations, look at expanding e-clubs, and give clubs greater flexibility with respect to attendance requirements.

Looking at the big picture, I think every 100 years or so it benefits an organization to step back and take a serious look at itself and its brand.

Now some of you may be thinking brand is synonymous with a logo or some kind of short-lived public relations or marketing exercise.

But that's not what we are talking about.

In reality, brand is an enduring and fundamental concept that gets right to the very core of an organization.

It answers the questions of who we are, what we stand for, and where we are headed.

It's about the strength and impact of an organization.

And it is on this larger level that Rotary faces a serious challenge.

Our own public image surveys show that people know our name but they do not know much about us.

In a media-saturated environment where we compete not only with traditional nonprofits but also with for-profit companies bent on philanthropy, we cannot afford to be anything but best in class in every dimension.

Recently we engaged the services of Siegel+Gale, an international agency with a track record of success helping large global nonprofits achieve better results.

Over the next two years we will be working closely with Siegel+Gale to develop and implement a revitalization strategy.

Right now their team is completing a robust research program that will provide a fresh global perspective of our brand, our membership, core strengths, competition, and even our operating philosophy.

Ultimately, I believe, this process will more than revitalize a brand.

It will revitalize Rotary — ensuring that Rotary is recognized the world over for what it does.

And make no mistake: what Rotary does is nothing short of amazing.

I also believe that our Rotary.org website needs serious improvement, and we are aggressively working to revamp the website, particularly with a view to improving its functionality and making it more user-friendly.

Finally, we are in the process of developing a comprehensive social media strategy and recruiting a new chief communications officer.

Our **fifth priority**, in my view, is to bring Rotary more fully into the ranks of the major players in the world of global humanitarian assistance and development.

There is currently a spirited debate occurring on how best to solve the world's great humanitarian and development issues.

And in this debate it is becoming increasingly apparent that private-sector-led growth, and public-private partnerships, are keys to long-term, sustainable solutions for many developing countries.

And here we have Rotary, with its incredible platform of 1.2 million engaged, active, and motivated members, drawn from the business and professional networks of tens of thousands of communities.

In short, a private-sector platform that is unmatched in the world today.

And so the broader philosophical question I ask is: what role will Rotary play in this great debate?

How will we utilize our platform to contribute to this debate on both an operational and philosophical level?

We should be sitting at the table of this discussion — but often we're not.

One of the main reasons, again, is that we simply have not achieved the necessary level of awareness of what Rotary is, how it operates, and what it does.

As I mentioned earlier: we're accomplishing a tremendous amount, but we're not recognized for what we do.

And this represents a major obstacle in bringing our organization forward, and it's something we need to address in a significant way.

As your general secretary, I have a tremendous responsibility for the future of Rotary.

I also have a tremendous sense of optimism.

Addressing these five priorities, **as well as many others**, will strengthen our great organization and have a significant, positive impact down to the level of the club and individual Rotarian.

In addition, my team — the talented and dedicated Rotary professional staff — stands ready to help you, the district governors-elect, achieve your goals.

And in order to do this, we need to better connect Rotarians with the Secretariat, to increase awareness as to what the Secretariat can offer, and to make sure that the Secretariat is an effective, efficient, and useful resource for the clubs, so that the clubs are able to grow and carry out the mission of Rotary.

Rotary is an organization with an incredible history, and there is no question that its best years are yet to come.

As I did at the convention in New Orleans, I re-pledge to you today that I will invest every ounce of my energy to ensure that the Rotary flame burns ever brighter, so that working together we can continue to make the world a better place — for our families and friends, for our communities and countries, and for future generations to come.

Thank you very much.

Building Rotary, Our First Priority

Monty J. Audenart

Chair, Membership Development and Retention Committee

My Rotary friends, 23 years ago, I sat in an airplane on the tarmac of the Montego Bay airport, set to return home after a month's service as a Rotary volunteer dentist. As I looked out the window and watched the mist settle gently over the distant hills, I thought of another morning when a young Jamaican mother brought her four-year-old girl to the clinic and held her up outside of the louvered windows where we were working. I can still hear her voice: "Doctor," she said, "my daughter has a terrible toothache. We have walked all night to get here. Won't you please see my little girl?" We never turned anyone away.

As the airplane taxied down the runway, I thought of so many who came to the clinics, hoping that Rotary would help, and my mind raced over and over what I had been able to accomplish. And then, I thought of all that I had not been able to do — and I wept like a little child. It's the day I went from being a member of a Rotary club to becoming a Rotarian. It is the day that membership in Rotary really meant something to me.

And now, as the years have passed, I have felt the thread of Rotary weave its pattern through the very fabric of my life. One day when I was playing with my granddaughter Mya, age 5, I was explaining to her that I would be going to the Philippines to help young children like her. Mya thought about this for just a moment and then looked straight into my eyes. "Grandpa," she said, "some day I am going to follow you." There was a short pause — I could tell she was still thinking — and then she added, "But first I have to ask my mommy and daddy if it's all right."

My Rotary friends, you are not here by accident. As you have lived Rotary, Rotary has lived in you.

Your membership has brought you myriad lasting relationships, unlimited opportunities to change lives locally and abroad, morals to live by, a chance to be peace builders with your peers, and the many adventures of leading others.

I am convinced that our business acquaintances who share our core values will want to join this organization when they see what Rotary is doing through us and to us.

But Rotary is not ours until we share it, and we need to share the personal and professional benefits of joining this organization — not because we have to but because we want to. Our current branding initiative and the work to define target audiences will help in this process, but in the end it is you and I who must tell others what makes Rotary unique, above all others, and invite them to join.

Past RI President Richard L. Evans said, "A man may have a great secret, he may make a great discovery, but if he dies and tells no one about it, not one will benefit!"

No other success in your year as governor can compensate for failure to build Rotary. If the building of this organization is given first priority, which is the building of strong Rotary clubs, then the rest of our service activities and programs now and in the future will take care of themselves.

Engaging New Generations is the only path to the future of Rotary, and it is an exciting path as well. We must actively recruit younger members, not because of their age but because they extend the reach and the perspective of the club. They bring us new energy and more connections. They are resourceful self-starters, open minded to change, with a great desire to do hands-on service. They can be mentors to us, and we can be mentors to them.

Rotary clubs must be willing to embrace change and be flexible in meeting the needs of New Generations. We should give more emphasis to engaging Rotarians in club participation, than our tradition of reporting attendance requirements.

We need more qualified women in Rotary, who make up a major part of our business and professional circles in most communities. For almost a quarter of our history, Rotary has been open to women, yet today, our worldwide average is only 15 women for every 100 Rotary club members. In some countries the average is less than five. Past RI President Carl-Wilhelm Stenhammar noted, "Women make up half of the world's population, and an organization that strives to benefit all humanity should mirror that fact."

In the last decade, the world population has increased by about 1 billion people. That's about a 10 percent growth rate in a world of ever increasing need. Rotary's overall growth for the same period has been stagnant. In the past seven years, we cheerfully inducted over 1 million new members into Rotary — and then watched sadly as 1 million of them left by the back door.

Years ago as a child, I read a poem entitled "The Ambulance Down in the Valley." It tells of a high, windy, and dangerous cliff, where crowds would come to enjoy a most spectacular view.

Many, in an effort to get the very best view, pressed forward causing those in the front to be pushed off the edge of the cliff to their demise in the valley below.

The townspeople solved the problem by buying an ambulance. And day after day, you could hear its siren, as it raced up the valley to pick up the poor fallen souls.

And then one day, someone suggested building a fence around the top of the cliff.

We need a fence in Rotary, and that fence is having a retention plan in every club.

Not one of us in business is in the business of losing customers. We work to keep them, and we must do so in Rotary. Every Rotarian needs friends, an opportunity to make a meaningful contribution, ongoing Rotary education, recognition, and a sense that belonging brings benefits and value.

Rotary International recognizes that the challenges of membership recruitment, retention, and extension are different in our different cultures. One solution certainly does not fit all.

In September, the RI Board of Directors endorsed the concept of a new three-year membership plan for Rotary, with unique regional membership strategies and action steps to be planned and implemented by you and Rotarians in your regions.

President Banerjee, President-elect Tanaka, President-nominee Burton, and the RI Board are working with a common vision for membership for our future.

My friends, if membership is important to you, it will be important to those you lead. If you will help your club presidents set challenging yet realistic membership recruitment and retention goals, and then help them achieve them, their success will be your success.

Some of you may think your greatest impact will be delivering your official speech at the club meeting. I would suggest it will be the times you return to help induct new members and charter new clubs.

Some of you may think that your priority upon arrival at the club will be finding your place at the head table. I would suggest it will be standing at the door, shaking the hand of every Rotarian and thanking them for what they are doing for Rotary.

We all need to work together in membership.

I don't know how many of you know the story of Herman Ostry. He was an engineer who lived on a farm in Bruno, Nebraska. He had a barn on the lower part of his land, and every year when the spring rains came, the barn would flood. He wanted to move the barn 143 feet to higher ground. He had a vision and a plan. He built an identical foundation on top of the hill. Then he went to the bottom of the hill and fastened 344 handles to the sides of the barn. Then he called his friends to come and help him move the barn. That Saturday morning, some 4,000 people came to watch and perhaps mock those who would try to lift 9 tons of barn. But on Ostry's very command, with 344 people lifting together, that barn came off its old foundation and in less than three minutes was carried 143 feet uphill and set down on its new foundation. There is a power in people when we work together as a team, and when we work together we can accomplish anything.

My Rotary friends, your club presidents stand waiting, your team grasping the handles of Rotary membership.

They are waiting for your leadership, your guidance, your shared vision. *You* can inspire and motivate them to lift and move Rotary's membership up the hill, and set it upon a new foundation for our future and for our destiny. Thank you.

Cross-Promoting New Generations Service

Michiko Kainuma
Member, RYLA Committee

I'm extremely honored to be able to speak to our next governors from around the world. Thank you very much for this opportunity.

I'm here to speak to you today about New Generations Service.

New Generations Service not only inspires Rotarians and contributes to the sound development of young people, but also plays a critical role for the future of Rotary.

In its infancy, Rotary's youth service was simply a part of our community service. Then in 1949, the RI Board developed the motto Every Rotarian an Example to Youth. That was the first time Rotary officially announced its intention to devote itself to human development, or more specifically, youth development. The motto represented Rotarians' desire to help young people grow by setting great examples. And five years later, then-RI President Herbert J. Taylor set six objectives for his year, and serving youth was one of them.

In the 1960s, Interact and Rotaract were officially recognized as RI's structured programs. In fact, during your year as governor, we will be celebrating the 50th anniversary of the Interact program, and I encourage you to plan ways to recognize this anniversary in your district. In the 1970s, the Rotary Youth Leadership Awards, or RYLA, and Youth Exchange programs were added. As you know, Rotarians all over the world are still actively engaged in these programs today.

In August 2007, recognizing the importance of youth service for the future of this organization, President Wilkinson called the first RI Youth Programs Joint Meeting at the Evanston headquarters. The members of Interact, Rotaract, RYLA, and Youth Exchange committees all met in one place. That was when Rotary's service for youth turned to a new direction, and the concept of cross-promotion was born.

Cross-promotion means different entities working together for the revitalization of each and the creation of new values, with Rotary leveraging the combined influence of all four youth service programs and revitalizing each one, and youth developing their various skills through diverse experiences, gaining knowledge and understanding about Rotary and growing in every one of these programs! That is cross-promotion.

Let me share with you, our next governors, an example of cross-promotion from District 2750 in Japan. The district sent a high school student by the name of Hatsune Igarashi to France as a Youth Exchange student for one year. After returning home, Ms. Igarashi became a ROTEX member. She attended a RYLA seminar in her district in Tokyo. The seminar was attended by former Interactors, Rotaractors, students from other countries, and other members of the Rotary family, as well as many outstanding young people from outside Rotary.

Through her experience at the seminar, Hatsune learned about leadership and about other Rotary programs.

But she didn't stop there.

Hatsune went on to launch a Rotaract club at Aoyama Gakuin University, where she was a student. She participated in the International RYLA preconvention event at the 2006 Rotary International Convention in Denmark. Inspired by the young leaders she met there, she went on to the law school of the prestigious Waseda University. And she is devoting herself now to studying to become an attorney.

Only several years ago, she was a naive high school student. For me as a Rotarian who has been actively involved in the New Generations programs, it is truly a joy to see her grow to become an outstanding future leader through her New Generations experience at Rotary. Since District 2750 started a RYLA program eight years ago, three RYLarians have become Rotarians.

Having worked for New Generations over the years, I'm absolutely thrilled to witness these developments. There is no doubt in my mind that these young leaders, through their involvement in our New Generations programs, will play some very important roles in communities and organizations. And I'm confident that many of these outstanding young people will join us and become Rotarians.

New Generations Service does produce many Rotarians, both the program participants and their family members. Often, family members of program participants first learn of Rotary through their children's involvement and are inspired to learn more about the organization, and ultimately join a Rotary club. And those who don't — those many leaders who understand the spirit of Rotary — will become strong advocates in their communities and organizations for the wonderful work that Rotary does.

I believe that it's not an exaggeration to say that New Generations Service directly contributes to Rotary's membership and public image.

Dear governors-elect, no doubt you've been thinking about what you should be doing when you return to your districts. Ask your club presidents to ensure that they are actively engaged in these programs and focus on building strong relationships between Rotarians and New Generations program participants. Encourage your district chairs to work together and form a New Generations team within the district. I ask you to work on building the future of our organization by maximizing the mutual benefits of these wonderful programs — that is, by actively cross-promoting New Generations programs.

Ladies and gentlemen, it's my sincere wish that all of you will implement these truly inspiring and fruitful New Generations Service projects, all over the world.

Thank you very much.

Membership

Eva Brodehl

Adviser, Membership Development and Retention Committee

During my speech, I'll talk about my life in Rotaract and Rotary, attracting more young members and more female members, and my dream for Rotary.

My life in Rotaract and Rotary

I live in Darmstadt in the Frankfurt area in Germany, and I work as an ophthalmologist (an eye surgeon) and as a business woman. My mother took me to my first service project when I was one year old. I have served since then. In 1998, my brother recommended me to join the Rotary family. I was a Rotaractor from 1998 to 2005. I've been a Rotarian since 2005, and now I'm a member of Rotary E-Club One. From 2007 to 2011, I served on the RI Rotaract and Interact Committee, and this year I serve on the Membership Development and Retention Committee.

Attracting more young members

What do these RI presidents (past, present, and elect) have in common: Kalyan Banerjee, Sakuji Tanaka, Glenn Estess Sr., Frank J. Devlyn, and Luis Vicente Giay?

All of them joined Rotary at a young age — between their early 20s and their mid-30s. Therefore, the next question has to be asked: How can Rotary clubs around the world say that a potential member is “too young” for Rotary? If we take a look at the Rotary years from 1984-85 to the upcoming 2012-13 — nearly 30 years — to my knowledge there are 15 Rotary International presidents who joined Rotary at this young age. Let me repeat: In the past 30 years, 15 Rotary International presidents joined Rotary between their early 20s and their mid-30s! Seven of them were under 30 years old. I'm sure we all agree their Rotary clubs and Rotary International would have missed great leaders if these individuals hadn't been invited into Rotary.

Let's take a look at the challenge of the 25 to 40 age group. During this stage of life, young professionals start their career, they move a lot, they start a family, and they probably build a house as well. So, is there any time left for Rotary? In my opinion, Rotary clubs have to at least double their efforts to attract a young Rotary member, because these young people have so many things going on in their lives.

How can your clubs attract more young members? And how can your clubs be more attractive?

- Follow up with participants of all youth programs, and identify active and enthusiastic young people.
- Integrate these young people while they're still in the youth program. Here's why: From my 13 years of experience with Rotaract, I can confirm that there are Rotary clubs that have a close relationship to their Rotaract club. However, most Rotaract clubs have little or no contact with their sponsoring Rotary club. I was active in Rotaract in five countries. I attended over 40 international Rotaract events (excluding district conferences). My observation is the following:
 - In at least 50 percent of these conferences, one workshop topic is the relationship of Rotaract and their sponsoring Rotary clubs.
 - Only a few Rotarians attend major Rotaract events during the conference. How can Rotarians know what's going on in Rotaract, and how can Rotarians know Rotaractors well if they only attend the gala ball? Here's an exception: At the 2008 INTEROTA in Seoul, about 50 current, incoming, and past district governors attended the welcome event of this Rotaract meeting. I have never seen such a strong presence of Rotarians at a Rotaract event before or since. To me, the Korean governors made a statement: Rotaract is important to us!

What else can you do to attract more young members? I recommend that you create a system to track participants of programs like Youth Exchange, Interact, Rotaract, Group Study Exchange, etc. From the business world, we know that it is easier to keep a once-satisfied customer than it is to gain a new customer. I understand that Rotary International is beginning an initiative to collect contact information for former New Generations programs participants, and will be communicating with you and your district chairs about it later in the year. RI also offers some resources for helping turn New Generations into the next generation of Rotarians.

Back to Rotary:

- Young people move; they have to be flexible, especially during their years of education and at the beginning of their career. Therefore, Rotary needs a sufficient system to track them. For example, if a district governor in Hamburg is looking for young, active members to join local Rotary clubs, how will the governor know that a young person who was a very active Rotaractor in Munich just moved to his or her district? In Germany, the Rotaractors created a platform to keep track of Rotaractors who are over 30 years old. I think such a program should be international for all youth programs: a ROTEX, for example, lived the Rotary spirit for a year and is enthusiastic about Rotary. But how many former Youth Exchange students join Rotary? How many former Youth Exchange students are invited to Interact, Rotaract, Group Study Exchange, and so forth, in order to keep them in the Rotary family until they're ready to join Rotary?
- If the average age of club members in your district is 50, clubs should consider inviting several young members at the same time to help them feel more comfortable.
- Your district's clubs should identify young professional leaders in local companies.
- Your district's clubs should also make sure meetings are efficient and productive, and held at times convenient for young professionals. I think that for many young professionals, a breakfast club could be especially attractive.
- Show young professionals possibilities for making up meetings. A young member may need to focus on his or her career for a certain period of time. Clubs should support this member by being flexible and sharing options for make-up meetings, such as an online meeting of a Rotary e-club.

The youth is the future of our world. The New Generations programs are the future of our world — and also the future of Rotary.

Attracting more female members

Why should you attract more female members?

What do these countries have in common: Germany, Denmark, Finland, Brazil, India, and Thailand? All of these countries are led by female politicians.

So how can your district's clubs attract more female members? The answer is very simple: Be open to female members.

- Show your district's clubs that women have been in Rotary for about 30 years. It's not a "new thing" that women are "let in." An all-male club whose members are discriminating against female leaders should be confronted with The Four-Way Test.
- Your district's clubs should invite several women at the same time in order to help them feel comfortable.
- Your district's clubs should welcome fellow female Rotarians and potential female members. It's not always the case, as you might have guessed.

My dream for Rotary

In the past seven years, I've represented three minority groups: young Rotarians, female Rotarians, and Rotarians in Rotary e-clubs. My dream is that in five years, it's no longer "exotic" to be a young Rotarian or a female Rotarian or a Rotarian from a Rotary e-club.

Let me finish with a quote from the well-known German writer Johann Wolfgang von Goethe: "Whatever you can do or dream you can; begin it!"

Thank you.

Who Am I? Reflecting Core Values

Rajendra K. Saboo
Past RI President

Have you ever asked yourself the question, “Who am I?”

I have.

And now, thanks to President-elect Sakuji Tanaka, I have an opportunity to ask myself again, “Who am I?”

In our life journey, there come many occasions when we need to pause and ask ourselves, “Who am I?” One such occasion is facing you now.

Your peers have chosen you with confidence in your abilities to lead. You are here to prepare for realizing your vision of tomorrow. What you need now is to look within yourself, to truly know yourself.

The great philosopher Lao Tzu said, “Knowing others is wisdom, knowing yourself is enlightenment.”

The knowledge of your inner self will enlighten you to see the path you will tread, you will lead. You may not be satisfied by merely holding the torch; you will wish to be the torch yourself.

In my garden there is a tree. As I sit in its shade, I think of the tree as my teacher. And I start relating the tree to a human being.

I submit that our core human values are represented by four Rs: roots, rise, responsibility, respect. How would these four Rs be relevant to the tree that I consider my teacher?

Roots. A tree grows to its full potential when its roots are strong and well-nourished.

For us humans, where we are born, what parents we have, what the color of our skin is, are all accidents of life. What is up to us is how we can strengthen our roots, how we develop the ability of finding nourishment, harmonizing with the environment, and become one with the whole creation.

Rise. Every individual has an aspiration to rise, be it in their business or profession, in social status, in intellectual pursuits, in their level of happiness. To rise is a natural characteristic. The tree is a teacher here again: it continues to rise to great heights. With the support of the tree, even small plants or creepers also rise. Every successful person rises, but greatness comes only when the weak ones rise with the strong.

Responsibility. A tree provides a clean environment; it gives oxygen, yields fruits and flowers, beautifies the surroundings, and helps the passerby to rest in its shade and the birds to build a home. We human beings can learn from the tree how to realize our responsibility to society, to the environment, to the world. In our growth we receive so much from nature, from the human family. Is it not our responsibility to pay back?

The fourth R is for respect. A tree respects everyone equally. It gives fruit even to those who throw stones at it.

Respect begets respect. To respect is a virtue that fits the nobility of a person. Ancient Indian scriptures define the ideal conduct of life: “Respect your mother as God; your father as God; your teacher as God; your guest as God.” It goes on to say, the poorest of poor are your God; respect

them. My friends, whether you believe in God or not, when you respect the poorest among us, you uplift yourself.

Now let us see how our core values correlate with Rotary's core values: service, fellowship, diversity, integrity, and leadership.

I firmly believe that the human core values, the four Rs — roots, rise, responsibility, and respect — are ingrained in the core values of the organization we belong to. They do not need to have any sequence, but they have deep consequence.

Let us examine fellowship.

Rotary is a fertile ground for our roots to grow. We get the nourishment and nurturing from the fellowship we enjoy in our clubs, in our meetings, in our working for a common cause. The inherent goodness within each of us multiplies and manifests into action.

There was a piece of clay that had an exquisite fragrance, and people wondered how could but a piece of clay have such sweet smell. When asked, the clay replied: "My friends, if you want to know the secret, the fragrance is not mine. It is because I have lived with roses." If Rotary is the rose plant and every Rotarian is a piece of clay, then you can understand how both are blessed with the companionship of each other.

When a killer earthquake hit Gujarat (India) some years back, President Kalyan Banerjee and I were visiting the badly hit town of Bhachau. There we saw a Rotarian sitting outside his totally ravaged house. Seeing us, he rushed and embraced us, weeping on my shoulders, sobbing and uttering, "I used to help others from this house, now I am homeless." I cannot forget that scene. Rotarians soon built a shelter for him, finding once again a meaning of life for him and his family. Grateful, he resumed serving others with greater vigor. Fellowship also means giving support to a friend in need.

Fellowship helps us to respect each other and together respect others. It transcends racial, national, and other boundaries.

When Rotarians from abroad come to India to put polio vaccine drops in the mouths of children, thousands of miles away from their homes, they demonstrate the power of fellowship.

Nobel Laureate Tagore in his poetry says so eloquently:

Thou hast made me known to friends I knew not
Thou hast given me seats in homes not my own
Thou hast brought the distant near and made a brother of the stranger

Now we come to service, which is the bedrock of Rotary. All our individual core values are mobilized in action when we serve. We must have healthy roots to rise and grow so that we can look beyond ourselves and accept the responsibility to serve, with respect, those who are deprived, who are needy. Service helps us to rise in our own esteem.

No act of selfless service is too small or too big. The scope of service is infinite.

Every year on the wintry 31 December night, just before ushering in the new year, Usha and I join with Rotarian friends and go out with blankets to look for people sleeping on benches or footpaths, railway platforms, totally unprotected from cold. Quietly, we cover them with woolen blankets. Once, I came to know that many of these people sell their blankets, to which Usha replied, "Even if 50 percent sell the blankets, why should the needy ones be deprived?" And we have continued this humble service, small but meaningful.

Service has international dimensions too. As part of my club's free cardiac surgery project, we have treated some children from Pakistan. While celebrating the successful 100th surgery, a handsome

boy of 12 years, just recovered from his heart surgery, wanted to speak at the event. In the midst of about 200 people, including the state governor and the hospital director, the young boy said in his language: "When people ask me which country I belong to, what would I reply? One country gave me birth, and another country gave me life. Long live Pakistan. Long live India. Long live Rotary." With these words as he left the lectern, there was not a single dry eye in the hall.

In Canada in a Rotary-sponsored center for mentally challenged children, I met a young Rotarian couple, busy with the children, laughing and caring. The Rotarian said, "Our one day a month with these children no doubt gives some respite to their parents, but it also lifts us up with joy, giving us a feeling of being needed."

Yes, Rotary finds opportunities for service anywhere, everywhere. How beautifully Albert Schweitzer has put it: "There is no religion higher than human service."

Diversity, another core value, is perhaps the most significant factor that defines Rotary's expanse and spread, and its ability to reach out locally, nationally, and internationally.

Our classification system, which we have often overlooked, is our identity, like our name. It brings the leadership of varied businesses and professions existing in the society under one banner of Rotary, unifying us to the ideal of service.

The concept of diversity encompasses respect for each individual, profession, race, religion, gender, nationality. If Rotary has a dream of a peaceful, progressive, and vibrant world, it must recognize the whole spectrum of human potential, one in which every diverse human gift will find an honored place.

Diversity must reflect in our clubs, in our organization set-ups, in our attitudes in our programs and activities. The great scientist Albert Einstein once said, "All religions, arts, and sciences are branches of the same tree." Without such branches the tree will be incomplete, and so will Rotary.

Now to integrity, perhaps the most needed commodity in today's world, the most valuable asset Rotary must preserve. A tree has integrity — it does not lie, nor cheat, nor selfishly compromise its responsibility. Silently, it inhales the impurities of the atmosphere and exhales purity for the benefit of others.

Many times we hear "Integrity does not have a perennial meaning" or "Changing time requires new conduct in the market place." Often people say, "Evil present in the society gets reflected in any organization, and Rotary is no exception."

Please tell them, integrity is not redefined.

A dentist complained of his patients who were asking him to alter his diagnoses to boost insurance claims and reimbursements. The dentist found the request distasteful, saying, "If I were willing to cheat the insurance company, why would I not cheat you?"

In the coming period, I fear that lack of integrity in the name of practicality will demolish the free market economy. To believe in what is right and that in our fast moving world, the mantra for recognition will be to stay the course, to shun ostentation and embrace what is of substance, to never compromise ethical values.

To me, life is like a field of newly fallen snow where every step I take shows. Your and my integrity will show in every footprint of our conduct.

And finally, leadership.

You can argue, How could leadership be a core value? Leadership is the result of all core values put together.

You are partly right but in Rotary, leadership has many dimensions. Each individual is a leader. Every Rotarian is supposed to be a leading member of the vocation he or she represents. If Rotary has to work toward establishing the spirit and ambiance of service and peace, it has to be done by people who matter: the leaders.

From the grassroots, leaders emerge — leaders like you, who voluntarily serve the cause of our organization. Where else will you find such an assemblage of selfless, dedicated leaders? Yes, Rotary also is a school for training leadership by practice.

In Rotary, leadership is challenging but at the end of the day, most rewarding. You deal with people, many times, who are your equals and, at times, superior in status and resources. And yet well handled, they will add to your strength and accept you as their leader.

Please remember that the most beautiful aspect of leadership is humility. Make it a part of your personality. This will help you when your ego tries to overtake you. Humility will keep you firmly rooted to the ground. And you will totally avoid any fall from a pedestal on the last days of the year.

There was a young, knowledgeable minister, very confident that he knew all and could see everyone's mistakes. He proudly felt he would set everyone in the congregation right with his booming sermon. As the day arrived and he rose to speak, he felt desperately nervous. He wished he could disappear through a trap door. With his head hung he left the pulpit, beaten and broken. As he walked away, an old man slipped his arm around him and said, "Son, if you had gone up like you came down, you could have come down like you went up."

My leaders, guardians of the future, I have taken you through the whole gamut but more questions face us.

Can we have peace and progress when children die in front of their parents for lack of money for treatment? Can we have peace and progress when people do not get a square meal every day? Can we have peace and progress when young people have no jobs?

Perhaps peace through service is the answer, and I am prepared to extend myself in service. But I am just one. In the vastness of space, I am just a speck. In the crowded market of the world, I am unknown. Who am I?

And suddenly I see the tree. It is talking to me:

"Raja, why do you feel lost? You are not alone. Keep me in your heart and know your inner powers. If you can see tree in seed, flower in bud, fragrance in flower, the inner in the outer, the world in yourself, you know who you are. Adopt my tree culture: roots, rise, responsibility, respect."

I dance with joy, for I now know the answer to the question "Who am I?"

- I am the face of my inner self
- I am the face of my family
- I am the face of my community
- I am the face of Rotary
- I am the face of Rotary's core values
- I am Rotary
- I am yours and I am not alone

What is your answer, my friends?

Is it the same?

Let the thunder of your response penetrate the walls here to reach the whole Rotary world.

Telling the Rotary Story through Social Media and Public Relations

Melissa Ward

Governor-elect, District 7190

We often talk about the *how-to* when talking about social media and public relations. But we don't talk enough about the *why*. If you feel you're not going to accomplish anything, if you feel you would be wasting your time or effort, your motivation to try anything is low.

I hope by sharing with you today, I can help you find your "why."

Let's take a quick look at some numbers:

- One in every nine people on the planet is on Facebook.
- Each day, 190 million tweets are sent out on Twitter.
- YouTube has 490 million unique users who visit the site every month. To get an idea about how much video there is, imagine all the hours of broadcast television that have aired since the television was invented in the 1950s. That is how many hours were uploaded to YouTube *last year*.
- People upload 3,000 images to Flickr, the photo sharing social media site, every minute.

There's an amazing audience waiting for us at the other end of our keyboards. And this audience is young, savvy, and interested in bettering our communities, a strong target for our outreach efforts.

If we wish to remain a viable, credible, and growing organization, we must engage others with our Rotary story by way of social media.

Behind every great social media post are *feelings*. They are key to any story. It is not the words that truly matter but the pictures those words create in the audience's mind and the emotions they trigger.

Carl Buchner said, "They may forget what you said, but they will never forget how you made them feel."

In the United States, we joke about mass media, saying "If it bleeds, it leads." I don't know if that is the same across the globe, but I'd guess it is pretty close. The reason the saying is true, at least in part, is that those stories create a strong emotional response. There are dramatic, sometimes heart-wrenching tales, and they capture our undivided attention.

But I want you to remember that when it comes to social media and public relations, it is simply about telling our story to others. Yet, at the same time, it is about allowing others — including our peers, the general public, the media — to help tell it too.

Our Rotary story can be shared through a number of ways, including video, print, and audio. All those media would be considered excellent content to share online too, when they are done well.

Our advantage as Rotarians is that Rotary International supports our outreach efforts by providing us with some very important tools that help us in sharing our story.

One of the best tools Rotary gives us is the public relations grant. These grants are designed to help districts promote Rotary to the general public and enhance Rotary's public image. If you're

like me, you've had the opportunity to collaborate with your district governor and PR committee to put a grant together.

These grants enable us to place television, radio, print, billboard, transit, banner, and web advertisements locally. These outreach efforts help share what Rotary is and does with the general public, and potential members. For example, this year we used an audio clip from the Humanities in Motion collection and recorded a local 30-second audio to go with it. This gave us a 60-, 30-, and 10-second clip to be used by our local radio stations.

PR grants will again be offered to our districts for up to US\$15,000 with a one-third match required by the district. Rotary International encourages neighboring districts to work together to broaden their reach and enhance the impact of the Rotary message. Therefore, a \$1,000 unmatched bonus will be offered to each district participating in a multidistrict grant. The PR grant application deadline is 4 March and approvals will be sent by 1 July. Applications are now available for download at rotary.org/prgrants. An information sheet on PR grants can be picked up after this session from the Rotary Resource Center.

Another great tool is Rotary's Media Center. This site makes it easy to download broadcast-quality videos, high-resolution print advertisements, billboard and transit graphics, and radio-ready public service announcements from the Humanity in Motion and "This Close" campaigns — all free of charge. Materials are available in eight languages, and each piece of content can be easily shared online through social media. Our district uses a 30-second video clip for TV advertising. We added a local element by changing the last portion of the video to point to our district website.

The Media Center is a great resource for clubs looking for free content, and for local media looking for raw video or still images that will enhance their news reporting. You can pick up an information card about this great resource in the Rotary Resource Center after today's plenary session.

Rotary provides us with a third resource that is somewhat new and underutilized when it comes to sharing our stories. Each year, the RI president appoints 41 Rotary public image coordinators, or RPICs. These trained Rotarians can assist you and clubs throughout your district. Many of them are professionals in the field of media and communications, and they can provide guidance, support, valuable resources, and practical tips.

If you haven't done so already, reach out to your Rotary public image coordinator when you return home. They also have local assistants who are ready to support clubs in your district.

I also want to update you on a major public image initiative currently underway. The Rotary International Board of Directors recognizes the need to strengthen Rotary's brand. Input from the Strategic Planning and Communications committees, conversations with club leaders and Rotarians from many cultures, plus Rotary's own research, all support the need to *revitalize* our brand.

The reason is simple: Rotary is not earning full credit for the good work we do in our local communities and around the world. Our own public image surveys, conducted in 2006 and 2010, show that 62 percent of people know our name, but few know much about us.

The goal of brand revitalization is to re-establish Rotary as the world's leading humanitarian service organization. This will help us not only improve the lives of more people but, just as important, become better at recruiting new members, increasing contributions, improving public perception, and attracting the strategic partners we need to achieve our full potential.

Currently, Rotary is working with internationally renowned branding agency Siegel+Gale to conduct research into our brand globally. A document about brand revitalization is available at the Rotary Resource Center.

Last, I want to remind you of our Rotary pins. We receive pins for various things in Rotary. I have my district governor-elect pin and my Paul Harris pin, but it's this pin, the one that I received for International Service, that means the most to me and works as a great introduction to my Rotary story. When people ask me about my pins, I tell them about my experience in Zimbabwe.

Because of Rotary, I had the life-changing opportunity to visit a small village in Zimbabwe for two weeks, where we worked to help rebuild a school. The first few days the team was there, we accomplished a lot, but I had the most fun teaching a group of kids how to play baseball. They were talented — they could hit a ball far, run very fast — and they caught on to the game quickly.

On the fourth day of our trip, I came down with a 104 degree fever. My teammates encouraged me to rest, but I said no (I did not travel across the world to stay in bed). Getting to the school from where we were staying requires driving 45 minutes and parking a half-mile away, because the sand is too soft for vehicles. During the half-mile walk, carrying our daily supplies, I was becoming weary. As we got closer to the school, I could hear the voices of the children singing our welcome song. They greeted us with this song every day. Walking through the gate of the school, I saw to my right the same sight I saw every morning there. Most of the schoolchildren gathered together, singing for us. But on this morning, when I turned to my left, I saw a sight that brought tears to my eyes. There were a group of children playing baseball. And I don't mean pretending to play but really playing baseball — pitching, swinging, running the bases, calling outs, everything. My heart stopped. And maybe it was the fever, but I just stood there and cried. It was the most amazing sight I'd ever seen.

Now, I'm not going to tell you that a game of baseball changed the world. But I do know that when I left Zimbabwe, I had helped to make a few people's lives a little happier, helped to give a few kids a new game to play, and in return experienced a moment that I will relive for the rest of my life.

That's the feeling you get when you are a Rotarian, the overwhelming emotion that envelops you when you have done something to benefit another, no matter how small it is.

Sharing that story with people I know helps them to understand why I continue to stay in Rotary. These are the types of stories we need to be sharing with our neighbors, and sharing with such passion and emotion that they want to have that feeling within themselves.

It comes down to this: The media — whether it be television, radio, newspapers, the Internet — is nothing more than a tool we use. The tool is secondary to the way we share our story. Have you ever noticed that it's not the professional YouTube video that gets millions of views, but the amateur story of a captured moment that evokes so much emotion that viewers feel compelled to share it?

Those are moments *you* have experienced.

Those are moments *you* can share.

Those are the stories *you* can tell to help other people understand why we, as Rotarians, are so passionate about being part of the Rotary family.

Those are also the stories that provide the "why" to tell your story to the world, at the other end of your keyboard.

The Power of Sharing Our Rotary Moment

Jennifer Jones

Rotary Public Image Coordinator, Zone 29

You didn't have to own an iPhone or an iPad or download from iTunes last year to feel the impact of Steve Jobs passing.

At his death he was widely described as a visionary, a pioneer, a genius. Jobs, the founder and creator of Apple, had the innate ability to know what we needed before we even knew ourselves.

In his now-famous commencement speech at Stanford University, "How to Live Before You Die," he urged all of us to pursue our dreams and see the opportunities in life's setbacks — including death itself.

He started his address by saying: "I want to tell you three stories from my life. That's it. No big deal. Just three stories."

Each of these stories had a message or a lesson, and each one we could easily relate to. This is because he had not only the vision to create great products, but also the ability to understand the impact of a great story.

That's what I want to talk to you about today: the power of storytelling and the creation of Rotary moments.

You have seen many exceptional Rotary moments this week, each of them different yet equally compelling. So what's the secret?

The simple truth is that a good speech is about telling great stories. It's about putting forward the human face and making the emotional connection. It's about stepping back and looking at situations in your life and appreciating the lessons that they provide for you and for others. Then it's about sharing them!

Imagine if we could engage our 1.2 million members as great storytellers of our organization's accomplishments. Everything we do as Rotarians affects our image and our brand. Quite simply, our ability to tell our story in a compelling way affects how our organization is perceived.

Thirty years ago I sat in a church pew and watched, with open eyes and a malleable brain, the guest speaker at an annual service celebrating community. Thirty years ago I was a young teen with little idea about my future or my career.

The speaker, Detroit TV news anchor Mort Crim, was a towering presence to me, and as I listened to his words, they unknowingly began to mold my future. I admired how he spoke with integrity, I embraced his words filled with respect, and I listened intently to the message he delivered with love.

How is it that someone can affect another person so decisively? Well, I know the answer to this question — it is the power of words. We sometimes never know how our words can transform a person from a bad day to good, from despair to OK, from child to adult. I have not seen Mr. Crim since the day we met 30 years ago, but his words shaped my future. In my vocational life, I also went on to work as a broadcaster and in television production. I ask you to recognize the amazing power of your words and your ability to instill greatness, power, love, hate, war, and peace.

A few years ago, I sat in a cinder-block church, listening to the priest give the homily in Creole, the language of Haiti. Later in the afternoon, I asked him what he had shared with his congregation. He told me that he had talked about peace and how it starts with each person, about how

we have to have faith that peace exists — and must be nurtured — in every community. The congregation had listened intently, then sang with great joy!

In a country ravaged by political instability and unrest, this may seem like a natural New Year's Day address. However, in this community, as in others, they believe in peace, integrity, and respect and, most of all, love.

Who in this room doesn't have an amazing Rotary story? Each and every one of you has experienced the joy of a Rotary moment. But it is taking the next step and understanding that when you share these stories, you can help to change people's lives.

When the simple and the ordinary collide with intention, it becomes extraordinary.

This year, Rotary provides you with a platform — and a powerful one — to help shape how people see our organization. So what are the stories that you have to tell, and how can you share them?

The best way I can express it is painting a story with your words. Your life is rich with content, and your own personal stories are a powerful way to connect with Rotarians.

When I was a little girl, my Uncle Jack used to sing a song to me called "Zip-A-Dee-Do-Dah." The lyrics describe a perfect day!

It's simple moments like this that help to shape who we are. It is the power of one person who can show us the way.

When I was in my teens, my uncle moved several hours away and unfortunately we didn't get to spend much time together. Nevertheless, his positive influence remained with me.

A couple of years ago, he was diagnosed with a terminal illness. It was the holiday season, and that week at my Rotary club meeting we had a group of singers. My heart swelled as they sang the same song from my childhood. As the lead singer belted out the lyrics, I felt like it was a direct connection with my uncle.

That night I called him. While he wasn't really able to speak, he could listen and I could sense a sparkle when I told him what had happened that day.

It was only a couple weeks later that my family journeyed to his funeral. It was a small, quiet affair. And this is where the story is sprinkled with magic dust.

As I stood there talking with relatives, a man walked through the door. I could barely contain myself — it was the same man who sang the song at my Rotary club meeting, the one who connected me with my uncle.

We had both driven four hours from different directions and arrived at the same location. It turns out he was one of my uncle's very best friends.

What a gift — and Rotary provides these gifts to us every day. We just need to keep our eyes open to the little threads that tie everything together.

A Rotary moment is when the magic happens.

Your job this year is to motivate and inspire your fellow Rotarians, and it is through the power of your words that you can inspire someone to greatness.

One of the primary ways you are going to do this is by speaking at each of your clubs. I want you to think about the stories you will tell, the ones that help to illustrate what we do as Rotarians. The best part is, they don't even have to be your stories.

I want to share with you a story told two different ways, and you can determine which one has more impact.

First, more than 2 million people die each year because they lack access to safe drinking water and proper sanitation. The United Nations estimates that sub-Saharan Africa loses 40 billion man-hours per year collecting water — that's the same as a whole year's worth of labor by the entire workforce of France!

From 1978 through 2009, The Rotary Foundation awarded more than 4,900 grants totaling US\$52.7 million for water projects worldwide. This is vitally important, because water is life.

Now, let me tell you about water in a different way. This is a much repeated story originally told by Past RI Vice President Tom Thorfinnson about his volunteer experience in the Dominican Republic and Haiti. He traveled repeatedly to these countries, helping to create sources of clean water. One day, one of his fellow Rotarians was talking with a village elder, who shared the most profound observation: "When the well was built, the children stopped dying."

This one simple sentence made people understand why clean water was so important. He put the human face on the issue. It wasn't about the facts and figures or asking people to support building a well. It got right to the core of the issue: "When the well was built, the children stopped dying."

How many of you remember the statistics from the first story? Sometimes statistics are critical to making a point but even if they're compelling, they are tough to remember and even more difficult to pass along.

During my time in Haiti I met a lovely, soft-spoken woman named Marie. She was a mother and a grandmother, and although language was a barrier for conversation we definitely connected through common experience.

Marie was responsible for preparing our meals, and each day she would greet me with a big smile and I would give her a hug.

When it was time to leave, she brought me this little wooden box. It's the kind of item that you would see a vendor selling on the beach, and I would have never purchased it myself because I would have simply seen it as "more stuff."

But this box is different, not because of how it looks but because of what's inside. (*She shows the audience the inside of the box.*) This may appear empty to you, but to me it is filled with great love.

I know she had nothing and yet she was able to give me everything.

I tell you this story because, like Marie, *you* will make a difference in someone's life this year. You are going to paint wonderful stories from your own experience, and through the simple act of sharing, your words will move others to action.

I want to conclude with my favorite personal Rotary moment, one that I love to tell.

As a member of an international district, one that spans Canada and the United States, I cross the border several times a week. In my year as a district governor, I traveled back and forth more than 200 hundred times. Every time I pulled up to the border, a guard was there ready to ask me a battery of questions on my reason for crossing. So it was that I found myself face to face with an officer who was not having a good day.

With his arms crossed and a stern look on his face, he asked where I was going. I told him I was attending a Rotary meeting. He grimaced. "Rotary? What's Rotary?" he asked. So perhaps I was

a bit cheeky when I asked him if he would like the long version or the short version. He barked back, "Just tell me what it is."

I told him that we were an international service organization of 1.2 million men and women around the world conducting humanitarian service in our own backyards and beyond. And then he barked, "But what do you do?"

So I told him about my home club and our projects and programs, but he wanted more. I told him about clean water and health and hunger and literacy, and then about polio. He leaned forward.

"Polio? Polio is gone," he said. I told him yes it was gone from many parts of the world, but it remained in four countries and we were working very hard to reach every last child.

At this point, he changed. He wanted to know even more. As he became more engaged, he asked, "But what about AIDS? What are you going to do about AIDS?" I explained to him that many Rotarians were involved in helping with AIDS and malaria and tuberculosis and much more.

And then he said, "You mean to tell me that there are that many people in the world with that much extra time on their hands?" And I said, "No, sir. There are that many people in the world with no time on their hands who are committed to helping."

And then he started to cry and he looked into my eyes and said, "Please thank the people. Please thank them for what they are doing." At this point my eyes also filled with tears. He then said, "You have made my day." And I told him, "No, sir, it is you who has made mine."

And so, I carry his message here today to say thank you. Thank you for all that you have done and all that you are going to do.

You have already been touched deeply by this organization or you wouldn't be sitting here today. When you tell your story, you are inspiring your clubs, recharging their batteries and preparing them for the year ahead.

This, my friends, is how we create peace. One story at a time.

Thank you.

President-elect's Closing Remarks

Sakuji Tanaka
RI President-elect

Good evening, everyone!

It has been a wonderful week. But as the saying goes, time flies when you are having fun — and now we have come to the end of this International Assembly.

I never would have imagined, when I myself came to California as a district governor-elect, that one day I would be heading an assembly as RI president-elect. It is true what they say: life is full of surprises. And I can see very clearly now that my experience at that assembly set me on the path to this one.

Many years have passed since that week. But I remember very clearly, even now, the Go Forth to Serve banquet that ended it. And I remember the feeling I had as I walked out the doors of the hotel, on my way back to Japan.

I felt that my eyes had been opened. I saw things in a new way. I had a new sense of purpose, and a new feeling of ambition. For the first time, I realized how much I could achieve through Rotary. And I could not wait to begin.

Each of you will leave here tomorrow with your own plans for the year. I am asking you now to turn those plans into specific goals: goals that you can and will accomplish.

Setting goals for yourself is a necessary part of achievement. It is not enough to work hard; you need to know where you are heading. Otherwise, you may find yourself driving very quickly in the wrong direction.

I have asked all of you to work for *Peace Through Service*. This is a very broad idea. At this assembly, we have learned more about what I mean by peace as a goal. We have talked about the peace conferences we have planned and what we hope to achieve through them. We have talked a great deal about our No. 1 goal, the elimination of polio. And we have talked about the importance of increasing membership, enhancing public image, and increasing our humanitarian activities.

Membership, of course, is something that we are always talking about in Rotary. The bigger Rotary is, the stronger we are. But we cannot see a larger membership as the only goal. If we are bringing new people into Rotary only for the purpose of having more members, this will not make Rotary stronger. We will make Rotary stronger when we bring in people who will not just join Rotary but become Rotarians.

We cannot go to a prospective member and ask them to join Rotary only because we want more members. We have to show them that Rotary is a wonderful organization to join, and that they will be happier because of Rotary. When we ask someone to join Rotary, we are doing this to help them as well. All of us have benefited from Rotary. All of us love Rotary. We want others to join Rotary because we want them to experience the same happiness that we have found. This is something to remember when we are asking others to become Rotarians.

We should also remember to look at younger members and bring them into our clubs. We have now had 50 years of a successful Interact program and 44 years of Rotaract.

We send thousands of young people on Youth Exchange every year. There are hundreds of thousands of youth program alumni in our communities. We should seek them out for membership and help them rediscover what first drew them to Rotary service.

I think that all of us here are grateful now to the person who asked us to join Rotary. I know that my life is much happier, and has been much more productive, because of Rotary. It is clear to me that the day I joined the Rotary Club of Yashio was a day that I put my first step on a different path in life — one of greater connection, greater satisfaction, and a deeper sense of fulfillment and peace.

This is a feeling that I want to share with others. And I know that one way to do it is through bringing in new members. But we must also do it by raising awareness of Rotary and Rotary's work through focusing on our public image.

I am a Japanese businessman, and I wear a suit almost every day. The Rotary pin is always in my lapel. It is there because I am proud to be a Rotarian. Anywhere I go, people will see the pin and know who I am. Other Rotarians will see it and know that I am a friend. And people who are not Rotarians will see it as well. I want to be sure that all of them also understand the meaning of this pin.

This is why I am asking all of you today to wear your Rotary pin every day that you are a district governor. And I am asking you to raise awareness of what the Rotary pin means. I believe that having that pin on your lapel changes you. It makes you think more before you speak and before you act. It makes you remember, all the time, that you are a Rotarian — and as Rotarians, we are here to help.

All of us should be ready to talk about Rotary. When someone asks you about that pin, you should be ready to answer them. What is Rotary? What does Rotary do? These are questions that each of us should always be prepared to answer.

When I first spoke to you on Monday morning, I told you where I came from: a very poor family in Japan, in a very poor region of Japan. I wanted very much to have an education, but it seemed impossible. There was no money. This was also the situation for many of my friends.

But one of our teachers decided to help us. He found a glass factory in Tokyo that would hire us, and arranged for us to work there and live in a dormitory. And he arranged as well for us to go to night school. To me, this was the answer to a dream. I asked my parents for their permission, and they said yes. So I got on the train with my teacher and two of my friends. Our teacher brought us to the factory in Tokyo and showed us where we would live, where we would work, and where we would study. Then he went back to Niigata to teach in the school there.

That was 57 years ago. I did not go back to Niigata for many years, and I never saw that teacher again. But I have never forgotten his kindness.

In Japan, there is an idea of *Shikata ga nai*. This means, it is out of my hands, and there is nothing I can do. My teacher could have looked at all of us peasant boys. He could have said, I will teach them to read and write, but that is all they will ever do. They are too poor to get a high school education. *Shikata ga nai* — it is not something that I can change.

Instead, he responded with a different attitude. He took an attitude of *Watashi shidai* — it is up to me. He saw that we were not able to find a way out of our situation. So he took the problem as his own. He found a solution. He gave us the help we needed so that we could help ourselves.

Looking back, I know that it was not easy for him. There was no Internet in those days. Long-distance telephone calls were very expensive. He probably wrote many letters to arrange everything in Tokyo. And he paid for his own train ticket to bring us. He did it only because he cared and he wanted to help.

That kindness, and that help, changed my life completely, and the lives of my friends as well.

The years that followed were not easy. I worked very hard at the glass factory, and then I went to study late at night. I was always tired. But I was achieving the goal I had had for so many years: to study, to become educated, to be a success.

And I had found a new attitude in my life, one of *Watashi shidai*.

Watashi shidai means It is up to me!

This is how I feel today. This is what I say to all of you.

Watashi shidai! It is up to us.

Watashi shidai! It is up to us to set goals. It is up to us to achieve them.

Watashi shidai! It is up to us to help other people, so that they can help themselves.

And it is up to us to put Service Above Self, and build a world of *Peace Through Service*.

Thank you.

President's Closing Remarks

Kalyan Banerjee
RI President

My friends, my brothers and sisters in Rotary,

Good evening.

I think all of you have heard that great quote from the great statesman Winston Churchill, from a speech he made to Parliament when the tide of the war finally began to turn in the Allies' favor. He said: "Now this is not the end. It is not even the beginning of the end. But it is, perhaps, the end of the beginning."

It was a very different circumstance, but his words are no less appropriate tonight.

This International Assembly marks the end of the beginning in your journey of Rotary leadership.

You came here as you are now leaving: as district-governors elect. But I believe you are not the same person who came in on Monday. Your perspective has changed. Am I right in believing that? Your understanding has changed. Your view of Rotary, of the world, of your place in it — all of them are now different. Yes?

I can tell you from personal experience that the months between an International Assembly and that all-important Rotary date of 1 July go by very quickly indeed — much more quickly than anyone ever expects. If you want to use them well, if you want to use them productively, if you want to get the most out of every passing day, hour, moment — the time to start is now.

Because you all have goals, for your districts and for yourselves. All of you are leaving here as every district-governor elect should: determined to make your year in Rotary office the best year yet. And you are leaving here as well with a great and noble goal: making 2012-13 a year of *Peace Through Service*. That is our theme, your beacon of light. Indeed, *Peace Through Service* has been an idea that has driven us all these years, and building peace through Rotary service has been our starting point for nearly 107 years, now.

And you know, when we are talking to people who are not Rotarians about this idea, the idea of building peace through Rotary service, sometimes it is an idea that you could say is met with some raised eyebrows. Because, here we are in Rotary but who are we? We are not prime ministers or presidents of any countries or generals of armies, and most of us do not wield any great political power either.

So how exactly are we going to achieve this lofty goal of building peace?

To this I would say, well, it's a funny thing, how people think about the whole idea of peace. Maybe you could even say that's one of the biggest obstacles to peace right there — that people don't understand what peace is, or where it comes from, or how we can get there. Because people sometimes are very black and white in their thinking. The opposite of up is down. The opposite of sick is healthy. The opposite of bad is good, and the opposite of war is peace.

Except that the world isn't like that.

The opposite of bad isn't always good and the opposite of war isn't always peace, because peace isn't something you can get to with an army or governments or treaties or any kind of compulsion. Peace is not just an absence of war. It isn't that simple. Peace is a condition, it's a state of mind and you arrive at it through a process.

What do I mean by that?

Well, I'll tell you. One time, a few months ago, I was on my way from the airport in Chicago to my office in Evanston, and I got into a taxicab with a driver from Pakistan — which is a very usual occurrence for me, as it seems the majority of the taxicab drivers in Chicago are either from Pakistan or Ethiopia.

And I don't think I need to tell you too much about how Indians and Pakistanis are not generally expected to get along well, but here we were, me and this person from Karachi, driving down the highway together, chatting away about the Midwestern winters and the best places to buy South Asian sweets in Chicago.

And I said something about how strange it was, how in that neighborhood where all the South Asian sweets are, it is a neighborhood where you have Indians and Pakistanis, Hindus and Muslims, and even a very large number of religious Jews, all living together in a few square kilometers, and yet there is no terrorism, there are no hate crimes, you see everyone walking down the street together and shopping together, and somehow this does not bother anybody!

How come, I said, how come we can't do this at home? In our countries? In India and in Pakistan?

And when I asked that, the conversation stopped.

And I thought, well, I must finally have said the wrong thing — but then, after a silence that was probably not nearly as long as it seemed, he said, "Well, I think the answer is that this is a place where you don't have to fight. Here, people want to live their lives and just enjoy living."

And I thought, you know, really, that's what peace is. The ability to enjoy your life. To live your life normally, fully.

Living in peace means that you can wake up in the morning at home with your family, do your job during the day, have your family together again at night, go to sleep without having to worry about whether there will be shooting on the roads tomorrow, or what you will eat in the morning, or which child will not get an education because you need her to carry the water, or any of that.

My brothers and sisters, that is when we get peace — when people are able to live their lives, to enjoy their lives, when they don't have to fight just to survive.

And if we can do that in Chicago, why can't we do the same thing nearer our homes?

So when you take a step back from the dictionary definition of peace, and you look at what peace really means and where it comes from, you suddenly have a much easier time understanding the connection between Rotary and peace.

Yes, we in Rotary do work for peace. Not with armies, not with peace treaties, not at the United Nations or in any houses of government. Rotary builds peace day by day, individual by individual, with every act of service by every single Rotarian. We work for peace by bringing peace to our minds and our hearts.

We build peace just by being who we are: 1.2 million people, in 34,000 clubs, in over 200 countries and geographic regions. Hindu, Muslim, Christian, Jewish, Shinto, atheist, whatever your religion or your culture or your language, Rotary is welcoming you — as long as you are someone who can embrace our core values, who will place Service Above Self, who will act in accordance with the tenets of Rotary.

And we build peace by example — and we build it through our work.

We do it by addressing and dealing with the real, serious, immediate problems that disrupt people's abilities to live normal, peaceful lives — whether those problems are a lack of water, or of sanitation, or of simple, affordable housing; whether it is a shortage of education or health care; whether it is a need to build productive and positive connections between communities — whatever those needs, Rotary clubs are there to help meet them, and ultimately to help communities and individuals meet their own needs, themselves.

And when we are talking about the international connections that we can make through Rotary, well, we cannot neglect what we have achieved through our single largest and most significant project: PolioPlus.

It started out as an incredibly ambitious dream — but if you don't dream dreams, how are you ever going to realize them? Today, there is no longer any question whether we will eradicate polio; the only question is how soon it will happen.

PolioPlus is both Rotary's greatest achievement, and the best argument yet that we can achieve a more peaceful world through service. Because no one could ever say that we are eradicating polio alone.

We are doing it through cooperation, through trust, through partnerships around the world — building connections and bridges among individuals and organizations, no matter how diverse their backgrounds and goals — all of them united in one purpose, one goal: the goal of a polio-free world.

PolioPlus demonstrates, it proves without a doubt, that no matter what their differences, no matter what their disagreements, people can put them aside.

Differences are manmade, made by our traditions, dogmas. But people can come together, talk and plan and work together — when they have a common goal. When that goal is simple and pure and benefits everyone, people can look past even their most deeply held grudges and arguments, and do what needs to be done.

This is what I have seen happen through PolioPlus, and I can tell you, that as my optimism about polio eradication has grown, so has my optimism about humanity.

For the last 26 years, I have seen the goal of polio eradication unite people in ways that you could not even imagine.

All over Africa and Asia, we have seen rebels declare cease-fires, we have seen the mujahedeen of Afghanistan and the imams of Nigeria and Pakistan and in India, publicly put drops into the mouths of the children. We have some of the unlikeliest people you could ever think of step forward in support of this goal.

I remember a meeting of a Rotary committee for polio in India, where there were two men in the room from different Muslim sects, two men that everyone there kept staring at.

Later, it was explained that the two were uncle and nephew, with tremendous religious differences, who regularly indulged in tirades about each other in the media. Ordinarily, you would never see the two within a hundred meters of each other!

But there they were, in the same room, working together for the same cause, even exchanging greetings — the kind of respect that we do among different generations in our part of the world.

Our goal is the eradication of polio. And we are achieving it.

But when I hear stories like those, I am in awe — I am dumbfounded — of how much else we have accomplished along the way.

Rotary, I believe, will never be the same again.

As I have often said, thanks to PolioPlus, the world has discovered Rotary, and Rotarians have discovered themselves.

And so when you go back to your districts and you say that we are building *Peace Through Service*, say it with confidence.

And when you meet someone who is not yet a Rotarian, you should do more than just say we are building *Peace Through Service* — you must tell them exactly how we are doing it!

And you know, if the person you are talking to is intelligent and upstanding, he or she will understand you and believe you.

And if the person qualifies to be a Rotarian — well, then why not take it a step further and invite that person to come to a Rotary meeting with you, and see Rotary for themselves? Why indeed not?

Because, my brothers and sisters in Rotary, *Peace Through Service* is a focus that is a part of our lives. It's engaged us already; only keep at it, every day that we live.

In this Rotary year, I ask you again to *Reach Within to Embrace Humanity*. Find the love and the resources you will need for the job that lies ahead. And as you Go Forth to Serve as district governors-elect, do not spend your time in stringing and unstringing your instrument. Because the time to sing your song is just about to begin.

Just go ahead. Go for it. Give it all you have got.

For, as you'll find in the words of the great poet Robert Frost:

The woods are lovely, dark and deep.
But you have promises to keep,
And miles to go before you sleep,
And miles to go before you sleep.

Thank you.



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