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INTERNATIONAL ASSEMBLY SPEECHES

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Light Up Rotary

Gary C.K. Huang
RI President-elect

Good morning!

Ni hao!

Let's try that again, everybody. [Audience: *Ni hao!*]

Great! Your Chinese is good! You can go to Taiwan or China now. Please give yourself a big round of applause.

Fellow Rotarians, welcome to the 2014 Rotary International Assembly! I am sure you are all very happy to get started with our wonderful year!

I woke up quite early this morning and watched the news on TV. As usual, news can remind you that there are so many people in this world who need help. But this morning, I'm facing 537 powerful people from all over the world. And together, we are going to take a good look at some of those problems. And we're going to start working on how to fix them.

And that is why we are here, bright and early on a Monday morning in San Diego.

We're here to get started turning some of that bad news into good news. And, you know, I think that is a good way of looking at our job this Rotary year.

Our job is to make the news in the world a little better — a little happier, a little more hopeful. It's our job to make the good news. And it's also our job to get the good news on the news!

This is a very exciting year in Rotary. And next year, our year, is going to be even more exciting. It's going to be Rotary's 110th year.

All of us are proud of Rotary. We want a Rotary that creates a huge, positive impact in this world. Well, we all know great things don't happen by themselves. They happen when we work hard, when we have strong clubs, and when we have Rotarians who love Rotary.

We've been talking a long time about membership. I think you all know that we have a goal of 1.3 million members by the end of our year. We're going to talk a lot about that this week.

We'll talk about bringing younger people into Rotary, more women into Rotary. If you look around this room, we see many good-looking people. That's great! But how many of you are actually Rotarians, and how many are spouses who are not Rotarians?

Well, I have a suggestion: Everyone in this room should be a Rotarian! Every Rotarian should invite their spouse into Rotary. Make Rotary for the whole family.

Let me tell you what we found out in Taiwan when we started doing this: We found out that our wives have more friends than we do! We invited our wives, and then they invited their friends. Now their friends see Rotary isn't just for men. They said, "OK, we'll join too!"

And when you have men and women in a club, energy goes up, you do more. Membership didn't just double, it more than doubled! And our service level also went way up. This is something I think all of you need to try.

I wrote a book, in Chinese, called *Find Solutions, Not Excuses*. This is something I think we all need to be doing. We need to make things right, not say why we cannot.

We need to assume leadership for building strong clubs, and that starts with bringing in new members.

And we need to take initiative for our Rotary Foundation, which starts with making our own donations.

Our Foundation belongs to us. Everybody in Rotary benefits from the Foundation. And everybody in Rotary needs to support the Foundation.

All of you are leaders who know how to lead, who know how to take initiative. I don't think anyone here today will delegate all the hard work to other Rotarians and do nothing themselves.

And no one here will say, "You should all give your money to The Rotary Foundation but I'm leaving my money in the bank." Am I correct?

If you want to be a Rotary leader, you have to lead by example.

That's why President Ron asked all of this year's district governors to be the first class to have 100 percent district governors-elect donate to The Rotary Foundation. They did it: They became the first class, and they are always going to be the first class.

Well, President Ron is very proud of this, which he should be! And after his assembly, he gave me a challenge. He said, "Gary, I want you to beat me. I want your class to raise more money for the Foundation than my class."

Maybe you know I am Taiwanese, and Taiwanese people are very competitive. So I said, "OK! We're going to take the challenge!"

But this gave me a problem. His class is the first class. Now what? I'm not going to ask you to be the second class. Who wants to be second class?

No! Instead, I am asking you to be the best class. I am asking you to beat last year's record of \$750,000. I want all of you to show the Rotary world that this class of district governors is truly the best class yet!

I think all of you know the Chinese philosopher Confucius. Sometimes I call him the world's first Rotarian, because even though he died 2,500 years before Rotary was founded, his ideas are very much Rotary ideas. And one of the things he said was 與其抱怨，不如改變。

In English, you say: "It is better to light a single candle than to sit and curse the darkness."

This one line sums up everything we think in Rotary.

There are so many problems in the world, so many people who need help. And many people say, "There's nothing I can do." They sit there. Do nothing. Everything stays dark.

But this is not the Rotary way. The Rotary way is the Confucius way. The Rotary way is to light a candle. I light one. You light one. More than 1.2 million people all light one. Together, we light up the world.

And this is what I want you to do. I want you all to *Light Up Rotary*.

Fellow Rotarians, this is our jacket [indicating jacket]. I hope you like it. And this is our tie. And this is our scarf.

Light Up Rotary! This is our theme. And this is my challenge to you.

How you *Light Up Rotary* — how you light your own candle — is up to you. You know where you are strong. You know what your community needs, and you know how you can help.

There are so many ways to *Light Up Rotary*. I hope many of you will choose to host a Rotary Day, to show your community what Rotary is and what we do. I hope that you will involve your Rotaract and Interact clubs in your service, to bring the new generation of Rotary closer to Rotary membership.

And perhaps the most important thing we can do to *Light Up Rotary* is to finish the job that we've been working on for more than a quarter of a century. That, of course, is the eradication of polio.

Right now, we have a goal to achieve full eradication of polio by 2018. That would be an incredible thing for all of us. But it will only happen if we keep up the fight and keep up the momentum. And that means helping to fill the funding gap for the polio endgame plan.

When we eradicate polio — and we will — we'll have proved ourselves as an organization capable of great things. We'll be even better equipped for the next challenge we choose to take on. And we'll have given the world a gift that will last forever.

It is our responsibility to bring about that moment.

My friends, I want to see a Rotary that is brighter, with a light that shines out clear and strong. I want our light to be warm and inviting so that other people want to come closer, to be a part. I want this light to inspire, to show everyone what one person can do, what we can all do when we work together.

Light Up Rotary is our theme, but it is more than our theme. It is how we live in Rotary, how we think in Rotary, how we feel, how we work.

It is how we make a difference — every day, in every club, every district, and every country where we serve.

We are the ones to *Light Up Rotary* and to let its light shine. We are the ones to say, yes, there are people who care, and who are capable, and who are making a difference. We are the ones who say no one should sit alone in the darkness. Instead, we can come together, all 1.2 million of us, to *Light Up Rotary*.

This is our job. This is our challenge.

And this new Rotary year will be our year to let our Rotary light shine stronger and brighter than ever before.

Thank you.

Youth in Membership

Ron D. Burton
RI President

Good afternoon.

I am honored to be here today, addressing you, the governors of 2014-15.

And as I stand here looking out at Rotary's future leaders, I think it is altogether fitting that I talk about something that is critical to our very existence. And that is membership.

We have talked so much about membership in Rotary in recent years. We need younger members, we need more women, we need a more representative cross section of our communities. But the fact of the matter is, we just need more members. And I think we all know why. With more members we can build stronger clubs, we can have a greater impact on our communities as well as the world at large, we can increase support of our Rotary Foundation, thereby putting more hands and hearts to work changing more lives. And as a result, we can attract more publicity, which will in turn strengthen Rotary.

We've been spending a lot of time talking about *attracting* members. We talk about making Rotary look good, we talk about public image, we talk about all the things we can do to get people interested in Rotary membership. But I think we haven't been talking enough about something that's even more important, and that's making Rotary membership *work* for all of our members, so that they don't just join a Rotary club — but stay and become Rotarians.

We need to look harder at our clubs, be honest with ourselves about the obstacles to membership, and be open to change — so that we can make Rotary not only an *attractive* choice, but a *viable* choice, for people of all ages.

There are many Rotary clubs that are doing just fine, with a growing membership, productive service, and engaged Rotarians. But there are many more that are standing still or going in the opposite direction. Part of your job as district governors will be identifying those clubs and helping them turn things around.

And that will mean figuring out what's not working in those clubs — and the best ways for them to move forward. It will mean helping them to think creatively, and honestly, about how to engage Rotary — and how to grow for the future. And, in many cases, that may mean doing things a little bit differently than they are being done now.

Not every Rotary club has to be a traditional one. And some of the best clubs out there don't look anything like the Rotary clubs most of us probably belong to. A few months ago, Jetta and I were in Charlotte, North Carolina, USA, and we had the chance to visit the Charlotte End-of-the-Week Rotary Club. They meet every Saturday morning from 10:00 till 11:00 at a local church. We walked in unannounced during their meeting and surprised them. There wasn't a business suit in sight. The first thing I noticed was that off in one corner of the meeting room were everyone's kids! They were quietly entertaining themselves while sitting around a table with some paper and crayons and some toys, keeping themselves busy and having fun while their parents got on with their Rotary meeting.

Most of the members are from the Haitian community in Charlotte. I don't think any of them would call themselves wealthy, but I can tell you that club has some great Rotarians. And they've found ways to make Rotary service work for them. They have adapted to their community.

Nobody pays for meals. Each week, someone takes a turn bringing something for everyone for breakfast, like bagels or sweet rolls. Nobody's missing work to be there, nobody's missing time with their kids, and a lot of the members are married couples; when Saturday morning rolls around, the whole family heads off to the Rotary meeting together! Now that's what I call bringing the family of Rotary to life.

They're doing some great service, better than many traditional clubs. Locally, they volunteer at Second Harvest Food Bank, Urban Ministries' St. Peter's Soup Kitchen; they support Ronald McDonald House, donate computers to the Relatives Crisis Center, and collect toys and household items for the battered women's shelter. Internationally, they support several projects in Haiti, partnering with other Rotary clubs to support telemedicine projects, a water treatment system, solar pumps, and storage tanks. They have also partnered with the UNC-Charlotte STARS Alliance to assist with a two-week computer workshop. Now they are planning to support a school in Haiti.

They're enjoying Rotary to its fullest, without having to make a lot of sacrifices. Their kids look forward to it every week; they get together with their friends on Saturday morning, and maybe even get a doughnut out of it! And I can tell you, these kids are growing up with good feelings about Rotary, and I'd say it's pretty likely that one day they'll decide to be Rotarians themselves.

The average age of the members in that club is probably around 35. Not too many clubs can claim that. And I wouldn't be surprised if some of them were sitting in these seats here in San Diego not too far down the road — because they are engaged in Rotary, enjoying Rotary, achieving in Rotary. And isn't that why we're here?

If we want to attract young members, we have to think about what life is like for them. They've got busy jobs, and probably their spouses do as well. They probably have young kids who they don't see nearly as much as they'd like to. And their budgets might not be what ours are, at our stage in life.

Which brings me to one more issue that we need to address, if we're serious about bringing more people into Rotary, especially young people. And that is the issue of cost, of just how much it really does cost to be an active member of a Rotary club.

That's not a problem we can solve in Evanston. The dues each of us is paying to Rotary International this year are 53 U.S. dollars — that's about one cup of fancy coffee a month. That's not stopping anyone from being a Rotarian. What's keeping people out aren't the RI dues but the costs that are set at the club and district levels — costs that can reach thousands of dollars a year. And that's just membership fees, which don't include Rotary events like club projects, district conferences, annual dinners, Foundation fundraisers, and zone institutes.

Do we really want to be charging people that kind of money for things they don't necessarily need or want, when what they do want to do is serve? Isn't that a little self-defeating? Wouldn't we do better to keep those costs down — and get our numbers, and our service, up?

One size doesn't fit all in Rotary. Some clubs do want the nice meals in the fancy restaurants, and that's OK. Nobody's telling any club that they have to change. But we do need to be open to doing things in different ways, on a local and club level. We need to encourage Rotarians to do things the way they work best in their own community. And that's why we've made the decision to establish and support regional membership plans — so that every area of the Rotary world can move forward on membership in a way that will be the most successful for them.

The one thing we do know for sure about Rotary is that we can't keep doing things the way we've always done them, because the world isn't the same as it was. We need to be bold. We need to be flexible. We need to be tolerant. We need to remember that the strength that you see in this room — hundreds of people speaking dozens of languages, from every possible background — is what makes Rotary what it is. And if we understand that, then we have to also realize that we can't be looking to recruit only people who are just like us.

Rotary is a place where we embrace our differences. And just as we accept that Rotary is going to be different in every zone and district, we also need to accept that Rotary is different in every club. As long as we're working toward the same goals, as long as we're sharing the same ideals, we are all Rotarians.

And Rotary is big enough for all of us. Whether our club meets in a hotel restaurant or a church basement, a brew pub or a city park — whether we have a three-course meal or a piece of pizza — that doesn't really matter. What matters is that we do what Rotarians are supposed to do: put Service Above Self.

It's time to say, "Let's try something new," instead of "We don't do that in Rotary." It's time to be proactive instead of reactive because that's the attitude that's going to get us stronger clubs today — and a stronger organization tomorrow.

Speaking of new, I am pleased to announce to you the official Rotary New Member Sponsor Recognition Program. This program is a result of the Rotary Board of Directors ensuring that every Rotarian who sponsors a member receives recognition for their efforts.

It is my distinct pleasure to share that every district governor-elect will receive his or her own sample of the pin at the membership breakout session following this plenary session. Immediately following the assembly, all the members in the RI database who have sponsored a new member since 1 July 2013 will receive their own pin and the appropriate backer, based on the number of members they have sponsored.

I am pleased to report that over 6,000 of these pins will be distributed to club presidents so that they can recognize the sponsors in their clubs.

I encourage you to support this program and let your clubs know that we recognize their efforts to increase Rotary's membership.

Attracting more women, younger members, and supporting vibrant clubs and innovative service projects — that's how we're going to engage Rotary and change lives. And it's how all of you are going to *Light Up Rotary* — all over the world, when you come into office on 1 July, as Rotary International's newest district governors.

Thank you.

The Importance of Sharing Your Rotary Story

Monty J. Audenart

Aide to the RI President and Rotary Foundation Trustee

A story was told many years ago that when the world was young, people thought that things should be young and new; there was no place for the elderly. So when a man and woman could no longer work, they simply got rid of them because it seemed the sensible thing to do.

Now there was a man who had an old father and a little son. His father could no longer work. "The old man is useless now, and I will have to get rid of him," said the father. So he took the little boy's sled and piled the old grandfather onto it. "What are you doing with Grandpa?" asked the little boy. "I am putting him on your sled," said the father impatiently. "Where are you taking him?" asked the little boy. "To the forest," said the man. "Why?" said the son. "Oh, never mind," said the father. "Let me come along," said the little boy. "Come if you must," replied the father, so the little boy hopped after the sled, taking many short steps to match his father's big ones in the snow.

Finally, they came to the forest. The man dropped the rope to the sleigh and turned around to go home. His little son tugged at his coat. "Father," he said, "you mustn't leave Grandfather in the forest. He will surely die!" "But he is too old to work," said the father, and he began marching home. The little boy ran after him and pulled again at his father's coat. "What's the matter now?" said the father. "Father, you can't leave my sled there," he said. "Why not?" asked the father. "Because when you are old and worn out, I'll need the sled to carry *you* into the forest to die!"

The father thought that perhaps this wasn't the right thing to do after all. "When I get old, my son will do to me what I have done to his grandfather." So he turned to his son and said, "You are right and I am wrong," and they turned around and fetched Grandfather and the sled and brought him home again. But they did not let the neighbors know. They hid Grandfather away and brought him food and drink each day.

Not long after, there was a famine in the land, which lasted for seven years with failed harvests. Soon, people ate up all their food, right down to their last bit of grain. They had no grain to plant and nobody knew what to do. The wisdom of the old people had died along with them. One day, the father took Grandpa a small piece of bread and told him it was all that was left. He told the grandfather there was no more food and no more grain to plant another crop. "Well," said the grandfather, "you have a barn with a roof made of wheat thatch. Take half of it off and re-thrash it. Then you will have enough food to eat till next harvest. Take the other half off the roof and re-thrash it. You will have enough grain to plant next year's crop."

So the man listened to his father and did as he said. In due time, he had an excellent crop. When the neighbors discovered his good fortune, they came crowding around and asked how he had found this seed for grain. "I got good advice from my old father," said the man. "How is that possible?" they asked. "You have no father." "Oh, but I have," he said, and he brought the old man out of hiding. After that, no one ever thought of getting rid of their grandfathers and grandmothers.

My friends, when I tell this story to my own children and grandchildren, my advice is this: Keep the sled in the shed!

One of the most effective ways in communicating a message is through a story. And just a few months from now, you will be the great Rotary storytellers in your district. None of you are here by

accident — governors-elect, spouses, or otherwise. Somehow, somewhere, and at some time, you have been a witness to and/or a participant of, a Rotary adventure that has benefited others, and in so doing, your own life has changed.

That is your Rotary moment. You can share these moments because they are your own, and I believe others will want to join this organization when they see what Rotary is doing through you and to you. Do not ever think you cannot tell a story. If you are breathing, you are a storyteller.

As you visit clubs and district events, it is your Rotary story that will motivate and inspire members of Rotary clubs to keep the sleds in the club — or, in other words, engage and retain all members. Your Rotary moment will be most effective if you share what is in your heart and not the facts in your head.

Twenty-five years ago, I left Canada with my skills in one hand and my heart in the other to serve as a Rotary dental volunteer to a 3-H — Health, Hunger and Humanity — project in Jamaica. I have to admit to you that the closer the day came to leaving home, the more anxiety I felt. In fact, just days before I was due to depart, my wife, Liz, and I were driving down the road in our car, and I suggested to her that “You know, I have a busy dental practice, we still have five young children at home, we are busy in our community and with our church, and perhaps this just isn’t the right time to go?” Without hesitation, Liz turned to me and said, “Well, you know Monty, there never will be a right time.” And so I went.

I had an early morning flight, and so the night before I left, I slipped into each of my children’s bedrooms and hugged and kissed them goodbye, telling each that I would be back in a month, that I needed to go and help some children whom I had never met, who perhaps had never had the chance to see a dentist, and that while I was away, they would be in the kind care and keeping of their mother.

My youngest son, Ryan, was only eight years old at the time. After I had been gone two or three weeks, I got a letter from him. It read, “Hi Dad its Ryan again. I hope you get home safely. You are my best dad, and if I ever had another dad, you would still be my BEST dad.”

I don’t know what was going on at home, but I didn’t stay away too long.

To make things even more challenging, a few weeks before I arrived, the Rotary clinic was destroyed in Hurricane Gilbert, in winds strong enough to take the tops off all of the trees, and the dental work was shifted to government clinics. Each morning when I arrived at a clinic, a sea of people would be waiting. I would greet them, and in unison, they would respond, “Good morning, Doctor!”

All of them had toothaches and needed extractions. There were so many patients that came, many dressed in their very best just to see the dentist. Each of them carried a clean face cloth, neatly folded on their lap when they were in the dental chair, as though fully aware of the treatment that would follow.

The work was hot and strenuous. The clinic had no X-ray, no dental drill, no suction, only a pail to spit in on the floor. Frequently the power went off, and when it did, the nurse would help by shining a flashlight into the patient’s mouth. Other times, in the 90-degree heat, she would wipe my brow so my sweat would not drip onto the patient’s face. But I shall never forget that late morning when a young Jamaican mother brought her little four- or five-year-old girl around to the outside of the clinic and held her up to 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. And ever so slowly, I began to love the people. A few weeks later, I called home and asked Liz to come down, because I wanted her to see what Rotary was doing and to share the experience of service with me, and of course I missed her. And so, for the last week, she

assisted in the clinic, and many people, after having extractions, got up out of that chair and shook our hands and thanked Rotary for coming.

And some 800 extractions later, my wife and I sat in that airplane on the tarmac in Montego Bay, ready to come home, and as I looked out the window that morning and watched the mist settle gently down over the distant hills, I thought of all that I had been able to do during that past month. And then I thought of all that I was not 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's the day The Rotary Foundation really meant something to me, and I promised myself then, just as many of you have, that I would not only support our Foundation financially, but that when I could, I would go and serve the less fortunate in other parts of our world. This is my Rotary moment.

And here I am, some 25 years later, still trying to give back to Rotary for experiences that I can never repay.

Each time that I have been privileged to sit in this audience of governors-elect and spouses and hear leaders from this podium recount their own Rotary moments, my mind has whispered, "Oh, I wish that every one of my club members could be here at this moment to see what I am seeing, to hear what I am hearing, and to feel what I am feeling." At times I have struggled to hold back a tear as a speaker's heart has spoken directly to mine.

And therein perhaps lies the simple secret to sharing your own Rotary moment. Take the time to first see the moment, feel the moment, and then tell the story.

I urge you, amidst the busyness of your lives, to take some time to quietly ponder how a Rotary experience has changed your life, motivating you to action. Replay the images over and over in your mind. Then reach deep within yourself and feel the passion of the adventure. Then take the time to practice and deliver your moment with all the passion you felt, then and now. Tell your story so vividly that it feels as if your audience were actually there.

How will you tell if others have been influenced by you sharing your Rotary moment?

When I gather my grandchildren around the campfire each summer night for storytelling, I can tell if I have done a good job, because after the story is over, they will insist, "Grandpa, can you please tell us another story?" They can hardly wait for the next adventure.

So it will be for you as you *Light Up Rotary* with your moment. If you share what you feel and not just what you know, others outside of Rotary will respond with "Tell me more," or ask that magical question, "What is Rotary?" — to which you can reply confidently: "We are leaders who exchange ideas and take action."

You will have many opportunities to share your Rotary moment, but now imagine what it would be like if every Rotarian in your district is given the opportunity to live and then share their Rotary moments. It would become the greatest public image effort this organization could ever hope for. And you, our governors-elect, hold the keys to making that happen. Imagine the worldwide impact those Rotary stories could have on attracting new, and engaging existing, members while changing lives.

My Rotary friends, our world yearns for your moments of hope, your moments of courage, your moments of humanity driving us to our best service. Your campfire has begun here in San Diego. *Light Up Rotary* by sharing and listening to each other's Rotary moments while you are here. In so doing, so you will fan the flames of Rotary for all the world to see.

Thank you for what you do for Rotary.

The Uncommon Leader

Richard D. King
Past RI President

Mr. President, Mr. President-elect, my colleagues in service:

We have come here today from the corners of the globe to learn more about Rotary and more about how to be a successful district governor. Now it may seem to you, after being here for a few days, that one of your biggest jobs this coming year will be to eat a lot of food! Your clubs will feed you morning, noon, and night as you visit them and their activities in your district.

When I was nearing the end of my term as governor, my wife saw me coming out of the shower one morning and, looking at me, she said, "Well, I can see that you've had every free meal they've offered you this year!"

My wife is a dancer. I met her in my Las Vegas revue. Her academic degrees are in finance and business — but her great love and professional career has been as a performing artist, a dancer, and choreographer who has performed with many of the great names in Hollywood. And she is physically fit. She does aerobics every day — I think she weighs the same as when she was born — I mean dancing. I saw her walk across the stage one day in her costume, and I thought to myself, "Now there goes a girl who really ought to be married to a Rotarian!" So, I took her away from the dull Hollywood show business life and gave her the thrill of following me around the world listening to my speeches!

Anyway, I was standing there, dripping wet, coming out of the shower with a towel around me that wouldn't reach. And by the look on her face, I could tell we were going to have a conversation I would not enjoy. We did, and I didn't. She said, "Why don't you get physically fit?" Then she went to the store and bought a little trampoline and put it in the corner of our bedroom, right underneath the Rotary wheel in the ceiling over our bed. I asked her what in the world it was — it looked like a little spaceship from Mars — and she replied, "Now Rick, you jump up and down on this every morning, and you will get in shape." I couldn't think of anything I'd rather less do, but I thought, "What the heck; I love my wife, I'll jump! (Because I'm not as dumb as I look!) I hated every minute of it, but on the third day, I got so interested in what was on television, I came down on the edge of the trampoline instead of in the middle of it and broke my leg. I was so happy this happened after only three days, and I could throw the trampoline away.

I wore a cast on my leg, and just to show you how the clubs in my district loved and respected their district governor, I received get-well cards from club presidents all over the district. I could sum up their sentiment by showing you this one card from a club president. He took the time out of his very busy year to write a personal get-well message on the inside. "Dear Governor Rick: We want you to know that the Rotary Club of San Lorenzo, California, by a vote of 17-15, hopes you recover!" (Which I thought was a landslide, considering that club.) Then he wrote a touching P.S.: "We were going to send flowers, but that lost, 5-27." I know you too can look forward to being as much loved and respected as I was.

This is an exciting time to be an officer of Rotary International. And Rotary will give you no bigger job — no bigger challenge, no bigger opportunity, and no bigger responsibility — than to serve as a district governor.

A number of years ago, former President of the United States Herbert Hoover said, and I quote:

"Among the delusions offered us by fuzzy-minded people is that imaginary creature, the common man. It is dinned into us that this is the century of the common man. The uncommon man is to be whittled down to size. It is a negation of individual dignity and a slogan of mediocrity and uniformity. But the greatest strides of human progress have come from uncommon men and uncommon women. The humor of it is that when we get sick, we want an uncommon doctor. When we go to war, we yearn for an uncommon general."

We could add to President Hoover's remarks: If we have a child in school, we seek the uncommon teacher; if we are running a business, we need the uncommon manager, the uncommon salesman, the uncommon engineer. And never before in all our history has there been such a demand for uncommon leadership in Rotary.

I've read many definitions of leadership over the years, but of all of them, this is the best: "A leader is someone who influences someone else to a course of action: to do something, to get something done." The leader changes attitudes, the leader produces results, the leader commands influence, the leader moves the bottom line. This is what we expect of business leaders, and this is what we seek in the business of Rotary.

Some time ago, there was an interesting cover article in *Fortune* magazine titled, "Wanted: Corporate Leaders; Mere Managers Need Not Apply." The article went on to point out the differences between real leadership on the one hand and management on the other. I quote:

"Management means maintaining, controlling, directing, supervising and organizing. With the advent of the small computer, it's becoming more of a science, even in smaller businesses and organizations. Leadership, on the other hand, is visionary, often charismatic, setting an example, and commanding influence. It is an art.

"Management skills seem to be easier to discover in people than leadership skills. Business schools turn out thousands of graduates every year who have had the best management training available. And every year, thousands of businesses are managed into bankruptcy. The frequently heard cry in organizations today is for leadership." End of quote.

Another writer puts it this way: "It is the purpose of leadership, and a major test of its competence, to make effective all the strength and resources of the human beings under its direction. Leadership should be a motivating force — one that motivates the ideals, the visions, the aspirations and abilities of people."

May I suggest three characteristics are essential to the uncommon leader: first, a **conviction** that what we are doing is important; second, a **vision** about the potential for the clubs in our district; and third, a **commitment** to get the job done.

First, we need to have a conviction that the business of Rotary is the most important business any of us will ever engage. It is important, of course, to be successful in one's profession or occupation, but no matter how much money we make, how many college degrees hang on our walls, how much acclaim we receive from our peers, how famous we may become, no success can ever compensate for failure in the business of humanity, the business of mankind. It is the only business we take with us when we leave this life. And you are the officer in charge of this business next year.

Second, what is your vision for achievement next year? Rotary today is the most powerful, prestigious service organization the world has ever known: nearly 35,000 clubs in well over 200 countries and geographical regions of the world; men and women of every race, color, creed, religion, politics, culture, language, profession, and vocation. And every second of the day, we make the lame to walk, the blind to see, the deaf to hear; we clothe the naked, feed the hungry, heal the sick; we save lives. We bring hope; we bring peace; we do God's work on earth. This is the organization which brings us here today — a vast, private United Nations of the world's most prominent, ethical, and competent leaders.

The average Rotary club is made up of very un-average people. They are usually of above-average intelligence, competence, income, education, and achievement. They are successful people, or they wouldn't be in Rotary. They are executives, professionals, managers, owners, and goal-setters in their business and personal lives. And yet, somehow, when we bring these successful, highly educated, above-average people to the Rotary meeting, we start dealing with them as if they were in the second grade. We set goals with regard to membership, district conference attendance, and Foundation giving that are far below what we should expect; they are far below what we do in our personal business lives.

In fact, if we paid as little attention to attaining our business goals as we do our Rotary goals, our business would probably go bankrupt. And many Rotary clubs today are bankrupt in our business of service.

So, what is your vision next year for The Rotary Foundation, for membership growth, and for attendance at your district conference? The uncommon leader implements a four-step process: first, the development of a clear, specific goal; second, the development of a business plan to reach the goal; third, the implementation of the business plan (actually doing it); and fourth, the recognition of those Rotarians who produced the results.

I submit there is no greater assignment which will come to you as an officer of Rotary International than that of building and strengthening membership in our clubs. It is the most demanding leadership challenge facing an officer of Rotary International today. From time to time, friends and business acquaintances ask me the question: "Why are you in Rotary?" One night at home, I sat down at my desk and came up with 20 answers to the question, "Why should anyone join Rotary?" A detailed analysis is available here at the assembly, but may I give you now a summation of those 20 answers?

Why join Rotary? [slides follow]

1. Friendship
2. Business development
3. Personal growth and development
4. Leadership development
5. Citizenship in the community
6. Continuing education
7. Fun
8. Development of public-speaking skills
9. Citizenship in the world
10. Assistance when traveling
11. Entertainment
12. Development of social skills
13. Family programs
14. Development of vocational skills
15. Development of ethics

16. Cultural awareness
17. Prestige
18. Association with nice people
19. Absence of “official creed”
20. Opportunity to serve

In other words, while it is certainly true that Rotary changes the lives of the people we serve, it changes *more* the lives of Rotarians! In my judgment, looking at these 20 benefits, few business and professional people can afford *not* to join Rotary. But we must touch them and ask them.

Over the past few years, I have attended many seminars relating to membership growth. They are often well attended. They often have good speakers. They almost always relate statistics and talk about the problem. They are well intentioned. But more often than not, there is no action plan developed — no decision and plan to do something about the problem. There is no development of a specific district and club goal, and no plan implemented as to how the goal is to be reached. There is an absence of vision. Someone once asked Helen Keller, who was deaf, blind, and unable to speak: “Miss Keller, can you think of anything worse than being blind?” “Oh yes,” she replied. “Having sight and no vision.”

And what’s in it for you? Why should you want to be the uncommon leader in your district next year? Why should you aspire to productive growth, to greater membership, to wider service?

When I finished being governor of my district, I received a letter from a club president who at the beginning of the year thought I was nuts. He challenged my goals, thinking they were not realistic. But, when the year was over, this is what Charlie Plummer wrote: “Governor Rick: I would follow you anywhere, because you made me better than I thought I was.” What a reward for trying to be a good governor. I treasure his letter.

Finally, after conviction and vision, nothing matters as much in uncommon leadership than the characteristic of commitment. What is yours? Who influenced you to be here today? Usually, it is the people — someone we meet along life’s journey who motivated us to excellence.

Just a few years after I joined Rotary, I was in India, in the Great Indian Desert. I had been leading a GSE team, and we had been traveling for three or four weeks, often without showers, water, beds, toilet seats. I was feeling exhausted. And all I wanted was a bath and a good night’s sleep. The Rotary club adjourned about midnight, and the president of the club said to me, “Tonight we have a great honor for you, Rick. You are going to spend the night with a 94-year-old Hindu, in his 200-year old home out in the desert.” And, right away, I knew there would be no bath, no running water, no toilet seat, but I was so tired, at least, I thought, I can get some sleep. About 12:30 in the morning, my host took me into his living room and sat down in the middle of the floor. I realized he wanted to talk. I decided I would be a gracious guest for about 20 minutes and then I was going to bed, whether he liked it or not. And he began to talk.

He had been a Rotarian for half a century, and for the same 50 years, he had been a journalist for the *Times of India*. And he knew them all: Lord Louis Mountbatten, Winston Churchill, Nehru, Mahatma Gandhi, and the giants of the 20th century who have crossed the pages of his fabled and legendary land. He talked about them and the new Indian democracy, which was then just about 30 years old. He talked of the Hindu religion and of its philosophy of tolerance. He talked of the eternal things: of hope, of love, of friendship, of wisdom, of his dreams and aspirations for the future. On and on into the night he talked: of life, of liberty, of Rotary, of peace; the deepest sentiment of the human soul. Eventually, he got up off the floor and went to the corner of his living room, where he had a little Hindu shrine. He picked up a small, faded paper and he came and stood in front of me. I can see him today, standing there with such dignity and majesty — a little, five-foot, brown-skinned,

wrinkled, and white-haired old man. And then he said, "Rick, this poem reflects my dreams for my life and my country." Ninety-four years old! "It is the poem your great American poet Robert Frost read at the inauguration of John Kennedy. And he began to read. He was mistaken: Frost read a different poem at Kennedy's inauguration, but I didn't correct him. And always in my mind, I see him as he stood there that night and read Frost's immortal words:

The woods are lovely, dark and deep

But I have promises to keep,

And miles to go before I sleep,

Miles to go before I sleep.

I looked at my watch and it was 5 o'clock in the morning, but I wasn't tired anymore. I had been refreshed in the human spirit, as if I'd had a long shower and 12 hours of sleep. I looked into the face of this wise old man and reached over and touched his feet with the mark of respect, the way one does a patriarch in an Indian family. And then I couldn't help myself: I grabbed this little white-haired man into my arms, pressed him against my chest, and with all my heart and soul, I loved him, I truly loved him — a perfect stranger, one night, way out in the Great Indian Desert. I will never forget him.

I saw him once —

He stood a moment there.

His eyes met mine —

And laid my spirit bare.

He held my hand —

Then passed beyond my ken —

But what I was —

I will never be again.

What was the miracle that caused his life to cross paths with mine, that made me the recipient of such a gift? The miracle was Rotary. He was a Rotarian, and, lucky for me, so was I.

And so, this week, here, at this time and in this place, you begin the journey to uncommon leadership: conviction, vision, commitment!

And when the Rotary club presidents in your district wonder how you ever got selected, just remember the words of Bishop Fulton J. Sheen: "If they're kicking you in the rear, you must be out in front!"

In the words of Past Rotary International President Richard L. Evans:

"It sometimes seems that we live as if we wondered when life was going to begin. It isn't always clear just what we are looking for, but some of us sometimes persist in waiting so long that life slips by — finding us still waiting for something that has been going on all the time. . . . There is no reason to doubt good intentions, but when in the world are we going to begin to live as if we understood that this is it? This is life? This is our time, our day, our generation . . . our one chance to do something for somebody else. This is the life in which the work of this life is to be done. . . . This is it, whether we are thrilled or disappointed, busy or bored, givers or takers. This is life, it is all we've got — and it is passing. What in the world are we waiting for?"

John Adams said, "Only two kinds of people in this world ever really count: those who make commitments, and those who keep them." Governors of Rotary International, you have made your commitment! Go now, and keep it!

Public Image

Anne L. Matthews
RI Vice President

Good afternoon, Rotarians and guests:

For the next few minutes, I want to share thoughts with you about how to share Rotary's story, and how to project a positive public image for Rotary.

Each of you in this audience is here because Rotary has impacted your life. You have experienced, or read, how Rotary has changed lives in pockets all over the world.

Rotarians are committed fans and admirers of Rotary. However, Rotary is not unique in having committed fans.

Apple, for instance, has fans who line up for hours or days to purchase their new phones or computers. Apple's customers are seen as being smart and loyal to their products. Apple is known the world over, but Apple had real humble beginnings. Apple started with two friends working together in a garage — two friends who wanted to take technology to "average" people. And they wanted to make products that were quality, smart, and good-looking — and they did all three!

Think about Rotary's humble beginnings also. You know them; I do not have to repeat them for you today.

Every organization has a story to tell, a story that invites people to join them, a story that tells the world what the organization is all about. And, ladies and gentleman, Rotary has a story also. We have had a story for 109 years — but our problem has been that we have not shared Rotary's story.

If you were asked, "What is Rotary?" or "What makes Rotary unique?" how would you respond?

If we want to increase our membership and make Rotary a more viable, appealing organization, we need to start thinking about how to tell the Rotary story, and how to tell it in a short, compelling, and meaningful way.

Rotary has a rich story, and that story is what brought you and me into Rotary.

In the business world, there is something known as an elevator speech. Think with me: If you are on an elevator and someone asks, "What is that pin you are wearing?" and you say, "Rotary," then the next question is, "What is Rotary?"

You should be able to respond quickly. You should be able to state in such a compelling way what Rotary is that the individual will want to get off on your floor rather than his, to learn more about Rotary.

As a district governor, it will be your job to help your district and club Rotarians create their own elevator speech. Teach them to use terms such as:

- Rotary connects people.
- Rotary takes action and never gives up.
- Rotary inspires people to want to make a difference.

Public image is all about telling the Rotary story. Very briefly, let me share with you a couple of Rotary stories you can use in your districts and clubs this next year:

1. Tell the story of what we have done and are doing to eradicate polio in the world. Last year, 1.3 billion doses of the polio vaccine were given to 429 million children in 70 countries, at a cost of \$170 million. And 820,000 doors were knocked on. Who knocked on those doors? Who saved those children from being disabled all their lives? That is a Rotary story that people can relate to.
2. Another Rotary story: Tell them what Rotarians are doing to address hunger, health, water, and literacy issues. State facts:
 - 45 percent of the world's population lives in poverty.
 - 13 million people starve to death every year.
 - 1 billion people go to bed hungry every night.

If we look specifically at health:

- Again, 1 billion people have no access to health care.
- WHO (World Health Organization) states that two-thirds of the little children who die yearly could be saved through simple and inexpensive technologies, if they were available.
- Every 60 seconds, a child goes blind in the world because of no medical care.

If we look at the water issue:

- Today, or on any given day, half the people in developing countries are sick because they drank contaminated water.
- 1.1 billion people do not have access to safe, clean water.

And literacy. I am an educator, so this one is close to my heart:

- 26 percent of the world's population cannot read, write, sign their name legally, or do simple math.
- Education is the path out of poverty and is the first step to preventing and eliminating most of the world's problems.

Those are all Rotary stories, and simply stated, Rotarians are addressing these tragic situations in local communities and in locations all over the world.

Rotarians, tell them where Rotary goes:

- The *hungry* are fed.
- The *homeless* secure shelter.
- The *sick* are given medical care.
- The *naked* are clothed.
- The children are *immunized*.
- The *illiterate* are given opportunities to learn how to read, write, and do math.
- And thousands upon thousands are given *clean water* to drink, to use in cooking food, to bathe, and to use in washing their clothes.

So, ladies and gentlemen, these are Rotary stories. Rotarians are engaged in changing lives. And when we do, we give *value* to lives where there seems to be none. We give *hope* to situations where none exists.

These stories are the face of Rotary's public image: Rotarians Doing Good in the World and making a difference! And it is your job and mine to tell the Rotary story — tell it in a way that is short, compelling, and impacts personally with people.

Each of you can *Light Up Rotary!*

Best wishes for a successful Rotary year!

Rotary Days Around the World

Steven A. Snyder
RI Director

Let's say it is July, August, or September of this year and you are about to make your first official club visit. You get up early in the morning, go to your garage, and get into your car — "The Ultimate Driving Machine," your BMW. Now if you have a rather large district, you may just "Fly the Friendly Skies of United."

So, as you are driving down the road, you begin to feel hungry; it is time to eat. You decide to "Have It Your Way" and stop at Burger King. But, no, you think that maybe Kentucky Fried Chicken is best, because everyone knows "It's Finger-Lickin' Good." But in the end, you finally stop at the Golden Arches, where you are "Lovin' It."

Now you are thirsty. You need a drink, and you know that "Things Go Better With Coke."

Ah, then dessert, so you choose M&Ms that "Melt in Your Mouth, Not in Your Hands."

Finally, you arrive at the club. Although you may be a little nervous on your first visit, you have made up your mind that you will deliver an inspiring message. This is the moment that will show your fellow Rotarians that you have trained hard to be a successful governor. Secretly, you say to yourself, now is the time to "Just Do It!" And, of course, you were a great success.

When you arrived home that night, you decided you wanted to thank all those Rotarians that were so nice and friendly to you. You sent them a Hallmark card, because that is the card that says "When You Care Enough to Send the Very Best."

I am sure you recognized all, or at least most, of these logos and themes. You should, because these brands have spent millions upon millions of dollars to become household names. Almost anywhere in the world you may come across Coca-Cola or McDonald's or Nike: "Just Do It!"

That is exactly what Rotary International is endeavoring to do with our new, fresh, and invigorating logo: make us known to the world.

Worldwide, more than 2 million nonprofits compete for donor money, volunteer hours, and other resources every single day of the year. Rotary has a great story to tell, and we need to tell this story simply and consistently. So we are now providing a clear, consistent image of what Rotary stands for and how we differ from others.

We want non-Rotarians to "Join Rotary Leaders," "Exchange Ideas," and "Take Action" through our clubs. Our new logo will indeed strengthen Rotary.

But we don't spend millions of dollars advertising Rotary; we do our advertising by our deeds, through our many humanitarian actions. Traditionally, though, we have not been very good at "bragging" about what we do. We are getting better in our public image messages, but we still need to improve upon getting everyone to know what we accomplish.

We are 1.2 million members strong, from over 217 countries and territories, and yet our logo and our themes are not as recognizable as those that I just showed you.

So what can we do to get the word out about what a great organization we have?

A very good question? Yes, it is, but I believe your president-elect, Gary Huang, may just have the answer.

President-elect Gary wants all of us to let everyone know that we are a group of people who together share a common bond of caring — enough to contribute our time, our talent, and our wealth. We are doers, and we are interested in finding like-minded people to partner with us to help solve common problems facing our communities. We want to find others that care about our community as much as we do.

President-elect Gary attended Rotary Day at the White House, where 12 U.S. Rotarians were honored as Champions of Change for their efforts to improve communities locally and around the world. President-elect Gary was inspired, seeing the work of ordinary Rotarians who do extraordinary humanitarian work. That is when he got the idea to ask each governor to develop a Rotary Day between July and December of this year.

This event would be unique to your community, your state, your province, or your country. It would highlight Rotary in a way that is both meaningful and fun for everyone.

The Rotary Day concept is simple: Hold a fun, informal event that can be used as an opportunity to introduce everyone to Rotary. It should be easy, and help drive interest in membership, strengthen our relationships with local institutions and community leaders, and improve Rotary's image.

Just imagine the collective impact Rotary will have when all 34,000 Rotary clubs make an effort to introduce the public to the fun, rewarding experiences that we all enjoy as Rotary members.

This event should be informal, friendly, and focused on what unites Rotary members with their fellow citizens. If you decide to do a country- or regionwide event, President-elect Gary will make every endeavor to attend. That is how committed he is to the success of Rotary Day!

In fact, President-elect Gary is willing to assign a president's representative that would attend your Rotary Day, as long as the host pays the expenses. This may include a National Rotary Day facilitated by current RI Directors or other senior leaders. We just want you to highlight the good work of Rotary that will show Rotary's relevance, and appeal to non-Rotarians.

A successful Rotary Day will involve inspiring speakers, celebrities, entertainers, and notable supporters of Rotary. It should also recognize Rotarians and fellow citizens who have contributed their time, talent, and wealth for their community and for the world. The goal is to develop an understanding and an enthusiasm in the general public for what we do, and then help drive interest in Rotary membership. There is no doubt that the more fun you have, the more successful your Rotary Day will be.

It is also suggested that your day be organized in partnership with a non-Rotary external partner. This will help to ensure that Rotary Day is attractive to non-Rotarians.

Please be sure to invite your family, including your spouse or partner, Interactors, Rotaractors, RYE students, and anyone else that is part of the Rotary family. Make it so fun that everyone will want to be part of Rotary.

The other great part of Rotary Day is that you can pick the theme. Any topic is welcome, including New Generations Day, a Peace Day, a community barbecue, a biking event, a fun run, a parade, a concert, a dinner, or any other theme that meets the needs of your community.

You might also consider including a hands-on service project to give visitors the chance to see first-hand how Rotary benefits the community. Over the years, I can tell you it is my experience that a club that has a hands-on service project is a club that does not have a problem attracting new members.

If clubs have never participated in a service project, it will give them an opportunity to see how one is put together and then bring this back to their club.

Remember, any club, big or small, can host a Rotary Day. Clubs can also work together to pool their resources. Entire districts or multiple districts can design a Rotary Day. Let your imagination run wild,

but make the event fun and productive, keeping in mind that we want to promote what Rotary is, what Rotary does, and then give non-Rotarians an opportunity to join.

At the end of your event, you will be able to post photos online. These photos from around the world will be collected and featured at the 2015 convention in São Paulo, Brazil. Certain photos may appear in *The Rotarian* magazine. You may also submit a video. President-elect Gary will recognize one grand prize-winning club or district with a special award.

In the end, Rotary Days will:

- Increase membership all across the world.
- Let non-Rotarians in thousands of communities know who we are.
- Create an atmosphere that will promote humanitarian projects.
- Make our new logo recognizable by millions of people who don't know, or may never have heard of, Rotary.

So I am asking each and every governor here today to commit your clubs, your district, or your region to participate in a once-in-a-lifetime chance to promote Rotary worldwide with a clear, consistent message — a message that lets everyone know that, as Rotarians, we are the leaders in your community. We are Rotarians that promote Service Above Self. And we are Rotarians that are proud to be Rotarians. We are Rotarians who will *Light Up Rotary*.

Thank you.

Polio Update

Bruce Aylward
Assistant Director-General
World Health Organization

Good afternoon, Rotary. *Ni hao*, Rotary.

[Audience: *Ni hao*.]

Gary, I'm not sure if that's the best they can do, that they're really going to *Light Up Rotary*. Let's try it once again: *Ni hao*, Rotary!

[Audience: *Ni hao!*]

That's a little bit better. I'm hoping that my boss back in Geneva could hear you because I told her this was going to be a very important talk to a very important audience and that there would be a lot of people here. So she's got to hear you if I'm going to get back here next year and keep you up-to-date on all the great things that are happening in this program.

So ladies and gentlemen, I know that this is an important and a very packed week for you as incoming district governors-elect, and it's for that reason that I want to thank Gary for giving me two hours to talk to you this afternoon about the polio program. I'm just joking. Poor Gary nearly had the first of many heart attacks he's going to have in his next year in this job. But I will need the full 20 minutes, ladies and gentlemen, to talk to you about the program, and that's because this talk that I'm going to give — I have to tell you a secret right from the outset: You're going to get dozens and dozens of talks this week — but this talk, ladies and gentlemen, this is the most important one. OK?

Now, here's why. It's because this talk, ladies and gentlemen, it's about polio. It's about a devastating disease that destroys the lives — or it can destroy the lives — of children.

But it's about more than just polio. This is also about a promise — a promise that was made by Rotarians 25 years ago — that no child should ever again suffer that disease. And here's the reason: Because Rotarians — Rotarian leadership 25 years ago, even longer than that — they recognized in this simple vaccine that every single child in the world could be free of this disease forever. And Rotarians before you, Rotarian leadership before you, made a promise of a polio-free world. And every generation of district governors, every leadership group in Rotary, have stewarded that promise very, very well. Because, ladies and gentlemen, when you put the promise of that vaccine and the power of a group like Rotary together, you can truly do incredible things in the world, and you can stop polio.

This graphic here [indicating slide], this shows you the power and the promise of putting together Rotary and a vaccine like the polio vaccine.

Now, there are two incredibly important things that all district governors should be able to see in this graphic. (All of a sudden, everyone is terrified I'm going to start testing the district governors-elect. No, I won't. I'll tell you the answer, and then we'll test them at the end, Gary. Gary's nodding.) OK, there are two important messages.

The first one, ladies and gentlemen, is what you see in the first part of that graphic, where you see that steep decline in cases, and you can see the stunning impact of Rotary's promise — from over 1,000 children paralyzed every single day when you started, and when you made that promise, to just one child paralyzed each day in 2013. That was an extraordinary impact, and one of the most striking impacts of any program in international global health. But I think [audience applauds] —

I think we *are* going to need two hours, Gary. I think, ladies and gentlemen, what really speaks to the power of Rotary for me is the second half of that graphic. Because that's when the going got really tough, when polio cases stayed long, as you can see, and stable, at a low level — but we almost got stuck with four countries remaining endemic for the disease and the virus spreading from there to other parts of the world.

During that period, ladies and gentlemen, when the going got really tough, that is when Rotary really dug in; that is when Rotary did not abandon the promise, and that is when we saw, I believe, the true power of Rotary, the resilience of Rotary, the dedication of Rotary, the determination of Rotarians, and your commitment to see through on the promise of a polio-free world.

Now, we saw this resilience in many parts of the world, in the fundraising and the country operations, et cetera. But, for me, one of the things that exemplifies that resilience best was the work of Rotarians in India and all of those Rotarians around the world who supported them. Because these Rotarians, ladies and gentlemen, they really dug in, with innovation, with advocacy, with their intelligence, with their energy, with their leadership, to ensure that the solutions were found to reaching every single child in a country where some of the leading health authorities had said, "This cannot be done."

Ladies and gentlemen, are there any Indians in the audience today? I think they should all stand up, ladies and gentlemen. [Applause.] The thing I really love about Rotary is you just tell them to stand up and everyone claps. You don't even have to tell Rotarians why, but of course every Rotarian knows why. And that's because, ladies and gentlemen, 13 January should be such an important day for Rotary everywhere, and especially 13 January 2014, just yesterday, because, ladies and gentlemen, as of yesterday, a full three years had passed since the last child was paralyzed by polio in India, and we can confirm India is polio-free.

Ladies and gentlemen, there are two things the world can say today that it couldn't say yesterday. The first is "India is truly polio-free." And the second thing is "Thank you, Rotary, you were right."

Ladies and gentlemen, this landmark has huge significance for the global polio eradication program. And every incoming district governor has got to understand that, as you get out there and you lead the charge to finish the job, because, ladies and gentlemen, this puts to rest any question that polio eradication technically is feasible. It definitely can be done. And the new confidence that came out of the success in India, this year, led to the launch for the first time of a polio endgame plan that maps out how we get from here to finishing the job that Rotary started over 25 years ago. This, ladies and gentlemen, is the new polio endgame plan. It's 120 pages long. We'll have copies at the back, and they have to read it by dinner, I think Gary had said, and then you'll have a test, and you get fed if you get it right. No, I'm going to tell you the big points.

This plan, ladies and gentlemen, it brings together two vaccines — two new vaccines to the program to help make sure we get the job finished. The bivalent vaccine that you see on the top, which was the key to getting the job finished in India, that's what broke the back, finally, of polio in that country, and in the bottom of the slide, you can see the inactivated polio vaccine, or the Salk polio vaccine, that is also being introduced. Because together, these two vaccines can accelerate eradication. But it can also start the endgame, where we begin removing the oral polio vaccine from programs around the world so that we end with a completely polio-free world in [2018].

And the new plan is also bringing together new partners. It's bringing the Red Cross and the Red Crescent movement with us. It's bringing the GAVI Alliance and it's bringing the new Islamic Advisory Group I told you about that is also helping ensure that we can get these two new vaccines to every child in every one of the remaining infected areas.

But the other thing that it's bringing — and this is something Rotarians tend to like a lot — is it's bringing a lot of new money into the program, and more than just Rotarian money as well. Already, we've had pledges of \$4.5 billion in financing for the new plan, which gives you a sense of the inter-

national confidence — now that India is done, now that we have these new tools, now that we have these new partners — that we can deliver on the promise that Rotary made 25 years ago.

So it's a powerful new plan, and it has brought new energy, it's brought new financing, but it's also brought new energy to the most important part of the engine for the global eradication initiative, and that is Rotary and Rotarians around the world. Rotarians around the world ([motioning toward part of the audience] these particular ones in Argentina), recognize now that we are that much closer to completing this; we have the tools we need, we have the strategies, and now we need to take it forward.

So, ladies and gentlemen, one year into the new plan, where are we? What are the challenges? And how do we get finished?

Well, this is the situation as of the end of 2013. You can see in this map [indicating slide], in yellow, all of the countries where we had children paralyzed by this disease. Each dot represents one paralyzed child. And in addition to these, we found virus in the sewage in Israel as well as in the neighboring areas of the Palestinian territories. So, as you can see, a number of countries are still infected by polio, but there's some very big differences between this map and the map from 2012.

Now, for those of you who can tell me the big difference, I have a very, very special prize. [Holds up 2014 presidential theme tie.]

I'm just joking, Gary, they're not going to get ahold of it that easily.

Ladies and gentlemen, what's the big difference between this map and last year's map? I heard a lot of "Uh, uh, uh." I'm going to help.

Ladies and gentlemen, this gives you a hint: When we started out, three polioviruses were paralyzing children around the world — type 1, type 2, and type 3. (We're not a particularly creative bunch when it comes to naming polioviruses.) In 1999, the last child was paralyzed by the type 2 poliovirus, probably in Aligarh, India, and at that time — very soon after — we were able to say the type 2 virus is probably eradicated. And we've been struggling since then with the type 1 poliovirus and the type 3 virus.

Well, ladies and gentlemen, the last time we saw the type 3 virus was in November 2012. We have now passed a full 12 months, for the first time ever, without seeing two of the three viruses that you set out to eradicate.

And, ladies and gentlemen, this means that of the three viruses that were paralyzing children when you set out to eradicate the disease, when you made that promise, two of them appear to have been eradicated. Now, we can't be sure about type 3, but by the time you take office in the middle of this year, we will know whether or not type 3 is gone. If it is gone, that lets us introduce a monovalent — even more powerful — vaccine against the last type of polio and further increases the odds of getting the job finished. So we're going to give you an edge over the district governors who came before you to get the job finished. You're going to have a vaccine that targets just the last virus and gives us that extra edge. So that's the first big piece of very, very good news.

The second thing, though, as all of you know, is the trick to eradication is what's happening in the endemic countries: Nigeria, Afghanistan, and Pakistan. So let's look at those.

As you can see [referring to slide], in Nigeria, a 60 percent drop in cases compared with 2012, as well as a substantial improvement in immunity in the country. In Afghanistan, a 70 percent decline in cases compared to this time last year. Ladies and gentlemen, this is real progress in two of the most important countries, both of which are on track, finally, to get the job finished.

The challenges, though. In Pakistan, cases have gone up. We have about a 30 percent increase in cases on last year, and I'll explain that to you in a moment, but most of the cases of this past year

have actually been due to polio outbreaks, as you can see from the final part of this slide. And as all of you know, or as all Rotarians *should* know, until we eradicate polio everywhere, we are going to have to face outbreaks and tackle the outbreaks as they occur.

At the end of the day, the key to finishing eradication is not the outbreaks, it's the endemic countries. And their progress continues to be going in the right direction.

So this map here shows you the situation in terms of that international spread I just mentioned. As you can see with that arrow, the virus has spread from Nigeria into the Horn of Africa, into Somalia, where 180 children were paralyzed, one of the biggest outbreaks we've seen in the last couple of years. And then, virus from Pakistan spread first into Egypt at the end of 2012, into Israel, into the Palestinian areas, and the most recently, as you see, into Syria.

Now, although 10 times more children were paralyzed by polio in Somalia than in Syria, most of the media coverage you have seen has been about the Syrian outbreak. Much of this media coverage, if you've seen it, has been incorrect; some of it has been downright misleading. And why? Well, I think the Greek playwright Aeschylus probably put it best when he said, "In war, truth is the first casualty." And that's what we've seen with this outbreak. So let me tell you what's really going on in Syria and what we've really been doing.

As soon as that outbreak was confirmed, we met with the ministers of health of all of the countries surrounding Syria, including Syria, and within 24 hours had hammered out a seven-country, coordinated, massive-outbreak response that would target 23 million children with two to six rounds between October and April. The entire UN and humanitarian system came to our assistance with pledges to help reach every single child in the country.

And what many Rotarians don't know: The first people to put money — real money — on the table were Rotarians. Within less than 24 hours, we had \$500,000 from Rotary, no strings attached (well, actually some strings attached; don't worry, you probably have your auditors out there somewhere), some strings attached to make sure that we could catalyze that outbreak response and get it started with a good hard push.

And this is what happened since then. The minister of health himself, of Syria, personally did a lot of the work to ensure that we could get bivalent vaccine into the country quickly, and that that vaccine could get to every single corner of the country. Our representative, one of my staff, helped lead the eradication program: this woman that you see on the right-hand side of that slide — a very brave woman, because she has bullet holes through the windows of her office — who has stayed in Syria to see through not just our humanitarian response but also our polio response.

And some of you may have seen media coverage that suggests that vaccination is only happening in the government-controlled parts of the country, but I can assure you, ladies and gentlemen, that behind opposition lines, behind the conflict, there are vaccine carriers, there are vaccines now, and there are vaccinators such as these volunteers who are planning the vaccination in those areas, who are going house to house, marking the houses like we do in every other part of the world to ensure every house is reached, and tallying the children who are vaccinated to make sure we know who was reached, who was missed, and as we go back with each round, every child can get vaccinated. But most importantly, I can assure you that in northern Syria, in government-controlled areas, in opposition areas, and in most of the conflict-affected areas, children are getting vaccinated. Children are getting protected against this disease, and this outbreak will be stopped.

Ladies and gentlemen, the success of the program in dealing with outbreaks has been proven over the years of this initiative, and it continues to be proven and will be proven in the Middle East. But it is not only the UN and our humanitarian partners; it is also Rotarians who are at the center of this response. Just like Rotary helped kick off the response with the financing I talked to you about, Rotarians in surrounding countries, whether Lebanon, Jordan, Egypt, or Turkey, have also been at the forefront of the response out there — mobilizing their communities and pushing them to get the children vaccinated.

So, ladies and gentlemen, it's the same story in the Horn of Africa, where we saw the largest outbreak of 2013. You can see from this series of maps, from the circle around the area of Mogadishu, that here in Mogadishu, in the epicenter of this outbreak, it appears to have already ground to a halt. There's still virus in parts of Somalia, parts of the Horn of Africa, but even that outbreak is starting to slow down, and slow down very quickly.

Again, it was Rotary that came in early with the catalytic financing, and it was Rotary that also put boots on the ground very, very early in the outbreak to help mobilize the leadership there, get them out, vaccinating children and getting this outbreak stopped. So once again, the work of Rotary, the work of Rotarians, has been critical to what is substantial progress in the past 12 months.

So where are the problems? Where are the challenges? Besides the few I've talked about, where are the big ones in terms of getting the job finished? Well, in a word, Pakistan.

If we look at this map here, you can see the situation over the last four months. There's been some incredible progress globally in what we call the polio high season.

This is the first year where we've had such low numbers in such critical areas: in southern Afghanistan, only one child paralyzed by polio in the Taliban-controlled areas and the areas of conflict in the south of that country.

In Nigeria — in all of northern Nigeria — only three cases of polio. And in Somalia, only eight. This is during the high season, when polio is usually at its most ferocious. And if we can get it down in the high season, we have a very good shot at getting it stopped in the low season, which will run through the middle of this year. So, big progress in these areas.

But, by contrast, in Pakistan, an upsurge of cases, and in the past six months, compared with Nigeria — or four months — where we've seen three or four cases, we've seen over 50 cases in Pakistan. And this is because there are areas where over 500,000 children in total have been unreached with the oral polio vaccine. Now, some were missed because of the ban on vaccination in one of what we call the federally administered tribal areas. Another was due to military operations that are ongoing in the Khyber. And then, of course, there's the problem of the continued attacks and killings of health workers in a third part of the country, an area around Peshawar, and this has led, as you know, to shrill newspaper headlines about the challenges to finishing the job in this last critical country.

But, ladies and gentlemen, just as we've seen in every other polio-infected country, when the chips are down, the Pakistan people and the Pakistan leaders are rising to the challenge like leaders and parents everywhere. Most recently, just last month, one of the most powerful politicians in the country, Imran Khan, joined with one of the most powerful, if not *the* most powerful religious leader, Maulana Sami ul Haq, and together they launched the polio campaign in the epicenter of the problem areas and where the killings had occurred. And they launched it by vaccinating not just any child but the grandson of the maulana himself, and they said, "Any attack on a health care worker is an attack on us," challenging the population, challenging the local leaders, to ensure their kids could be safely vaccinated.

And this past month — actually, this current month, in January — there has been a grand jury called to look at restarting vaccination in the areas where it's blocked, and the president himself went to negotiate, to discuss and try to find a way forward. So even in Pakistan, ladies and gentlemen, there is huge work ongoing to get that program back on track.

Now, many people will take credit for what's happening, the effort to get it back on track, but a lot of the credit, ladies and gentlemen, goes to the Rotarians of Pakistan, who are out there behind the scenes, advocating with that leadership, calling in the political chips, and really pushing for the support needed to get the job finished. And these Rotarians, in turn — they deserve a big hand. [Applause.]

These Rotarians, ladies and gentlemen, of course don't act alone. They are being backed up by the leadership of Rotarians around the world, by the president himself, by the Trustees, by the Board, by the head of the IPPC, and that is critical to the success of this initiative.

So, ladies and gentlemen, this courage and this generosity that we've been talking about, it is really paying off. There are 10 million children walking today as a result of the promise you made 25 years ago. There are over 1.5 million children, at least, who have survived because of the promise that you made over 25 years ago.

But, as you know, ladies and gentlemen, the leaders before you are the ones who have done the extraordinary job in getting us to this point in the eradication program. They've done an incredible job in protecting the PolioPlus promise and in promoting the role of Rotary, as we heard about earlier this afternoon, and their role in pursuing the PolioPlus promise. And that is going to be a key responsibility of you, the incoming district governors. We need you telling the story, we need you promoting the role of Rotary and pursuing this completion of eradication, right to the very end.

Now, building on the work of the Rotarians before you and the leaders before you requires continuing to work in the endemic countries, in the infected countries like we talked about, but it also requires mobilizing the entire Rotary world to tell the story and ensure also that the PolioPlus program is fully financed.

As of today, there is still a \$1 billion funding gap for the polio endgame plan. There is a huge program of work ongoing to close that funding gap, but that program of work cannot be successful without the leadership, without the championing, and without the generosity of Rotarians. The kind of generosity we saw today from the Casters — thank you very much — is something I can use to go out and champion with governments around the world about the role of this organization and the need for them to put their money on the table to get it finished. And let me personally thank the Casters for what they have done in helping us in our work to get this program financed. Thank you again.

But the Rotary role in advocacy, ladies and gentlemen, it is so important that your voice is out there telling your leadership about the importance of completing polio eradication, mobilizing the leaders, the congressmen, the others — parliamentarians — to support additional financing for polio eradication. Your work to raise public awareness about the polio program, to *Light Up Rotary*, is so important to the completion of polio eradication, to getting those leaders behind the program who have got the power of the checkbook to get the money we need into the program and close the financing gap.

But as important as your advocacy is, as your public awareness-raising is, also important and critical to the success of this is the fundraising of Rotarians themselves.

And, ladies and gentlemen, as you know, the district governors just before you, they have done an extraordinary job in raising \$35 million in 2013, which leveraged another \$70 million from the Gates Foundation to complete the first phase of Rotary's latest fundraising challenge. And that's an incredible achievement. And, Gary, you can use that as a concrete measure as to how well these district governors-elect stack up against the last crew.

Now, ladies and gentlemen, it's tough to raise money. We know that. You've been at it a very long time, and we've been at it a very long time, but when Rotarians and politicians and parliamentarians ask again and again and again, "Why should we put additional money into this?" remind them of the economic argument: It's a great buy. It's a great humanitarian deal, you already know, but it's also a great buy. This program will save at least \$50 billion just in the very poorest of countries over the next 25 years, not even counting the funding or the savings that will accrue to other countries around the world.

It is a great buy, it is a great argument, but the real reason, ladies and gentlemen, to get out there and be advocating, to be supporting the program and speaking for it, it's not an economic argument. It's because this is the right thing to do. Ladies and gentlemen, keeping the Rotary promise is not about an economic issue. It's about social justice, and it's about equity in a very cynical world at a very, very critical time.

Ladies and gentlemen and district governors-elect, we're at a very special point in the polio eradication program. By the end of 2014, every country in the world should have stopped polio. That is the target of the new polio endgame. We know most countries are on track to get there. We know there are real risks, and there may be some slippage, but there is absolutely no question that this can now finally be finished. But it can't be finished without your leadership.

So I want to leave you with this picture. It's a few children from Syria, so that you can see the delight in their faces when the polio teams finally showed up amid the conflict, amid the danger, and with the promise of a brighter, better future — with the promise that Rotary made over 25 years ago.

District governors-elect, you're taking over at a very critical time for a very, very important promise. Ladies and gentlemen, please keep that Rotary promise: End Polio Now and Make History Today.

Thank you.

Your Support From Rotary Staff

John Hewko
RI General Secretary

Good morning!

Well, President-elect Gary started out on Monday teaching you how to say hello in Chinese. So, as a member of the Rotary Club of Kyiv, Ukraine, I'll offer today's daily language lesson in Ukrainian.

In Ukrainian, to say "good morning," you say **Доброго ранку!**

[Audience: **Доброго ранку!**]

Wow, you guys are good!

You know, Rotary is unique in many respects, but I believe that its greatest strength is that we are, as you can see very clearly today, an international organization — with a local presence in more than 34,000 communities around the world.

Our members are people who know and care about their communities, and who are leveraging their strengths into the ability to make a truly global impact.

This is something that is reflected every year, here in San Diego. An International Assembly gives every incoming district governor the chance to see Rotary the way every senior leader and every one of us in the Secretariat see it — as a tremendous international organization of incredible ability and amazing potential.

At the same time, it gives those of us in Evanston and our seven international offices — whose view of our organization is a bird's-eye view — a chance to hear the local experiences that shape the service of every Rotary district.

And it was here in San Diego, at my first International Assembly three years ago, that I first understood — truly understood — the power that Rotary has to change the world in an incredibly profound way.

I had just accepted the position of general secretary and was busy learning as much as I could before I stepped into my new role. I thought I knew Rotary pretty well, through my membership in the Rotary Club of Kyiv in Ukraine and my father's membership in the Rotary Club of Clarkston, Michigan, USA. But that week, I had the same chance that all of you are having right now: to see, for the first time, the world of Rotary leaders, all in one place.

It was an incredible experience. But the thing that moved me the most — my own Rotary moment in that unforgettable week — was hearing about a project that is in so many ways typical of Rotary. A team of optometrists, opticians, and Rotarians, supported by two Rotary districts and a Rotary Foundation grant, went to the Philippines with crates full of donated children's glasses. They tested the vision of thousands of low-income kids, most of whom had never had their eyes checked before. When a child needed glasses, they got a pair on the spot, to put on and take home.

That project was just one project of hundreds I heard about that week. But it hit home in a very personal way, because right up until a year before that assembly, I had been living with low vision. I could see pretty well with my glasses on — but without them, I couldn't see anything but shapes and shadows.

And when I heard about that project in the Philippines, I wondered how many of those kids had never seen the leaves on trees, the hands on a clock, or a face from across a room. I wondered how many of them, like me, would never have been able to read, or cross a street, or even share a smile, without that pair of glasses — that pair of glasses that now, thanks to Rotary, they had.

As I thought about those kids, seeing the world more clearly for the first time, I also saw Rotary more clearly: not only what we *were* doing, but what we *could* be doing. Bringing in those glasses was amazing, and changed lives. But how many more lives could we have changed if we'd thought bigger — for example, finding a way to bring sustainable and comprehensive eye care to the region for the long term?

We are doing so much — but we could be doing so much more. And this is why it is so important for all of us to think strategically, to imagine ambitiously, and to scale up our service and to make sure that our service projects are sustainable, scalable, and lead to measurable impact — so that we can help as many people as we can, in the most enduring ways possible.

Today, I'll share some of the specific things we do, and have been doing, at Rotary to help Rotarians around the world to think big and change more lives.

The first is the new grant-making model of The Rotary Foundation — what was known as Future Vision. The new grant model is, literally, the future of our great Foundation. It is designed to incentivize clubs and districts to design projects and programs that are larger, sustainable, and have greater impact.

These projects, in turn, will increase Rotary's image and profile and make our organization even more attractive to outside funding sources such as corporations and other foundations.

On 1 July 2013, all of our Rotary districts began operating under the new grant model. Since it is new, we will need to stay the course for at least several years to collect the data required to make an objective evaluation. We will need to see what is working and determine whether we are achieving the results we were hoping for, and, based on that information, we will need to make the necessary changes and course corrections.

But most importantly, we need your support of the new model, because, after polio, it represents perhaps the most important initiative that Rotary has undertaken over the past 20 years.

The second thing that I'd like to talk about is what we've been doing over the last two years to help raise Rotary's public image and strengthen its visual identity.

Rotary has a great story to tell, but in many parts of the world, our membership has continued a steady global decline for decades. In short, very often, around the world, people simply do not know who we are.

Rotary has a lot to offer, but people will not seek us out — they will not join our ranks or seek partnerships with us — if they don't know who we are and what we do.

A strong and positive public image does more than just make Rotary look good. It helps us increase membership, bring in members who are more service-minded, and involve the strategic partners who are so important in bringing our work forward.

With 1.2 million members and an array of critical partnerships, we have brought the world to the brink of eradicating polio forever. Think about that. Forever. How many people can go about their daily lives knowing that they are helping to change the world forever?

Now just imagine what we could do if we were 2 million or 3 million strong.

However, the ongoing state of declining membership in many key countries around the world is not a sustainable plan for the future. We must take meaningful actions to turn the tide. The most important action is quite simple: It takes a member to ask a prospective member to join Rotary. Yet, how many new members have we failed to recruit because we simply failed to ask?

But asking is often not enough. We need to *retain* new members. And this will only happen if we *live* our brand and ensure that the promise we make to prospective members matches the reality of their Rotary experience. And it's not just the visual identity or the way we tell our story. What will determine whether we thrive or fade is how and whether Rotary remains *relevant* in a 21st-century world that is significantly different from the world of our predecessors.

To help us understand what needs to be done, we engaged a leading firm in the management of global brands to help us with the process of clarifying Rotary's image.

This effort has included the sometimes controversial and emotional process of taking a closer look at what the public thinks of Rotary. And it has encouraged us to rethink the visual materials, as well as the language we use, to express and communicate Rotary to the world.

The data — not the anecdote, not an emotion, but data from careful research — is clear: We have a lot of work to do across Rotary if we are to demonstrate clear value and contemporary appeal to the global marketplace. This, of course, was just a starting point in what will be a long process.

The process was led by an ad hoc Brand Strengthening Committee appointed by Rotary's president. That committee, and the RI Board of Directors, unanimously adopted the recommendation to focus our communications on Rotary's three core capabilities as a global membership organization: connecting leaders, exchanging ideas, and taking action.

These three capabilities — connecting leaders, exchanging ideas, and taking action — will become the steady drumbeat that Rotary puts out into the world. In time, everything that we say and do will be informed by these capabilities.

A first example of this is our newly redesigned rotary.org website, which went live this past August. The website has a new look and feel, and it reflects our new visual identity and highlights our core capabilities of community leaders joining together to exchange ideas and take action.

The new site is really two sites in one: a site designed for non-Rotarians, potential donors, and prospective members who want to learn more about Rotary, and a member site called My Rotary.

My Rotary is the product of many months of collaboration between Rotarians and staff, and offers tools that you've asked for.

On My Rotary, you can start or join a discussion group; find volunteers, partners, and donations for your projects; and view a dashboard of important links, documents, and online communities. The new site is better organized, faster to navigate, and easier to search; it's simpler than ever to find the things you need quickly.

Everything you've been using in Member Access is right there, along with some of the features we've unveiled more recently, like Rotary Showcase, which lets Rotarians browse club and district projects, and share their own. And Rotary Club Central, which is a fantastic tool for tracking your district's Rotary service and Foundation giving.

And there is something else that we are focusing on at Rotary: finding ways to keep track of the total global value that Rotary adds to communities every year. We can say how many countries we're active in and how much we contribute in dollars to polio eradication and our other Foundation projects.

But we really have not had a way to capture the total value of everything Rotary does around the world: the club and district projects, the larger multidistrict projects, and of course, the largest project that Rotary has ever undertaken: PolioPlus. Rotary Club Central and Showcase are tools that will help us capture Rotary's worldwide value.

Like any other large website, it will continue to be a work in progress. We will be constantly adding resources and updating information and functionality to keep it as useful and as relevant as possible. As always, we welcome your ideas and feedback as we work to improve the experience for Rotarians everywhere.

Another new online experience, which launched on 10 January, just a few days ago, is what we are calling the Rotary Brand Center on rotary.org.

This one-stop shop for communications and marketing tools is being developed in collaboration with Rotarians from around the world, and will make available to Rotarians the templates and resources that they will need to design and deliver local websites, communications materials, brochures, club logos, and so much more. Again, we are excited to be working with Rotarians worldwide on this new resource center, and we welcome your ideas as we move forward.

Speaking of moving forward, Rotarians everywhere continue the march forward in the drive to eradicate polio once and for all.

Yesterday, we received a detailed update from Bruce Aylward on where we are with polio eradication, and we'll be talking more about PolioPlus tomorrow as we learn about our Rotary Foundation goals. For now, the exciting news is that Rotary has entered into another agreement with the Gates Foundation, giving us the potential to bring even more very important and very necessary funding to this initiative.

As of now, the Global Polio Eradication Initiative is still facing a funding gap of \$5.5 billion to get us to full eradication. Of this, \$4 billion was pledged at the recent Global Vaccine Summit in Abu Dhabi, and more has been pledged since. But we still need over a billion U.S. dollars to get the job done.

And that's why we're asking Rotarians to "End Polio Now: Make History Today."

Based on an agreement that we signed with the Gates Foundation last year, Gates will provide a \$2 match for each \$1 we spend on polio, up to \$35 million per calendar year, for the next five years. So if we spend \$35 million in a given year, we will get an additional \$70 million from the Gates Foundation. If we raise and spend \$35 million per year over the next five years, for a total of \$175 million, we would get a maximum Gates match of \$350 million: bringing the total value of this agreement to \$525 million — and the world even closer to being polio free.

We can do this. We must do this.

These are challenging times for polio eradication. Despite the challenges, we stand at a moment of historic opportunity: to end polio forever. This is something that we have committed to do for the children of the world.

We all know that PolioPlus has been going on for a very long time, and there is some fatigue among Rotarians. That's why we've been working hard to keep the momentum going, through our This Close campaign, the endpolionow.org website, and a host of materials and ideas that Rotarians can use to help raise awareness.

In the meantime, our work in polio eradication has been getting more attention than ever. We've received a tremendous amount of recognition and media coverage for our work in this past year, including prominent mentions in the *New York Times*, *The Wall Street Journal*, Radio France International, *Pakistan Today*, *Die Welt*, and *COSMOS*. Rotary and our partners are changing the course of history — we must not back down now.

All of you are about to take the helm of leadership in your districts for one year. I urge you to think of that year as one one-hundredth of this Rotary century. Set your goals, and measure your success, not by what you yourself achieve but by the progress of your district. Don't think in terms of what you want to accomplish in office but in terms of what your district can accomplish over time, and what you can do to make it happen.

Rotary continues way beyond a year — it was here long before each of us and it will continue long after each of us has gone. That is, it will continue if we take the necessary steps to ensure its future.

Sometimes, the achievement of a personal goal, such as becoming a district governor, is the very best time to step back and remember the bigger picture. It can be easy for leaders to confuse themselves — ourselves — with the organization.

Each one of us has been honored with the opportunity to serve Rotary's 1.2 million members. We are Rotary's leaders, but we are not Rotary. Everyone gathered here has been entrusted with a year of stewardship as a district governor. What will you do, individually and collectively, to ensure Rotary is here for the long term?

As general secretary of Rotary and The Rotary Foundation, I urge you to work with your predecessor and your successors to think strategically, beyond "my year." Stress continuity of action and focus, because only through a concerted multiyear effort that is consistent and continuous will we be able to ensure that Rotary thrives well into the 21st century.

All of us working across the Secretariat, whether in Evanston or in our seven international offices, are here to help you in your year of stewardship. Ultimately, however, Rotary's future is up to you, and to the men and women throughout the world who are the heart and soul of Rotary.

You are critical to encouraging Rotarians to invite new members into your clubs, get them engaged, and get them involved. You are uniquely positioned to think strategically about your districts, see what they're capable of, and motivate them to achieve more. And you are an important force in carrying out the Rotary work that changes lives — for so many people, in so many ways, all over the world.

In the 2014-15 Rotary year, President-elect Gary is asking you all to *Light Up Rotary*. I join my voice with his in urging you to make Rotary's light shine ever brighter — both in this century and well into the next.

Thank you.

2014-15 Foundation Goals

John Kenny
Rotary Foundation Trustee Chair-elect

Past, present, and future officers of Rotary International, guests, and fellow Rotarians:

I am delighted to address the most important people at this International Assembly — the district governors-elect.

Today is the day that we will focus on our Rotary Foundation. The engine that drives the Rotary machine.

We are an international organization. As we look around this room, there can be no doubt of that. And when we look at the experiences of the Rotarians in our clubs — which are the experiences that matter most in Rotary — there can be no doubt that the force that binds Rotarians together, the force that allows us all to share in the work of our fellow Rotarians in every corner of the globe, is our Rotary Foundation.

I could stand here for hours telling you of the good work that our Foundation does — the lives that I have seen changed by clean water and sanitation, by education and health care, and above all, by the fundamental belief that every human being is worthy of dignity and respect.

Few Rotarians will have the chance to see firsthand the result of all of our Foundation's good work. But every single Rotarian has the chance to be part of it.

This is why we have our Rotary Foundation — to enable every Rotary club and district to do the most of which it is capable, and to allow every Rotarian the opportunity to participate in all of Rotary's good work, in every part of the world.

Our Rotary Foundation is the responsibility of every Rotarian. And in 2014-15 it will be your responsibility to motivate the Rotarians of your districts to advance our Foundation to the best of their abilities, by stewarding its resources wisely, by using these resources sensibly and ambitiously, and of course, by supporting our Foundation themselves, as every one of you here has already done.

As your incoming Rotary Foundation chair, it is my task and my privilege to tell you of our goals for our Foundation in the 2014-15 Rotary year.

The first goal will come as no surprise to any of you. It is, of course, doing everything we can to achieve the complete eradication of polio.

You have already received, earlier this week, an update on the details of our polio eradication campaign, of the triumphs we have recently seen and the challenges we now face.

For myself, as a Rotarian, the question "Why must we eradicate polio?" has a very simple answer. We must eradicate polio because we said we would. In Rotary, a word given is a commitment made, a promise that must be kept.

And we have committed our time and money over a quarter of a century. But we have staked something far more precious than our time or our money. We have staked our reputation.

When we eradicate polio — and we will — we will have achieved something tremendous, something historic. We will have freed the world from a disease which has plagued humanity since the begin-

ning of history. And we will have earned for ourselves the reputation we wish to deserve, of an organization with the ability and the determination to achieve anything it sets out to do.

That is and will remain our number one goal, until the moment the world is certified free of polio.

Our second goal is to support our Foundation by our continued giving, by every Rotarian, every year.

The goal of Every Rotarian, Every Year is simple: a donation from every Rotarian, every year. We do not say how much any Rotarian should give, for that is a decision that can only be made by each Rotarian. But just as all of you have been asked, this week, to give to our Foundation, every Rotarian should be asked to do the same. For it is indeed *our* Foundation — and every Rotarian should feel the ownership, and the responsibility, that comes from supporting it.

The goal for Annual Fund giving this current Rotary year is \$120 million — a sum that reflects our Every Rotarian, Every Year philosophy. Last Rotary year we came the closest we have ever come to reaching that sum. I challenge all of you to see to it that in 2014-15 for the first time this goal is not only met but exceeded and every club in your district makes a contribution to The Rotary Foundation.

Our third goal is to ensure the progress of our new grants program, by planning and carrying out sustainable educational and humanitarian projects.

We have all heard a great deal about our new Rotary grants program. Our new model was based on an idea that is far older than Rotary — that when you give a man a fish, you feed him for a day, but when you teach him how to fish, you feed him for a lifetime.

Rotary service has always taken the long-term view, aiming to do the most good possible, for the most people, over the longest time. With our strengthened emphasis on sustainability and on larger projects with a greater impact we will be able to do just that.

Our fourth goal is to foster world understanding, goodwill, and peace by promoting and publicizing the Rotary Peace Centers program.

No one organization or government will ever build peace on its own. If it is to be achieved, it will be through the work of many people, in many ways, over many years. Our peace centers are designed to train those people — the people who not only believe in peace but have the talent and the ability to help bring it that much closer.

Our fifth and final goal in 2014-15 touches every Rotarian: to emphasize that the future health of our Rotary Foundation is in all our hands.

I cannot emphasize enough that The Rotary Foundation is the only international charitable organization that supports only those projects identified by Rotarians, funded by or through Rotarians, and implemented at the project site by Rotarians. It is directly responsible for a great majority of the international service of which we are so justly proud. Without a Foundation we could never have considered a project on the scale of PolioPlus. Rotary as we know it has been the vision shaped by the foresight of those who proposed and established our Foundation, and those who have supported it over the years.

We in Rotary understand the truth of the words of Winston Churchill, “We make a living by what we get. We make a life by what we give.”

Every one of us in Rotary, whether we participate directly in a Foundation program or not, benefits from our Foundation. And every one of us has a responsibility not only to acknowledge that but to act on our understanding by supporting our Foundation, by making it our charity of choice, and by stepping forward to say, the future of our Foundation is in all of our hands.

The year to come will be a pivotal one, for all of Rotary. We will be faced with unprecedented challenges and unprecedented opportunities. What we do with them will be up to all of us.

But there is one thing that is certain about this new Rotary year, and all those that are to follow: that if we truly intend to *Light Up Rotary* — if we truly wish to do justice to the vision of those who have come before us — if we truly intend to achieve everything of which we are capable — we will rely, every day, on the strength of our Rotary Foundation.

And the strength of our Foundation is in your hands.

Thank you.

Future Vision Check-in

Luis V. Giay

Future Vision Committee Chair and Past RI President

We are at an unprecedented time of transformation in the history of our Rotary Foundation. In recent years, The Rotary Foundation has been the subject of profound analysis and studies, which led to innovative projects, and decisions made with great courage and vision. As a result, we adopted the Future Vision Plan, an opportunity to be a truly cutting-edge organization, on the same level as many other successful philanthropic organizations, like the Gates Foundation.

To ensure the future of Rotary, we need a Foundation that is strong, vigorous, structured, dynamic, competent, global, and ready to meet the challenges and demands that society, Rotarians, and clubs present to us. This is the kind of Foundation we need in order to change the world — and I'm certain that we will. Don't you agree?

Today, I will present to you a brief update on the Future Vision Plan.

The new grant model was launched with great success on 1 July 2013, as expected. During the first five months, we received 497 applications, of which 232 have been approved to date. We allocated 104 grants to different types of scholarships, funded mainly by districts from the United States and Japan. We also approved 12 vocational training teams, and there are many more under review. So far we have granted a total of 449 scholarships through both global grants and district grants, a very impressive number, considering the time of the year.

By the end of December 2013, we had received 338 applications for district grants and approved 302. If we take into consideration that the average number of projects per grant is 21, this means that in only five months we have approved approximately a total of 6,762 projects. With such promising figures, imagine what the final numbers would be at the end of this Rotary year. The model is working perfectly fine, considering that 80 percent of the districts are functioning for the first time under this new system.

Let's take a look now at how the plan is being implemented. As you know, we developed an innovative online platform for the new grant model. We have been testing it since last year, making the necessary changes and adjustments for the global launch, and as part of the web redesign initiative. We are aware that it has been difficult for some Rotarians to adopt these changes, either because they are not familiar with the system, or the system itself doesn't work as expected. We are working diligently to solve such issues and make changes as needed, so we can fulfill the expectations of all Rotarians.

On the positive side, the system automation has greatly reduced the application processing time. We made some improvements during the pilot, so the district grants took only 47 days to process. Since the global launch, we are down to 36 days, and our objective is to be able to approve all district grants, from beginning to end, in 10 working days on average. As you can see, my friends, there is a big difference: from 47 to 36 to 10 days!

In terms of time, we have been even more successful with global grants. During the pilot stage, it took an average of 195 days to process a global grant. Nowadays, that process takes only 53 days, and we hope to reach our goal of 40 working days from beginning to end. I believe this is an extraordinary accomplishment! Don't you think so? From 195 to 53 to 40 days!

Another wonderful change in project implementation has been the level of cooperation among clubs and districts. The Trustees expect that by the end of this first year, an average of four clubs or districts

will work together on a global grant. Current data shows that we are close to seven, which reflects the amazing capacity of our Rotarians when it comes to working together and serving others.

But the real difference, my friends, lies in the quality and scope of the projects and activities funded by the grants. Now, that's impressive!

District 2650 in Japan funded 42 club projects with its district grant, including computers, sewing machines, and other vocational training equipment to a village in the Philippines, repairing an elementary school damaged by an earthquake in China, and scholarships and other local initiatives.

Rotarians from India and Taiwan, with help from a cooperating organization, developed a cattle distribution program near Pune, India, that includes the purchase of cattle as well as training on bovine management and nutrition.

The Rotary Club of Taipei Tienmou in District 3520 and the Rotary Club of Osaka Umeda in District 2660 have teamed together to provide training on digital reading and writing education for visually impaired students in Taiwan.

The list of projects goes on and on. Let me mention scholarships.

Audrey Stickers was awarded a scholarship to study conflict resolution and the politics of the Middle East at the London School of Economics in England, sponsored by the e-club of London Centenary in District 1130 and by District 1600.

Dr. Seye Abimola of Nigeria received a scholarship to the University of Sydney, Australia, to prepare his PhD thesis on primary health services in Nigeria. He is sponsored by the Rotary Club of Sydney Cove in District 9675 and the Rotary Club of Abuja Metro in District 9125.

We can be extremely proud of these projects and scholars. These activities make a real difference in the lives of people all over the world, thanks to the insightful compassion, care, and oversight that Rotarians bring. And we have only just started. Imagine where we will be in 5, 10, or 30 years from now! We are sponsoring the future leaders within the areas of focus, and our projects will have a lasting impact. And it is all thanks to you.

We are fully aware that today, donors are more selective with their contributions. They only donate to people they trust, because they are tired of their contributions being misallocated and falling into the hands of bureaucrats and opportunists. Our Foundation is trustworthy and offers our donors international reach, projects with focused scope, excellent administration, stewardship, transparency, and, above all, credibility.

It is my pleasure to announce that this past year, the Future Vision Plan was recognized with the Silver Edison Award, under the category Lifestyle and Social Impact, for its innovative funding model.

I hope this report has been useful to you. And now allow me, on behalf of the Future Vision Plan Committee, to thank everybody who worked on the final version of the plan, as well as the pilot districts, our consultants and advisers, our local and international leaders, Rotarians, and our dedicated staff. Our achievements have been many throughout the pilot, and we have learned valuable lessons along the way as we celebrate together the success of the global launch of our new grant model.

It is now up to you, my dear governors-elect, to build upon such success during your year, and to continue your service to our Rotary Foundation.

To honor the beginning of this new era, I ask of each of us to keep contributing with our effort, work, and commitment to the advancement of Rotary, its Foundation, and all mankind.

My best wishes for a very successful year.

Supporting Our Peace Centers

Peter R. Kyle
District Governor

Ladies and gentlemen:

I am delighted to have this opportunity to update you on the peace centers program — The Rotary Foundation's No. 1 educational program priority — and what you can do to support this wonderful program.

Let me start with a brief history of the program. In 1996, under the leadership of Rotary Foundation Trustee Chair Rajendra Saboo, a committee was formed to consider the concept of an educational center, institute, or university dedicated to Paul Harris as a way of commemorating the 50th anniversary of his death in 1947. Over the next two years, various proposals were considered. Eventually, in 1999, the Trustees approved a plan to partner with leading universities around the world to establish the Rotary Centers for International Studies in peace and conflict resolution. In 2002, the first cohort of peace fellows began pursuing master's degrees at the selected Rotary Peace Centers. And in 2008, the Trustees approved a short-term peace studies program at Chulalongkorn University in Bangkok, Thailand, as a permanent offering within the peace centers program.

So what is the purpose of the program?

The Rotary Peace Centers program has a vision of sustainable peace, encompassing a network of peace-builders and community leaders dedicated to preventing and resolving conflicts across the global community. The program empowers, educates, and increases the capacity of peace-builders through rigorous academic training, practice, and global networking opportunities. Through this experience, Rotary Peace Fellows build the skills needed to act as leaders and catalysts for peace and conflict resolution, both in their communities and around the globe.

Now let me say a few words about the Rotary Peace Centers' university partners.

Each year, up to 50 peace fellowships are available for master's degree study in international relations, peace studies, conflict resolution, and related areas, and up to 50 peace fellowships are available for a professional development certificate in peace and conflict studies. Fellows are selected on a worldwide competitive basis. Each Rotary Peace Center operates in partnership with premier universities, each of which has a renowned and unique curriculum focusing on various aspects of international studies related to peace and conflict resolution.

The peace centers currently comprise:

- Duke University and University of North Carolina at Chapel Hill, North Carolina, USA (a joint center)
- International Christian University, Tokyo, Japan
- University of Bradford, West Yorkshire, England
- Uppsala University, Uppsala, Sweden
- University of Queensland, Brisbane, Australia
- Chulalongkorn University, Bangkok, Thailand (certificate program)

What are the selection criteria?

Rotary Peace Fellows are chosen from a wide variety of academic and professional backgrounds based on their ability to make the greatest impact on world peace and conflict resolution during their careers.

Applicants must have the following:

- Bachelor's degree or the international equivalent (master's program), or equivalent work experience (certificate program)
- At least three years of combined paid or unpaid full-time relevant work experience (master's degree), or at least five years of relevant work experience with current full-time employment in a mid- to upper-level position (certificate program)
- English proficiency plus proficiency in a second language (master's degree)
- Excellent leadership skills
- Commitment to international understanding and peace through personal and community service activities or academic and professional achievements

Each club may endorse as many applicants as it deems qualified. The club-endorsed applicants are then reviewed by a district committee. The district-endorsed applications must be submitted to The Rotary Foundation by 1 July. The fellows are then selected on a world-competitive basis by a selection committee, which includes both Rotarians and representatives of the peace centers. Individuals selected as peace fellows must then secure admission to their assigned Rotary Peace Center university partner.

How is the program funded?

Funding the peace fellowships is a global Rotary effort. The program is funded out of a special endowment fund. The goal is to raise \$125 million for this fund by 2015. So far, approximately \$90 million has been raised. It is important to note that neither clubs nor districts are required to contribute funds. However, all districts are encouraged to allocate some amount of District Designated Funds in support of the peace centers program. Major gifts to The Rotary Foundation that are restricted to support the program are also extremely important. The average cost of the fellowships is \$75,000 per annum.

What are our peace fellows doing now?

Since 2002, some 781 fellows from over 100 countries have been selected to participate in the program. Of this number:

- 39 percent work for NGOs or other peace-related organizations
- 15 percent work for a government agency or the military
- 9 percent are teachers or professors
- 8 percent are pursuing additional advanced degrees in peace-related fields
- 7 percent work in research or academic support positions
- 5 percent work for United Nations agencies
- 3 percent work for police or are involved in law enforcement
- 2 percent are lawyers

- 2 percent are journalists
- 1 percent work for the World Bank
- 6 percent defy easy categorization; these include bankers, human resource professionals, business owners, and people on leave from regular positions
- 3 percent reported they are actively looking for work in the field

Where can you find qualified candidates?

- Nongovernmental organizations involved in human rights, disaster relief, aid distribution, environmental advocacy, refugee issues, and other issues related to peace and international cooperation
- International organizations and corporations
- Government agencies, such as departments of state, foreign ministries
- International volunteer agencies
- Military, security, and law enforcement personnel
- Mediation, arbitration, and dispute resolution groups
- Returned Peace Corps volunteers
- Departments of international studies at local colleges and universities
- Former Rotary Foundation Ambassadorial Scholars or Group Study Exchange participants who are involved with development, peace-building, and conflict resolution issues

How can you promote the fellowship program to seek qualified candidates?

- Invite current or former peace fellows to speak at informational meetings for Rotarians.
- Inquire about the possibility of holding informational meetings with the groups listed above.
- Host a lecture or discussion on a topic relevant to peace or international understanding, and promote this event to the above-mentioned groups.
- Issue news releases to local or regional publications, college or university newspapers, radio stations, and public access television stations.
- Contact the leadership in Rotary districts that have nominated successful candidates to gather information on marketing and candidate recruitment strategies.

Ladies and gentlemen, over the past six years I have had the good fortune to be closely associated with this program at many levels. I have chaired my district's peace fellowship selection committee. I have attended numerous peace conferences at the Duke-UNC Peace Center. I have worked with some nine peace fellows at the World Bank. I have recruited four peace fellows to join my Rotary club. These peace fellows are the best of the best! As I speak, hundreds of our peace fellows are actively engaged all over the globe as leaders promoting national and international cooperation, peace, and conflict resolution in their careers and in their communities.

The program offers all Rotary districts a unique opportunity to participate in a major educational and peace priority of The Rotary Foundation at no cost to clubs or districts. In the years ahead, I am convinced that the Rotary Peace Centers program will be one of the most significant contributions to peace and international understanding.

I urge you to support the program by:

- Publicizing the program
- Contributing to the Rotary Peace Centers Major Gifts Initiative
- Encouraging your district to become a Peacebuilder District
- Nominating potential peace fellows
- Having a peace fellow address your clubs or your district
- Supporting individual peace fellows

By supporting this program, you will be building the leaders of tomorrow by strengthening the leaders of today.

A Passion for Peace

Cameron Chisholm
Rotary Peace Fellowship Alumnus

First, I would like to thank the organizers for putting on such an incredible event. I am truly honored to be standing in front of you, a collection of individuals representing the core leadership of an organization I hold in such high esteem: Rotary.

It should be noted that I am especially thankful that you are choosing to sit through my speech rather than enjoy all the incredible tourist offerings of this amazing city! The beach is right out those doors, and I'm happy to join you there later, maybe a few umbrella drinks in hand. First, though, the organizers asked me to speak about one of my absolute favorite topics — the Rotary Peace Fellowship.

So, let's start with a little word association game: What do you think of when you see the word "passion"? Take a few seconds. . . . What comes to mind?

Are there any NFL fans out there that feel passionately about the Super Bowl in a couple of weeks? Yes? Who is going to win? That guy is passionate! Some people are very passionate about sports.

How about a hobby? Stamp-collecting, bird-watching, painting — I am sure many of you are passionate about these things.

Of course, there is love: the romantic passion you feel for your spouse or the parental passionate love you have for your children or grandchildren.

I have a feeling that all of you are passionate about a cause. Perhaps Rotary? I mean, you all are eradicating polio in the face of enormous obstacles. That takes passion!

No matter where you go in the world, there is a relatively universal understanding of what "passion" means.

Now, what do you think of when you see the word "peace"?

This is a bit trickier than passion, eh?

If you are like most Americans, the word "peace" may conjure up images like this [slide of hippies]. Or maybe this [doves]?

"Peace" may be something more spiritual for some.

Because all of you are so well-traveled and worldly, many in this audience may also think of this [United Nations]. Peace can also mean this [Camp David].

What you may have figured out by now, though, is that I am here to talk about this [Rotary Peace Fellowship], and, more specifically, my own personal passion for peace and what that means in the context of the Rotary Peace Fellowship.

In the next few minutes, I would like to share with you:

- First, my own personal perception of the program and how it changed my life
- Second, how the program is changing the peace-building field now, and how it will continue to do so in the future
- And, finally, why your support is so crucial

First, how the fellowship changed my life. As you may have already gleaned, I like lists, so I will start this section with one more. I feel the peace fellowship fundamentally empowered me to be where I am today for three core reasons:

1. Education
2. Network
3. (Most importantly) freedom to take risks

I had the honor of attending the University of Bradford in the UK as a class five fellow, from 2006 to 2007. I now have interns from most of the top universities in the United States, and none seem to have received the same depth of education as I felt I received at Bradford. As an American abroad, I was exposed to theory and political philosophies that are never fully explored in U.S. institutions because some faculty at Bradford actually ascribed to Marxism or postmodernism. I personally thought they were crazy, and that their theories fall flat outside academia, but it was incredible to actually debate the topics. The student body was very international, and because there was absolutely nothing to do in Bradford (it's really not a lovely town), relationships and academics stayed in the spotlight. It was incredible. An M.A. is absolutely necessary in gaining credibility in the international peace field, and the peace fellowship offered me that important milestone in spades.

Second, the peace fellowship gave me an incredible global network of peace-builders. I'll touch on this more later, but when I hired my first staff, I called up Evanston and asked for suggestions. I exclusively hired peace fellows because I knew they had already been vetted by Rotary and educated in the core theory I needed in a team. Right now, I have a network of over 600 peace-builders from around the world that I can call on for support in my projects, and who can call on me for support in theirs. It is something unprecedented in the peace field.

Finally, and most importantly, the fellowship provided me the freedom to take risks. Now what do I mean by that? Let's be honest — no one becomes a peace-builder because they think it will make them rich. That said, a master's degree in the United States in conflict resolution or peace-building can be upwards of \$120,000. Saddled with those kinds of student loans completely binds young leaders to safe jobs, where they will have great difficulty really impacting real change.

My story is a good example. After I graduated from Bradford, I was offered a job in the global security department of the World Bank in Washington, D.C. I was writing daily and weekly briefings for the president and executive staff, and I was responsible for predictive security forecasting for South Asia. It sounds like a perfect job, but I found myself wanting — I had this nagging sensation that I was merely perpetuating current conflict dynamics, and I felt passionate about changing them. In other words, I felt like I was always on the ball, but I wanted to change the game.

If I had six figures in student loans, I would still be at the World Bank. Instead, I risked it all in 2009 to found the International Peace & Security Institute, or IPSI for short. IPSI is an education and training organization that builds the world's preeminent trainings on the core skills to be an effective peace-builder. You see, many in my field talk about bridging the gap between theory and practice. I, with a huge amount of support from my team, spend each long day passionately actually doing that work. Everything we do is experiential — we don't lecture, we build simulations where the world's brightest young leaders actually practice what it is like to do the hard work of peace-building. We don't talk about theory, we run workshops where the world's current top practitioners directly coach our participants.

As I mentioned, the very first training staff I hired for IPSI's inaugural project in Bologna, Italy, was all peace fellows. Here we are [slide of group]. The Bologna Symposium is a monthlong, intensive, practical skills training for 55 leaders from 35 countries in mediation, negotiation, facilitation, social

entrepreneurship, strategic nonviolent action, among others. This summer will be the fifth iteration of the Bologna Symposium, as well as the third annual The Hague Symposium on Post-Conflict Transitions and International Justice. Each one of these programs draws over 800 applications for the limited spots. We are now also currently busy building the Latin American Symposium on Extractive Resources Conflict, which will launch later this year. We are also in talks with the African Union about training the best and the brightest from Africa starting in 2015.

In addition to our large-scale trainings, we are also now building tailor-made experiential trainings for nonprofits, multilateral institutions, and governments. One of the projects, which may be of great interest to you all, is our religion and conflict project for the Department of State. Essentially, the State Department came to IPSI and asked us to design a new framework for engaging religious actors for conflict prevention and peace-building around the world. The online, self-paced trainings launching next month are being heralded as a fundamental shift in how American foreign affairs officials will be trained and how we will engage as a country with the over 80 percent of the world that self-identifies as religious.

But my story is just one of over 600, and the peace fellow alumni are truly changing the world.

Maria Effendi could be standing in my place speaking about how the peace fellowship launched her into being the first female head of the conflict resolution department at the National Defense University of Islamabad. She is actually training Pakistani military men in the art of peace-building, at great personal risk.

Kevin Melton could be standing on this stage speaking about how the peace fellowship gave him the analytical skills to write memos, while stationed with the Office of Transitional Initiatives in Afghanistan, that were so powerful, General Petraeus invited him to be a part of his inner planning circle.

Langan Courtney could speak passionately about being the cultural orientation manager for the International Rescue Committee in Mae Sot, Thailand, where she supports cultural orientation programming across five refugee camps along the Thai-Burma border for USA-bound refugees departing from Thailand.

Greg Hernandez could regale you with his efforts as commanding officer of Marine Battalion Landing Team 11, a unit under the Philippine Marine Corps that is currently deployed in the province of Sulu-Mindanao. The Abu Sayyaf Group, New People's Army, and the Moro Islamic Liberation Front are active in this area. His battalion focuses on security-sector reforms, capacity-building for local government leaders, medical assistance, peace-building, and development.

I literally could go on for hours listing the accomplishments of the peace-builders you have empowered. You, as Rotary, are inextricably bound with their stories. You did that.

So when Maria turns one more young man away from radical extremism toward dialogue and inclusivity, you did that.

When Kevin advised top U.S. military brass to engage first and shoot later, you did that.

When Langan prepares some of East Asia's most vulnerable populations for their new life as our fellow American citizens, you did that.

When Greg works with community leaders to bring peace and stability to islands wracked by insurgency and violence, you did that.

And when American foreign affairs officials begin building long-term, authentic partnerships with religious leaders for peace-building efforts around the world through the work I am doing, you did that.

No matter how we define “passion” or “peace,” there is no denying that each of us shares a deep passion for the Rotary Peace Fellowship. World peace will likely not be declared in our lifetimes or in the lifetimes of our children. But I am an optimist, and I do believe that that great day will come someday. And when it does, Rotary will be inextricably bound to that perfect achievement.

You did that.

Thank you very much, and thank you for changing my life and lives across the globe through your incredible support of the Rotary Peace Fellowship.

You Are the Conductor

Clifford L. Dochterman
Past RI President

What kind of leadership will you give to the club presidents, secretaries, and district committees in your district next year?

Google lists over 4 million entries on leadership. But I don't believe there is one description of the leadership of a Rotary district governor. There are so many different styles of leadership. However, your leadership job is unique because you are leading a group of Rotary volunteers. What *is* the style of a successful governor?

A district governor won't survive very long using the leadership style of a top sergeant — no matter how much you try, those club presidents will never line up for marching orders.

A district governor will never be effective using the leadership skills of an animal trainer — whose tools are a whip and a chair.

A district governor will never find much success using the techniques of a football coach — yelling instructions to players in a championship game.

The skills of a successful district governor working with volunteer Rotarians requires special consideration. There is no chance for you *to fire* your volunteers and hire a new group of club presidents. What is your style of leadership?

Over the years, I have observed that some of the most effective Rotary leaders are those who exhibit the leadership skills and temperament of a symphony orchestra conductor. Just as your district leaders and club presidents are composed of a wide variety of men and women with unusual abilities, special interests, and many experiences, a symphony orchestra is also composed of many distinct units, unique individuals with a variety of skills and abilities.

Over here is the orchestra's string section, composed of violins and cellos. I would compare them to those Rotarians who are important to your district, but often rather high-strung, and frequently need tuning in to the issues at hand. Over here our orchestra has the woodwind section — clarinets, oboes, and bassoons, which have a wide range to cover in the musical score. In Rotary, the woodwinds might be the quiet members of your leadership team, who are perfectly willing to take on the high and low jobs you have to do. But once in a while you will hear a squeak or two from that section.

Over there is the orchestra's brass section — the trumpets, trombones, and tubas. In your district, they are the Rotarians you can always hear — loud and clear. When they toot their horns, you know they have an opinion — clearly expressed. And, if it's the tuba guy, the sound may be just an occasional oomph.

In the back of our orchestra is the percussion section — with drums, cymbals, and all the bells and whistles. I suspect every Rotary club and district has a percussion section — they beat the drum for their pet projects or use a drumroll to announce their arrival. You can't miss the percussion section in any club.

In every orchestra there are those who work behind the scenes — the stage hands. They place the stage risers, set out the chairs, and handle the lighting and sound effects. In your Rotary district, these are those faithful members whom you can always count on. They are always ready, and seldom complain. They often serve as sergeants-at-arms or aides for the RI president's representatives.

And frequently, there is another group attending the symphony — the music critics. They always have an opinion or observations about every performance. In Rotary these critics are frequently identified as past district governors.

Just as the symphony orchestra is made up of many different instruments and players, you find the same differences, interests, and abilities in the club leaders in your districts. Your job is the same as the symphony maestro — who uses leadership skills to bring together the strings, and woodwinds, and brass and percussion units into a symphony of beautiful music.

How will you do it? What kind of leadership and management skills will you need to bring together the Rotarians in your district to create the concert you will direct during 2014-15?

Let's look at some of the skills of the symphony conductor.

1. *Prepared.* The conductor knows the music being performed. We say he "knows the score." The conductor continues to learn and practices every day to be a better leader. He or she is aware of all the notes, symbols, and marks which bring out the best of each performer. Yes, the conductor is prepared and prepares his musicians to be the best they can.
2. *Listens.* The maestro listens all the time. The conductor hears the slightest tunes which are out of key. He listens to unique combinations of sounds and seeks the best. Yes, the conductor is a listener!
3. *Shares.* The symphony leader is constantly sharing his experiences and giving instruction based upon his knowledge. The music leader creates the tempo; the volume; and puts personal feeling into the music. Yes, every conductor must be a sharing person.
4. *Encourages.* The great symphony maestro encourages each of the musicians and recognizes the exceptional performances of each musical section. He or she brings this group up and tones that section down as they interpret the entire composition. At every performance, the conductor may take a bow — but always recognizes the entire orchestra and always gives tribute to the soloists. Yes, the successful conductor encourages and recognizes all the players.
5. *Develops.* Every symphony musician is seated by level of performance, and the conductor is constantly developing the musicians to move up to the first chair. As you know, the first violin player is the concertmaster and sits in the chair nearest to the conductor. In each section the maestro is developing players to enhance their musical talents and move to higher levels of performance.

The interesting thing is that these five leadership skills of the symphony conductor are almost identical to the leadership styles of successful Rotary district governors.

The successful district governor is carefully *prepared*.

In your district, the governor is the one who is well aware of the plans and goals of our Rotary International president. Goals are established for the district. The governor is knowledgeable about the policies, bylaws, and customs of Rotary within his or her district. The governor is prepared to give a year of committed leadership to the district.

The successful district governor is an excellent *listener*.

Governors who do more listening than talking will usually be the better leaders of their districts. As you listen, you will become aware of the strengths and weaknesses which should be addressed. It is amazing what you can learn when you just listen. The governor who is aware of the issues within the clubs will always be better prepared for effective action.

The successful district governor *shares* experiences and knowledge.

Most governors have experiences in service projects, club activities, The Rotary Foundation, and youth programs which can be shared with presidents, secretaries, and district committees. Throughout this week you have had many discussions and picked up ideas which give you an excellent source of information to be shared with your district leaders. An effective governor will share thoughtful and friendly advice with all of the club and district workers.

A successful district governor gives *encouragement* and recognizes good work.

Well-deserved recognition is one of the most effective forms of motivation. A public word of appreciation or a short note of thanks is a vital part of a governor's leadership skills. Be generous with your encouragement. Be sincere with your praise. And I assure you that you will have the strongest team your district has ever seen. Recognition is a public form of a governor's thoughtfulness.

A successful district governor will *develop* new leaders to build a stronger district for the future.

Each year new Rotarians need to grow and blossom into future leaders. A district governor is in the ideal position to observe, discover, and develop the future leaders of your district. So many Rotarians have latent skills, unknown talents, hidden abilities — and these must be nurtured and given opportunities to be used for the Rotary of the future. As governor, you are being given a chance to serve Rotary — so it is your task to develop future leadership and teach the skills needed for those on the future path to service.

Think what will happen in the next few weeks. You will be training and rehearsing your club presidents and district committee members to be ready for a new performance on July 1st. You will talk about goals for the year. You will share plans for your official visits. You will analyze your support and make decisions for using The Rotary Foundation resources. You will have committees working on a district conference, membership promotion, and youth programs.

The amazing thing will be that on July 1st, each one of you will step up to the music lectern, pick up the maestro's baton — and your symphony will begin.

[Picks up baton and taps it twice on the lectern; begin symphony music, Ravel's Bolero. The speaker appears to be conducting the orchestra and speaking over the sound of the music.]

Do you hear that soloist? That is you beginning your visits to the clubs of your district. The music in the background comes from your committees. Then bring in the Interactors and Rotaractors. And over here the Youth Exchange students, and we add them into the theme.

All the time you see the district committee considering Rotary Foundation grants. That quiet group over there is preparing for the district conference. You feel the harmony as each group performs its mission.

You are still making your club visits. Don't overlook that Foundation fundraiser. Bring up the tones of the public relations committee. There is the melody of the RYLA group.

You are still making your club visits. The emails never stop — on and on and on. The district conference planning is getting ready. You continue the promotion for the Rotary International Convention in São Paulo. Your assistant governors give you more reports.

Your club visits are almost ended. You still prepare materials for the district monthly newsletter. You are ready to introduce a vocational team from a matched district. You look over to see if a new club is prepared for its charter. Each section adds more to the musical theme.

Here those soft notes — it's a club's plans and objectives, five months late; there is the Reach Out to Africa report; we are ready for another club anniversary; don't overlook that 10K run for PolioPlus; get in touch with President Gary's representative to your district conference.

You can feel that crescendo in all of the activities the tempo is picking up — more special visits; your spouse is telling you to pack for the Brazil convention; more committee meetings; notes of appreciation; Paul Harris recognitions to be presented; district conference details; then come reports on PolioPlus; and more coordination with the governor-elect and -nominee.

You can feel the pulse of the music in your entire body! The music consumes every ounce of your energy. And then it comes to a beautiful climax . . . and your symphony is over.

Amid the applause, you take a bow, but give the real recognition to the entire orchestra. You acknowledge the soloists. And even the orchestra is applauding for your leadership skills!

Then comes your *greatest* moment. You pass the baton to the governor-elect to lead the next symphony on the concert program.

That's the cycle of Rotary. That is the task of leadership of a Rotary district. You have brought all of the divergent parts of your district committees and the club presidents into its greatest performance — because you had the leadership skills of a superior maestro.

And you can say: "We did it!" But your district will know that they had selected a super governor.

That, my friends is great Rotary leadership.

So, go to it!

The Great Work of Rotary

John M. Lawrence
Past RI Director

Xie xie, President-elect Gary.

G'day from down under!

What do you remember of the first week after you were inducted into Rotary? Let me take you back to the night I was inducted. I became a Rotarian immediately before the club's annual general meeting. To my surprise, there was a vacancy for international director, and the chorus went up: "His dad was a Rotarian; John can be international director next year!"

Little did they know that Dad had been a Rotarian some time back. His Rotary had to be defined as "secret men's business," and I had no idea what this assignment was all about. But the club was eager for me to take the reins in eight months' time.

Several days later, I arrived home from work and discovered a dusty cardboard box on my doorstep. There was a note attached. It was from the aged, reluctant incumbent international director who was very keen for me to take over. The note said: "Here is the information about the job of international director. Don't bother to open the box, and you will have an easy year! P.S.: I quit, and I am handing the job to you from today."

Well what would you have done? Curiosity got the better of me, and I immediately opened the box. Inside was all the information about the great works of Rotary — not just the international side of it.

This became my treasure chest, and the basis of my great Rotary adventures.

So, governors-elect, let me point out you have your own potential treasure chest. It is your *District Governor's Manual*. Make sure that manual is your treasure chest and not a dusty box!

So, what are the great works of Rotary worth emphasizing in that treasure chest?

One program that will keep you and your clubs young is Rotary's youth activities. Please encourage your clubs to start them young in the world of service to others. Young primary school students can start that rewarding journey when a club helps to start an activity for them. These young people will gain so much from running their own club, controlling fundraising ventures, and realizing that they can make the world better even at their young age. My own district was a pioneer in the startup of Earliact (which is not an official RI program), and we have seen some wonderful results, such as raising funds to buy ShelterBoxes and compiling education kits to send to schools in Papua New Guinea.

Governors-elect, lead your clubs to engage teenagers by setting up or continuing to support existing 12- to 18-year-olds. These young men and women really want to make the world a better place. They have the skills and idealism to become involved in your own club projects.

As these young people start their careers or go to university, they need the assistance of your clubs in supporting the Rotaract clubs. But beware — before you know it, you may be working for them, as my club found with its own Rotaract club, as we were all volunteered to be part of a drive to donate blood at the blood bank. But it's not all bad news, because these young people love to do project work — and guess what — Rotary clubs are brilliant at designing and maintaining long-term projects. So young people can come in and out of your projects as they find time and enthusiasm in their busy lifestyles.

No, I haven't forgotten Youth Exchange or the many other great programs of Rotary. I'll come back to some of them shortly. Because some now wonder why, with so much travel by youth, we should continue with Youth Exchange. Let me tell you of Alex, a Youth Exchange candidate from Australia who was heading to Kamloops, Canada. Being a typical 16-year-old, his navy-officer dad helped him with his PowerPoint presentations before he left, and one of the presentations included a then-Australian Rotary project in Thailand. Alex presented the project from his dad's club, and the Rotarians from Kamloops immediately raised a team to meet up with teams from Australia, Singapore, and Thailand. This led to a three-year commitment doing water, sewer, and building classrooms — all part of the areas of focus.

Great Rotary projects don't just involve doing; they are also educating, and the prime educational program is the Rotary Peace Fellows program. Encourage your clubs to ask these wonderful participants to speak, and you will find your club members will become inspired and see the bigger picture of how these young people are trying to make the world a better and more peaceful place.

Clubs don't have to do projects alone. They can take a good project and make it even more significant and more beneficial by embracing other service organizations and service deliverers. A local Rotary club had great success in eventually raising \$750,000 to build a women's lodge with and for the Salvation Army, engaging the enthusiasm and influence of Zonta to ensure they achieved their goal of a long-term residential home for women recovering from drug, alcohol, or gambling addictions.

In the same vein, some of Rotary's great works are undertaken in partnership with other organizations, such as ShelterBox. They were there together in Japan after the tsunami in 2011. Recently, you would have seen how Rotarians are continuing to help Japan rebuild after the 2011 tsunami. Today, Rotarians and ShelterBox are helping in such disparate disasters as Syria, Philippines, and Tonga, to name a few.

I haven't forgotten the greatest work of all — the ongoing eradication of polio. What marvelous support we have received from world citizens in the posters proclaiming we are "This Close."

The works such as Jenny Horton's decades of field work to administer and execute the campaigns in our target countries stand out as a shining example of what one Rotarian can do when they engage with powerful friends.

If one person can do so much, it is good to remember that it all starts as a club, and your biggest challenge is to encourage your clubs to become strong and remain active. And you can always form a Rotary Community Corps to bring more hands to the task!

Clubs that work together, have fun together, and are seen out in the community will have engaged, enthusiastic members.

But, my dear friends, the great works of Rotary only happen when you have good leadership. The ancient Chinese philosopher Lao Tzu reminded us: "When the best leader's work is done, the people say: 'We have done it ourselves!'"

So, my friends, as you leave this meeting, ask yourself: Am I taking home a dusty cardboard box or a treasure chest? My wish is that each of you has a treasure chest that you will open and share all around your district!

Go forth and *Light Up Rotary* — your Rotary!

Our Partners in Service

Marion Bunch

Founder and CEO

Rotarians for Family Health and AIDS Prevention

I am so pleased to have been invited by President-elect Gary to inform you today about Rotarian Action Groups, commonly known as RAGs. Although we are a little-known entity within the Rotary family, we can really make a difference in helping your clubs and districts create successful humanitarian programs, which in turn will attract attention and new members to your clubs.

I'd like to first share who we are, how we can help, the results you can achieve with our support. And, finally, I'll share an example of a successful disease prevention program that my RAG (Rotarians for Family Health and AIDS Prevention) created and managed over the last three years in partnership with 5,500 Rotarians from 362 Rotary clubs in Africa.

Yes, you heard right: 5,500 Rotarians! Now, this massive program began quite small, when one district governor from Uganda asked me to help him on an HIV/AIDS-based program with the goal of getting all of his Rotary clubs working together on a common cause. More about that later.

RAGs are a global group of like-minded Rotarians passionately interested in our focus area. Our purpose is to help you, the district governors, in building and implementing a program in support of Rotary's Strategic Plan.

We are driven by passion, not political appointment, and therefore have learned a lot about our focus area over the years, and have obtained important industry contacts. We are experts in our field, with experience!

There is a rigorous application process that a RAG must go through in order to be recognized by the Rotary International Board of Directors, and a code of policy with defined guidelines to be followed.

Many of the RAGs fall into one of Rotary's six areas of focus. There is only one RAG for peace, but there are 11 RAGs within the disease prevention category, all of which are about current issues that are interesting to young prospective Rotary members.

They are: AIDS, Alzheimer's, blindness prevention, blood donation, dental, diabetes, hunger and malnutrition, malaria, multiple sclerosis, polio survivors, and hearing.

There is also a water and sanitation RAG that is chaired by Past President Bill Boyd, a child slavery RAG, and a population and development RAG, a literacy RAG, and a microfinance RAG.

We can provide you with information about our field because we are specialists in that category. Sometimes we have learned about our topic area through challenging personal experience, such as the polio survivors RAG headed up by my good friend Ann Lee Hussey, who struggled with polio as a child; or myself, who experienced the loss of my boy child, Jerry, to AIDS; or Martin Taurens, who has a child with multiple sclerosis. We know about our topic because we have devoted years to learning and being concerned about the issue.

It may be that you need funding and other resources for a program. Is there an external organization that might help you? Do you need a suggested template for a global grant? We can answer questions and help you in these areas.

Further, when we pilot a program, we can suggest ways in which to engage the media so that your program attracts positive attention in the community. When the media supports your program, this encourages new prospective members to join your clubs.

The Rotarian Action Groups address current topics that most of the world is interested in, including governments. There are common global concerns, such as water and sanitation or Alzheimer's; and diabetes — which has become a huge concern now in the developing world — in addition to child slavery or HIV/AIDS.

Let's go back to the example of the massive HIV/AIDS program I mentioned earlier and how it was created by just one district governor's vision. Stephen Mwanje, a Ugandan district governor, had the desire to get all of his clubs working together on one common cause. He had very independent clubs doing incremental projects with no common purpose, and he wanted to change that.

Since AIDS is a foundational issue in Africa, he wanted to do an HIV testing/counseling program. He asked for my help in finding him resources and funding for the program, and we also needed to engage the government. He wanted to do this program all across Uganda and part of Kenya, at over 100 sites. Wow, I thought! Is that possible? That first year, in 2011, we actually served — in just one day — comprehensive free health care services to over 38,000 disadvantaged citizens.

We were all stunned at the results, particularly the 1,000 Rotarians that worked together and realized the significant needs of the people. It was so emotionally rewarding to the Rotarians to know that they could be of real value, and they also felt great about working together!

This program is now in its third year, and it is called Rotary Family Health Days — a three-day program where, just this past May, 5,500 Rotarians from 362 Rotary clubs in three nations in Africa served free health care to over 275,000 citizens.

We had no idea when we began that it would become so massive. The numbers that we serve are so big, they are conspicuous, so they attract attention outside of Rotary. Young people from different sectors of the community learn for the first time about Rotary and our motto of Service Above Self. The government workers and NGO workers and the public ask the volunteers at the sites about Rotary, and how do they get involved? Before you know it, the clubs gained new members in all three countries because of this program.

This health event serves both lifelong immunizations such as polio drops and measles vaccine to the children, as well as annual screens for HIV, TB, malaria, diabetes, and others — because we realized from the start that people would not come just to get HIV-tested, so we added a multitude of other free health care services. The clubs have gotten so engaged, they add services each year, like dental or eye exams.

Look at this: Here is the continent of Africa. Here is where we started in Uganda, then we added Nigeria, and then 180 sites all across the large nation of South Africa. We will add the country of Ghana in April 2014, along with two smaller countries above South Africa — in other words, six countries! All because of one district governor's vision for his clubs.

How were we able to accomplish this? Through multisector partners. You realize you need help from other organizations and from the governments when you build scale on a program.

This slide will show you an example of the different sectors of the community that became involved in our program in order to make it work — from in-country governments to private-sector companies such as Coca-Cola to media such as the South Africa Broadcasting Corporation, and, of course, the Rotary clubs.

These partners will vary based upon the program and topic, but you are working on an issue that will rally people to support it. And these people are all potential new Rotarians! They could be government staff workers, NGOs, Coca-Cola employees, and so on.

In fact, President-elect Gary, I have great news hot off the press: Coca-Cola Fortune, a large bottler in South Africa, is beginning a Rotary club at their site with all their employees, just because they learned about Rotary through this program.

When you engage the media, citizens hear and read about Rotary doing this program. They learn that Rotarians are making a difference, that we address current topics and achieve success because of the neutrality and trust that the brand of Rotary brings to a project. It is therefore easy for Rotarians to follow up with these people and ask them to join their club.

I know you'll want to learn more about one or some of the RAGs, so please come to our booth outside this conference hall and talk to our representatives.

We want to be your partners in service and help you *Light Up Rotary!* Thank you so much!

Our Rotary Values

Kalyan Banerjee
Past RI President

Good morning, and *namaskar*.

I am delighted to be here with you this morning, Rotary leaders of the future. And I greet you in the traditional Indian way of folding my palms in front of me. My thumbs point toward my own self, and the rest of my fingers point upwards. And when I greet you this way, what I am saying is that there is divinity in each one of us, and the divinity in me greets the divinity in you.

And I begin with this traditional greeting to underline our diversity, yes, but, at the same time, emphasizing that no matter who you are, and which part of the world you come from, I think we are all a bit awestruck at what we have been experiencing in our five days here.

Indeed, how can we not be awestruck? Because what we have in this hall is nothing short of amazing: 530 men and women, and our partners, coming from every corner of the world, from more than 200 countries. And as we all squeeze into the hotel elevators here, we are seeing dresses we have never seen before and hearing languages we have never heard. And doesn't this incredibly amazing experience make us all stop and wonder at the miracle of Rotary? Because we are all here for the same reasons. We are here simply because we love Rotary. We are here because of what we can *do* because of Rotary, and because we are ready to do more.

Indeed, perhaps more than anything else, what really strikes us most is something we don't always think about in our own club or in our own district, and that is the incredible diversity of Rotary and the opportunity to make friends and be friendly ourselves, starting from right down there, at our own club and district levels, from where each one of us comes.

You know, I have often wondered at the genius of our founder, Paul Harris — at this incredibly simple idea of good people, honest people, getting together in friendship, bonhomie, and goodwill. And when these people come from different backgrounds and have lived their lives doing different jobs, would not the effect and the impact of their coming together be more exciting and more vibrant and help get all of them closer together because of the very excitement of the diversity?

I remember that, as a rookie director on the RI Board in 1995, when I would look at agenda items of the Board meeting, I would often tend to decide in advance on my views, even before the meeting. But then, hearing the other views around the table, the cogent discussions and the different perspectives, we would finally arrive at completely different, but very valid and usually correct, decisions. How's that for diversity?

But then, it was clear that while coming together was a great beginning, the point of getting together had to be the work we do together, the service we perform, the difference we make in our communities. Indeed, fellowship in our clubs often creates the environment in which we serve better and more. And this I have seen: You always get a club with lively fellowship when you have a mix of experienced and newer members. And then they all get together to do more.

Indeed, when someone asks what Rotary is, and we are not always sure about our answer, I believe we need to tell them simply about those things that have kept Rotary strong even after more than 100 years. Tell them about our core strengths: about service, fellowship, diversity, integrity, and an obvious offshoot, leadership.

In Rotary, we have always lived by our core values, the roots of the Rotary tree that make our branches spread far and wide and strong, through its more than 34,000 clubs. It is a big tree and growing, and we have to see: How can we make it grow bigger?

But while fellowship and diversity are our strengths, what really characterizes Rotarians is our focus on integrity, our commitment to high standards of ethics in our businesses and professions, and the morals and the values we uphold in our daily lives. I believe we do this better than any other organization in the world, through our Avenue of Vocational Service. And I believe it is important that Rotarians serve as role models in our communities, and that it must start with each one of us here in this room this morning. The high standards we set — and the level to which we follow them — determine our credibility.

A story is told of one proud father who was taking his two excited little boys to the circus. At the ticket counter, he was told of the entrance charges: “\$3 for you and \$3 for any kid older than six.”

The father said, “The younger one is three and the other is seven, so I guess I owe you \$6, including me.”

The man at the counter exclaimed, “Hey, mister, did you just win a lottery or something? You could have saved yourself three bucks telling me that the older one was six; I would not have known the difference.”

The father replied, “Yes, that may be true, but the kids would have known the difference, and would have always carried it with them.”

Let me tell you another.

In the 2006 Winter Olympics in Turin, Italy, Canadian Sara Renner was leading her team in the grueling cross-country ski race when her left ski pole snapped. She pushed on, but it was hopeless. Then, something extraordinary happened. A man stepped forward from the side of the course and handed Renner another pole. She got back in the race and made up some of the lost time. In the end, her team captured the silver medal.

Later, Renner learned that her benefactor was the coach of the Norwegian team. He became an instant hero in Canada, but he did not understand all the attention. “The Olympic spirit is the way we try to go,” the coach said, “and if you win and don’t help somebody when you should have, what win is that?”

Vocational ethics at its best. Ethics becoming proactive in this world of free market competition. Something for Rotarians to practice.

Integrity in life and in business is what started us off in the first place, in Chicago in 1905. And fellowship and diversity are what cement us all together. But the main thing, the point of why we are here, why we all stay together in our clubs and in Rotary, has to be the work. It has to be the service we render and the difference we make, whether we are working locally in our own communities or are engaged in bringing the whole world together — clubs and districts and governments and non-governmental organizations and UN agencies and everyone else — to eradicate a disease from the earth, for example.

Over the past few minutes, I have been talking about our core values and about service, because everything we do in Rotary as Rotarians and as the leaders that you are has to be based on these, and has to be based on trust. 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.

We all know that whatever happens, great leaders are 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 to

help. They're not there to judge or criticize; they're there to help you to clearly understand the situation, so that you can manage it better.

A great leader is someone you can trust not necessarily to have all the answers, but to be able to help you find them. And it's someone who will listen, 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 just like her."

That's because, in Rotary, part of leadership is being a role model. Leading in Rotary isn't like leading anywhere else. You are leading equals — even your betters. And you are not there to give orders. You are there to lend support.

And let us not forget, it's only for a year, so there's not much time to get a big head — but also not much time to get things done. So you've got to keep going. And, of course, once you've finished being the leader, which happens ever so quickly, the only place you are going is right back to your own club, as someone else takes up the seat you've just left.

Though our office is only for one year — just one — it's but 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 going to fail. To really succeed, you have to look beyond yourself, beyond your year, and into the long term, at the health of your clubs, their communities, and our organization.

So when you start the 2014-15 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 take your district in 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 changing lives, 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. I am so fond of quoting Mrs. Indira Gandhi, the late prime minister of India, who once said there are two kinds of people in our world: those who do the work and those who take the credit. Try always to belong to the first group. There is much less competition there.

My brothers and sisters, it is not about you and me. It's not even about the things we do. It's about the work that gets done.

And so, let's go *Light Up Rotary*. Good luck. God bless.

President's Closing Remarks

Ron D. Burton
RI President

Another International Assembly is about to come to an end. I hope it has been an incredible, unbelievable experience for you.

Over the years, I have been fortunate to attend many International Assemblies. And while they are all different, they are all the same in many ways. There is always a new group of incoming governors, with the same energy, same excitement, and the feeling of great anticipation you get just walking through the halls. You sense that something incredible is happening — that anything is possible — and that it will start right here.

But no matter how many assemblies you are privileged to attend, there's nothing that can ever match the excitement of your first assembly — of coming together for the first time with your fellow governors-elect to learn together, plan together, and look ahead together at a Rotary future that will be just as bright as you can make it. It's an experience that you never forget, and one that changes you forever. This week, you have created your own Rotary magic.

The future is stretching out in front of you tonight. You see Rotary in a way you've never seen it before. You don't just have a new perspective — you have a new vision. You can see right out to the horizon. You know it isn't going to be easy, but you also know that you've been chosen for this job. You know how much you can do. You know what a difference your work can make.

And you're ready — ready to truly engage Rotary, ready to change lives.

There are many challenges ahead, for all of us in Rotary. But the first challenge for each of you is taking that feeling — that willingness to do whatever it takes to make Rotary the best it can possibly be — home with you, back to your clubs and district. Taking that feeling, and sharing it with every Rotarian you meet. Helping them feel that sense of potential and helping them realize just what a difference each of us can make — if we engage Rotary.

As President-elect Gary said on our first morning here, there are a lot of people in the world who need our help. It's easy to focus on how many of them there are, on how great the needs are, and on how many of them we will never be able to reach. It's easy to get discouraged — and that's what many people do. They say, "Whatever I can do is just a drop in the bucket, so why try at all?"

But that's not how Rotarians think.

We know that everything we do makes a difference. We know we can't fix the whole world, and I wouldn't suggest that we try! But that doesn't make what we can do any less valuable.

Every person we help, whether they live down the street or across an ocean, is a person who needs our help, whose life we can change for the better. Every life we change is a life just as real, just as valuable as the lives of the people we ourselves love.

If you find yourself thinking, "What I do is just a drop in the bucket," try looking at one of your own children or grandchildren and saying to yourself, "Well, since I can't feed every child in the world, there's no point in feeding this one!"

That's not how we think or act.

If we help just one person to live a better life, a healthier life, a life with more hope, then we've done more than many people do in a lifetime.

But we all know that through Rotary, we can do so much more than that. Together, we can dream big, and we can achieve. We can change whole communities for the better, not just for a day, but for a lifetime. And that ability is the incredible gift that Rotary has given all of us. Our responsibility is to take that gift and be worthy of it. Rise to it. Do the most that we possibly can with the chance we've all been given.

That's our goal. That's why we're here. And that's why it isn't enough for any of us to just go through the motions, to show up at our clubs, to do just the minimum needed and no more. And it's why each of us has to remember, every hour of every day that we hold office, what a responsibility we have.

Being a Rotary leader isn't like being a leader in any other context. It isn't about our own achievements, it isn't about our own careers, it isn't really about us at all.

It's about the people we help.

When it really comes right down to it, your job at the district level is the same as Rotary's job in the world. It's not to fix everything. It's not to take something that isn't perfect and make it perfect.

It's to take what you have and do the best work you can. It's to take the tools that you are given and use them wisely and well. That's what Rotary is asking of you in the year ahead.

We have a great expression in Oklahoma: that you should always leave the woodpile just a little higher than you found it. And I think that's a good way to look at any Rotary office.

I know each of you has a lot of plans, a lot of things you want to get done in your year, or things you want to get started. But at the end of it all — on 30 June 2015 — what will really matter is whether the woodpile is higher than it was before. Is your district stronger? Are your clubs larger and more active? Are the Rotarians in your district more engaged?

At the end of the day, those will be the measures of your success — not what you can take the credit for, not what you can put your name on, not the things you can point to and say, "That happened in my year." What will matter, what will *truly* matter, is how you leave your district when you leave office.

Before we part ways tomorrow morning, I want to share a story with you. In 1987, when I was a DGE like all of you, it was a very challenging year for me professionally, as head of the University of Oklahoma Foundation. Because of misuse of funds at another Oklahoma college, all university foundations were under scrutiny from the Oklahoma State Legislature. While I was very excited to be elected district governor, there was also a little feeling in the back of my mind that maybe, just maybe, I'd bitten off more than I could chew. I spent the assembly going from session to session, just soaking it all in and working as hard as I could, and in between sessions, I was running outside to the closest phone booth to find out what was going on with the Oklahoma Legislature that day.

I came back from the assembly, did my PETS and district assembly, and every week that went by, I got more and more convinced that I was just not going to be able to pull it off. I didn't see how I could be a good district governor and still do everything I needed to do for the University of Oklahoma.

At 10 p.m. on 30 June, two hours before I was set to become district governor, I told my wife, "Jetta, I don't think I can do this. I think I should resign." I picked up the phone to call a past director from our district to actually step aside at this late hour. I dialed the area code and the first six digits

of his number. I then sat there for a full 10 minutes before I dialed that last digit, just looking at that phone and thinking.

I then put the phone back on the hook and I said to Jetta, "I may not have a job at the end of this year, but I made a promise to Rotary and the Rotarians of my district and I'm going to keep it."

I guess I don't have to tell you how it turned out. It was a busy year, but it was an incredible year. And I can tell you without a shadow of a doubt that the decision I made in the space of those 10 minutes changed my life, and my family's life, completely — in too many ways to count.

Today, I cannot even imagine how different my life would be if I had not made the choice I did to serve Rotary. I can't even count the friends I wouldn't have made, the places I wouldn't have gone, the experiences I wouldn't have had. I am constantly amazed that no matter how much I do for Rotary, no matter how hard I work, I can never repay Rotary for what it's done for me — for how much it's changed my life.

A few times over this past week, some of you have asked me how I understand President-elect Gary's theme, *Light Up Rotary*. And I say, "Well, I think it's pretty straightforward: He's asking you to engage more Rotarians, to change more lives."

And I can tell you all, from my heart, the one thing that I know to be true: that no matter how many Rotarians you engage, no matter how many lives you change, no matter what amazing things all of you achieve next year, the one life you will change the most will be your own.

I wish all of you the very best, for a wonderful year of lighting up Rotary.

Thank you very much.

President-elect's Closing Remarks

Gary C.K. Huang
RI President-elect

Good evening!

Well, here we are, almost at the end of this International Assembly. It has been an amazing, incredible week. I know that all of us spent a long time looking forward to this assembly, and many of the people in this room spent a long time making sure it was worth the wait!

I want to say thank you to everyone who helped make this week so memorable: our moderator, our training leaders, our Rotary staff, and of course, every one of you.

The excitement and the energy that I have felt here have made me more determined than ever to do my very best as Rotary International president.

I know that you are the best class of Rotary district governors! And I am relying on all of you to help make the 2014-15 Rotary year the best year yet!

That is a big goal. It isn't going to happen by itself. But it *is* going to happen, and it's starting right here, with all of you, here in San Diego.

Planning an International Assembly is a big responsibility. You only get one chance. You have to get it right the first time. And for me, I feel an extra responsibility.

I feel responsible not only as your president-elect. I also feel responsible as the first Rotary president-elect from Taiwan. I wanted to be sure that this assembly gave you a special Chinese experience!

Well, if you have ever been to Taiwan, you know that it is a small country with a lot of people, a lot of very tall buildings, and a lot of motorcycles. Motorcycles are very practical in Taiwan. We have a lot of traffic, people in a big hurry, and motorcycles can go very fast.

So in Taiwan, when you are in a car waiting at an intersection for a traffic light, you are always in the middle of many, many motorcycles. They can drive around the cars to get to the front, so if you are in a car, by the time the light changes, you are like an island in a sea of motorcycles.

And you know something about these motorcycles in Taiwan? You can always tell from the motorcycles when the light is going to change from red to green.

All of the motorcycle drivers, they don't sit there looking at the red light that tells them they can't drive. No, they're looking at the lights on the side, the lights for the other drivers. They look to see when those green lights are turning yellow, and those yellow lights are turning red. That way, when their red light turns green, they're ready! Their motors are ready; they all zoom off!

So when you are driving a car, you know already when the light is going to turn green. How do you know? You can hear all those motorcycle drivers, ready to go! You hear all the motors gunning, waiting for the moment that their red light turns green, saying, "It's your turn now!"

That is how I feel here tonight. That is how I feel with all of you. I feel like I'm standing here, in the middle of 537 Taiwanese motorcycles! Everyone is gunning their motor. Everyone has their eyes on those lights. Everyone is getting ready to go!

But it is not time yet. And I don't want you to just sit still, wasting your gas, while you wait for the red light to turn green. You have a lot to do — a lot of work to get ready.

You started that work already at your GETS. And you learned a lot more here in San Diego. And you still have more than five months left to learn. Right now, it feels like a long time. But it's going to go by very fast.

I want you to *use* that time. Use *all* of that time to get ready, to plan, to do the work you need to do to get ready for your year in office.

Your year is one year. But I also want you to think of it as not just your own year but as one year of Rotary history that is *your* responsibility.

You are a link in a chain. Your job is to be a *strong* link, and to connect what was done before you to what can be done after you.

So, learn about your district; learn about your clubs. Talk to the current district governor, current club presidents, incoming club presidents. Find out everything you can. Do everything you can now to get ready — so that when you see that your light is green, you will be ready to drive!

All of us have learned so much this week. We've learned a lot about Rotary. We've learned a lot about each other. And maybe we've learned the most about ourselves.

So, I thought, what do I say to you on this last night? What is left for me to say that we did not say yet, that you should take with you tomorrow, when you go forth to serve?

I think the first thing I want to say is: Be positive. Maybe you have heard the phrase, "Think good and it will be good." Think the best of everybody. Look on the bright side. If you see things are not right, you don't have to complain, and you also don't have to pretend it's OK. Instead, say, "OK, this is not right, so how do we make it better?"

That is your job. If you think positively about Rotary, if you are positive about your clubs, your clubs will be positive too.

The second thing I want to say is: Be active. You have one year — 365 days. They are going to go by very fast. The year will be over before you know it, and you are going to ask yourself, "What did I do?"

I want you to think now about how you want to feel on 30 June 2015. Are you going to say, "I did my best. I did not waste even one hour, not one minute"? Will you say, "I did everything I could do, and I left Rotary as strong as I could"?

Fellow Rotarians, today's challenge is tomorrow's opportunity. This is what I am telling you right now: Decide now that you are going to be active, do your very best, have nothing to regret.

And the third thing I want to say is very simple: Be a friend.

You are all leaders. You were chosen because you have this skill. But leading in Rotary is a different thing, a special thing. You are not leading people who don't know what to do. You are leading people who are also leaders. They are all smart, all successful, all people who are very capable.

Your job is not to be the boss. Your job is to support, to motivate, to inspire. Your job is to help them do *their* best. Your job is to be a Rotary leader, a Rotary friend.

We have talked a lot this year about why we are in Rotary, why other people should join Rotary, and all the ways that we can *Light Up Rotary*. Everyone has a different Rotary story. We all came to Rotary for our own reasons.

But I think we all stay in Rotary for the *same* reasons. We love Rotary! We enjoy it. It makes us feel good, it gives us satisfaction, it makes us want to do more.

There is a Chinese proverb that says it very well: “If you want happiness for an hour, take a nap. If you want happiness for a day, go fishing. If you want happiness for a year, inherit a fortune. If you want happiness for a lifetime, help someone else.”

My friends, I wish you all that best happiness, that happiness for a lifetime — the happiness we find in Rotary through serving others.

And as you go forth to serve your districts and our world, I ask every one of you in this best class to do *your* best, to *Light Up Rotary* — to share the happiness of Rotary service in every way you can, with all of your hearts, together.

Have a safe journey home!

Thank you.

