

Club Administration Committee Manual

A part of the *Club Officers' Kit*

ROTARY INTERNATIONAL®



This is the 2009 edition of the *Club Administration Committee Manual*. It is intended for use by 2010-11, 2011-12, and 2012-13 club committees. The information in this publication is based on the Standard Rotary Club Constitution, the Recommended Rotary Club Bylaws, the Constitution of Rotary International, the Bylaws of Rotary International, and the Rotary Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents, by the Council on Legislation or the RI Board, override policy as stated in this publication.

Contents

Introduction	1
1 Committee Role and Responsibilities	3
Club Programs	4
Club Bulletin and Web Site	5
Attendance	6
Fellowship	7
2 Club Administration Committee Chair	9
Your Committee	10
Subcommittees	11
Goal Setting	11
Budget	12
Communication	13
3 Resources	15
Appendices	
Club Administration Section of the <i>Planning Guide for Effective Rotary Clubs</i>	18
Weekly Program Sample Agenda	20
District Assembly Discussion Questions	21
Worksheets	
Summary	22
Goals	23
Action Plan	24
Club Administration Committee Case Study	25

Introduction

The *Club Administration Committee Manual* was developed to help Rotary club administration committees worldwide establish goals and understand their responsibilities related to increasing club effectiveness. Because committee responsibilities vary according to area laws, cultural practices, and established club procedures, you should adapt the suggestions in this publication to fit your club's needs. Throughout the manual, cultural differences in Rotary clubs are highlighted in Around the World boxes, while general tips are offered in the Rotary Reminder boxes.

This publication includes three chapters. The first describes the major responsibilities of your committee. The second describes responsibilities specific to you as the chair of the committee. The third contains resources that may be useful for you and committee members. Following the third chapter are the appendixes, including the club administration section of the *Planning Guide for Effective Rotary Clubs*, a weekly program sample agenda, and a list of discussion questions, as well as the worksheets that will be used at the district assembly.

You should use this manual to prepare for your role as administration committee chair. Bring it with you to the district assembly, and review its contents beforehand. Pay particular attention to the questions in appendix 3, which will help you get the most out of the facilitated discussions at the meeting. After you have completed your training, this publication will serve as a resource as you work with your fellow club officers and members.

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

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



Rotary Reminder

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

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

As you prepare to help lead your club, remember that your Rotary club is a member of Rotary International. Through this membership, it is linked to more than 33,000 Rotary clubs worldwide and granted access to the organization's services and resources, including publications in nine languages, information at www.rotary.org, grants from The Rotary Foundation, and staff support at world headquarters and the seven international offices.

Comments?

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

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Committee Role and Responsibilities



Rotary Reminder

The club administration committee's work will address the Club and Vocational Avenues of Service.



The role of the club administration committee is to conduct activities associated with the effective operation of the club. It is only through efficient club operations that a Rotary club can provide service to its community, retain members, and develop leaders for the club, district, and Rotary International.

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

- Develop committee goals to achieve club's annual goals.
- Organize weekly and special programs.
- Produce the club bulletin and maintain the club Web site.
- Help the club secretary track club attendance.
- Promote fellowship among club members.
- Conduct any other activities associated with the effective operation of the club.

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



Rotary Reminder

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



Around the World

Club programs vary from region to region, depending on what is culturally appropriate.



Rotary Reminder

When planning weekly programs, create a contingency plan, such as having a fellow member speak, in case original plans fall through.

Club Programs

The club administration committee is responsible for developing the club program for the weekly meetings that provide club members with the information and motivation necessary to increase their participation in activities that serve the club, the community, and the world. To plan effective weekly meetings:

- Develop an agenda for each regular weekly meeting (see appendix 2: Weekly Program Sample Agenda).
- Schedule programs in advance.
- Relate programs to current club projects, activities, and concerns.
- Rotate the responsibility of arranging programs among committee members.
- Observe special dates, weeks, and months.
- Prepare contingency plans in case scheduled programs are canceled.

Organized meetings that feature interesting, relevant programs will enhance members' personal Rotary knowledge, reinforce the value of continued membership, and make members aware of their local and world community.

Rotary calendar. The Rotary calendar is a resource for planning weekly meetings. At the beginning of the year, introduce the new RI theme and discuss events such as the district conference and the RI Convention as they occur. You can also plan programs based on these special Rotary year observances:

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

Club assemblies. In addition to the weekly programs, the club administration committee is responsible for planning club assemblies under the direction of the president and secretary. A club assembly is an opportunity for all club members to discuss your club's programs and activities and to educate members. New members in particular should be encouraged to attend these assemblies to learn more about your club. At club assemblies, members can

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

Relevant topics for discussion include:

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

Effective clubs typically hold four to six club assemblies during the year. Many clubs hold monthly assemblies.



Rotary Reminder

For information about using Rotary Marks in your club bulletin or Web site, see the *RI Visual Identity Guide* (547-EN) available at www.rotary.org.

Club Bulletin and Web Site

Another important responsibility of the club administration committee is to communicate with members through the club bulletin and Web site. This is fundamental to keeping members informed of Rotary news that may not be covered in the weekly club meetings. The club bulletin and Web site should be used to

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

Club bulletin and Web site editors should communicate regularly with other club committees and club leaders to ensure all club issues and activities are adequately discussed and publicized. Sources of information for the club bulletin and Web site include:



Rotary Reminder

URLs for club Web sites must follow naming guidelines. Proper naming examples include www.rotarydistrictxxxx.org and www.anycityrotaryclub.org. For more information on the proper use of Rotary trademarks, see the *RI Visual Identity Guide*.

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

Consider sending the club bulletin to club members by e-mail or producing an online version to post on your club's Web site. Use the guidelines below when creating club bulletins and Web sites:

- Include your club name, city, state/province, and country; and your club's RI district number in the bulletin heading.
- Publish it weekly.
- Incorporate photos of club members and events.
- Use your club name with any use of the Rotary name, emblem, or logos.



Rotary Reminder

Members with three absences in a row should be called and reminded that a fourth absence may lead to termination. Discuss with your secretary who is responsible for calling to members who have three absences.

Attendance

The club administration committee is responsible for helping the secretary track and encourage attendance. The committee can help by ensuring all club members know the following attendance guidelines for all Rotary clubs:

- Every member should attend regular club meetings.
- A member is considered present if in attendance for at least 60 percent of the meeting.

Encouraging attendance. Promote regular attendance by

- Ensuring that weekly meetings are relevant and interesting
- Encouraging members to make up missed meetings
- Devising a questionnaire to determine why members fail to attend weekly meetings
- Recognizing members with exemplary attendance records
- Assigning members to a committee or giving them specific duties to fill

Termination of membership. A Rotarian's membership is subject to termination for one or more of the following reasons, unless the club board makes an exception:

- Failure to pay dues within 30 days
- Failure to attend at least 50 percent of regular meetings (including make-ups) in each half of the Rotary year
- Failure to attend at least 30 percent of *your club's* regular meetings in each half of the Rotary year
- Missing and failing to make up four consecutive regular club meetings, without the consent of the club's board



Rotary Reminder

For details on making up absences, see the *Manual of Procedure*.

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

Any member whose absences are excused because their age and years in Rotary total 85 years or more, or because of an RI officer position, should not be included in the membership figures used to compute the club's attendance.



Around the World

How fellowship is fostered varies culturally. Some U.S. clubs include a few moments during each meeting to recognize a pleasant event in a member's life, such as buying a new car or a birth in the family.

Fellowship

Fellowship refers to the camaraderie that Rotary clubs foster. It is often what keeps members active in club activities and projects. The club administration should ensure that fellowship is a part of every club meeting, project, and activity. Fellowship can be enhanced in the following ways:

- Wear name badges at meetings to make introductions easier.
- Rotate seating arrangements to ensure that members get to know each other.
- Appoint a different member each week to greet and introduce new members, visitors, and speakers.
- Foster relationships with other Rotary clubs in the district, in the region, and around the world.
- Include spouses and families in club fellowship and service activities.

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

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

Club Administration Committee Chair



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

- What is your role as committee chair?
- How can you help committee members do their job?
- What are your committee's long-range and annual goals?
- What types of weekly programs should your committee plan?
- How can the club administration committee encourage regular attendance?

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

- Review this entire manual
- Review your club's bylaws to become familiar with your club's procedures and regulations
- Select your committee members with the president-elect
- Prepare your committee members for the coming year



Rotary Reminder

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

- Create subcommittees if needed
- Develop committee goals to achieve club's annual and long-range goals
- Develop a communication plan for the year
- Review and establish club long-range and annual goals with the president-elect

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

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

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



Rotary Reminder

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

Your Committee

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

- Attention to detail
- Knowledge of Rotary policies
- Organizational skills
- Communication and writing skills
- Design or publishing experience
- Computer and Internet skills

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

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



Around the World

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



Rotary Reminder

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

Subcommittees

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

- Weekly program
- Club bulletin and Web site
- Attendance
- Fellowship

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

Goal Setting

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

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

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

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

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

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

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

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

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

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

Budget

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

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

Communication

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

- **Committee members.** Committees should meet regularly to review and identify available resources, discuss ongoing projects and new initiatives, and develop strategies to achieve committee and club goals.
- **Your club.** Report your committee's activities, including action plans and progress toward goals, to the club president, board, and all club members.
- **Other committees.** Often, the work of one committee affects the work of another. Effective communication will help committees work together to coordinate projects and initiatives. The club administration committee should work with the following club committees to meet club administration goals:
 - Membership committee (to welcome new members, to ensure that they know the club's policies and procedures, and to help them become involved)
 - Service projects and Rotary Foundation committees (to relate weekly programs and the club bulletin updates to upcoming service activities)
 - Public relations committee (to ensure that members know what publicity the club receives in the community and how they can help)
- **Your district.** If your committee needs guidance or information, contact your district counterpart or your assistant governor.

Resources


 A screenshot of the Rotary International website. The top navigation bar includes links for Member Access, Club Locator, and Shop. Below the navigation is a horizontal menu with About Us, Contribute, Service and Fellowship, Students and Youth, Members, and Media and News. The main content area is titled 'Running a club'. It features a large text block about the club's role as a grassroots organization, followed by a bulleted list of responsibilities. To the right is a photo of children in front of a library and a caption about the H. Seidel Library in Honduras. A sidebar on the left contains links for Club leadership plan, Administration, Public relations, Service projects, The Rotary Foundation, Membership development, and Download resources. A 'Related Information' section includes links for Young clubs welcome program alumni into Rotary, Your Voice, Your Solution for fundraising for PolioPlus, New Midwest club focuses on environment, Service Above Self spans generations, and Membership leaders discuss economic crisis.

Many resources are available to help your committee fulfill its role. Take advantage of the following resources, both those from Rotary International and from fellow Rotarians.



Rotary Reminder

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

Informational Resources

- *Club Secretary's Manual* (229-EN) — Component of the *Club Officers' Kit* (225-EN) that explains the responsibilities of the club secretary.
- *Club Treasurer's Manual* (220-EN) — Component of the *Club Officers' Kit* (225-EN) that explains the responsibilities of the club treasurer.
- Governor's monthly letter — Letter sent by the district governor (or published on a district Web site) to inform and motivate club leaders and recognize excellence at the club level.
- *Manual of Procedure* (035-EN) — Policies and procedures of Rotary International and its Foundation established by legislative action, the RI Board of Directors, and the Trustees of The Rotary Foundation, issued every three years following the Council on Legislation. Contains the RI constitutional documents.

- *Official Directory* (007-EN) — Contact information for RI and Foundation officers, committees, resource groups, and Secretariat staff; worldwide listing of districts and governors; alphabetical listing of clubs within districts, including contact information.
- District directory — Listing of district leaders and activities (if your district produces a directory).
- *Planning Guide for Effective Rotary Clubs* — Club assessment and goal-setting tool used to plan the club administration committee goals (see appendix 1).
- Recommended Rotary Club Bylaws and Standard Rotary Club Constitution — Current versions available in the *Manual of Procedure* and at www.rotary.org.
- *Rotary World* — Newsletter published quarterly for Rotary club and district leaders.
- *The Rotarian* (or Rotary regional magazine) — RI's official monthly magazine, which reports on club and district projects, RI Board decisions, and RI meetings. In addition, 31 Rotary regional magazines in 25 languages serve Rotarians around the world.
- *RI Visual Identity Guide* (547-EN) — Guidelines for the design of publications at all levels of Rotary and the proper use of the Rotary Marks.



Rotary Reminder

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

www.rotary.org

- *Strategic Planning Guide* — Online tool for clubs to create a vision with supporting long-range and annual goals.
- Running a Club (click the Members tab) — Aimed at helping club leaders gather information about effective club operations, including links to club administration, membership, public relations, service projects, and Rotary Foundation information and to club-level resource pages.
- Rotary Code of Policies and Rotary Foundation Code of Policies — Policies and procedures established by the RI Board of Directors and the Trustees of The Rotary Foundation in support of the RI Constitution and Bylaws, revised following each Board or Trustees meeting.

Human Resources

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

- Assistant governor — Rotarian appointed to assist the governor with the administration of designated clubs. Your assistant governor will visit your club quarterly (or more often) and is available to answer questions or provide advice.
- Other club committee chairs in your district — Club leaders who can serve as a resource to help support your club's projects and initiatives.

- District governor — RI officer responsible for advising your club on strategies to make your club more effective.
- Past club committee chairs and leaders — Knowledgeable Rotarians who can advise you as you plan your year and can be assigned to lead committee activities.
- RI and Rotary Foundation resource groups — Groups of Rotarians appointed by the RI president to assist Rotary clubs and districts with the presidential emphases.
- RI Club and District Support representatives — Staff members at RI World Headquarters or international offices available to answer administrative questions and direct other inquiries to appropriate RI and Foundation staff.

Financial Resources

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

Appendix 1: Club Administration Section of the Planning Guide for Effective Rotary Clubs

August 2009

The *Planning Guide for Effective Rotary Clubs* is a tool to help clubs assess their current state and establish goals for the coming year. It is based on the Club Leadership Plan. The strategies listed in each section are common ways clubs might choose to pursue goals. Clubs are encouraged to develop alternative strategies to achieve their goals when appropriate. Presidents-elect should complete this form in cooperation with their club and submit a copy of it to their assistant governor by 1 July.

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

CLUB ADMINISTRATION

Current State

Is your club operating under the Club Leadership Plan? Yes No

How often and when does the club board meet? _____

When are club assemblies held? _____

How is the club budget prepared? _____

Is the budget independently reviewed by a qualified accountant? Yes No

Does the club have a strategic plan in place? Yes No

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

Yes No

Has the club developed a system for keeping all members involved? Yes No

Does the club use Member Access at www.rotary.org to update its membership list? Yes No

How often is the club's bulletin published? _____

Describe how weekly club programs are organized. _____

Does the club have its own Web site? Yes No If yes, how often is the site updated? _____

Does the club observe the special months of the Rotary calendar, such as Rotary Foundation Month and Magazine Month? Yes No

How often does your club conduct fellowship activities? _____

How does the club involve the families of Rotarians?

Future State

How does the club carry out the administrative tasks of the club? (check all that apply)

- Regular board meetings have been scheduled.
- The club will review the Club Leadership Plan on the following dates: _____
- The club's strategic and communication plans will be updated on the following dates: _____
- _____ club assemblies have been scheduled on the following dates: _____ (number)
- The club has either adopted the latest version of the Recommended Rotary Club Bylaws or revised its own bylaws (recommended after each Council on Legislation).

- Club elections will be held on ____.
(date)
- At least ____ delegates will be sent to the district conference.
(number)
- A club bulletin will be produced to provide information to club members.
- The club's Web site will be updated ____ times per year.
(number)
- A plan has been developed to ensure interesting and relevant weekly club programs.
- Monthly attendance figures will be reported to the district leadership by the ____ day of the following month.
(number)
- Member Access will be used to maintain club records by 1 June and 1 December to ensure accurate semiannual reports.
- Membership changes will be reported to RI within ____ days.
(number)
- Reports to RI, including the semiannual report, will be completed on a timely basis.
- The following fellowship activities for all club members are planned for the year:

- Other (please describe):

Action steps:

Appendix 2: Weekly Program Sample Agenda

Start	Finish	Suggested duration	Activity
		5 min.	Meeting Call to Order According to local custom
		30 min.	Meal and Fellowship Period
		20 min.	President's Time Introduction of visiting Rotarians and guests Correspondence and announcements Committee reports Club business
		30 min.	Program Introduction of speaker Speaker's presentation Closing remarks by president
		5 min.	Adjournment

Appendix 3: District Assembly Discussion Questions

Reviewing this manual before you attend the district assembly will help you prepare for your training, which will include facilitated discussion sessions that address the questions below. When considering these questions, refer to earlier sections in this manual, and talk to outgoing and incoming club leaders to compare ideas.

What are the responsibilities of the club administration committee, and what are your responsibilities as chair of this committee?

How can you keep weekly programs interesting and relevant?

What is your plan for the club bulletin and Web site?

How can you help committee members do their job?

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

Worksheet 1: Summary

Notes

Role and Responsibilities

I learned...

Contacts

I will...

Worksheet 2: Goals

Use this worksheet to draft a long-range goal and annual goals for three years to reach the long-range goal. Ensure that your goals are:

Shared. Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it.

Measurable. A goal should provide a tangible point to pursue.

Challenging. A goal should be ambitious enough to go beyond what your club has accomplished in the past.

Achievable. Rotarians should be able to accomplish the goal with the resources available.

Time specific. A goal should have a deadline or timeline.

You will continue working on these preliminary goals with your club teams, using the *Planning Guide for Effective Rotary Clubs* in session 4.

- **Long-range goal** (goal for your club three years from now):

- **Year 1 annual goal:**

- **Year 2 annual goal:**

- **Year 3 annual goal:**

Worksheet 3: Action Plan

In the space below, write one annual goal from your goals worksheet. Then, determine the action steps that need to be taken to meet this goal, noting for each step the person responsible, the time frame, the signs of progress, and the necessary resources.

Annual goal:

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

Resources needed:

Worksheet 4: Club Administration Committee Case Study

Read the case study below, then create a step-by-step plan for administering the Rotary Club of Harbor Town more effectively using the case study action plan on the next page. Consider the questions listed as you develop your plan.

The Rotary Club of Harbor Town is located in a community of 10,000. Harbor Town supports many small businesses and a small fishing industry. In recent years, however, the local economy has slowed, largely because of overfishing.

The club has 25 members. Once a vibrant part of the community, it has diminished in importance. Weekly club meetings, held at a local banquet hall, are usually attended by little more than half of the club's members. Those who do attend usually sit with the same people week after week. The meetings rarely feature outside speakers and mostly consist of taking attendance and eating lunch.

When one member leaves the club, that person's friend usually follows. Club dues are often submitted late and sometimes go uncollected. In recent years, some club leaders have not participated in district meetings. Reports are not filed, and the club archives are very disorganized.

The club's most successful activities include an annual fish fry to support a local youth center and an annual golf tournament that draws participants from neighboring towns. The club has conducted these two activities for the past 15 years. Although the club has dedicated Rotarians, there seems to be less and less holding them together. The district governor recently indicated that she would like the club to think about ways to improve.

How could the club improve weekly meetings?

How could improvements to the weak programs encourage increased attendance?

How might fellowship be incorporated into weekly meetings to get members more involved?

How can the club build on its successful activities to increase member satisfaction?

Case Study Action Plan

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

What did you learn that you can apply to your club?



Plan your club's future using these guides

**Club Leadership Plan
Strategic Planning Guide
Planning Guide for Effective Rotary Clubs**

Guides are designed to work together. Download at www.rotary.org.



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