A Joint Project of over 400 Rotary Districts worldwide

2025-27

FACULTY—PART II

About Your RLI Program. The Rotary Leadership Institute (RLI) is a multi-district, grassroots leadership development program of member districts organized into regional divisions throughout the world. It was recommended by the R.I. Board of Directors and strongly endorsed by the Council on Legislation at three of their triennial meetings. RLI conducts a series of quality leadership development courses for potential club officers and all other club members, including those who have recently joined a Rotary Club. The courses emphasize both leadership skills and knowledge of Rotary around the world. All course sessions are completely interactive. RLI believes that leadership education has a positive impact on membership retention by creating enthusiasm and furthering engagement for Rotary. For more information on RLI, see our website at **www.rotaryleadershipinstitute.org**

The RLI Recommended Curriculum. RLI recommends a curriculum and provides outlines and faculty materials to all its divisions. The curriculum has been continually revised and upgraded over the years. Because of the growth of RLI, it is expected that major revisions will be recommended every four years in order to give divisions a sufficient opportunity to orient their faculty members and to provide translations where necessary. Important changes in Rotary are provided annually to all divisions. All curriculum materials and available translations are posted on the RLI materials website at **www.rotaryleadershipinstitute.org**

The RLI Curriculum Committee. RLI has assembled an international committee of professional curriculum writers to review our material. The material is also reviewed by volunteers from Divisions around the world and then translated. We welcome volunteers for any of these committees! Please contact newsletter@rotaryleadershipinstitute.org

2025-2027 RLI Curriculum Committee

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The Rotary Leadership Institute (RLI) is a grassroots, multi-district leadership and Rotary development program using facilitation in small groups to engage Rotarians and strengthen clubs.

RLI is a recommended program of Rotary International but is not an official program of Rotary International.

Our Mission: The Rotary Leadership Institute is a grassroots, multi-district leadership development program whose mission is to strengthen Rotary clubs through quality leadership education.

Material in bold is for Faculty use and is not included in Participant guides.

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Rotary Opportunities



Rotary provides many ways to get involved both within and outside my home club!

Session Goals:

- Understand Rotary's structured programs.
- Raise awareness of the opportunities for involvement
- Establish connections between our clubs and the structured programs

Resources

- www.rotary.org
- District websites
- *Rotary* magazine
- Rotary Fellowships: https://www.rotary.org/en/our- programs/more-fellowships
- Rotary Action Groups: https://www.rotary.org/actiongroups
- Rotary Community Corps https://www.rotary.org/en/our-programs/rotary-community-corps
- Interact: https://www.rotary.org/en/get-involved/interact-clubs
- Peace Fellowships: https://www.rotary.org/en/our-programs/peace-fellowships
- Rotary Friendship Exchange https://www.rotary.org/en/our-programs/friendship-exchange
- Rotary Youth Exchange https://www.rotary.org/en/our-programs/youth-exchanges

Preparation Notes

Review the structured programs and be familiar with how they are formed and operate. Review the lists of Fellowships and Action Groups. Understand the difference! Consider sorting Fellowships into 3 groups: Rotary Junkies, Vocational, and Recreational.

This is new material and does not build on a specific, existing Part 1 session.

Session Topics

1) What are structured programs? *Discuss Ways to be involved with Rotary other than a club meeting or project.*

2) Why do we have structured programs? *Discuss Connects us with Rotarians and clubs around the world. Great to build relationships for global projects too.*

3) What programs do you know about? *Use a flip chart to make a list! After discussion, turn to the summary sheet in this packet to make sure they got them all. Be careful to sort out district programs, club programs, and Rotaract (now a membership designation, not a program).*

   a) What is the difference between Fellowships and Action Groups?

   b) What is the difference between Friendship Exchanges and Rotary Youth Exchanges?

   c) What is the difference between Interact and RYLA?

4) Who is a member of one of these programs? Who has worked with one of these programs? *Discussion on the experience*

5) How do these programs relate to Rotary's Action Plan?

6) How could these programs help your club or district? Or you?

7) How could you start a Fellowship or Action Group?

8) What about district service?



Summary:

Rotary offers opportunities beyond your club to work with like-minded people around the world.

8 Rotary International Structured Programs

Interact is a service organization organized and sponsored by Rotary clubs to help develop leadership skills and an appreciation for service above self for youth ages **12-18**. It has more than 14,900 clubs in 145 countries and geographical areas with almost 342,900 young people involved.

Rotary Youth Leadership Awards are seminars sponsored by clubs and districts to encourage and recognize the leadership abilities of youth and young adults ages 14-30.

Rotary Peace Fellowships promote national and international cooperation, peace and the successful resolution of conflict through educating Rotary Peace Fellows, selected for their outstanding academic, civic, and humanitarian activities. Six or more universities around the globe participate in this unique program that allows students to earn either a degree or certificate in peace and conflict resolution.

Autonomous, international groups, **Rotarian Action Groups** provide assistance and support to Rotary clubs and districts in planning and implementing service projects in their respective areas of expertise. They are comprised of Rotarians, Rotarian spouses and Rotaractors who have expertise in and a passion for a particular type of service.

Rotary Youth Exchange offers students ages 15-19 the chance to travel abroad for cultural exchanges of one week to a full academic year.
Rotary clubs and districts sponsor and host about 10,000 students each year.
Started in 1929 but didn't become an official program until 1975.

Rotary Friendship Exchange encourages Rotarians and their families to make reciprocal visits to other countries, staying in each other's homes and learning about different cultures firsthand.

Rotary Community Corps (RCC) are groups of non-Rotarians who work to improve their communities. There are over 11,000 RCC in over 100 countries, all organized and sponsored by Rotary Clubs.

Rotary Fellowships are autonomous, international groups of Rotarians, Rotarian spouses, and Rotaractors who join together for any number of reasons, including fellowship, vocational development, making new friends, and exploring new opportunities for service.

Partial List of Rotary Fellowships

(For current fellowships, see https://www.rotary.org/myrotary/en/rotary-fellowships)

Amateur Radio

Antique Automobiles

Authors and Writers

Beer

Bird Watching

Bowling

Canoeing

Caravanning

Carnival and Festivals

Chess

Computer Users

Cooking

Convention Goers

Cricket

Cruising

Curling

Cycling

Doctors

Doll Lovers

E-Clubs

Editors and Publishers

Environment

Esperanto

Fishing

Flying

Geocaching

Go

Golf

Home Exchange

Honorary Consuls

Horseback Riding

Internet

Italian Culture

Jazz

Latin Culture

Lawyers

Magicians

Magna Graecia

Marathon Running

Motorcycling

Music

Old and Rare Books

Past District Governors

Photographers

Police and Law Enforcement

Pre-Columbian Civilizations

Quilters and Fiber Artists

Railroads

Recreational Vehicles

Rotary Global History

Rotary Heritage and History

Rotary Means Business

Rotary on Stamps

Scouting

Scuba Diving

Singles

Skiing

Social Networks

Tennis

Total Quality Management

Travel and Hosting

Wellness and Fitness

Wine

Yachting

Rotary Action Groups by area of focus

Promoting peace

Domestic Violence Prevention

Peace

Refugees

Slavery Prevention

Fighting disease

Addiction Prevention

Alzheimer's/Dementia

Blindness Prevention

Blood, Tissue, and Organ Donation

Diabetes

Family Health/AIDS Prevention

Health Education and Wellness

Hearing

Hepatitis Eradication

Malaria

Mental Health Initiatives

Multiple Sclerosis

Providing clean water and sanitation

Menstrual Health and Hygiene

Water, Sanitation and Hygiene

Saving mothers and children

Clubfoot

Reproductive Maternal and Child Health

Supporting education

Basic Education and Literacy

Growing local economies

Community Economic Development

Disaster Assistance

Protecting the environment

Endangered Species

Environmental Sustainability

Action groups that work in more than one area of focus

Food Plant Solutions

Effective Leadership: Coalition Building



As I further my Rotary journey, I will continue to examine my own leadership style, engage in more complex and skillful use of my leadership skills, and seize opportunities to lead.

Session Goals

- Build insights into leadership, team building & club communication
- Improve our ability to lead & communicate in group settings
- Identify ways we can win support for our goals and purposes

Resources (use the links)

- Coalition Building https://ctb.ku.edu/en/table-of-contents/assessment/promotion-strategies/start-a-coaltion/main
- Five Principles for Building Coalition https://commonslibrary.org/five-principles-for-building-powerful-coalitions/

Be prepared if the participants want to review the leadership styles from Part 1:

Participative: *seeks to involve other people in the process*
Situational: *changes leadership style according to situational factors*
Transactional: *works through hierarchical structures and systems of reward*
Transformational: *leads through inspiration, sharing energy and enthusiasm*
Servant: *serves others rather than being served.*

Items in italics are notes for you, the Discussion Leader!

Session Topics

1) What is a coalition? When might you need to build a coalition? *The need for a coalition to support a project or to change their club will come up. Use this to transition.*

2) If you wanted to build a coalition for your plan, what sort of things might you do?

   Record on a flip chart. If any of these topics don't come up in the discussion, suggest them.
   - *pre-planning*
   - *announcing a plan at a club meeting*
   - *seeking out an influential member first*
   - *talking to the club board*
   - *talking with the president or key officers*
   - *going to club committee*
   - *Compromise and inclusion*

3) Which of these approaches would be best? Why? *They should suggest a combination of approaches depending on the plan or project.*

4) What sorts of things would you want to avoid?
   - *List on flip chart & discuss. If any of these don't come up, suggest them.*
     - *Seeming elitist,*
     - *pressing ahead without full support,*
     - *seeming arrogant, failure to consult in advance,*
     - *failure to go through the usual process of the organization - such as the relevant committee,*
     - *not considering all the details of a proposal, etc. Discuss each point and how to avoid these mistakes.*

5) What are some examples you have seen of good coalition building in your club or at your job? How did they achieve the goal? What did they do? *If they have more ideas beyond what is on the flip chart, add them!*

6) Why do some people seem to have influence and others do not?
    a) Does charisma matter?
    b) Does Title matter?
    c) How can you be more influential?

Divide the group into 3 parts and ask each group to come up with the problems and proposed solutions for one of the scenarios attached. Have a representative from each group report to the whole class.

7) Ask each group to answer these questions:
    a) What, if any, are the club's real problems?
    b) How could leadership help solve them?
    c) What leadership strategies do you suggest?

Summary:

- We are more successful when we work together
- Building a coalition is critical for success

Effective Leadership Strategies Scenarios

Scenario 1:

Rotary Club Vice-President Marvin Montrose is proposing holding an arts and crafts show for his club of 25 members. There has not been such a show in that town in recent memory. He wants to invite crafts persons from the region to come to exhibit and sell their wares. He also wants to invite painters to do the same. He would charge the exhibitors for display tables. Maybe the club members could sell food and drinks to make more money. The site of the show would be the local park in the center of town. It is basically an empty lot with grass. ALL the members would be necessary to help out at the event. The club has never held such a large event in the town of 1500 people. Marvin says that a club committee could work out "details".

What are the issues? Develop a plan and discuss how the group came to its conclusions. Discuss how they can gain acceptance for their plan and have it implemented by the club.

Scenario 2:

The Rotary Club of Milton Crossing has a few active, involved members, but most of the members are apathetic. They come to lunch, often they leave before the program starts, and do nothing else. The membership is 33, down from 62 three years ago. The few active, involved members keep the club going, but they are getting tired of doing all the work. President Maria met with her board and the board listed several problems:

(1) There are cliques who always sit together at meetings and ignore everybody else. People who wish to sit with them are discouraged.

(2) Some of the inactive members are big talkers, but when asked to do something, they fade away.

(3) Some members have not been at a meeting for many months, but the club is afraid of losing them if they push attendance.

(4) Some members announce loudly that "We don't need more members. We have a happy, friendly group now and more people will disturb that".

(5) When two members were asked to sponsor new members, they fired back that "we only want quality members, and we have to be very careful…"

(6) The President announced that she is having trouble filling the committees, because most people said they were too busy to participate.

Can this club be saved? Develop a plan and discuss how the group came to its conclusions. Discuss how they can gain acceptance for their plan and have it implemented by the club.

BUILDING A COALITION

Building a coalition is the act of finding a solution that satisfies everyone's needs, especially among those who have different viewpoints; it doesn't mean compromise or surrender. Leading others to a coalition results in a decision that is viable and sustainable.

Speaking points

- Define coalition, or share a story of a time you had to bring others together.
- Explain the benefits of open disagreement, which can lead to a better analysis of an issue and allow all parties to express their opinions.
- Discuss the benefits of coalition building, such as helping everyone feel a sense of ownership in the project and disc overing new solutions.
- Outline the coalition-building process:
  1. List what each party wants out of the situation.
  2. Review what is critical for each person and what isn't as critical.
  3. Brainstorm new solutions.
  4. Discuss the outcomes of those solutions.
  5. Rework the solutions and other decisions to meet the critical needs.

Discussion questions

Why is coalition building important in your profession? Your Rotary club?

How do you ensure that a coalition doesn't result in compromise? How do you satisfy everyone involved?

Suggested activities

Group work: Have participants work in small groups on a case study. Assign group members different viewpoints, with one participant acting as a moderator who must build a coalition.

Individual work: Ask participants to reflect on a time when they had to participate in building a coalition. How do they think the process worked and were they satisfied with the result.

Leadership Strategies for Rotarians:[1]*

- A team is more than the sum of the parts. Picking the right mix of people is key (experienced vs. newbies; identifying professional related to the project moves things along, etc.)
- Be effective with your own time and take matters to closure. Clarity and delegation are important. Time is valuable. Keep the process moving.
- Know the problem and empower others to break through barriers with their own solutions. Preparation is obvious but empower committee to find solutions.
- We are Rotarians. Recognize the work/life balance. Each goal must be made worth the effort by stressing the meaningfulness of the goal, recognition, and the expectations of the leader.
- Solve problems with the right questions. Start with consensus building. Follow-up with questions to get to the real issues involved with the project as preparation so everyone is aware of the challenges and can contribute to the solutions.
- Listen! Leaders are tempted to add input into new ideas from the team, which is often counterproductive. Be enthusiastic and supportive. The team needs to feel ownership in the endeavor. Part of the Rotary leader's job is to make winners of the volunteers.
- Build your Rotarian leadership pool. The more experienced, knowledgeable and motivated Rotarians you have in your pool, the more you will be able to accomplish. Partnering, mentoring, and succession planning, are effective techniques to make this happen. Every key person in your organization should have a replacement trained and ready to do the job if called upon. Recognizing your mentors but placing the responsibility on them to have a replacement, is key.

Kathleen O'Connor. *7 Leadership Strategies to Help You Handle Change* *" volunteer" changed to "Rotarian" for emphasis. Originally published at www.Superperformance.com, (now offline)

Attracting Members



I can lead and promote my club's reexamination of its distinctive position in my community and the quality of members we attract.

Session Goals

- Understand why members join Rotary
- Explore how my club can attract and keep good Rotarians.

Resources (download from our website or use links)

- Classification Survey. 417-EN-(808) https://my.rotary.org/en/document/membership-assessment-tools
- Create Your Membership Plan https://my.rotary.org/en/document/strengthening-your-membership-creating-your-membership-development-plan
- How to Propose a New Member PDF
- Creating a Positive Experience for a Prospective Member https://my.rotary.org/en/document/creating-positive-experience-prospective-members
- Introducing New Members to Rotary https://my.rotary.org/en/document/introducing-new-members-rotary-orientation-guide

***Prep**: Review Why people join Rotary from session 1.5 in Part 1: fellowship, service and networking. The information in italics is for you only.*

Session Topics

1) What characteristics should your club have so they want to join us? *Good time to review the characteristics of a Vibrant Club: Active, Dynamic, Meaningful service, Leadership, Succession Planning, Public Image, and Representative of the community.*
2) What are the characteristics of a good potential Rotarian? *Lead discussion and record answers on a flip chart.*
3) Where can we look to find new members? *Lead discussion.*
4) Does your club look like your community? What does this mean? Does it matter? *Lead discussion.*
5) How does your club welcome visitors and prospective members? *Lead discussion*.
6) Break into groups: each group should write an action plan to attract and welcome new members. Each team reports to the entire group.

Discussion leaders: Divide into small groups and develop a new member campaign. Be prepared to discuss with the entire group.

Summary

- Building a strong club attracts new members.
- Making people feel welcome and included, builds a strong club.

Attracting New Members

- The concept of “attracting members” is that a Rotary club should be vibrant and known in their community, and therefore that it should be attractive to prospective members.

- Membership in a Rotary club is by proposal of a member and invitation by the club.

- Rotary clubs are members of the organization called Rotary International and subject to its charter and bylaws (unless modified) requirements regarding membership.

- Rotary clubs select their own members but are subject to the laws of their jurisdiction and Rotary policies on membership.

- The 2016 Council on Legislation, “Rotary’s Congress” passed several changes allowing clubs to decide what works best for them in the area of attracting members. Some of the changes:

- Clubs can decide to vary their meeting times.

- Clubs decide whether to meet online or in person.

- Clubs decide when to cancel a meeting, as long as they meet at least twice a month.

- Clubs can provide that a service activity or other club function can serve as a meeting.

- Clubs have flexibility in choosing their membership rules and requirements.

- Replaced the previous six membership criteria from the RI Constitution with a simple requirement that a member be a person of good character who has a good reputation in their business or community and is willing to serve the community.

- Rotary continues to promote Young Professional policies that are targeted toward introducing younger persons to Rotary, including making Rotary membership more convenient and affordable.

- Women have been eligible to join Rotary since 1989. As of 2020, women constitute about 23% of Rotarians worldwide.

Classification List

This Classification list is general in nature and could be used in most medium size Rotary Clubs.

To customize it for your club simply remove the classifications that are not available in your area and add those that are not shown on this list. It is suggested that you use a Chamber of Commerce business list or the headings in your local yellow page phone directory to help modify this list to fit your available classifications.

Reformat and show your member's name after their classification and the classifications left without a name are the ones you need to start filling.

Accounting Service-Commercial
Accounting Service-Management
Accounting Service-Personal
Addressing Service
Advertising, General
Advertising, Direct Mail
Advertising, Outdoors
Advertising, Periodical
Advertising, Radio
Advertising, Specialty
Advertising, Aerial
Aircraft-Maintenance
Aircraft-Sales
Airport Management
Airport Services
Airport Transportation
Alcohol & Drug Programs
Answering Services
Antique Sales
Apartment, Rentals
Appliances-Retail
Appliances-Service
Appraising Service-Commercial
Architecture-Building
Architecture-Landscape
Artists Materials-Retail
Asphalt Products
Association Management
Athletic Club
Athletic Teams
Auctioning Services
Audio Visual Services
Auto-Body
Auto-Care
Auto-Clubs
Auto-Customizing
Auto-Leasing
Auto-Rentals
Auto-Sales New
Auto-Sales Used
Auto-Sales Foreign
Auto-Servicing
Auto-Towing
Auto-Wrecking
Baking-Commercial
Baking-Pastry
Baking-Retailing
Banking-Commercial
Banking-Retail
Banking-Services
Barbering
Bath Fixtures-Sales
Bath Fixtures-Refinishing
Beauty Salon
Beauty Salon-Supply
Beverage-Distribution
Beverage-Retailing
Bicycle-Manufacturers
Bicycle-Retailing
Bicycle-Service
Blueprint Services
Boat-Services
Boat-Sales New
Boat-Sales Used
Book-Distribution
Book-Publishing
Book-Sales
Bookkeeping Services
Bottle Gas Distribution
Bowling Centers
Broadcasting-Radio
Broadcasting-Television
Building Construction
Building Materials-Retailing
Building Services
Burglar Alarm Services
Business Forms & Systems
Business Services
Bus Transportation
Cable Television Services
Camera-Rental
Camera-Repair
Camera Sales-Retail
Candies-Retail
Carpet-Cleaning
Carpet-Sales
Catering Services
Cemeteries
Chamber of Commerce
Check Cashing Services
Child Care Services
Chiropractic Services
Cleaning Services-Home
Cleaning Services-Commercial
Clock-Sales
Clock-Service
Closet Organizer Systems
Clothing-Children
Clothing-Collectible
Clothing-Men
Clothing-Women
Clubs & Associations
Cocktail Lounges
Coffee Distribution
Collection Services
Communications-Paging
Communications-Systems
Computer-Consulting
Computer-Furniture
Computer-Hardware
Computer-Retail
Computer-Services
Computer-Software
Computer-Supplies
Computer-Training
Construction-Commercial
Construction-Remodeling
Construction-Residential
Contractors-Electrical
Contractors-General
Contractors-Grading & Paving
Contractors-Masonry
Contractors-Painting
Contractors-Roofing
Contractors-Supplies
Copier-Sales
Copier-Services
Copier-Supplies
Copywriters
Cosmetics-Retail
Counseling Services
Courier Services
Credit Card Accounting
Credit Card Services
Credit Union Services
Cycle Accessories-Retail
Dance Studio
Data Processing
Day Care
Decorating Materials-Retailing
Delicatessen
Dental Lab
Dentistry-General
Dentistry-Oral Surgery
Dentistry-Orthodontics
Dentistry-Preventative
Department Stores
Desktop Publishing
Developers
Direct Mail Services
Draperies-Retail
Drug Stores
Dry Cleaners
Dry Goods-Retailing
Education-Primary
Education-Commercial
Education-Community College
Education-Private Schools
Education-Secondary
Education-Special
Education-University
Educational Services
Educational Supplies
Electrical Supplies-Retail
Electrical Supplies-Wholesale
Electronic Manufacturer
Electronic Products-Retail
Emergency Services
Employment Agency
Employment Sills Training
Engineering-Audio
Engineering-Civil
Engineering-Communication
Engineering-Electrical
Engineering-Industrial
Engineering-Marine
Engineering-Petroleum

Classification List

Engineering-Professional
Entertainment Services
Environmental Consulting
Event Planners
Exercise Equipment Sales
Express & Transfer Services
Farming
Feed Store
Finance Companies
Financial Consulting
Financial Planning
Fire Equipment-Sales
Fire Equipment-Services
Fire Protection-Municipal
Fire Protection-Sprinklers
Flooring-Installation
Flooring-Sales
Floral Supplies
Florist-Retail
Florist-Wholesale
Food Products
Forest Products
Formal Wear
Frozen Food Lockers
Funeral Chapel
Furniture-Retail
Furniture-Rental
Furniture-Wholesale
Garages
Gas Services
Gift Shops
Glass Dealer
Glass-Stained
Golf Courses
Golf Equipment
Governmental Agencies
Governmental Relations
Graphic Designs
Groceries-Distribution
Groceries-Retailing
Halls-Rental
Hardware-Retailing
Health Care-Public
Health Care-In Home
Heating/Air Conditioning Service
Hospitals-General
Hospitals-Convalescent
Hospitals-Psychiatric
Hospitals-Veterinary
Hotel Management
Ice Cream Parlors
Import Stores
Import/Exporting
Insurance-Auto
Insurance-Benefits
Insurance-Home
Insurance-Life
Insurance-Marine
Interior Decorating
Internet Marketing
Internet Service Provider
Inventory Services
Investments & Securities
Janitorial Services
Janitorial Supplies
Jewelry-Design
Jewelry-Retail
Kitchen Cabinet-Sales
Landscaping-Commercial
Laundry Equipment-Leasing
Law-Bankruptcy
Law-Business
Law-Civil Litigation
Law-Computer
Law-Commercial
Law-Contract
Law-Copyright
Law-Corporation
Law-Criminal
Law Enforcement
Law-Estate Planning
Law-Family
Law-General Practice
Law-Insurance
Law-Labor
Law-Malpractice
Law-Personal Injury
Law-Real Estate
Law-Workers Compensation
Lighting Supplies
Liquor & Wine-Retailing
Loans-Commercial
Loans-Real Estate
Loans-SBA
Luggage-Retailing
Lumber-Retailing
Machine Shop
Management Consulting
Management Training
Medical Products
Microfilming
Mobile Home Park Management
Mortgage Companies
Motorcycle-Retail
Motorcycle-Service
Moving & Storage
Music Stores
Newspaper Publishing
Non-profit Organizations
Nursing Services
Office Equipment
Office Supplies
Opticians
Optometrists
Party Supplies-Retailing
Pet Grooming
Pet Shop
Petroleum Distribution
Photo Finishing
Photography-Aerial
Photography-Commercial
Photography-Portrait
Physical Therapy
Picture Framing
Polygraph Services
Pool Services
Postal/Message Services
Postal Service
Printing Broker
Printing-Checks
Printing Services
Property Management
Public Utilities-Gas/Electric
Public Utilities-Telephone
Public Utilities-Water Service
Publicity/Public Relations
Real Estate-Commercial
Real Estate-Consulting
Real Estate-Management
Real Estate-Relocation Service
Real Estate-Rentals
Real Estate-Residential
Recording Services
Recreational Services
Recycling Services
Rehabilitation-Medical
Religion
Reporting Services-Deposition
Restaurant-Fast Food
Restaurant-Family
Restaurant-Management
Restaurant Specialty-Mexican
Restaurant Specialty-Pizza
Restaurant Specialty-Sandwich
Retirement Homes
Rubber Stamp Co.
Savings & Loans Associations
Secretarial Services
Security Services
Security Systems
Service Stations
Sewing Machines-Retailing
Scouting
Shoes-Retailing
Shopping Center Management
Signs
Sporting Goods-Retailing
Stationers
Stock & Bond Breakage
Storage Services
Tax Service
Taxi Services
Tire Sales-Retail
Tire Sales-Wholesale
Title Companies
Toys-Retailing
Tractor Sales & Service
Transportation-Air
Transportation-Ambulance
Transportation-Bus
Transportation-Limousine
Transportation-Truck
Travel Agency
Tree Services
Trophy-Retailing
Vending Supplies
Video Production Services
Waste Disposal Services
Water Treatment
Welcoming Services
Word Processing Services

Club Communication



I can lead and promote my club's re-examination of its distinctive position in my community and the quality of members we attract.

Session Goals

- Review the importance of effective communication in a complex society.
- Prioritize the most effective communication opportunities within the club and the local community.
- Create more awareness of District Communication methods.

Resources

- Rotary Brand Center https://brandcenter.rotary.org/en-us/
- Rotary Learning Center
- Rotary Public Image https://my.rotary.org/en/knowledge-and-resources/resources-and-reference/public-image
- Toastmasters https://www.toastmasters.org/

Preparation

Visit the Rotary website and review Brand Center.
Review the Learning Center Public Image training
Review how the District communicates with members for specific purposes.
NOTE: the last 2 pages are exercises IF you choose to use them!

Session Topics

1) What opportunities exist for a leader or any member of a Rotary club to communicate with other club members?

   Committee Chairs and members, Executive Committee, Board Members or prospective members and community. How much information is only shared orally?

2) Exercise! Introducing a Speaker

   Review the Introducing a Speaker handout. Watch time carefully!

   Have all attendees pair up with someone they don't know. Give them 2 minutes to interview their partner and make notes. Give them 2 more minutes for the second partner to interview the first and make notes. Give everyone 1 minute to introduce their partner. Ensure everyone gets a turn!

3) Is your community aware of your club? How can we be better at public relations? Is there something about your club that the community recognizes? Is it different from the brand of Rotary International?

   Examples:
   - *Visible, sustainable, hallmark projects;*
   - *Correct Rotary logo on everything we do*
   - *promoting club activities and programs in the press;*
   - *signage;*
   - *web presence;*
   - *social networking;*
   - *Rotarians individually keeping Rotary in the forefront of their personal and business life.*
   - *Talk to friends about what you are doing in Rotary*
   - *Talk about how rotary is helping the community*
   - *People of Action campaign*

4) What problems exist for effective communication? How can we address these issues? Does the age of the target make a difference?
   Members without email, those people with disabilities such as hearing, vision, literacy.
   Communicate in more than one medium.
   Introduce the idea of feedback to confirm the message:
   Sender > message > receiver > feedback

5) Does your club have a Public Image chair? A team? What is their role? How is it working?

6) How does your District communicate with your club?

7) How have communications changed in the past 10 years? 20 years? During COVID? How has your club communication changed during this time?

8) Exercise!

   - *Break the attendees into two groups. With a large group, break into four groups*
   - *Ask half the teams to identify communication tools for use within the club*
   - *Ask the other half to identify communication tools for external use.*
   - *After 5 minutes, have the groups exchange lists (so external teams get club lists, etc)*
   - *Ask the teams to prioritize the tools for effectiveness*
   - *Bring the groups back together and report the top 3 to 5 tools and how they could be used.*

9) How can club members be part of the Public Image strategy?

From The Club Public Relations Committee Manual, 226C-EN (out of print, still online)

- *The role of the club public relations committee is to inform the public about Rotary and promote the club's service projects and activities.*
- *Having strong public relations ensures that communities around the world know that Rotary is a credible organization that meets real needs.*
- *When a Rotary club has a positive public image, current members are motivated to be active and prospective members are eager to join.*
- *The responsibilities of the club public relations committee [are]*
- *Develop committee goals to achieve the club's public relations goals for the coming year.*
- *Promote Rotary and your Rotary club in your community.*
- *Work with Rotarians in your club to maximize public relations efforts.*
- *Understand the components of public relations that will help you promote Rotary to the community.*
- *Know Rotary's key messages and be able to use them when speaking in public.*

10) What resources are available to you and your club?

Toastmasters, Rotary Brand Center, Rotary Learning Center, fellow members, District Chairs, Zone Chairs

Summary:

- Communication is only effective if the intended recipient engages.
- Communication is the most difficult challenge we are likely to face as club leaders.

INTRODUCING A SPEAKER

Some Things to Think About

- **The Preparation**
  - Visit with the speaker beforehand. If you can't, do some research (Google, etc.).
  - Learn one or two personal bits of information about the speaker to use in the introduction.
  - Think of something you can share from your own experience that connects you with the speaker and/or topic.
  - Pick out a few relevant items to use from the printed bio but, above all, don't "read" the bio!

- **The Approach**
  - 60 to 90 seconds is about right.
    - Practice and time yourself
  - Avoid clichés: "This person needs no introduction," for instance.
  - Develop eye contact with the audience; Look up frequently from your notes
  - Be enthusiastic and upbeat

- **The Introduction**
  - Introduce yourself unless someone has already done it for you
  - Identify the speaker and the topic/title
  - Explain why the speaker is qualified to speak on this topic (background; current or past positions, etc.)
  - Tell why this subject is important to your audience
  - Share some personal information about the speaker (and you)
  - End the introduction on a high note with your voice and body language, i.e. "It is MY PLEASURE to present….etc." Lead the applause!
  - Welcome the speaker to the lectern, shake hands and "turn over the audience" to him or her.

Source: Zones 21b/27 Rotary Institute 2014

10 Tips for Public Speaking

Here are some proven tips on how to control your butterflies & give better presentations:

1. **Know your material.** Pick a topic you are interested in. Know more about it than you include in your speech. Use humor, personal stories and conversational language – that way you won't easily forget what to say.

2. **Practice. Practice. Practice!** Rehearse out loud with all equipment you plan on using. Revise as necessary. Work to control filler words; Practice, pause and breathe. Practice with a timer and allow time for the unexpected.

3. **Know the audience.** Greet some of the audience members as they arrive. It's easier to speak to a group of friends than to strangers.

4. **Know the room.** Arrive early, walk around the speaking area and practice using the microphone and any visual aids.

5. **Relax.** Begin by addressing the audience. It buys you time and calms your nerves. Pause, smile and count to three before saying anything. ("One one-thousand, two one-thousand, three one-thousand. Pause. Begin.) Transform nervous energy into enthusiasm.

6. **Visualize yourself giving your speech.** Imagine yourself speaking, your voice loud, clear and confident. Visualize the audience clapping – it will boost your confidence.

7. **Realize that people want you to succeed.** Audiences want you to be interesting, stimulating, informative and entertaining. They're rooting for you.

8. **Don't apologize** for any nervousness or problem – the audience probably never noticed it.

9. **Concentrate on the message – not the medium.** Focus your attention away from your own anxieties and concentrate on your message and your audience.

10. **Gain experience.** Mainly, your speech should represent *you* — as an authority and as a person. Experience builds confidence, which is the key to effective speaking. A Toastmasters club can provide the experience you need in a safe and friendly environment.

Free resource from www.toastmasters.com

Team Building



I can lead and promote my club's collaboration in effective and motivated groups to accomplish our goals of service.

Session Goals

- Reflect on one's own leadership style.
- Compare the advantages and disadvantages of leadership styles in a volunteer environment.
- Investigate the importance of team building in Rotary.
- Relate teamwork to leadership development.

Resources

- Rotary Learning Center – Club President Basics
- Be a Vibrant Club https://my-cms.rotary.org/en/document/be-vibrant-club-your-club-leadership-plan-north-america

Preparation:

Review all attachments and leadership styles from Part 1

Session Topics

1) Does your club use teamwork? How? What does teamwork look like in your club?

2) Is teamwork helpful or not? Give examples.

3) Does your club have committees? What is the difference between a committee and a team? Is there a difference? Explain.

   Discussion should end up focused on working together towards a common goal, establishing norms for interacting, and role/responsibility clarity.

4) How can leadership style affect a team? Review of leadership styles (this pdf is an extension of what was covered in 1.1).

   This should be a review only. All participants should have covered this information in Part 1. Transition to Team Development as a learned skill just like Leadership styles.

5) In a committee, what is the role of the committee chair?

   Setting the schedule, building team spirit, motivating the team, appropriate delegation.

   Club President?
   Define initial mission, follow-up and deadlines, be available as a resource, do not micro-manage.

   Secretary?
   Query: Is this the club secretary or the committee secretary? If committee secretary, then keep an accurate account of the committee's deliberations.

6) What is the difference between delegating authority and responsibility? Is there a difference?

7) Please take a look at the attachment: Stages of Team Development. How does leadership style fit into this?

8) How can we make effective Rotarian teams and committee teams? Do teams look the same in all clubs? Why or why not?

9) Exercise: Urbana scenario

Break the group into teams and ask them to do the exercise. Ask them to use the Be a Vibrant Club Action Steps. They can identify one of the ten strategies that might be useful to their plan. Each group will report their plan.

After completing the chosen exercise, facilitate the following questions among the groups.

a. *How was the team leader chosen?*

b. *Was a team leader necessary?*

c. *How were the different symbols, colors and designed agreed upon?*

d. *What special talents did any team member have that helped the process?*

e. *What methods were used to resolve conflicts?*

f. *How collaborative was the group effort, or did one or two people decide*

g. How was the team spokesperson chosen?

h. *What discussions were used in understanding the goal. Was everyone clear on the objective?*

i. *How did the time element play in the final decisions that were made?*

j. *What could the team have done to become more effective in its final product?*

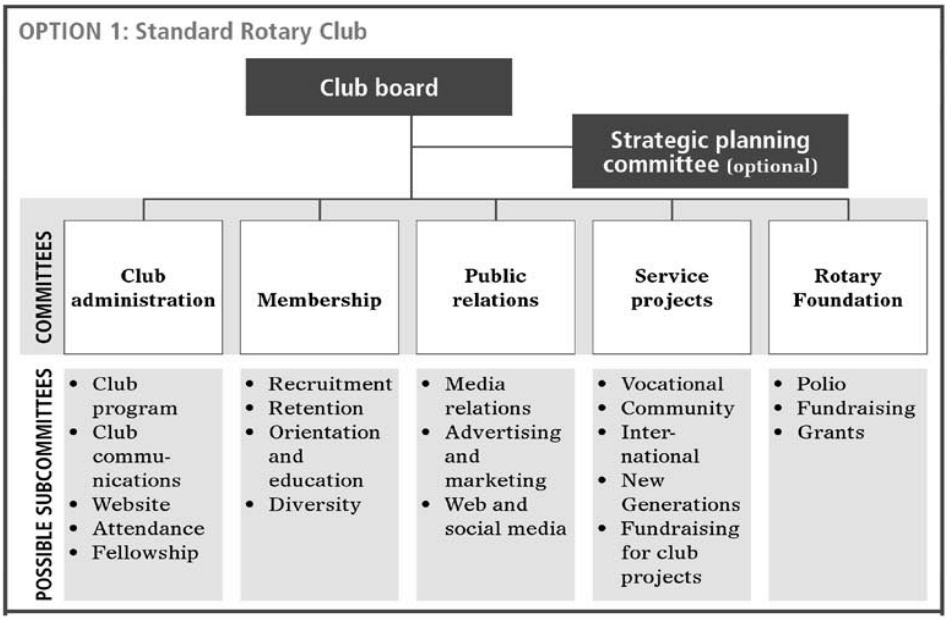
10) How can we use this information back in our clubs?

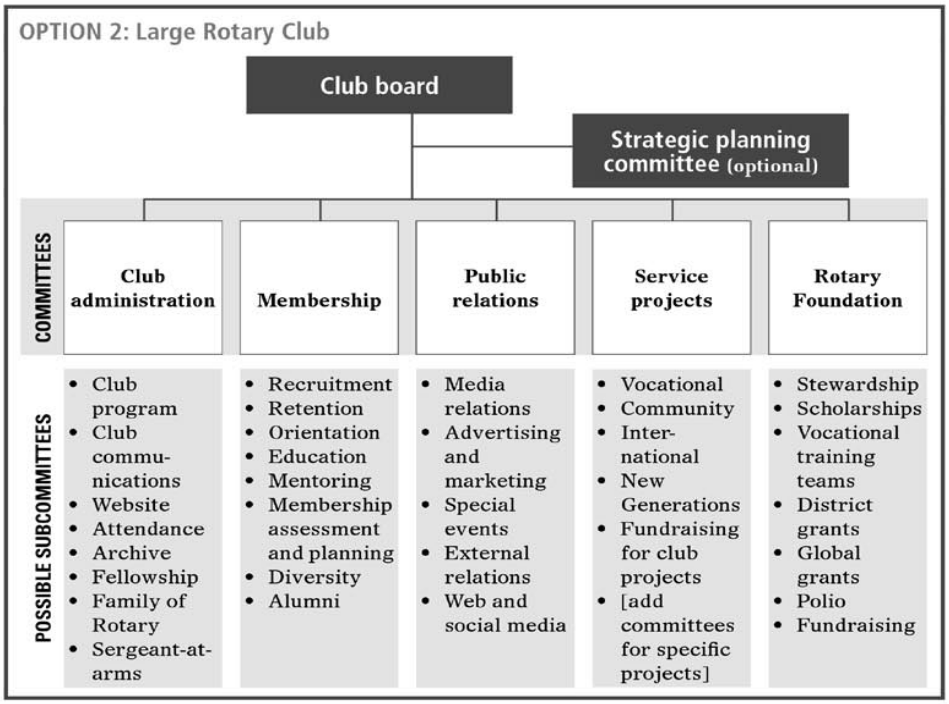
Summary

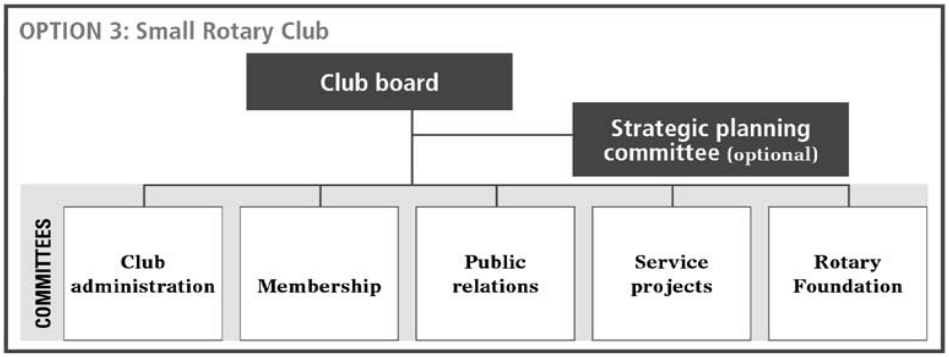
- Teamwork is a skill
- Teams help us accomplish goals quicker and better
- Leadership is part of teamwork

Club Committee Team Structures

Five committees are recommended for Rotary clubs. Clubs can add or eliminate committees or subcommittees according to their interests and activities. Assistant governors or district governors can assist club leaders with determining the appropriate subcommittees.







Urbana University of Illinois Exercise

Background:

The Club began six months ago with 4 leaders who had become impressed with Rotary through Polio Plus activity and results. They started meeting weekly on Wednesdays at 5:30 and agreed amongst themselves that they would bring together a strong group of leaders like themselves within the next year. The four took on the offices of President, Vice President, Secretary, and Treasurer. To date they have recruited 26 new members.

Within a month, a community service project was being accomplished each month. These projects where being so well accomplished by the team of 4 that new members were recruited by each new project. Each Club meeting was a planning meeting for next month's project or a speaker from the community describing a specific need. New members were put in charge of certain parts of the service projects. As members became excited about what the Club was able to accomplish, they started to recommend their friends for membership.

New members were also recruited from the Club program speakers.

Current Situation:

In two weeks they will install and welcome 10 more members. But the group of four are getting overwhelmed with everything. So President Jack told the other officers, "we need to build an effective team to help carry the leadership load. I am appointing a committee to come up with a recommendation on how we can build a team".

Assignment:

In the next 15 minutes, develop a recommendation on how this club can

build a team. What specific steps do they need to follow?

Leadership Styles

A leadership style refers to the methods leaders use to engage with, motivate, and direct their fellow workers or volunteers. They take into account not just how they interact with their teams but also how they approach things like overall strategy and stakeholder management.

People have been theorizing about what makes a great leader for centuries – Aristotle said that to be a good leader, you must first be a good follower. However, it has only been in the past few years that we have identified specific leadership behaviors … and which ones are most successful for us as Rotarians. It should be noted that leadership styles change based on different situations.

Knowing our own leadership style will help us as we delegate tasks in our clubs, adapt to change, work towards our goals, support others in the organization and provide feedback to our club members.

Coaching

The coaching leadership style involves a recognition of, and the nurturing of the strengths of each team member and working with them to improve the desired outcomes of the team; it is most effective in building relationships.

Visionary

The "big-picture" thinker on the team will see how actions reflect those in the RI Action Plan or the District Strategic Plan and will use these to unite and inspire members. Visionary leaders help to identify the goals and encourage others to think about how to reach them. The "visionary" is important when big changes are on the horizon.

Transformational

Transformational leaders motivate others to be creative in their approach to club goals and objectives; this leadership style is often seen as a combination of coaching and visionary styles. If your club is experiencing a great deal of change, this leadership style is a good fit; examples might include the development of satellite clubs or the merger of two existing clubs. Transformational leaders work with club committees to investigate and implement new directions.

Servant

Servant leaders consider their roles as being to help others in the team to succeed – empowering, encouraging and bringing people together who may have different viewpoints on an issue. This style of leadership is often found in e-clubs where remote teams work together.

Autocrat/Authoritarian

This type of leadership can be helpful in some situations where there is a crisis and there is a need for quick decision-making based on having key information. This is a more suitable "fit" for business than for a volunteer organization.

Laissez-faire

Whereas the autocrat might dictate direction and terms of assignments, the Laissez-faire leader will ask members to explore the topic on their own terms; this leadership style is best suited to a young club (or a club with many Millennials and Gen Zs, and Rotaractors, where creativity and innovation may abound.

Democratic

Leaders who illustrate this style look for compromises and listen carefully to all perspectives. It is effective with clubs that have a history of skilled and experienced leadership. Clubs that are led by democratic leaders usually show much loyalty to the club, have high attendance rates since members feel valued.

Pacesetter

This leadership style places an emphasis on the achievement of goals … and often better than the expectation … and with more speed. Pacesetters set high standards for themselves and for others in the club. This style of leadership will be of value in fundraising committees and project planning in the club.

The following two styles may be valuable in some business cases, but rarely are successful in a volunteer organization.

Transactional

This leadership style, which emphasizes efficiency and sustainability, is found more in business than in volunteer organizations like Rotary. It is often associated with rewards for good work and punishment for lack of performance. Since this leadership style reflects rewards for performance, it is not generally viewed positively in places where the members are self-motivated, encourage collaboration and member support.

Bureaucratic

This leadership style is more common in older, traditional businesses and institutions where hierarchical structure is favored. Although it may be found in some situations in volunteer organizations, this style has little opportunity for success in Rotary. With a lack of predictability in our near future and with innovation (meeting times, projects, club structure), this leadership style seems somewhat out of place.

Bruce Tuckman's Stages of Team Development

Stage 1: Forming

In the ***Forming*** stage, personal relations are characterized by dependence. Group members rely on safe, patterned behavior and look to the group leader for guidance and direction. Group members have a desire for acceptance by the group and a need to know that the group is safe. They set about gathering impressions and data about the similarities and differences among them and forming preferences for future subgrouping.
Rules of behavior seem to be to keep things simple and to avoid controversy. Serious topics and feelings are avoided.

The major task functions also concern orientation. Members attempt to become oriented to the tasks as well as to one another. Discussion centers around defining the scope of the task, how to approach it, and similar concerns. To grow from this stage to the next, each member must relinquish the comfort of non-threatening topics and risk the possibility of conflict.

Stage 2: Storming

The next stage, which Tuckman calls ***Storming*****,** is characterized by competition and conflict in the personal- relations dimension an organization in the task-functions dimension. As the group members attempt to organize for the task, conflict inevitably results in their personal relations. Individuals have to bend and mold their feelings, ideas, attitudes, and beliefs to suit the group organization. Because of "fear of exposure" or "fear of failure," there will be an increased desire for structural clarification and commitment. Although conflicts may or may not surface as group issues, they do exist. Questions will arise about who is going to be responsible for what, what the rules are, what the reward system is, and what criteria for evaluation are.
These reflect conflicts over leadership, structure, power, and authority. There may be wide swings in members' behavior based on emerging issues of competition and hostilities. Because of the discomfort generated during this stage, some members may remain completely silent while others attempt to dominate.

In order to progress to the next stage, group members must move from a "testing and proving" mentality to a problem-solving mentality. The most important trait in helping groups to move on to the next stage seems to be the ability to listen.

Stage 3: Norming

In Tuckman's ***Norming*** stage, interpersonal relations are characterized by cohesion. Group members are engaged in active acknowledgment of all members' contributions, community building and maintenance, and solving of group issues. Members are willing to change their preconceived ideas or opinions on the basis of facts presented by other members, and they actively ask questions of one another. Leadership is shared, and cliques dissolve. When members begin to know and identify with-one another, the level of trust in their personal relations contributes to the development of group cohesion. It is during this stage of development (assuming the group gets this far) that people begin to experience a sense of group belonging and a feeling of relief as a result of resolving interpersonal conflicts.

The major task function of stage three is the data flow between group members: They share feelings and ideas, solicit and give feedback to one another, and explore actions related to the task. Creativity is high. If this stage of data flow and cohesion is attained by the group members, their interactions are characterized by openness and sharing of information on both a personal and task level. They feel good about being part of an effective group.

The major drawback of the norming stage is that members may begin to fear the inevitable future breakup of the group; they may resist change of any sort.

Stage 4: Performing

The ***Performing*** stage is not reached by all groups. If group members are able to evolve to stage four, their capacity, range, and depth of personal relations expand to true interdependence. In this stage, people can work independently, in subgroups, or as a total unit with equal facility. Their roles and authorities dynamically adjust to the changing needs of the group and individuals. Stage four is marked by interdependence in personal relations and problem solving in the realm of task functions. By now, the group should be most productive. Individual members have become self-assuring, and the need for group approval is past. Members are both highly task oriented and highly people oriented. There is unity: group identity is complete, group morale is high, and group loyalty is intense. The task function becomes genuine problem solving, leading toward optimal solutions and optimum group development. There is support for experimentation in solving problems and an emphasis on achievement. The overall goal is productivity through problem solving and work.

Stage 5: Adjourning

Tuckman's final stage, ***Adjourning*****,** involves the termination of task behaviors and disengagement from relationships. A planned conclusion usually includes recognition for participation and achievement and an opportunity for members to say personal goodbyes. Concluding a group can create some apprehension - in effect, a minor crisis. The termination of the group is a regressive movement from giving up control to giving up inclusion in the group. The most effective interventions in this stage are those that facilitate task termination and the disengagement process.

Adapted from:

Tuckman, B. (1965) Developmental Sequence in Small Groups. Psychological Bulletin, 63, 384-399.

Tuckman, B. & Jensen, M. (1977) Stages of Small Group Development. Group and Organizational Studies, 2, 419-427.

For a group to develop properly through the stages of group development, it needs to do the following.

1. **Rotate the responsibility of group facilitation.**
2. **The purpose/mission of the group must be clear to all members and the purpose/mission should be periodically revisited.**
3. **Ground rules should be established and monitored.**
4. **Help group understand that "conflict" (conflict in a positive way) is a normal and perhaps necessary part of group development.**
5. **Group must be reminded to "listen" to each other.**
6. **Wrap-up at the end of each session should be comprised of meaningful and constructive comments relative to group process.**
7. **Everyone must contribute and work to make the group a "learning team."**

START YOUR CLUB ON A PATH TO VIBRANCY

Vibrant clubs engage their members, conduct meaningful projects, and try new ideas. List the new ideas your club wants to try, and create a plan to increase community interest and attract more members.

As you develop your plan, use these tips and ideas, and let your club evolve.

Decide what you'd like your club to be like in three to five years.

- Plan an annual visioning session, and use the **Rotary Club Health Check** to identify your club's strengths and areas that need improvement.
- Use the **Strategic Planning Guide** to set long-term goals.

Decide on your annual goals, and enter them into Rotary Club Central.

- Focus on something your club is good at, and make it something your club is great at.
- Update committees once a month on your goal progress.

Hold club meetings that keep members engaged and informed.

- Conduct the **Member Satisfaction Survey** to find out what your members like and don't like about your club, and create a plan for implementing changes.
- **Vary your meeting format** to include a mix of traditional and online meetings, service projects, and social gatherings.

Communicate openly in your club.

- Share information at club meetings, on your club website, and through social media, and check regularly to see how members are feeling.
- Use the templates and resources in the Rotary **Brand Center** to create your club brochures and newsletters.

Prepare members for future roles to smooth leadership transitions.

- Ensure continuity by making appointments for multiple years, having a current, incoming, and past chair on each committee.
- Conduct on-the-job training for incoming club officers, and have job descriptions for each officer.

Adapt your club's bylaws to reflect the way the club works.

- Involve your members when you review your club's bylaws every year.
- Edit the **Recommended Rotary Club Bylaws** template to reflect new practices and procedures.

Develop strong relationships within your club.

- Find suggestions in **Introducing New Members to Rotary**.
- Sit with different people at each meeting.

Make sure all members are involved in activities that genuinely interest them.

- Conduct a member-interest survey, and use the results to plan projects, activities, and engaging meetings.
- Get new members involved early by learning their interests and giving them a role in the club.

Coach new and continuing members in leading.

- Appoint a club training committee to oversee training for members.
- Use the **Leadership in Action guide on starting a program** to develop members' leadership skills.

Create practical committees for your club.

- Small clubs: Consider how you can combine the work of committees.
- Large clubs: Create additional committees to get all members involved.

340NAM-EN—0117

Foundation I: Targeted Service



I can lead and promote my club's participation in unique, significant and targeted service opportunities through our Foundation.

Session Goals

- Review the Rotary Foundation Grant Model
- Learn how the Grant Model supports club projects
- Learn the role of Rotary's Areas of Focus
- Understand the importance of sustainability

Resources

- The Rotary Foundation Reference Guide 219 https://my.rotary.org/en/document/rotary-foundation-reference-guide
- The Rotary Learning Center

Preparation: Be very familiar with the grant models and how money flows through the Foundation. Ideally, have a current copy of TRF Reference Guide 219 with you. Refer participants to their District for process specific questions.

Session Topics

1. Let's review what we learned in Part 1: What is the mission of The Rotary Foundation?

   Our Foundation. The mission of The Rotary Foundation is to enable Rotarians to advance world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty. Doing Good in the World

2. What are the two main types of grants? How can each grant type be used?

   Lead discussion, but ensure the following are covered:

   District Grants – managed by the District, can be used for projects in- or outside the district

   Global Grants – partner with another country, min size is $30K

3. Let's take another look at the seven areas of focus. Why are they important? What are they?

   Peace and Conflict Resolution *Maternal and Child Health*
   Disease prevention & Treatment *Environmental Support*
   Basic Literacy *Community & Economic Development*
   Water & Sanitation

   Exercise: Break into small groups, assign each group an area of focus (or 2 depending on the number of groups). Give small groups 5 minutes to list what a club, preferably their club, could do for a project in that area of focus. Report to the full class.

4. What do you think is meant by "sustainable"? What is the value of sustainability in projects?

   See Insert TS-3: What is Sustainability? Lead a discussion for this question.
   From The Rotary Foundation Resource Guide: For The Rotary Foundation, sustainability means providing solutions to community needs in such a way that the benefiting community can maintain the activities after grant funding ends. Global grant projects must be sustainable and display the following characteristics:

   a. *Community needs — The host community and Rotary project sponsors*

develop projects based on the community's assessment of its needs and strengths.

b. *Appropriate technology — Project materials are appropriate for the community and, ideally, are purchased locally.*
c. *Sustainable funding — The community is able to sustain the project without ongoing financial support from The Rotary Foundation or other Rotary sources.*
d. *Knowledge transfer — The project includes teaching beneficiaries how to address their ongoing needs after the project is completed.*
e. *Motivation — The community is able to assume ownership of the project upon its completion.*
f. *Monitoring and evaluation — The project includes a measurement plan to confirm significant improvement, ideally for at least three years.*

Exercise: Break out into the same groups and ask attendees to apply the four areas of sustainability to their project. Have the group spokesperson report.

6) One of the requirements for a Global Grant is that a community needs assessment be conducted. Why do you think a community needs assessment is required? Why is it important? How would you conduct a community needs assessment for a possible project in a county thousands of miles from your own club?

Facilitators should review ahead of time and be familiar with the Global Grants Community Assessment Results to familiarize themselves with the requirements for community needs assessments.

Suggested responses included:
- *Ownership on the part of the beneficiaries: Community engagement is increased when community members representing various parts of the beneficiary community are included in discussions*
- *Project planners learn about the reasons for the project: Community members share how the needs impact the quality of life for the larger community.*

Note that Rotary and The Rotary Foundation use the term "partner" in many different contexts, from our "partners" in the polio eradication effort, to encouraging clubs to develop "partners" in their community to support their activities and projects.

Example of how a needs assessment avoids projects that "look" perfect:

A university in the USA developed a well-researched plan for introducing a new farming program to areas where weather extremes (drought or extreme heat) made subsistence farming difficult and where the community was isolated, limiting opportunities for sale of locally made articles.

A Rotary club in the USA learned of the plan and saw an opportunity to assist rural "ejidos" in Mexico develop a low-cost sustainable business model by providing local farmers with breeding rabbit pairs, allowing the beneficiaries to breed the rabbits, sell the offspring to other farmers, and at the same time grow the food supply and improve the health of the local communities. The project was not discussed with the potential beneficiaries, nor the local Rotary club – the theory was that once the rabbits were introduced to the farmers of the ejidos and they were trained in rabbit farm management, the project would be successful.

Only one problem existed that made long-term success unlikely: The local residents of the ejidos refused to eat rabbit meat!

7) How can the Grant Model encourage Rotarians and Rotaractors to participate and contribute?

Through Rotary Foundation participation and support, your club can make a difference in the lives of people around the globe. Participation in Rotary Foundation activities can help attract and keep members. When Rotarians experience Foundation programs directly, they can be inspired to contribute to The Rotary Foundation. See Q3 for Club and District benefits. A program where decisions are made by district or club level Rotarians, that are simple enough to understand, that are more effective, and that Rotarians know about because of surveys and continued education, are more likely to engage Rotarians to participate and support.

8) Can the Grant Model help a club's public image? How?

Programs that are effective, make a big difference in the outcome for others, and are easy to explain can be more readily and effectively communicated to others, whether inside the club, or outside the club. Those in the media are interested in a big story with local involvement.

Review *—Select just a few items to summarize.*

- *Summarize that Goals of Session have been met and how: Discussed:*
  - *Reviewed the Grant Model*
  - *Discussed the importance of the Grant Model to your Club*
  - *Discussed the concepts of the Areas of Focus and Sustainability*
- *In the Our Foundation session in Part I, we hope you were inspired by the great things that our Rotary Foundation is doing in the world.*
- *In this session, our overarching goal is to provide you with some of the terminology, tools, key concepts and methods of the Grant Model.*
- *Projects that you start in your club can turn into the next Polio Eradication Campaign, or can spread across a continent to give people less fortunate than we are clean water, education, or a chance at a better life.*
- *Now that you know what is available, we encourage you to use those tools, learn more from your district grant seminars, develop your Rotary contacts, and get out there are start doing the work of Rotary- "Doing Good in the World".*
- *In a world filled daily with bad news of poverty, crime, and misfortune, we are a force for good in the world. We are making a difference. You are making a difference.*

Summary

- The Rotary Foundation allows Rotarians to Do Good in the World using grants.
- The Areas of Focus allow us to focus our efforts and work together to create sustainable projects.

*** Sign Up for RLI Part III Now! ***

Foundation Grant Models

District Grants	Global Grants
Fund small-scale, short-term activities that address needs in your community and communities abroad. Each district chooses which activities it will fund with these grants.	Support large international activities with sustainable, measurable outcomes in Rotary's areas of focus. Grant sponsors form international partnerships that respond to real community needs.
Humanitarian projects, including service travel and disaster recovery efforts Scholarships for any level, length of time, location, or area of study Youth programs, including Rotary Youth Exchange, Rotary Youth Leadership Awards (RYLA), Rotaract, and Interact Vocational training teams, which are groups of professionals who travel abroad either to teach local professionals about their field or to learn more about it themselves You have plenty of freedom to customize your service projects.	Requires clubs in two countries. Global grants can fund: Humanitarian projects Scholarships for graduate-level academic studies Vocational training teams, which are groups of professionals who travel abroad either to teach local professionals about their field or to learn more about it themselves

Refer to the Terms and Conditions for Rotary Foundation District Grants and Global Grants for information about district grant requirements.

A community needs assessment is required. (Ref : Community Need Assessment Tool 605-EN)

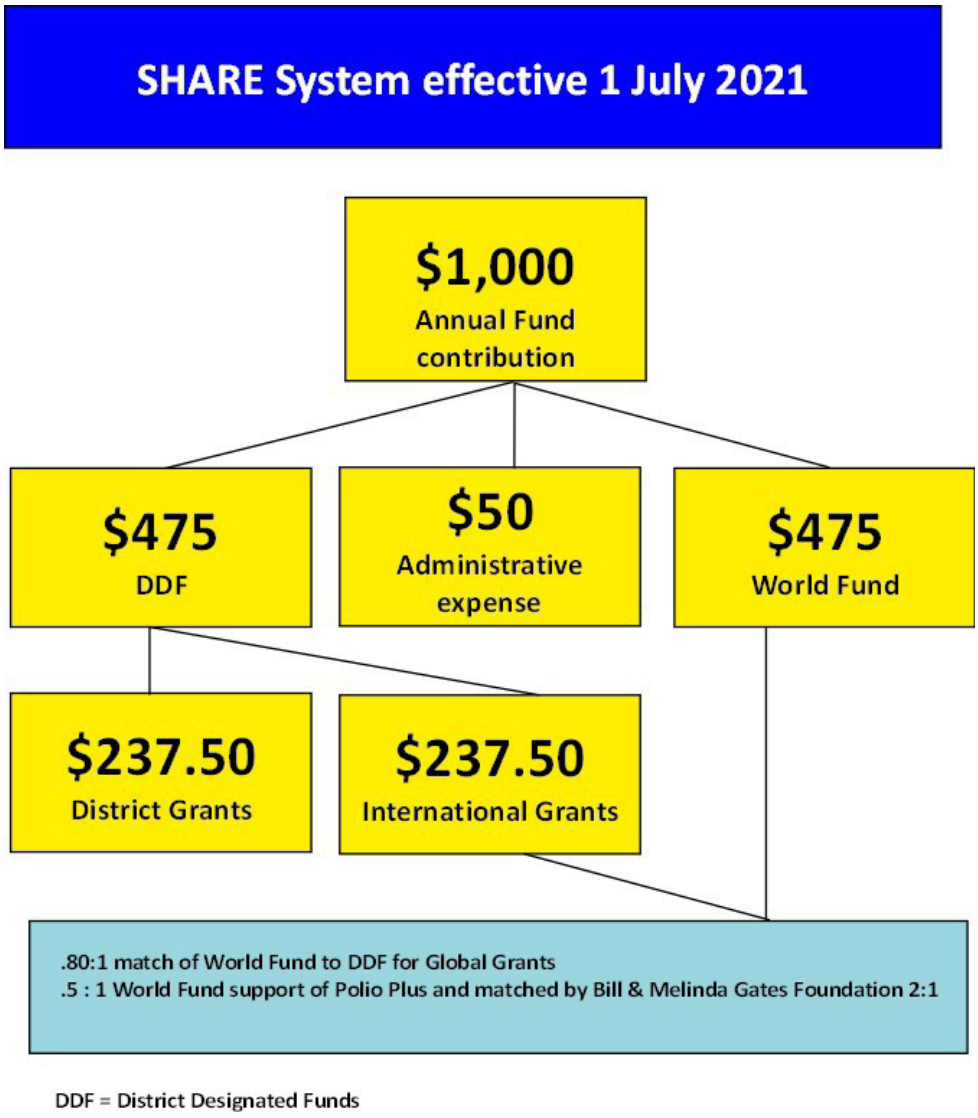
What are Programs of Scale programs?

Programs of Scale supports longer-term, high-impact programs led by Rotary members. These programs are:

- **Evidence-based** interventions that must have already demonstrated success in affecting change;
- **Locally-relevant** to the needs, priorities, and institutional structures of the setting and intended beneficiaries;
- **Ready to grow** by having the right stakeholders and systems engaged to bring the intended benefits to new settings, such as a different community or group of people;
- Implemented according to a **strong program logic** and have integrated **monitoring, evaluation, and collaborative** learning systems; and
- Guided by Rotary members in partnership with others, **leveraging the unique strengths of Rotary**.

For more details : https://my.rotary.org/en/take-action/apply-grants/programs-scale-grants

Share System & Foundation Funding

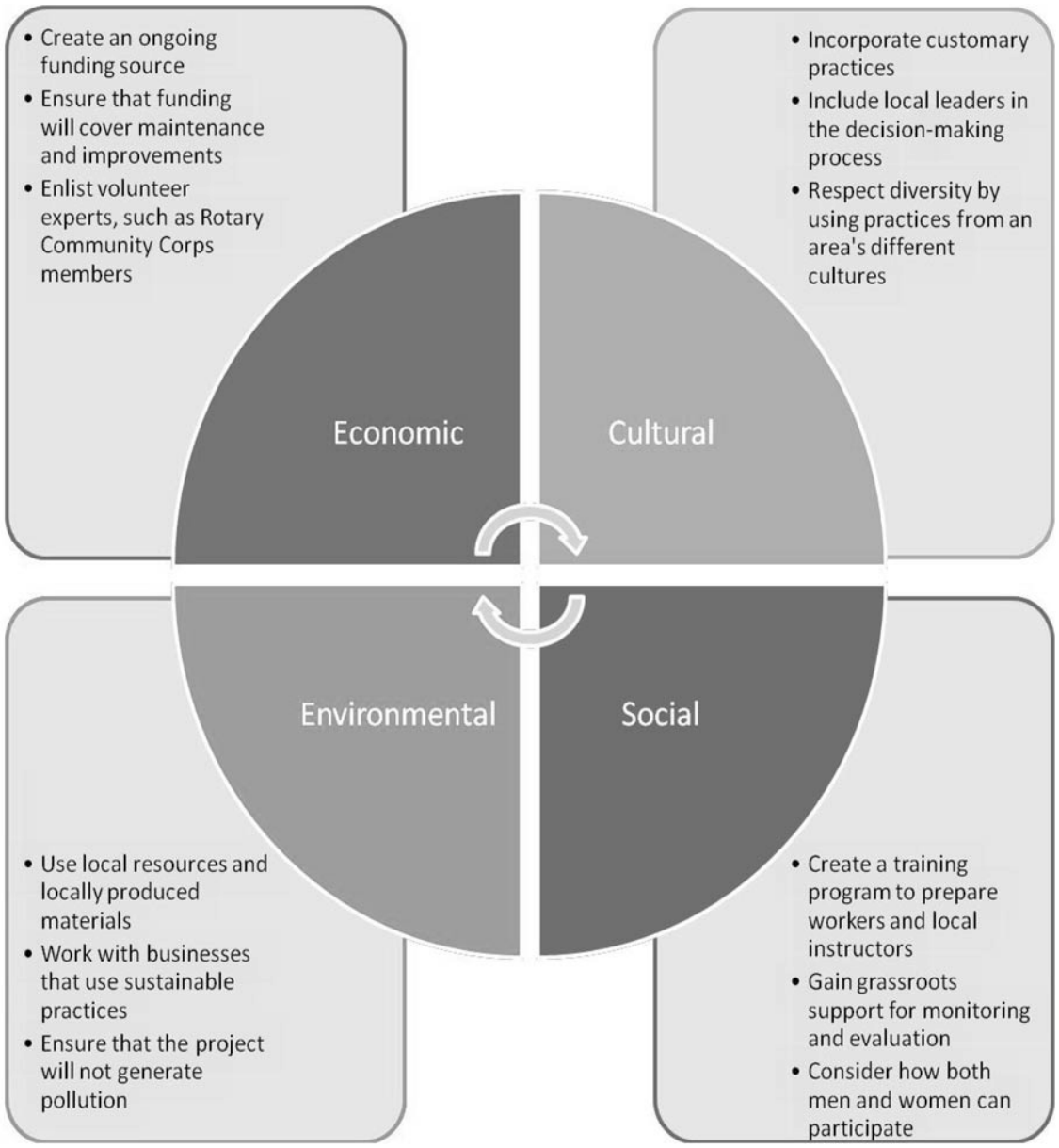


DDF = District Designated Funds



What Is Sustainability?

The word sustainable often describes something that is environmentally friendly. But environmental concerns are just one aspect of sustainability. Economic, cultural, and social factors are equally important. When a humanitarian project addresses all four levels of sustainability, it has a better chance of producing long-term benefits for the community it serves. Here are examples of ways to incorporate sustainability into your next project. [From *The Rotarian*, Feb. 2012]



The Rotary Foundation Areas of Focus

We have identified specific causes to target to maximize our local and global impact. At the same time, we understand that each community has its own unique needs and concerns.

Through global grants and other resources, we help clubs focus their service efforts in the following areas.



Peace and Conflict Resolution

Today, 65 million people are displaced by armed conflict or persecution. Through our partnerships with several leading universities, Rotary Peace Fellows develop the skills to strengthen peace efforts, train local leaders to prevent and mediate conflict, and support long-term peace building in areas affected by conflict. We provide up to 100 peace fellowships per year at Rotary Peace Centers.



Disease Prevention & Treatment

More than 100 million people are pushed into poverty each year because of medical costs. We aim to improve and expand access to low-cost and free health care in underdeveloped areas. Our members educate and mobilize communities to help prevent the spread of major diseases such as polio, HIV/AIDS, and malaria. Many of our projects ensure that medical training facilities are located where the workforce lives.



Water, Sanitation & Hygiene

More than 2.5 billion people lack access to adequate sanitation facilities. At least 3,000 children die each day from diarrheal diseases caused by unsafe water. Our projects give communities the ability to develop and maintain sustainable water and sanitation systems and support studies related to water and sanitation.



Maternal & Child Health

At least 7 million children under the age of five die each year due to malnutrition, poor health care, and inadequate sanitation. To help reduce this rate, we provide immunizations and antibiotics to babies, improve access to essential medical services, and support trained health care providers for mothers and their children. Our projects ensure sustainability by empowering the local community to take ownership of health care training programs.



Basic education & Literacy

Sixty-seven million children worldwide have no access to education and more than 775 million people over the age of 15 are illiterate. Our goal is to strengthen the capacity of communities to support basic education and literacy, reduce gender disparity in education, and increase adult literacy.



Community & Economic Development

Nearly 1.4 billion employed people live on less than $1.25 a day. We carry out service projects that enhance economic and community development and develop opportunities for decent and productive work for young and old. We also help strengthen local entrepreneurs and community leaders, particularly women, in impoverished communities.



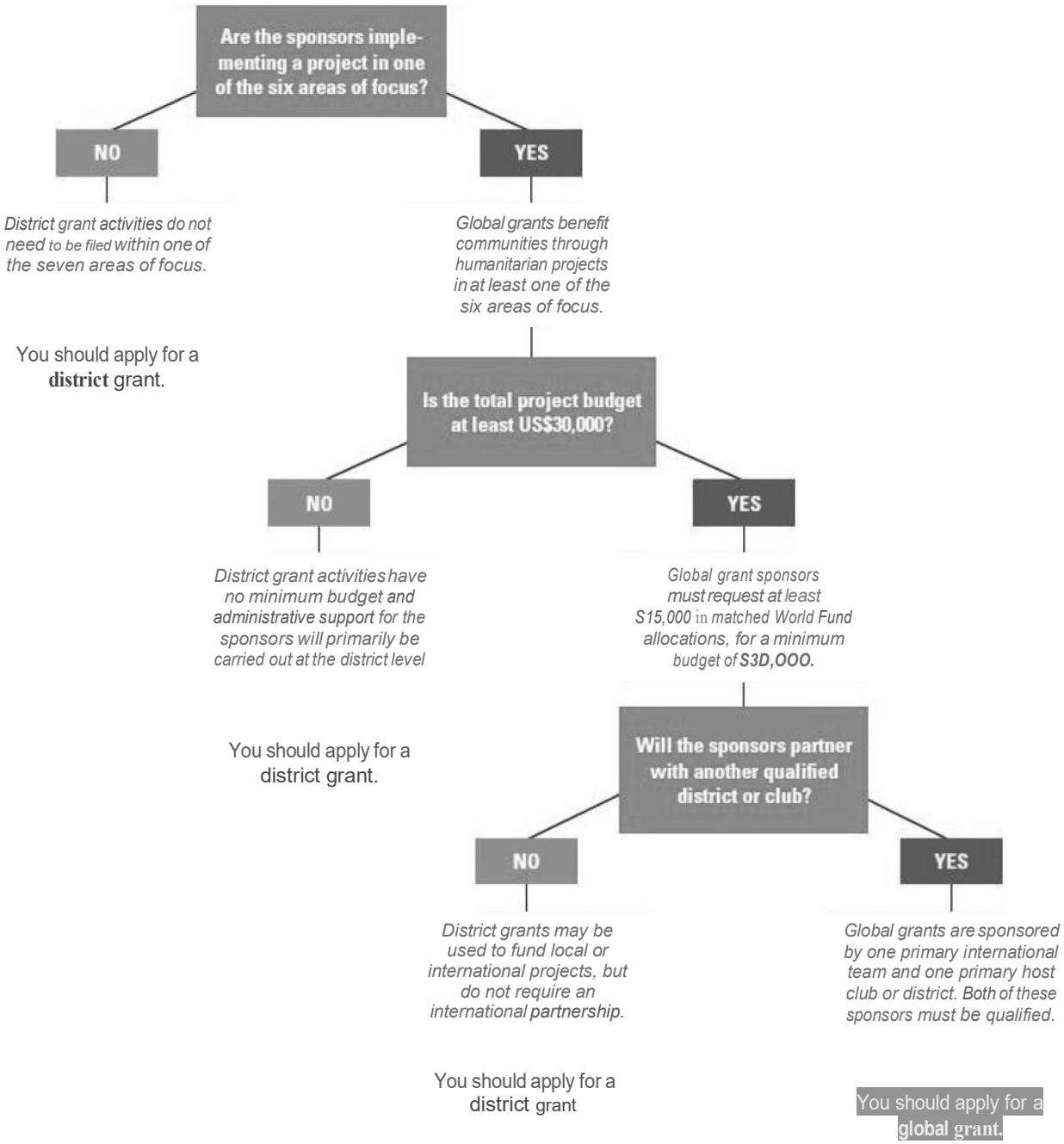
Support the Environment

The newest area of service addresses the challenges of our world including climate change and sustainable resource usage on land and in the ocean for the good of all.

Grant Model Flowchart

Determining a Grant Type for a Humanitarian Project

A district/club is interested in a humanitarian project. The following questions can help Rotarian sponsors determine whether to apply for a global grant or a district grant.



Ref: TRF Training Workbook Jan 2013 17-19 San Diego CA USA