

ROTARY LEADER



Rotary

GRANTS

Providing liquid gold in Ghana

CLUB CLINIC

How are you using the new flexibility?

ASK THE EXPERT

Clever ways to promote your club

MEMBERSHIP

Club's email campaign welcomes new members

Rotary and USAID are collaborating to bring clean water to three countries, including Ghana. Learn what your club can do to help.

PRESIDENT'S MESSAGE



JOHN F. GERM

permanently ended Rotary's status as a men-only organization.

Today, with more than 250,000 women in our clubs, Rotary is stronger than ever. We are women and men from nearly every country of the world, serving our communities in more than 35,000 clubs. At the club level, we need men and women of all backgrounds, ages, cultures, and professions. Internationally, we need clubs in every city, country, and region of the world. The better our clubs reflect their communities, the better we can serve them. Our diversity is our strength.

It is difficult for most of us to imagine today why anyone argued so strongly against the idea of women in Rotary. Looking back, I think that opposition came from a simple resistance to change. Rotarians loved Rotary the way it was and couldn't imagine it any other way.

We still love Rotary as much as we ever did. We love the friendships and connections we make there, and the ability Rotary provides us to serve humanity. We believe Rotary has tremendous value in our own lives and in the world at large. And we recognize, more than ever, that for Rotary to continue to grow, it needs to embrace the world it serves — in all of its diversity, all of its variety, and all of its evolving need for service.

The Rotarians of today owe a debt of gratitude to the Rotarians of Duarte 40 years ago. Their determination, persistence, and enduring goodwill set the stage for the organization we have become: *Rotary Serving Humanity.*

Forty years ago, the Rotary Club of Duarte, California, USA, admitted three women members, in violation of the Rotary International Constitution. As a result, the club's charter was terminated by RI.

Undeterred, the club's members continued to meet. Ten years later, a reinstated Rotary Club of Duarte sent Sylvia Whitlock, Rotary's first female club president, to a presidents-elect training seminar. Not long after that, in 1989, Rotary's Council on Legislation

GRANTS

ROTARY-USAID BRING LIQUID GOLD TO GHANA

Ghana, a country with a population of 28 million on West Africa's Gold Coast, was once famous for its gold. Today, it's one of the world's major suppliers of cocoa and also produces oil and diamonds. But even in a country with all of these precious commodities, it may be that nothing is as valuable, particularly in rural areas, as clean water — liquid gold.

Since 2009, Rotary and USAID, the world's largest government



organization to deliver civilian foreign aid to address extreme poverty, have worked together to support lasting, positive change by improving access to clean water and sanitation in developing countries like Ghana.

As Rotary marks World Water Day on 22 March, Rotarians are invited to learn more about the Rotary International-USAID International H2O Collaboration, how it solves seemingly unsolvable problems in Ghana, and how those approaches can be used in other countries.

"We do more than just provide clean water and sanitation. We help bring about lasting change through education and advocacy — showing people what to do with the new resources and ensuring policies are in place to preserve the changes," says Erica Gwynn, Rotary International's manager of the RI-USAID partnership.

For 2015-18, the collaboration has committed \$4 million each to Ghana, Madagascar, and

Uganda. Rotary is providing \$2 million of the total per country, with \$200,000 for each country **needing to be raised** by individual Rotarians, clubs, and districts.

Work is underway in Ghana, with 91 communities scheduled to have new wells by 2018, establishing an improved water source, reducing illness, and increasing quality of life for residents.

The project in Ghana will also add 122 latrines in schools and health clinics, bringing sanitation facilities to thousands in rural areas.

But providing access to clean water and sanitation is only part of the project. Extensive hygiene and sanitation training will be offered in each community, in partnership with local Rotarians and **Global Communities**, an international nonprofit that is working with USAID to provide local contractors. Rotarians will also work with local and national governments to advocate for improving water and sanitation policies.



Clean water is a valuable resource in Ghana.

Your club or district can sponsor or donate to these crucial water and sanitation projects in Ghana — or Madagascar or Uganda. Write to rotaryusaid@rotary.org to learn more.

ASKED & ANSWERED

We've compiled a few of the questions most frequently asked of Rotary International's help staff, and provided the answers. Remember, your **Club and District Support** representative and your **regional leaders** are excellent resources for help in leading your club or district. Send questions for future columns to rotary.leader@rotary.org with the subject line Asked & Answered.



Q: I've heard about corporate memberships and other flexible membership types. How do they work?

A: Your club is free to offer any kind of alternative membership, as long as new members are counted as individuals. With corporate memberships, this means that the individuals are counted, not the corporations that sponsor them. Every member who pays RI dues will be included in your club's official membership count and will receive all the benefits that other active dues-paying members enjoy. Your club can adopt flexible policies for these members for other financial obligations, such as club or district fees or meal costs. You can also set different attendance requirements or service expectations, as long as your club bylaws reflect these policies.



Q: How do I get a Rotary coordinator to come to my district, and does my district have to support the cost?

A: You can invite your Rotary coordinator to your district by phone or email. If you aren't sure who your Rotary coordinator is, write to rc@rotary.org. Rotary coordinators have a limited budget to support their work throughout the year. They may use this budget to cover part or all of the costs of attending your district event, but contact them well beforehand to learn what costs they can bear and what costs could fall to your district. RCs typically work with assistant Rotary coordinators throughout the region, so if costs or schedules make the RC's attendance at your event difficult, an assistant may be able to attend instead.



Q: Every year, my district struggles with continuity during the leadership change. What resources can smooth the transition?

A: The annual changeover allows diverse perspectives and broad participation in Rotary leadership — but it is not without its challenges. To ensure that your district moves forward in a consistent direction, you should collaborate with past and future leaders to focus on long-term planning. Draft or update a district strategic plan with resources available on My Rotary's **club and district administration** page and in the **Lead Your District: Governor** manual. Your district's plan should match the direction of **Rotary's strategic plan**. Contact your Rotary coordinator for strategic planning expertise, and include your immediate past governor, governor-elect, and governor-nominee in the process. Encourage the use of **Rotary Club Central** to track goals and measure progress from year to year. Also, make sure your district appoints all officials — whether their term is one year or three years — well before 1 July so they can receive all necessary communications. Finally, emphasize leadership development in your district. Nothing smooths the transition like having motivated, educated leaders ready to step into key roles.

CLUBS REAP BENEFITS FROM FLEXIBILITY OPTIONS

It's been almost a year since the 2016 **Council on Legislation** vote gave Rotary clubs more freedom to decide when, where, and how they meet and the types of membership they offer. Clubs that have taken advantage of the new **club flexibility** options have reported increased membership; greater diversity in age, professions, and experience; and more engaged members.

Here are some of the ways clubs are staying relevant in their communities.



FLEXIBLE MEETINGS

The Rotary Club of Singapore East replaced two of its monthly meetings with less formal gatherings focusing on service projects and fellowship.

These new meetings give Rotaractors and family members the chance to get involved, while keeping costs down for the club's younger members.



REDUCED DUES

Quentin Wodon, president of the Rotary Club of Capitol Hill, Washington, D.C., USA, helped his club double its membership in six months by adopting a number of changes. One involved adding two new membership categories: one for young professionals, 35 and under, at half the regular dues, and one for spouses or partners, at one-third the cost.

The club grew from 18 to 36 members and has since reduced its regular dues as well, says Wodon, author of the **Rotarian Economist blog**.



CORPORATE MEMBERSHIP

Corporate memberships give busy executives the chance to get involved in club projects and activities without committing to regular weekly meetings. The Rotary Club of Melbourne, Victoria, Australia, has 17

corporate members, from six businesses, who take turns attending the club's meetings.

Robert Fisher, the club's corporate membership chair, says corporate members have given the club access to professional networks and helped expand its expertise. "We believe we can have a significantly greater impact with their involvement," says Fisher.



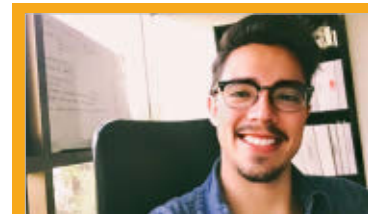
SHARED MEMBERSHIP

Peter Fitzgerald, president of the Rotary Club of Deerfield, Illinois, USA, says he likes how shared membership helps expand the club's presence in the community. Up to five people can share a membership, taking turns attending meetings. The club has 12 shared members from four governmental organizations.

Amy Falasz-Peterson, director of the Deerfield Public Library, shares a membership with three staff members. "It gives my staff the chance to meet people in the

community that they might not meet otherwise," she says. "It's working really well for us."

- + Discover five ways to use the new flexibility
- + Find answers to frequently asked questions
- + Share your ideas on a discussion group



Fernando Pinto Nercelles explains the advantages of being a member of both Rotary and Rotaract, another flexibility measure the Council on Legislation adopted, in his **blog post for Rotary Voices**.

ATTEND

31 March

To save on **registration** for the 2017 Rotary International Convention in Atlanta, Georgia, USA, 10-14 June

30 June

For clubs and districts to **submit** proposed resolutions to the Council on Resolutions

31 December

For district governors to **submit** proposed enactments to the Council on Legislation

NOMINATE

15 March

For district governors to nominate clubs for the **Significant Achievement Award**

NOTICES

Rotary has changed its official travel management company to Raptim Humanitarian Travel. **Learn how this will enhance your Rotary travel.**

SUBMIT

31 May

For peace fellow candidates to submit an **application** to their Rotary district for the Rotary Peace Centers program

A **full-length PDF version** of the Official Directory is available with a My Rotary account. Only an abbreviated print version of the directory is now available; it can be purchased through shop.rotary.org.

30 June

For district governors to submit Council representative selections

TELL YOUR ROTARY STORY BY WRITING ABOUT OTHERS



Quentin Wodon, president of the Rotary Club of Capitol Hill, Washington, D.C., USA, is a lead economist at the World Bank and author of the Rotarian Economist blog. A lifelong learner, Wodon holds PhDs in economics, environmental science, theology, and health sciences. He has taught at universities in Europe and the U.S.

Telling your club's story in social and traditional media is an important investment in your club's future and for Rotary's public image. But you need to do this strategically if you want to publish multiple stories and keep readers interested.

Once in a while, you may have a great story to tell about your club. However, blogs, newspapers, and magazines are unlikely to repeatedly publish stories about the activities of a single Rotary club. This is where writing about other organizations comes into play.

Instead of focusing on your club, you can publish stories about your partners in the community, especially nonprofits doing great service work, and mention how you work with them. This is the approach I have used for my club.

Over the past few months, I published a half-dozen articles in Hill Rag, the monthly magazine for our community, as well as two other articles for the city's main free newspaper. Each article features one of our nonprofit partners, focusing on their achievements while mentioning briefly how we work with them. Similarly, I have written a half-dozen posts for The Hill Is Home, the main blog for our community,

again featuring our partners' work and our contribution. Occasionally, I have also published related stories on Rotary blogs (Rotary Voices and Rotary Service Connections) and on World Bank blogs.

This approach seems to be worthwhile to get our club better known and, more importantly, to give visibility to nonprofits serving those in need. It builds goodwill.

Our nonprofit partners are grateful when we write about them. They have told us how this has helped them.

The approach also seems beneficial for our club. After more than five years of declining membership, we doubled our membership in six months. We adopted a number of major changes on how we meet and what we do, but writing for social and traditional media has

helped. We are gaining in stature in the community, and we received in November our first grant from the Capitol Hill Community Foundation for an initiative through which we provide strategic pro bono advice to local nonprofits.

You can learn more about our strategy for publicizing Rotary on the **Rotarian Economist**, or consult one of the free e-books I am publishing with **Smashwords**.



Volunteers from Capitol Hill Group Ministry team up with Washington D.C. Rotarians to assist the homeless. Publicizing shared activities is another way to promote your club in local media.

TAP INTO YOUR DISTRICT'S RESOURCE NETWORK

Clubs looking to enhance the quality of their global grant projects now have an extra tool in their kit.

District international service chairs are being trained to help clubs develop and implement global grant projects on a larger scale by maximizing use of local Rotary and community member expertise. Their new roles are part of a project enhancement initiative begun by the RI Board of Directors last year. The initiative's goal is to increase the quality, impact, and sustainability of projects.

To give club projects a boost, international service chairs now:

- + Create and maintain a database of Rotary members experienced in planning global grant projects
- + Connect clubs with experts to assist with the grants
- + Collaborate with district Foundation chairs, Rotarian Action Groups, Foundation

Cadre of Technical Advisers, and program alumni to connect them with club projects

- + Help publicize international initiatives

CADRES TO THE RESCUE

In 2012, Marcelo Demétrio Haick of Brazil formed a cadre network, similar to the project enhancement initiative, where clubs connect with experts who help build and plan good global grant proposals. Haick, who is also a member of the Foundation's Cadre of Technical Advisers, says District 4420 (Brazil) was great at fundraising, but clubs weren't taking advantage of the funds to start global grant projects.

"Clubs didn't know exactly how to do a global grant when they first were launched," says Haick, a past district governor and a member of the Rotary Club of Santos-Praia, São Paulo. "We wanted to not only aid clubs through the grant process, but also increase the number of applications throughout the district."

The cadre network in District 4420 trains about a dozen Rotary members a year to become experts and mentors for clubs looking to do a global grant project. Clubs submit their global grant proposal to one of these cadre members, who have technical and management experience, before they officially submit an application to the Foundation. The cadre member looks for gaps in the proposal, reviews the fundraising plan, and checks compliance with Foundation guidelines.

The district also holds several daylong workshops throughout the year where club leaders have the cadre check their proposals.

"We are not only improving projects, but we're teaching club leaders best practices on global grants," said Haick. "Better and more organized proposals lead to easier fundraising."

At least nine Brazilian districts, out of 38, have implemented the system. Haick believes



Marcelo Demétrio Haick conducts a cadre workshop for members of District 4420 (Brazil).

international service chairs can look to their system for ideas on how to help clubs.

- Learn more about how to connect with resources to improve projects and global grants
- Contact your district international service chair



Join with Rotaractors during World Rotaract Week, 13-19 March, to take action together and show how Rotaract clubs improve communities locally and globally. Customize your own cards through the Rotary **Brand Center** to promote Rotary's programs for young leaders. These new, colorful, **double-sided cards** are an easy, yet powerful way to show how you take action with Rotaract.

Applications are now being accepted for the 2018-19 Rotary Peace Fellowship program. Each year, Rotary selects up to 100 professionals from around the world to receive fellowships to study at one of our peace centers. Check out our new, streamlined **online application**.

Forty-two new regional leaders will prepare for their roles at the Regional Leaders Training Institute in March, and 32 endowment/major gifts advisers will hone their skills at the Endowment/Major Gifts Training Institute in April. **Tap into your regional leaders' expertise.**

The new Council on Resolutions will take place in 2017-18. Districts must select their Council representative by 30 June 2017. In addition, clubs and districts may **submit proposed resolutions** by 30 June 2017, for consideration at the first Council on Resolutions. For more information, check out the Councils page.

Groups of former Rotary Youth Exchange students, or Rotex, receive their charters from Rotary International. Contact **alumni relations** to start the process of receiving a charter for your group, to gain support and funding for your projects.

Check out our **updated map** of Rotary district alumni associations to find an association in your area.

PLUGGING IN

Email campaign breaks new member info into bite-sized pieces

Orienting new members and getting them connected to others is vital. Some members drift away from Rotary because they never get plugged in: They fail to find their niche and don't become fully engaged.

The Rotary Club of Evanston Lighthouse, Illinois, USA, has found a creative way to make new members feel welcome, encourage them to meet other members, and give them a start on understanding Rotary.

Jackie Mack, the club's membership chair in 2015-16, created an email campaign based on a format she uses with her real estate clients. Each new member receives weekly emails for 16 weeks. They include a fast fact about Rotary, a task to complete, a more detailed Did You Know section about a Rotary program, and the definition of a Rotary acronym, to familiarize them with Rotary lingo.

For example, one of the letters urges the recipient to schedule

coffee with their mentor and explains The Four-Way Test, noting that it was created by Herbert J. Taylor in 1932 as a code of ethics for his employees at the Club Aluminum Company.

"There just seemed to be so much they need to know that was above and beyond what a new member orientation [session] could cover," says Mack. "They can't retain and learn all of that in one chunk. By giving it to them in weekly chunks — as they are getting integrated into the club — it makes more sense. It can't be the only way you onboard them, but it's a key part of our approach."

Jean Saunders, a marketing account executive at Rotary International who joined the club in July, says the emails definitely helped her get acclimated.

"I felt like Jackie and this new club were totally interested in welcoming me as part of the group," says Saunders. "It meant a lot to me for them to take the time to give me this detailed information. Any new



member would benefit from this approach."

Mack says she relied on the club's library of membership materials and Rotary.org for the content about Rotary. The new members' mentors also receive a synopsis of what new members are supposed to be learning and doing so they can follow up.

Mack says she has talked to a club in the Cayman Islands about replicating the approach and is

happy to share her material with any club that contacts her at jackie@jackiemack.com.

➔ Download [Introducing New Members to Rotary: An Orientation Guide](#)

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Web

www.rotary.org

Fax

+1-847-866-9732

Phone

+1-847-866-3000

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Submit story suggestions to Rotary Leader at rotary.leader@rotary.org. We accept article ideas about club and district successes, including fundraisers, publicity efforts, service projects, and membership drives. Please include descriptions, high-resolution photos, and contact information in your email. Due to the high volume of submissions, we cannot promise to feature your story.

Managing Editor

Arnold R. Grahl

Graphic Designer

Megan Moulden

Writers

Tracy Baldwin

Ryan Hyland

Maureen Vaught

Photographers

Alyce Henson

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Copyeditors

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“Doing Good in the World: The Inspiring Story of The Rotary Foundation’s First 100 Years” commemorates the Foundation’s centennial in 2016-17. This book tells the fascinating story of how The Rotary Foundation became one of the world’s leading humanitarian organizations.

You can order a hardcover copy for \$40 or a leather-bound limited edition for \$60.

Order today at
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