

Carolinas' PETS 2017: Planning Your Year of Effective Leadership

**(Includes: *Goal Setting*) (Total Time: 60 minutes)
(Final 12/09/2015)**

Discussion Leader Notes

- **Smile! Plan your “engagement” plan! (Note: This session has BEGINNING AND ENDING HANDOUTS)**
- **Pre-arrange your flip chart(s) and markers to a location that you are comfortable with**
- **Introduce yourself to the group and explain your role as the facilitator of their discussion; you may wish to greet each participant individually as they enter and find a seat**
- **Discuss your expectations and group guidelines (such as taking turns speaking, welcoming and accepting all questions/comments, and asking the group to turn off all cell phones)**
- **Review the session’s learning objectives with the participants (flipchart and your notes)**
- **Encourage participants to take notes; try to gauge the participants’ knowledge and Rotary experience and adjust your facilitated discussions accordingly**

Session Learning Objectives (This is also Handout #1)

At the end of this session, participants will be able to:

- 1. Understand the importance of developing and using *goal-setting* and *strategic thinking* as proven, effective club management strategies**
- 2. Use Club Central at rotary.org to work with club Directors and members to establish club goals for the coming year**
- 3. Understand the importance of developing and/or updating the club's strategic plan**
- 4. Understand the key leadership issues in operating a Rotary Club**
- 5. Use proven “best practices” for club leadership (NOW and throughout your year of leadership)**

Specifically point out the “Best Practices” GRID for this session (Refer to Handout #2)

SHARE YOUR BEST PRACTICES

<u>Club Goal Setting</u>	<u>Club Budgets/Budgeting</u>
<u>Preparing YOUR Leadership Team</u>	<u>Club Assemblies</u>
<u>“Member Access”</u>	<u>Leading Meetings</u>
<u>Strategic Planning/Club Continuity</u>	

DL: If you haven't already done so, please refer to PETS 2016 Handout #3 at this time. A copy follows BELOW in your notes.

Leading Effective Clubs – Handout #3

(Beginning of Session)

- As President, what are YOUR GOALS for you club during the year you serve as Club President?
- How will you use the Rotary International MyRotary's *CLUB CENTRAL* to develop and plan your club's goals?
- Effective clubs have effective leadership TEAMS; it's hard for one person to make a truly effective club! How are you developing your leadership team? LOOK FOR NEW (and also proven) IDEAS in this session.
- Your Club's Bylaws:
 - What's IN your club's Constitution & Bylaws?
 - Are your Bylaws up-to-date?
 - Do your members have a copy?
 - Do YOU have a copy?
 - Do your Bylaws need changing?
 - HOW do you do this?
- What does the phrase "Club Administration" mean to you?
- Do your Officers and Directors/Board Members FULLY understand their function and duties?
- What are the reporting requirements of Rotary International and of your Rotary District?
- Budget:
 - What is YOUR ROLE in your club's budget?
 - Does your club have a communicated budget?
 - Why is the "budget" so important?
- What is your club doing regarding "risk management"?

Planning Your Year of Effective Leadership:

Goal Setting

DL: Let's think about Annual Goals for a moment: (10 Minutes)

Q. Have you set your club goals for the coming year?

Q. How does your club determine which goals to set? Who will help you set your club's annual goals?

Q. What are the steps to setting your club's annual goals?

DL: Mention these Key Points (They are also in Handout #4)

The following "best practices" strategies can help you and your clubs achieve desired goals:

- **Establish and communicate a clear timeline**
- **Outline the specific steps needed to achieve the goal (actions needed)**
- **Determine WHO is responsible for implementing each step and assign the responsibility**
- **Consider the resources/tools available to help you**
- **Identify the criteria for measuring the club's progress and for what constitutes success**
- **Monitor/evaluate/report on the progress toward the goal**
- **Encourage communication between club and district committees**

Club Central (MyRotary) (8 to 10 minutes)

Q. How familiar are YOU with Rotary's Club Central?

www.rotary.org/clubcentral

Talking Points (Look for these ideas!)

- Rotary Club Central is the online tool to help you and your club SET and TRACK your club's goals and achievements
- Final Goals should be incorporated into Club Central and submitted to the District Governor or Assistant Governor by 1 July (or earlier if so requested)
- Your Assistant Governor can be a resource to you
- Ideally, your club's Board should adopt the final goals and they should be presented to the club at your first club assembly

Q. What tasks can be accomplished at Club Central?

Among the many things you can do:

- Update Membership Data
- Update Club Data
- Pay Dues (or print the Dues Invoice)
- View Rotary Foundation contribution and recognition reports
- View SHARE and Polio Reports
- LEARN a LOT about Rotary
- Share your projects
- Register for the International Convention
- Stay in touch
- Register for timely (and interesting) emails with the latest Rotary news on topics you select
- View your "Club Dashboard" where you can see club details and a summary of the goals your club has set and achieved
- Review your club's "Trends" in many categories
- View membership retention and trends
- View member engagement and activities
- View your club's record of Foundation giving
- AND, much, much more!!

DL: This is a good place to REMIND the group that the Rotary International *Strategic Planning Guide* is also included on the RI website, and that this is another proven/valued tool to build an effective Rotary Club.

NEW SECTION: Planning Your Year of Effective Leadership

Club Administration (7-8 Minutes)

Club Constitution & Bylaws

Q. Have you reviewed your club's constitution and bylaws?

Q. Have you reviewed your club's bylaws?

Q. How do they compare to the Recommended Rotary Club Bylaws?

Q. When was the last time your club's Bylaws were reviewed, edited and approved by your club's membership?

Discussion Leader's Reference Notes:

- The Standard Rotary Club Constitution and Recommended Rotary Club Bylaws are available from Rotary.org.
- Encourage presidents-elect to review their club's bylaws against the recommended version.
- Provide a copy of both documents to every club member.
- Presidents-Elect and all club Board members should become familiar with all Rotary Governance documents (see Resources and References Handout #7)

DL: Talking Points (Look for these ideas)

- The Standard Rotary Club CONSTITUTION, used by ALL clubs, provides guidelines for the operation of a Rotary Club in areas such as:
 - Name, locality, and meetings of the club

- Attendance requirements
 - Membership qualifications
 - Directors and officers
 - Admission fees and dues
 - Bylaws
 - Amendments
- After the 2016 Council on Legislation, the Standard Rotary Club Constitution is updated to include Council enactments.
 - More available about the 2016 Council on Legislation (see Resources and References Handout #7).
 - Presidents-elect should check that their club is using the most recent version of the Standard Rotary Club Constitution
 - The *Recommended Rotary Club Bylaws* are additional guidelines for the governance of the club that are not included in the club constitution. They cover areas such as:
 - Election of directors and officers
 - Duties of officers
 - Admission fees and dues
 - Method of voting
 - Duties of Committees
 - Leaves of Absence
 - Finances
 - Method of electing members
 - Order of business
 - Amendments

Q. How do you amend the Recommended Rotary Club Bylaws?

- If a club needs to amend its bylaws to reflect its current practices, the President should:
 - Notify all members of the proposed amendment at least 10 days before the meeting
 - Ensure that at least one-third of active members (a quorum) is present at the meeting to vote
 - Pass the amendment if it is supported by two-thirds of the members present
 - Example: Club of 63 members; 21 are present (for quorum); 14 or more members are needed to vote yes to amend the bylaws

Your Role In Club Administration (10 Minutes)

Q. What is your role in the administration of your Rotary Club?

DL: Talking Points (Look for these ideas)

- **Club Presidents should:**
 - Know the club's administrative policies and procedures (particularly as they relate to the role of the board, the secretary, and the treasurer) that serve as the framework for the operation of a Rotary Club
 - Fulfill administrative duties to the district and RI
 - Oversee the responsible stewardship of club finances
 - Understand what meetings you will lead, and which ones you will delegate
 - Know/use the "best practices" for running meetings
 - Prepare to make your governor's visit the best in the district
 - Ensure that the Rotary logos are CURRENT and used properly (see References and Resources Handout #7)

Q. What reporting duties do all clubs have to Rotary International, the Rotary Foundation, and the District?

DL: Talking Points (Look for these ideas)

- **Clubs must submit the following to RI**
 - Payment for RI per capita dues within 30 days of receipt of invoice
 - Changes in membership
 - Information for the *Official Directory*
- **To the Rotary Foundation**
 - Use of Rotary Foundation funds for Grants
- **To the District**
 - Club goals (using Club Central)
 - Monthly attendance figures
 - Payment for district per capita dues within 30 days of receipt of invoice

Q. What may happen if your club fails to meet these reporting requirements?

DL: Talking Points (Look for these ideas)

- Failure to remit RI dues will result in termination of club's membership in RI
- Incorrect or outdated contact information for club officers can prevent clubs from receiving mailings, including dues invoices
- The current club officers will not be listed in the Official Directory, inhibiting communication with the club
- Improper stewardship of funds will be promptly investigated by the Trustees of the Rotary Foundation and may result in the club's suspension from Rotary International
- Rotary Grants availability could be suspended if grants are not completed timely and/or RI dues are not paid. Your district could also impose additional restrictions if district dues are not paid timely.

Club Finances & Risk Management (5 Minutes)

Q. What is your role in your club's budget?

Q. Is your club current with all local and federal taxes?

Q. How does your club follow fund raising best practices to promote transparency?

Q, When planning an event, how does your club handle risk management?

Talking Points (Look for these ideas)

- Emphasize the importance of a published, Board approved (or club approved) budget (with a recap of the previous year's results)
- Presidents-Elect should ensure that this is accomplished early (prior to 1 July)

- Refer to the “Financial and Risk Management Best Practices Checklist” (Appendix 4 on page 24 in the Lead Your Club: President 2016-19 Edition)

Q. How many of you are registered with MyRotary at www.rotary.org ?

Key Points

- Using MyRotary, club presidents, secretaries, treasurers and foundation chairs can perform the following club administrative functions:
 - View and change club membership data
 - Access semiannual dues invoices
 - Pay RI per capita dues and other fees
 - Update club data
 - View reports of club contributions to the Rotary Foundation
 - Submit funds on behalf of your club members to the Rotary Foundation
 - Search club and district data worldwide
 - Register for the RI Convention
 - And much, much more!

EFFECTIVE Meetings & Leading Rotarians (12-15 Minutes)

Q. How and when will you select and prepare your club’s leadership team?

Potential *Group* exercise (Look for these answers):

- Your club should have voted in your new slate of officers prior to 31 December
- Meet individually with your team; seek a “leadership commitment”
- Anticipate challenges (expect the unexpected; develop strategies NOW)
- Conduct a Board (and/or officer) “retreat” (early)
- Conduct a club assembly in THIS Rotary Year with your leadership team presenting their goals/plans for the coming Rotary year
- _____

Q. What are some potential leadership challenges?

DL: Talking Points: (Look for these ideas!)

- (SEEK participant responses FIRST)
- Members can't commit to service projects
- Past president or board members are not supportive
- You become overwhelmed
- Committee chair is not active
- _____

Q. Does your club have some CRITICAL area that requires STRONG leadership? What are you doing now to address this need?

Q. Which meetings will you plan and promote during the year that you serve as President?

DL: Talking Points (Look for these ideas!)

- It is the club president's responsibility to PLAN and CONDUCT:
 - Weekly club meetings
 - Club Assembly
 - Board meetings
 - Assistant Governor visits
 - District governor's official visit
 - Leadership development program
 - Fun social club events
 - Family friendly club events
 - Arrange for a joint meeting of the incoming board of directors with the outgoing board
 - Submit an annual report to the club on the club's status before leaving office
- It is the club president's responsibility to PROMOTE:

- RI Convention
- District-level meetings, including:
 - District Training Assembly
 - District Conference
 - District Rotary Foundation Seminar
 - District Membership Seminar
 - District Public Image Seminar
 - District Grant Management Seminar
 - District mid-year Leadership/Training Seminar
 - Rotaract and Interact District leadership training
 - Other district-wide events

Q. Who can help you plan and promote these meetings?

DL: Talking Points (Look for these points)

- **BEST PRACTICE:** Club presidents can appoint a CLUB TRAINER to ensure that the club has a comprehensive training plan. This is another “best practice” of successful clubs. The club trainer should work with the club president, the club’s board and committees, the assistant governor, the district trainer/training committee, and the district governor for support and ideas.

Q. How will you lead effective and engaging meetings?

Key Points (Refer to Handout #5)

- To help ensure effective weekly meetings, club presidents can:
 - Delegate the responsibility of arranging interesting programs to a club administration or program committee
 - Create and publish meeting agendas/bulletins in advance
 - Relate programs to current club projects and activities using the Rotary monthly theme calendar (see Resources and References Handout #7)
 - Include programs that update members of Rotary information
 - Show Rotary Videos to begin your meeting to showcase projects around the world

- Display a slideshow of Rotary Images and your club's photos to show pride in Rotary members at work and service.
- Begin and end the meetings on time
- Have a contingency plan in case the scheduled program is cancelled
- Make club meetings fun and innovative

Q. Do your plans include regular Club Assemblies?

DL: Talking Points (Look for these ideas)

- A club assembly is a meeting of all club members to discuss club activities or topics of member education; a club assembly takes the place of a regular/weekly club meeting
- It is recommended that clubs hold 4 to 6 club assemblies each year.
 - **BEST PRACTICE:** any month that has 5 meeting dates, hold your club assembly on that 5th meeting date.
- New members are especially encouraged to attend club assemblies

Q. What will you discuss at your club assembly?

Key Points (Refer to Handout #5)

- Annual and long-range goals, goal setting, and club budget/finances
- Service projects and club activities
- Key committee reports/activities/updates
- Club training and member education strategies
- Membership engagement, growth, and retention strategies
- Attendance at the district conference or other district and RI meetings
- Any topic raised in an open forum

Q. What is the Official Governor's visit?

DL: Talking Points (Look for these ideas)

- The official visit is the personal visit of the district governor to each Rotary club in the district

- Official visits can be done with individual or multiple clubs
- The District Governor is the Rotary Officer in the district and the official representative of the Rotary International President
- The purpose of the official visit is to:
 - Pass on information from the Rotary International President
 - Focus attention on important Rotary issues
 - Provide needed attention to weak or struggling clubs
 - Motivate Rotarians to participate in service activities
 - Recognize the outstanding contributions of Rotarians in the district

Discussion Leader Note

- Here is a potential/optional *GROUP* flip chart opportunity.

Q. How will you prepare for the Official Governor's visit?

Some potential responses:

- Announce the upcoming visit at weekly club meetings and in the club bulletin; also CREATE a published agenda
- Review your goals set via Rotary Club Central and be prepared to discuss progress during the visit
- Have club directors and/or board members report on their areas of responsibility with upcoming plans (and desired results)
- In advance, make a list of questions, problems, or concerns to be addressed during the visit
- Arrange for awards or recognition to be presented by the governor or assistant governor (for example, Paul Harris Fellow Recognition, new member inductions, etc)

Q. Where else can you go if you have questions about how to run your club?

DL: Talking Points (Look for these ideas)

- Assistant governor
- District governor
- Past district governors
- Past presidents
- Club and district support representatives (e.g., Membership Chair, Foundation Chair, District Trainer)

- The “Club Administration” within the Learning & Reference | Document Center section at MyRotary
 - <https://www.rotary.org/myrotary/en/learning-reference/document-center>
- Club and District Support representatives at Rotary International
- If time permits, solicit individual participants for specific suggestions

DL: *Your session wrap-up begins here:*

DL: Please refer to the Presidents-Elect reference Handout #6 at this time. A copy is below. You will close the session with these points and the final review.

Building Effective Clubs – Handout #6

(End of Session)

- When the year you serve is over, will your club be viewed by your members and your community as:
 - A. MORE EFFECTIVE AND ENGAGING?
 - B. ABOUT THE SAME?
 - C. LESS EFFECTIVE?
- Will you and your officers (and your club) set measurable and meaningful goals for your year of leadership? (Hint: If you don't, how will you determine what has been accomplished and what worked well – or didn't?)
- Are your club “financials” in good order? Does your club have a well-prepared and communicated Budget? Are there changes that should be made to your club's budget? (Hint: Does our club have unnecessary expenses that raise the cost of Rotary membership?)
- Are your regular club meetings viewed by the membership as well-run and “effective”? (Hint: Have you done a recent survey of your membership to see how they feel about the weekly meetings; there may be some great ideas and new suggestions awaiting you?)
- Could your club benefit by having a CLUB TRAINER?

- **When is your NEXT (or first) Club Assembly? (Hint: This is a very powerful communication and information-sharing tool for a club president!)**

Session Review (Closing Comments)

- **Review the Learning Objectives to ensure that all topics were covered sufficiently. Answer any questions and let the participants know how to contact you if they have questions later (Your contact information is in the Carolinas' PETS Program and on the Carolinas' PETS website).**
- **Ask participants to share something that they learned during the session and an action they will take as a result of this session. Participants can share with the person next to them or with the entire group.**
- **THANK THE GROUP**

PLANNING YOUR YEAR OF
EFFECTIVE LEADERSHIP

HANDOUTS

&

ROTARY REFERENCES

Planning Your Year of Effective Leadership
Handout #1 – LEARNING OBJECTIVES

Learning Objectives (Handout #1)

At the end of this session, participants will be able to:

- 1. Understand the importance of developing and using *goal-setting* and *strategic thinking* as proven, effective club management strategies**
- 2. Use Club Central at rotary.org to work with club Directors and members to establish club goals for the coming year**
- 3. Understand the importance of developing and/or updating the club's strategic plan**
- 4. Understand the key leadership issues in operating a Rotary Club**
- 5. Use proven “best practices” for club leadership (NOW and throughout your year of leadership)**

Planning Your Year of Effective Leadership
Handout #2 - SHARE YOUR BEST PRACTICES

<u>Club Goal Setting</u>	<u>Club Budgets/Budgeting</u>
<u>Preparing YOUR Leadership Team</u>	<u>Club Assemblies</u>
<u>"Member Access"</u>	<u>Leading Meetings</u>
<u>Strategic Planning/Club Continuity</u>	

Leading Effective Clubs – Handout #3

(Beginning of Session)

- As President, what are YOUR GOALS for you club during the year you serve as Club President?
- How will you use the Rotary International MyRotary's *CLUB CENTRAL* to develop and plan your club's goals?
- Effective clubs have effective leadership TEAMS; it's hard for one person to make a truly effective club! How are you developing your leadership team? LOOK FOR NEW (and also proven) IDEAS in this session.
- Your Club's Bylaws:
 - What's IN your club's Constitution & Bylaws?
 - Are your Bylaws up-to-date?
 - Do your members have a copy?
 - Do YOU have a copy?
 - Do your Bylaws need changing?
 - HOW do you do this?
- What does the phrase "Club Administration" mean to you?
- Do your Officers and Directors/Board Members FULLY understand their function and duties?
- What are the reporting requirements of Rotary International and of your Rotary District?
- Budget:
 - What is YOUR ROLE in your club's budget?
 - Does your club have a communicated budget?
 - Why is the "budget" so important?
- What is your club doing regarding "risk management"?

Planning Your Year of Effective Leadership: Goal Setting – Handout #4

Annual Goals (10 Minutes)

Q. Have you set your club goals for the coming year?

Q. How does your club determine which goals to set? Who will help you set your club's annual goals?

Q. What are the steps to setting your club's annual goals?

Key Points

The following “best practices” strategies can help you and your clubs achieve desired goals:

- **Establish and communicate a clear timeline**
- **Outline the specific steps needed to achieve the goal (actions needed)**
- **Determine WHO is responsible for implementing each step and assign the responsibility**
- **Consider the resources/tools available to help you**
- **Identify the criteria for measuring the club's progress and for what constitutes success**
- **Monitor/evaluate/report on the progress toward the goal**

Planning Your Year of Effective Leadership: *Leading Effective & Engaging Meetings – Handout #5*

How will you lead effective and engaging meetings?

Key Points (Refer to Handout #5)

- To help ensure effective weekly meetings, club presidents can:
 - Delegate the responsibility of arranging interesting programs to a club administration or program committee
 - Create and publish meeting agendas/bulletins in advance
 - Relate programs to current club projects and activities using the Rotary monthly theme calendar (see Resources and References Handout #6)
 - Include programs that update members of Rotary information
 - Begin and end the meetings on time
 - Show Rotary Videos to begin your meeting to showcase projects around the world
 - Display a slideshow of Rotary Images and your club's photos to show pride in Rotary members at work and service.
 - Have a contingency plan in case the scheduled program is cancelled

What will you discuss at your club assembly?

Key Points (Refer to Handout #5)

- Annual and long-range goals, goal setting, and club budget/finances
- Service projects and club activities
- Key committee reports/activities/updates
- Club training and member education strategies
- Membership engagement, growth, and retention strategies
- Attendance at the district conference or other district and RI meetings
- Any topic raised in an open forum

Planning Your Year of Effective Leadership

Building Effective Clubs – Handout #6

- **When the year you serve is over, will your club be viewed by your members and your community as:**
 - A. MORE EFFECTIVE AND ENGAGING?**
 - B. ABOUT THE SAME?**
 - C. LESS EFFECTIVE?**
- **Will you and your officers (and your club) set measurable and meaningful goals for your year of leadership? (Hint: If you don't, how will you determine what has been accomplished and what worked well – or didn't?)**
- **Are your club “financials” in good order? Does your club have a well-prepared and communicated Budget? Are there changes that should be made to your club's budget? (Hint: Does our club have unnecessary expenses that raise the cost of Rotary membership?)**
- **Are your regular club meetings viewed by the membership as well-run and “effective”? (Hint: Have you done a recent survey of your membership to see how they feel about the weekly meetings; there may be some great ideas and new suggestions awaiting you?)**
- **Could your club benefit by having a CLUB TRAINER?**

When is your NEXT (or first) Club Assembly? (Hint: This is a very powerful communication and information-sharing tool for a club president!)

Planning Your Year of Effective Leadership

Handout #7 – Resources & References

- ✓ Rotary Club Central: <http://www.rotary.org/ClubCentral> (requires login to MyRotary)
- ✓ Rotary Governance documents: <https://www.rotary.org/myrotary/en/learning-reference/policies-procedures/governance-documents>
- ✓ Rotary Council on Legislation: www.rotary.org/col
- ✓ Rotary monthly theme calendar: <https://www.rotary.org/myrotary/en/member-center/calendar>
- ✓ Be a Vibrant Club: Your Club Leadership Plan: <https://www.rotary.org/myrotary/en/document/be-vibrant-club-your-club-leadership-plan-north-america-245en>
- ✓ Rotary Brand Central: MYROTARY → MANAGE → BRANDCENTER
- ✓ Rotary Videos: <http://vimeopro.com/rotary/rotary-videos>
- ✓ Rotary Images: <http://rotary.org/images>
- ✓ Sample Agendas for Creative Club Meetings: Page 13 of LEAD YOUR CLUB: President 2016-19 Edition
- ✓ LEAD YOUR CLUB: President 2016-19 Edition
 - Chapters 1, 2 and 3
 - Rotary Strategic Plan: Appendix 1, page 6
 - Rotary Training Events: Appendix 2, page 21
 - Financial and Risk Management Best Practice Checklist: Appendix 4, page 24
 - Sample Club Committee Structure: Appendix 5, page 32