
Planning Your Year of Effective Leadership

Reference: *Lead Your Club*, 222-EN–(518), Chapter 1

Learning Objectives

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

1. Understand the importance and process of goal setting in planning for the coming year
2. Use Rotary Club Central at www.rotary.org/ClubCentral to post and track club goals & Rotary Citation progress 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:
 - a. Planning & Goal Setting
 - b. Budgets & Budgeting
 - c. Assembling & Preparing a Leadership Team
 - d. Club Assemblies
 - e. Leading Meetings
 - f. Strategic Planning
 - g. Succession and Sustainability planning
5. Use proven “best practices” for club leadership (NOW and throughout your year of leadership)

Notes & follow-up:

Planning Your Year of Effective Leadership, continued

<p align="center"><u>Club Goal Setting</u></p>	<p align="center"><u>Club Budgets/Budgeting</u></p>
<p align="center"><u>Preparing YOUR Leadership Team</u></p>	<p align="center"><u>Club Assemblies</u></p>
<p align="center"><u>Leading Meetings</u></p>	<p align="center"><u>Strategic Planning</u></p>
<p align="center"><u>Other</u></p>	<p align="center"><u>Club Sustainability</u></p>

Planning Your Year of Effective Leadership, continued

VISION, OBJECTIVES & GOALS

- What is **YOUR VISION** for your club during the year you serve as Club President? What's your club going to look like at the end of your term?
- You can't do everything. What are 3 (no more than 4) OBJECTIVES -- measurable achievements -- you want to accomplish as President?
 - Membership Growth
 - Service Projects Effectiveness
 - The Rotary Foundation Growth
 - Sustainability/Succession
- What ACTION PLANS will be needed to achieve those goals? (Who, What, by When?)
- How will you use the Rotary International My Rotary's CLUB CENTRAL to post and track your club's goals? www.Rotary.org/ClubCentral

VISION

At the end of my term as President, I see my Rotary club

OBJECTIVES (3 or 4 measurable achievements for 2019-20):

NOTE: You may have 2-3 incremental GOALS as part of each Objective -- see next page

1.

2.

3.

Planning Your Year of Effective Leadership, continued

GOALS

Each Objective may have intermediate goals. *For example:*

Objective: Increase member support of The Rotary Foundation

Goals:

1. 5 new Paul Harris Fellows
2. 100% Sustaining Members (\$100 per member per year)
3. 3 new Benefactors
4. Annual Fund per capita giving \$_____

Strategies/Action Plans

What are the things we'll need to DO to accomplish our Goals & Objectives? WHO will get those done, and by WHEN?

Action Plans - Objective 1		
Action Plan	Who	By When
Action Plans - Objective 2		
Action Plan	Who	By When
Action Plans - Objective 3		
Action Plan	Who	By When



Planning Your Year of Effective Leadership, continued

Goal Setting

- Have you set your club goals for the coming year?
- Entered your goals in Rotary Club Central?
- How does your club determine which goals to set?
Who will help you set your Club's annual goals?
- Who will monitor & report on status?



What gets measured
gets done

Key Points

The following “best practices” strategies can help you and your club 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

LEADERSHIP TEAM

- 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.
- Timing -- The time to have your leadership team lined up is **NOW**. If you don't have these key positions filled today, make that a priority for the month of April:
 - Membership Chair
 - Service Projects Chair
 - RI Foundation Chair
 - Club Administration Chair
 - Public Image/PR Chair
 - Fundraising Chair

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LEADING EFFECTIVE & ENGAGING MEETINGS

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 during meals and fellowship time to show pride in Rotary members at work and service.
- Have a contingency plan in case the scheduled program is cancelled

Club Assemblies

What will you discuss at your club assembly?

- 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



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CLUB MEETING AGENDA (sample)

- Opening/Welcome
- Pledge of Allegiance (optional)
- Song (optional)
- **Ecumenical** Invocation (optional)
- Visiting Rotarians
- Guests
- New Member Introductions
- General Announcements
- Member News/Happy Bucks, etc.
- Speaker Introduction
- Speaker
- Closing Announcements/Reminders/Upcoming Events
- 4-Way Test

Club Meetings

1. Written Agenda
2. Everyone on Agenda receives in advance
3. Fit to your club and your club culture
4. Capture Visitor and Guest Names & Contact Information at Check-in

BOARD MEETING AGENDA (sample)

- Opening
- **Ecumenical** Invocation (optional)
- Approval of Minutes, last meeting (Written minutes now required within 60 days of Board meeting per April 2016 Council on Legislation)
- Secretary's Report
 - New Member Proposals
 - Resignations
- Treasurer's Report
 - Balance Sheet
 - Income Statement
 - Delinquent Members
- Committee Chair Reports
- Progress Review - Presidential Citation & Governor's Award
- Closing Announcements/Reminders/Upcoming Events

Board Meetings

1. At least Quarterly
2. Written Agenda
3. Board receives Agenda in advance
4. Board receives Minutes in advance (Written minutes required < 60 Days after mtg.)
5. Best Practice – Record the meeting for the person writing Minutes

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BUDGETS & FINANCIAL MANAGEMENT

- 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 your club have unnecessary expenses that raise the cost of Rotary membership?)
 - o What is YOUR ROLE in your club’s budget?
 - o Why is the “budget” so important?
 - o Has your budget been updated to reflect current RI and District dues?

Budget Best Practices

The following are items that should be considered/included in the budget and budgeting process:

- Club should have a Balance Sheet, showing all club assets (including reserves) and liabilities, updated at least monthly
- Club should have an Income Statement showing all income and expense categories, updated at least monthly
- Balance Sheet and Income Statement should be presented for Board review Monthly (minimum - Monthly to Board; Quarterly to club membership)
- Budget should include all Income/Expense line items as estimated for coming year. Look at history for 2 prior years when estimating.
- Budget should include allowances for expenses outside club operations, such as reimbursement of officers for attendance at District events, Training, RLI, Pre-PETS, PETS, RI Convention, etc. Ensure that club dues are sufficient to cover RI and District dues, plus some operating funds for the club.
- Budget should be broken down **monthly**, as a Rotary club's income and expenses are "lumpy", with large expense items occurring at irregular intervals during the year. Club reserves must be sufficient to cover expenses in between dues income intervals.
- **Do NOT** count on the float from Rotary Foundation contributions as club reserves. Those are not the club's funds, and should be forwarded to TRF monthly, or, at a minimum, quarterly. *Best practice: Have all members enroll in TRF Rotary Direct and discontinue having club treasurer collect monies for TRF. Make this a part of the New Member Orientation process for all new members*
- Assistant Governors are available to assist clubs with budgeting, if needed.

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STRATEGIC PLAN

Creating a Strategic Plan for your club is not as daunting as it may seem. Use the Club Plan framework above (Vision, Objectives, Strategies/Action Plans), and stretch the timeline from 1 year to 3 years.

Add an assessment of Strengths, Weaknesses, Opportunities and Threats (SWOT) and you have a basic Strategic Plan that the club can build upon.

Strengths	Weaknesses
Opportunities	Threats

SUSTAINABILITY & SUCCESSION PLANNING

Your role as a club leader also includes ensuring the vitality and future sustainability of the club. Developing a bench and a succession line of future leaders is an essential strategy for a healthy, vibrant club that will continue to do needed and worthy projects in your club’s community. Lack of sustainability & succession planning could mean that your current members become the last generation of Rotarians serving the needs of your community.

Club Leadership Development Culture: Identifying and cultivating future club leaders starts with:

- Committee assignment – a meaningful role on a key committee, preferably with a “mentorship-oriented” committee chair
- Committee Chair assignments – Clear-cut objectives and accountability where leadership skills are developed and demonstrated.

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- Board member – Visibility into the inner workings of the club. Most club Boards have a two- or three-year term, with some members rotating on and off each year. What is your club’s Board rotation plan? What will you need to change, if anything, to adopt this process?
- Club President identification -- Club Bylaws require the election of both a President and President- Elect in December to serve the following Rotary year (beginning July 1)
 - Many clubs also identify a President Nominee (to follow President-Elect), for a total of 3 years of identified forward leadership
 - Board Members and other Officers (Secretary, Treasurer) for the coming year should be elected at the same time
- All club leaders (Officers, Directors, key Committee Chairs) should be participating in available training opportunities:
 - Club Leadership Training Assembly offered by the District
 - District Foundation & Grants Training
 - Rotary Leadership Institute (RLI)
 - District Conference

Thinking about your club:

- How many years forward are Presidents identified? _____
- My successor is: _____
- His/her successor (or likely successor) is: _____
- Which of our leadership candidates have completed (or started) Rotary Leadership Institute (RLI)? _____
<http://www.RLI33.org>
- Other sustainability strategies to consider:
 - _____
 - _____
 - _____



Planning Your Year of Effective Leadership, continued

CLUB ADMINISTRATION

What does the phrase “Club Administration” mean to you?

- Your Club’s Bylaws:
 - o What’s IN your club’s Constitution & Bylaws?
 - o Are your Bylaws up to date? (HINT: Should have been revised since the 2016 COL)
 - o Do your members have a copy?
 - o Do YOU have a copy?
 - o Do your Bylaws need changing?
 - o HOW do you do this?
- 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?
- What is your club doing regarding “risk management”?

RESOURCES & REFERENCES (many require login to My Rotary)

Rotary Club Central: <http://www.rotary.org/ClubCentral>

Rotary Governance documents: <https://my.rotary.org/en/learning-reference/about-rotary/governance-documents>

Council on Legislation: www.rotary.org/col

Rotary monthly theme calendar: <https://my.rotary.org/en/news-media/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>

[Rotary](http://www.Rotary.org/BrandCenter) Brand Center: www.Rotary.org/BrandCenter

Rotary Videos: [http://vimeopro.com/rotary/rotary - videos](http://vimeopro.com/rotary/rotary-videos)

Rotary Images: <http://rotary.org/images>