### GENERAL OFFICERS
#### 2016–17

<table>
<thead>
<tr>
<th><strong>PRESIDENT</strong></th>
<th><strong>VICE PRESIDENT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>John F. Germ</strong></td>
<td><strong>Jennifer E. Jones</strong></td>
</tr>
<tr>
<td>University Tower, 651 E. 4th St., Ste. 600, Chattanooga TN 37403 USA (Rotary Club of Chattanooga)</td>
<td>942 Kenwood Blvd., LaSalle ON N9J 3C5, Canada (Rotary Club of Windsor-Roseland)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>PRESIDENT-ELECT</strong></th>
<th><strong>TREASURER</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ian H. S. Riseley</strong></td>
<td><strong>Hsiu-Ming Lin</strong></td>
</tr>
<tr>
<td>P.O. Box 260, Black Rock, Vic. 3193, Australia (Rotary Club of Sandringham)</td>
<td>10 Fl., No. 10 Hsin-Sheng South Rd., Sec. 2, Taipei 10650, Taiwan (Rotary Club of Taipei Tungteh)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EXECUTIVE COMMITTEE CHAIRMAN</strong></th>
<th><strong>GENERAL SECRETARY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bradford R. Howard</strong></td>
<td><strong>John Hewko</strong></td>
</tr>
<tr>
<td>516 Grand Ave., Oakland CA 94610, USA (Rotary Club of Oakland Sunrise)</td>
<td>1560 Sherman Avenue, Evanston, IL 60201, USA (Rotary Club of Kyiv, Ukraine)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OTHER DIRECTORS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mikael Ahlberg</strong></td>
</tr>
<tr>
<td>Smörblomsgatan 5, 38630 Färjestaden, Sweden (Rotary Club of Ölands Södra)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Gérard Allonneau</strong></th>
<th><strong>Hendreen Dean Rohrs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>83 rue du Marchioux, DX Sèvres, 79200 Parthenay, France (Rotary Club of Parthenay)</td>
<td>19233 69A Avenue, Surrey, BC, V4N 6K4, Canada (Rotary Club of Langley Central)</td>
</tr>
</tbody>
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<thead>
<tr>
<th><strong>Jorge Aufranc</strong></th>
<th><strong>Tadami Saito</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Calle 17-02, Zone 12, 01010, Guatemala (Rotary Club of Guatemala Sur)</td>
<td>125 Higashihata, Shigocho, Toyota, Aichi 470-0373, Japan (Rotary Club of Toyota)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Manoj D. Desai</strong></th>
<th><strong>Eduardo San Martin Carreño</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Arpan Hospital, 11 Sampatrao Colony, Alkapuri, Baroda 390005, Gujarat, India (Rotary Club of Baroda Metro)</td>
<td>Marques de Urquijo 6, 2º A, 28008 Madrid, Spain (Rotary Club of Majadahonda)</td>
</tr>
</tbody>
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<thead>
<tr>
<th><strong>Corneliu Dincă</strong></th>
<th><strong>José Ubiracy Silva</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Calea Bucureşti nr. 37, Bl. 21E Ap. 14, 200677 Craiova, Romania (Rotary Club of Craiova)</td>
<td>Av Boa Viagem, 2054 apto 601, 51111-000 Recife PE, Brazil (Rotary Club of Recife)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th><strong>Joseph Mulkerrin</strong></th>
<th><strong>Noel J. Trevaskis</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>700 Cedar Lake Ct., Virginia Beach, VA 23462-4741, USA (Rotary Club of Hampton Roads (Norfolk)</td>
<td>72 Pacific Way, Tura Beach, NSW, 2548, Australia (Rotary Club of Bega)</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th><strong>Peter Offer</strong></th>
<th><strong>Karen Wentz</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>212 Kenpas Highway Coventry, Warwickshire CV3 6PB, England (Rotary Club of Coventry Jubilee)</td>
<td>8673 Belle Mina Way, Knoxville TN 37923 USA (Rotary Club of Maryville-Alcoa)</td>
</tr>
</tbody>
</table>
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MINUTES of the JULY 2016 MEETING

Rotary International Board of Directors

The Rotary International Board of Directors held its first meeting of the year on 27 May 2016 in Seoul, Korea

Present were: President John F. Germ, President-elect, Ian H. S. Riseley, Vice President Jennifer E. Jones, Treasurer Hsiu-Ming Lin, Executive Committee Chairman Bradford R. Howard, other directors Mikael Ahlberg, Gérard Allonneau, Jorge Aufranc, Manoj D. Desai, Corneliu Dincă, Joseph Mulkerrin, Peter L. Offer, Saowalak Rattanavich, Hendreen Dean Rohrs, Tadami Saito, Eduardo San Martín Carreño, José Ubiracy Silva, Noel J. Trevaskis, Karen K. Wentz, and General Secretary John Hewko.

Andrew McDonald served as secretary of the meeting with assistance from Jennifer Faron and Matt Hohmann. Other staff present were David Alexander, Michele Berg, Joseph Brownlee, Lori Carlson, Bernadette Knight, Peter Markos, Steve Routburg, and Eric Schmelling. Nobuko Andrews, Dora Calkins, Sandra LeBlanc, Ligia Lima, and Eiko Terao served as staff interpreters.

Under the guidance of the president, the general secretary had prepared an advance memorandum for this meeting containing items for consideration with background information and analyses. Those items, along with others initiated during this meeting, constituted the agenda of the meeting as reflected in the remainder of these minutes.

* * * * *

2. Appointment of the Treasurer

Statement: RI Bylaws section 6.020. provides for the president to select a treasurer from among those directors serving their second year in office.

DECISION: The Board notes with approval President Germ’s selection of Hsiu-Ming Lin as the 2016–17 Rotary International treasurer.

3. Re-election of the General Secretary

Statement: RI Bylaws section 6.030 provides that the general secretary shall be elected by the Board for a term of not more than five years and that the Board’s election of a general secretary shall take place by 31 March in the final year of the general secretary’s contract. The Board reviewed the general secretary’s performance since his last contract and discussed the terms of a new contract.

DECISION: The Board, in accordance with RI Bylaws section 6.030., re-elects John Hewko as the general secretary of Rotary International for an additional three-year term, beginning 1 July 2017, subject to the successful negotiation of a contract between the general secretary and the Executive Committee.

4. 2017–18 Rotary Institute Site and Date Approval

Statement: As authorized by Rotary Code of Policies section 60.050., the president-elect approved the sites and dates for the 2017–18 Rotary institutes.

DECISION: The Board ratifies the decision shown in Appendix A made by the president-elect on behalf of the Board regarding the tentative schedule of Rotary institutes in 2017–18.

5. 2017–18 Nominating Committee for RI President

Statement: RI Bylaws section 12.050.2., authorizes the Board to determine the time (not later than 15 August)
and place for the Nominating Committee for President to meet. The 2017–18 committee shall comprise 17 members from the odd-numbered zones.

**DECISION:** The Board agrees that the 2017–18 Nominating Committee for RI President shall meet in Evanston, Illinois, USA, on 7 August 2017 and comprise members from the 17 odd-numbered zones.

6. **RI and TRF Meetings in 2016–17**

**Statement:** The Board has requested that at its first meeting of the year it receive a tentative schedule of RI and TRF meetings during 2016–17.

**DECISION:** The Board approves the tentative schedule of RI and TRF meetings in 2016–17.

7. **2017–18 Annual Goals**

**Statement:** The Rotary Code of Policies provides that the annual Rotary goals be approved by the Board in the year preceding the year that the goals are to be in place. President-elect Riseley and Trustee Chairman-elect Netzel presented a set of joint goals that align with the RI Strategic Plan and the Trustees priorities for the Board’s review.

**DECISION:** The Board adopts the 2017–18 annual goals for both Rotary International and The Rotary Foundation, as shown in Appendix B.

8. **Annual Review of Delegation of Authority to the President and General Secretary**

**Statement:** At its first meeting each year, the Board reviews its delegation of authority to the president and the general secretary.

**DECISION:** The Board authorizes the president and general secretary to act on its behalf on all matters listed in Rotary Code of Policies sections 27.030. and 31.020. through 31.090.

9. **Policies Relating to the RI Board**

**Statement:** Rotary Code of Policies section 28.005. requires the Board at its first meeting each year to review the policies governing its work.

**DECISION:** The Board affirms the policies governing its work as shown in Rotary Code of Policies section 28.005., and agrees that these policies should continue to be reviewed annually at the Board’s first meeting.

10. **Establishment of Districts within Zones for 2016–17**

**Statement:** Pursuant to RI Bylaws section 13.010.5., the Board is to assign new districts to appropriate zones.

**DECISION:** The Board approves the 2016–17 zones composition as shown in Appendix C.

11. **Selection of Zones to Nominate Directors for Election at the 2018 Convention**

**Statement:** RI Bylaws section 13.010.2. requires that each zone shall nominate a director from the membership of the clubs in that zone every fourth year according to a schedule established by the Board.

**DECISION:** The Board agrees that Zones 4, 6A, 10A, 13A, 17, 22A, 26, 29, and 30 shall select committees in 2017–18 to nominate RI directors for election at the 2018 convention.

12. **Strategic Planning Committee Report**

**Statement:** The 2016–17 Strategic Planning Committee met on 17–19 May 2016 in Evanston, IL USA and discussed its process in developing the next strategic plan, including identifying goals for the year and strategies for completing those goals. The committee reviewed research findings on Rotary’s public image, the new Rotary grants model, and Rotary’s polio legacy; it reviewed Rotary’s involvement with young professionals, the need for a cultural assessment of Rotary and the organization’s tolerance for change, Rotary’s corporate governance structure, and the committee’s terms of reference, among other topics.

**DECISION:** The Board

1. thanks the Strategic Planning Committee for its report;
2. affirms the Strategic Planning Committee charter as shown in Appendix D;
3. in support of 2016 Council on Legislation resolution 16-160
   a. notes that a comprehensive assessment of Rotary’s governance traditions, practices, and structures at all levels is the most significant opportunity in the strategic planning process to ensure greater alignment, continuity, and success at all levels of the organization;
b. requests the Strategic Planning Committee, in collaboration with the general secretary, to identify the plans for a comprehensive assessment of the current corporate governance structure of RI and The Rotary Foundation as part of its overall plans, including, but not limited to:
   i. use of an outside professional consultant(s)
   ii. financial and operational impacts
   iii. schedule for presenting findings and recommendations to the Board and Trustees, along with specific legislative proposals for consideration by the 2019 Council on Legislation;

4. requests the Trustees to endorse the points above;

5. requests an update at the September 2016 Board meeting.

13. Organizational Goal Setting

**Statement:** President Germ asked the general secretary to propose guidelines to help ensure continuity in the annual goal-setting process between the Board, the Foundation Trustees, and the Secretariat. In addition to suggesting RI and TRF Code amendments to facilitate better organizational goal setting and a timeline, the general secretary suggested a framework with a list of assumptions and conditions for the goal-setting process to be successful, including linking the goals with the RI Strategic Plan and the Foundations priorities, using feedback from clubs and districts to develop the goals, setting benchmarks to measure achievement of the goals, and use of the Presidential Citation in the process.

**DECISION:** The Board amends the Rotary Code of Policies to improve the organizational goal-setting process as follows:

27.050.2. Annual Goals

It is the prerogative of the president-elect to announce annual goals for the upcoming year. Continuity is encouraged. Rotary International and Rotary Foundation. The goals for each Rotary year as will be developed by the RI president-elect in collaboration with the Trustee-chair-elect. Continuity with prior year goals is desirable.

The president-elect will announce joint RI/TRF annual goals for the upcoming year, which shall be reviewed and approved at the first Board meeting in the year preceding his or her year as president.

14. General Secretary Authority for District Incorporations

**Statement:** While the general secretary is authorized to act on the Board’s behalf regarding district incorporations, the general secretary’s authority regarding approving variations to the Board’s district incorporation policy is not clear. The general secretary recommended clarifications to this policy.

**DECISION:** The Board grants authority to the general secretary to approve variations from the requirements of the district incorporation policy, and amends the Rotary Code of Policies as follows:

17.020.5. Board General Secretary Authority to Allow Variations for Good Cause

The Board general secretary may allow variations from the requirements of this policy for good cause.

15. Term Limit for Membership on Nominating Committee for Governor

**Statement:** Director Rattanavich suggested the Board set term limits for membership on a district’s Nominating Committee for Governor.

**DECISION:** The Board defers consideration of term limits for members of nominating committees for governor to its September 2016 meeting.

16. The Rotary Foundation Unrestricted Programs Budget for 2016–17

**Statement:** At their April 2016 meeting, the Foundation Trustees adopted a budget for Foundation programs in 2016–17. RI Bylaws section 23.050. requires the Board to approve all expenditures from the property of the Foundation, except for necessary administrative expenses and income or principal expenditures of gifts to the Foundation that are prescribed by the gift’s or bequest’s terms. The Trustees customarily adopt a
programs budget for the ensuing year and submit it to the Board for approval.

**DECISION:** The Board

1. approves the 2016–17 budget for program award expenditures of US$98,875,000 from unrestricted contributions;
   
2. agrees that the general secretary of The Rotary Foundation may, for good cause and with the Trustee chairman’s approval, exceed any of the budget items as detailed in the background up to five percent, provided that he submit an explanation to the Trustees at their next meeting.

17. **Confirmation of 2016–17 RI Budget**

**Statement:** RI Bylaws section 18.050.1. provides that each year the Board shall adopt a budget for RI for the succeeding fiscal year. The Board customarily reviews this budget at its first meeting in the new Rotary year.

**DECISION:** The Board confirms the fiscal year 2016–17 RI budget, reflecting revenues of US$98,039,000, general surplus funds use of $1,835,000, convention reserves use of $80,000, and expenses of $98,678,000, resulting in an excess of revenues, general surplus funds and convention reserve over expenditures of $1,276,000.

**Adjournment**

The foregoing is a true record of the proceedings at the “July” 2016 Rotary International Board of directors meeting.

________________________________________
John F. Germ
President

________________________________________
Andrew McDonald
Secretary of the Meeting

**ATTEST:**

John Hewko
General Secretary, RI

* These minutes are called the “July” minutes because they are taken in the current Rotary year by the following year’s Board, and do not take effect until 1 July.
## APPENDIX A

### TENTATIVE SCHEDULE OF 2017–18 ROTARY INSTITUTES

(Decision 4)

<table>
<thead>
<tr>
<th>GETS</th>
<th>TRF Seminar</th>
<th>Institute</th>
<th>Zones</th>
<th>Place</th>
<th>Convener</th>
</tr>
</thead>
<tbody>
<tr>
<td>27-30 Aug</td>
<td>TBD</td>
<td>31 Aug–1 Sep</td>
<td>22 &amp; 23A</td>
<td>Atibaia, SP, Brazil</td>
<td>Zanardi</td>
</tr>
<tr>
<td>29-30 Aug</td>
<td>31 Aug</td>
<td>1-3 Sept</td>
<td>8</td>
<td>Darwin, NT, Australia</td>
<td>Trevaskis</td>
</tr>
<tr>
<td>5-6 Sept</td>
<td>7 Sept</td>
<td>8-10 Sept</td>
<td>7B</td>
<td>Auckland, New Zealand</td>
<td>Trevaskis</td>
</tr>
<tr>
<td>5-7 Sept</td>
<td>July - separate</td>
<td>7-10 Sept</td>
<td>30 &amp; 31</td>
<td>Springfield, IL, USA</td>
<td>Yank</td>
</tr>
<tr>
<td>11-13 Sept</td>
<td>14 Sept</td>
<td>15-17 Sept</td>
<td>20A</td>
<td>Johannesburg, South Africa</td>
<td>Dinca, Owori</td>
</tr>
<tr>
<td>13-14 Sept</td>
<td>Held individually</td>
<td>14-17 Sept</td>
<td>21B &amp; 27</td>
<td>Houston, TX, USA</td>
<td>Podd</td>
</tr>
<tr>
<td>TBD</td>
<td>TBD</td>
<td>25-29 Oct</td>
<td>28 &amp; 29</td>
<td>Chicago, IL, USA</td>
<td>Knuepfer</td>
</tr>
<tr>
<td>2-5 Oct</td>
<td>6 Oct</td>
<td>5-8 Oct</td>
<td>23 B&amp;C</td>
<td>Santa Cruz de la Sierra, Bolivia</td>
<td>Aufranc, Zanardi</td>
</tr>
<tr>
<td>10-12 Oct</td>
<td>12 Oct</td>
<td>12-15 Oct</td>
<td>33 &amp; 34</td>
<td>Orlando, FL, USA</td>
<td>Mulkerrin</td>
</tr>
<tr>
<td>14-15 Oct</td>
<td>16 Oct</td>
<td>17-19 Oct</td>
<td>11, 12, 13, 14, 18B</td>
<td>Montpellier, France</td>
<td>Dinca, Allonneau, Iblher</td>
</tr>
<tr>
<td>16-17 Oct</td>
<td>18 Oct</td>
<td>19-21 Oct</td>
<td>24 &amp; 32</td>
<td>Hartford, CT, USA</td>
<td>Rohrs</td>
</tr>
<tr>
<td>30 Oct – 1 Nov</td>
<td>2 Nov</td>
<td>3-5 Nov</td>
<td>19, 20B</td>
<td>Cluj, Romania (French-speaking districts attend GETS &amp; institute in France)</td>
<td>Dincă</td>
</tr>
<tr>
<td>5-9 Nov</td>
<td>9 Nov</td>
<td>10-12 Nov</td>
<td>25 &amp; 26</td>
<td>Reno, NV, USA</td>
<td>Matthews</td>
</tr>
<tr>
<td>13-15 Nov</td>
<td>16 Nov</td>
<td>16-18 Nov</td>
<td>21A</td>
<td>Medellin, Colombia</td>
<td>Aufranc</td>
</tr>
<tr>
<td>21 Nov</td>
<td>20 Nov</td>
<td>20-23 Nov</td>
<td>1, 2 &amp; 3</td>
<td>Tokyo, Japan</td>
<td>Saito, Ishiguro</td>
</tr>
<tr>
<td>28-30 Nov</td>
<td>1 Dec</td>
<td>1-3 Dec</td>
<td>6B, 7A, 10B</td>
<td>Taipei, Taiwan</td>
<td>Lin</td>
</tr>
<tr>
<td>28-30 Nov</td>
<td>1 Dec</td>
<td>1-3 Dec</td>
<td>4, 5, 6</td>
<td>Kuala Lumpur, Malaysia (tentative)</td>
<td>Chockalingam</td>
</tr>
</tbody>
</table>

**Minutes of the “July” 2016 RI Board of Directors Meeting**
APPENDIX B

2017–18 ROTARY GOALS
(Decision 7)

GOALS FOR PRIORITY 1
SUPPORT AND STRENGTHEN CLUBS
1. Increase number of Rotary clubs and districts developing and implementing effective strategic plans
2. Increase the number of clubs achieving the Presidential citation.
3. Improve diversity (overall age, gender, ethnicity and vocation) within club membership.
4. Increase membership by attracting and engaging qualified young professionals, Rotary alumni those who are self-employed, independent contractors, sole-proprietors and recently retired.

GOALS FOR PRIORITY 2
FOCUS AND INCREASE HUMANITARIAN SERVICE
5. Deliver on our promise to the children of the world to End Polio Now.
6. Increase Rotarian and alumni knowledge of and engagement with The Rotary Foundation by promoting service in and support of the six areas of focus.
7. Increase contributions to The Rotary Foundation’s Annual Fund (through promotion of Every Rotarian Every Year) and Endowment Fund (building towards the goal of $2.025 billion by 2025).
8. Increase the number of clubs submitting goals in Rotary Club Central for Foundation giving, as well as club and service activities.

GOALS FOR PRIORITY 3
ENHANCE PUBLIC IMAGE AND AWARENESS
9. Collect data to quantify club service hours and contributions which would allow us to articulate the extent of Rotary’s humanitarian efforts.
10. Provide clubs and districts with resources to promote the impact that Rotary’s humanitarian efforts have on the world.
11. Publicize Rotary’s role in polio eradication and TRF’s plans for its second century of doing good in the world.
12. Encourage clubs and districts to promote Rotary in a variety of media.

GOALS FOR PRIORITY 4
IMPROVE FINANCIAL SUSTAINABILITY AND OPERATIONAL EFFECTIVENESS
13. Engage Rotarians in identifying innovative ideas to modernize the Rotary experience, traditions, policies and practices.
14. Streamline committee structures and review need for various committees and positions.
15. Broaden committee membership to involve members with fresh and innovative ideas, especially increasing the number of female, first-time, and younger members.
16. Develop and diversify sources of revenue to improve financial sustainability.
**APPENDIX C**

**ZONES AND THEIR DISTRICTS**  
(Decision 10)

Listing as of July 2016. See RI website for possible updates.

**ZONE 1** Northern Japan 2500, 2510, 2520, 2530, 2540, 2550, 2560, 2570, 2770, 2790, 2800, 2820, 2830, 2840, 2750, 2760, 2780

**ZONE 2** Guam, Central Japan, Northern Marianas, Micronesia, Palau 2580, 2590, 2600, 2610, 2620, 2630, 2750, 2760, 2780

**ZONE 3** Southern Japan 2640, 2650, 2660, 2670, 2680, 2690, 2700, 2710, 2720, 2730, 2740

**ZONE 4** **Northwestern India** 3011, 3012, 3051, 3052, 3053, 3070, 3080, 3090 **Western India** 3030, 3040, 3060, 3131, 3132, 3141, 3142

**ZONE 5** Rep. of Maldives, Southern India, Sri Lanka 2981, 2982, 3000, 3021, 3022, 3211, 3212, 3220* **Central and Southern India** 3020, 3150, 3160, 3170, 3181, 3182, 3190, 3230

**ZONE 6** Section A: Bhutan, Northeastern India, Nepal 3110, 3120, 3240, 3250, 3261, 3262, 3291, 3292* **Section B:** Bangladesh, Brunei, Cambodia, Laos, Malaysia, Myanmar, Pakistan, Singapore, Thailand 3271, 3272, 3281, 3282, 3300, 3310*, 3330, 3340, 3350*, 3360*

**ZONE 7** Section A: Indonesia, Philippines 3410, 3420, 3770, 3780, 3790, 3800, 3810, 3820, 3830, 3850, 3860, 3870 **Section B:** American Samoa, Cook Islands, Fiji, French Polynesia, New Caledonia, New Zealand, Norfolk Island, Republic of Kiribati, Samoa, Tonga, Vanuatu 9910*, 9920*, 9930, 9940, 9970, 9980

**ZONE 8** Australia, Nauru, Papua New Guinea, Solomon Islands, Dem. Rep. of Timor-Leste 9455, 9465, 9500, 9520, 9550*, 9570, 9600*, 9630, 9640, 9650, 9670, 9675, 9685, 9700, 9710, 9780, 9790, 9800, 9810, 9820, 9830

**ZONE 9** Northern part of Rep. of Korea 3600, 3620, 3630, 3640, 3650, 3670, 3680, 3690, 3700, 3730, 3740, 3750

**ZONE 10** Section A: Southern part of Rep. of Korea 3590, 3610, 3661, 3662, 3710, 3721, 3722 **Section B:** Hong Kong, Macau, Mongolia, **People’s Rep. of China**, Taiwan 3450*, 3460, 3470, 3480, 3490, 3500, 3510, 3520

**ZONE 11** Andorra, France, Monaco 1510, 1520, 1640, 1650, 1660, 1670, 1680, 1690, 1700*, 1710, 1720, 1730*, 1740, 1750, 1760, 1770, 1780, 1790

**ZONE 12** **Albania, Italy, Malta, San Marino** 2031, 2032, 2041, 2042, 2050, 2060, 2071, 2072*, 2080, 2090*, 2100, 2110*, 2120

**ZONE 13** Section A: Nethelands 1550, 1560, 1570, 1580, 1590, 1600, 1610 **Section B:** Portugal, Spain 1960, 1970, 2201, 2202, 2203 **Section C:** Switzerland 1980, 1990

**ZONE 14** Germany 1800, 1810, 1820, 1850, 1860, 1870, 1880, 1890, 1900, 1940, 1950

**ZONE 15** Section A: Northern Sweden 2320, 2330, 2340, 2350, 2370, 2380, 2400, 2410* (**Sweden only**). **Section B:** Åland Islands, Estonia, Finland, Latvia, Russia, 1380, 1390, 1400, 1410, 1420*, 1430, 2220, 2410* (**Latvia only**)

**ZONE 16** Section A: Denmark, Faroe Islands, Greenland, Iceland, Lithuania 1360, 1440*, 1450, 1461, 1462, 1470*, 1480. **Section B:** Poland, Southern Sweden, 2231, 2305* (**Sweden only**). **Section C:** Norway 2250, 2260, 2275, 2290, 2305* (**Norway only**), 2310

**ZONE 17** Northwestern England, Ireland, Isle of Man, Northern Ireland, Scotland, Wales 1010, 1020, 1030, 1040, 1060, 1070, 1150, 1160*, 1180*, 1190, 1210, 1220, 1230, 1285*

**ZONE 18** Section A: Channel Islands, Gibraltar, Southern England, Wales, 1080, 1090, 1100*, 1110*, 1120, 1130, 1145, 1175, 1200, 1240, 1260, **Section B:** Belgium, Luxembourg 1620, 1630*, 2170

**ZONE 19** Austria, Belarus, Bosnia and Herzegovina, Croatia, Czech Republic, Former Yugoslav Republic of Macedonia, Germany, Hungary, Israel, Liechtenstein, Republic of Moldova, Romania, Slovakia, Slovenia, Switzerland, Ukraine 1830, 1841*, 1842, 1910*, 1911,

ZONE 20 Section B: Afghanistan, Algeria, Armenia, Azerbaijan, Bahrain, Bulgaria, Cyprus, Egypt, Georgia, Greece, Jordan, Kazakhstan, **Kosovo, Kyrgyzstan, Lebanon, Mauritania, Montenegro, Morocco, Palestine, Serbia, Sudan, Tajikistan, Tunisia, Turkey, United Arab Emirates

ZONE 21 Section A: Aruba, Belize, Colombia, Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Netherlands Antilles (Bonaire & Curaçao), Nicaragua, Panama, Venezuela, 4060, 4100, 4110, 4130, 4140, 4170, 4185, 4195, 4240*, 4250*, 4271, 4281, 4370*, 4380 Section B: USA – Southern Texas

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ZONE 25 Canada, USA – California, Idaho, Nevada, Oregon, Washington 5020*, 5030, 5080*, 5100, 5110, 5130, 5150, 5160, 5180, 5190

ZONE 26 USA – Arizona, California, Hawaii, Nevada 5000, 5170, 5220, 5230, 5240, 5280, 5300, 5320, 5330, 5340, 5490, 5500, 5510

ZONE 27 USA – Colorado, Idaho, Iowa, Kansas, Minnesota, Montana, Nebraska, New Mexico, Oklahoma, Oregon, South Dakota, Texas, Utah, Wyoming 5390, 5400, 5420, 5440, 5450, 5470, 5520, 5610, 5630, 5670, 5690, 5710, 5730, 5750, 5770

ZONE 28 Canada, USA – Illinois, Iowa, Michigan, Minnesota, Nebraska, North Dakota, Wisconsin 5580*, 5650, 5950, 5960, 5970, 6000, 6220, 6250, 6270, 6420, 6440, 6450

ZONE 29 Canada, USA – Maryland, Michigan, New York, Ohio, Pennsylvania, West Virginia 6290*, 6310, 6360, 6380*, 6400*, 6600, 6630, 6650, 7120, 7150, 7170, 7190, 7280, 7330, 7360

ZONE 30 USA – Alabama, Indiana, Kentucky, Mississippi, Ohio, Tennessee 6540, 6560, 6580, 6670, 6690, 6710, 6740, 6760, 6800, 6860, 6880

ZONE 31 USA – Arkansas, Illinois, Kansas, Louisiana, Mississippi, Missouri, Oklahoma, Texas 5830, 6040, 6060, 6080, 6110, 6150, 6170, 6190, 6200, 6460, 6490, 6510, 6820, 6840

ZONE 32 USA – Bermuda, Canada, USA – Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont 7210, 7230*, 7255, 7390, 7410, 7430, 7450, 7470, 7490, 7500, 7510, 7640, 7780, 7850*, 7870, 7890, 7910, 7930, 7950, 7980

ZONE 33 USA – District of Columbia, Delaware, Maryland, North Carolina, South Carolina, Tennessee, Virginia, West Virginia 7530, 7550, 7570, 7600, 7610, 7620, 7630, 7670, 7680, 7690, 7710, 7720, 7730, 7750, 7770

ZONE 34 All of the Caribbean (except Dominican Republic) Bahamas, French Guiana, Guyana, Puerto Rico, Suriname, Turks & Caicos Islands, USA – Florida, Georgia 6890, 6900, 6910, 6920, 6930, 6940, 6950, 6960, 6970, 6980, 6990, 7000, 7020*, 7030*

*Indicates districts with multiple countries
**See CLUBS NOT IN DISTRICTS
APPENDIX D

STRATEGIC PLANNING COMMITTEE CHARTER
(Decision 12)

Committee Terms of Reference

The Strategic Planning Committee will advise the Board and Trustees on a shared vision and strategic plan for Rotary’s future (Rotary Code of Policies section 30.090.1). The committee will advise and work with the boards to:

- develop, recommend, and enable the Rotary vision;
- align processes, systems, and leadership practices with the vision;
- provide planning leadership to implement the vision with the strategic plan;
- define expected outcomes, measurements, necessary change management practices, and review performance;
- advise and engage key stakeholders on matters of strategic importance.

Project Assumptions

The following statements are the base assumptions for the vision and the strategic plan. The assumptions inform the implementation schedule and the viability of the plan. If the assumptions are not realized, delivery of the vision and strategic plan are at risk.

- PolioPlus will remain the priority and sole corporate program of Rotary until certification;
- Rapidly changing social and humanitarian issues require a more flexible leadership environment;
- Rotary membership patterns worldwide will remain unchanged through 2020;
- The vision and strategic plan will be a top priority of the Board, Trustees, and general secretary from 2016 through 2021;
- Current and future trustees and directors will provide continuous critical assessment, support, and will actively promote the approved vision and strategic plan;
- Neither board will make any ad hoc or major changes to Rotary’s current structure, nor will major new programs be initiated until the planning process is complete;
- With the exception of the 2015–16 grant model evaluation recommendations, no major changes will be made to the TRF grant model;
- This transformational change may create a new governance structure for RI, the association of Rotary clubs;
- Sufficient time will be allocated to the achievement of the approved vision and strategic plan;
- The general secretary and both boards will authorize, fund, and allocate RI and TRF resources to allow the Secretariat to successfully implement the approved vision and strategic plan;
- Rotary will engage a consultant to assist with planning and implementing the vision, including a full culture assessment of the organization;
- Our history and existing research will inform our work;
- Research based decisions on the Vision and Plan will be completed by 2018.
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