



**MINUTES**  
**of the**  
**JUNE 2018**  
**ROTARY INTERNATIONAL**  
**BOARD OF DIRECTORS MEETING**

**One Rotary Center**  
1560 Sherman Ave., Evanston, IL 60201 USA

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2017-18**

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(Rotary Club of Sandringham)

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\* Filed only with the official copy of these minutes.



# MINUTES

of the

## JUNE 2018 MEETING

### Rotary International Board of Directors

The Rotary International Board of Directors held its fifth meeting of the year on  
21 June 2018 in Toronto, ON, Canada

Present were: President Ian H.S. Riseley, President-elect Barry Rassin, Vice President Dean Rohrs, Treasurer Mikael Ahlberg, Executive Committee Chairman Noel Trevaskis, other directors, Gérard Allonneau, Jorge Aufranc, Basker Chockalingam, Corneliu Dincă, James Ronald Ferrill, Peter Iblher, Keiichi Ishiguro, Robert C. Knuepfer Jr., John C. Matthews, Eun-Soo Moon, Tadami Saito, Brian A. E. Stoyel, Gregory Yank, Paulo Augusto Zanardi, and General Secretary John Hewko. Mike Webb attended as Trustee liaison.

At the Board's invitation, also attending were President-nominee Mark Daniel Maloney and Directors-elect Francesco Arezzo, Olayinka Babalola, Jeffry Cadorette, Lawrence A. Dimmitt, Rafael Garcia III, Akira Miki, David D. Stovall, and Piotr Wygnanczuk. Past Director Frank Goldberg presented the Operations Review Committee report.

Andrew McDonald served as secretary of the meeting with assistance from Matt Hohmann. Other staff present were David Alexander, Jim Barnes, Lori Carlson, Richard Kick, Bernadette Knight, Steve Routburg, Eric Schmelling, Tom Thorfinnson, and Nora Zei. Nobuko Andrews, Alain Drouot, Sandra LeBlanc, Ligia Lima, Marc Prevot, 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.

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#### 171. General Secretary's Report

*Statement:* The general secretary reported on the work at the Secretariat since the April 2018 Board meeting.

*DECISION:* The Board receives the general secretary's report on the activities at the Secretariat since the April 2018 Board meeting.

#### 172. Regional Leader Policy Revisions

*Statement:* In decision 118, January 2018, the Board revised its policy regarding Rotary coordinators and requested the general secretary to work with the Regional Leader Working Group to draft similar revisions to the Rotary public image coordinator policy and to further suggest policy revisions clarifying the relationship between regional leaders, district governors, and directors. The general secretary suggested policy establishing guidelines for teamwork, training, funding, and evaluation of the public image coordinators and new policy establishing relationship guidelines for district governors and directors working with the regional leaders.

*DECISION:* The Board

1. adds new sections 19.070. and 28.080. to the Rotary Code of Policies regarding the relationship between district governors and directors with regional leaders, as shown in Appendix A;
2. replaces Rotary Code of Policies sections 26.040. and 50.030. regarding Rotary coordinators and Rotary public image coordinators with new Article 29 Regional Leaders, as shown in Appendix A;
3. requests the general secretary to communicate these policy updates to all involved parties.

#### 173. Regional Leader District Groupings

*Statement:* In August 2017, President Riseley appointed a task force to determine whether the new zones structure required changes regarding which districts are assigned to the regional teams. The committee met several times

over the year and based on feedback from regional and senior leaders, recommended several changes to the regional leader district groupings for the Board's consideration.

**DECISION:** The Board

1. thanks the Regional Leader Task Force for its report;
2. approves the revised list of districts assigned to each regional team, as shown in Appendix B, filed only with the official copy of these minutes, effective 1 July 2020, and requests the general secretary to implement accordingly.

#### **174. District 1420 (Estonia and Finland) Dispute with Eesti Rotary Klubid**

*Statement:* Treasurer Ahlberg informed the Board about a dispute in District 1420 regarding district administration that he and Past Director Ekkehart Pandel had been working to resolve. Treasurer Ahlberg noted that without continued monitoring of the district, the dispute could continue.

**DECISION:** The Board

1. receives Treasurer Ahlberg's report on his meetings with District 1420 leadership, Eesti Rotary Klubid, and Estonian club presidents and presidents-elect;
2. requests Treasurer Ahlberg and Past Director Ekkehart Pandel to continue to liaise on the Board's behalf with these groups until all issues are finally resolved.

#### **175. Rotary Down Under (RDU)**

*Statement:* Director Trevaskis informed the Board about a Rotary Marks violation by Rotary Down Under (an Australian multidistrict entity) and an issue the Board may wish to clarify regarding how royalties are calculated under its license agreement with RDU.

**DECISION:** The Board

1. endorses the general secretary's efforts to preserve and protect the Rotary Marks throughout the world to ensure the exclusivity of ownership of the Rotary Marks in the name of Rotary International and reminds Rotary entities and Rotarians that the Board's policy for protection of the Rotary Marks ensures the continuing strength of the trademarks and

the availability of the trademarks for use by the membership;

2. requests RI licensees, Rotary entities, and Rotarians who are not in compliance with Board policy mentioned above to immediately bring their entity into compliance;
3. notes RDU's filing of a pending Australian trademark (application 1908610) for "Rotary Down Under," contrary to policy and the terms of its license agreements and requests RDU to withdraw the application by no later than 15 July;
4. affirms that the intent of Rotary Code of Policies section 34.020.1. is to collect a 10 percent royalty on gross sales (as defined in the license agreements) for goods manufacturer/ distributor licensees in category types 3, 4A, 4B, and 5, which is not to be reduced by any withholding tax or other obligations, and which are to be borne by the licensee;
5. requests any licensees not currently in compliance with the royalty payment obligation in point 4, above, to cooperate with the general secretary to bring these payments up to date, including any interest accrued from such late payments, without further delay;
6. requests the general secretary to inform RDU and other non-compliant entities of this decision and to report on the progress made in bringing these entities into compliance, for report at the October 2018 Board meeting.

#### **176. Election Complaint in Zone 6A**

*Statement:* In decision 145, April 2018, the Board recognized the serious nature of the allegations raised in the election complaint filed in connection with the Zone 6A election of RI Director-nominee Kamal Sanghvi and requested the president to appoint a committee to further investigate these allegations, for report to the Board at this meeting. The Board also invited Mr. Sanghvi to provide additional information regarding the allegations against him. After a review of written responses to questions it had posed to Mr. Sanghvi and an in-person interview with him, the committee recommended that no further action be taken on the complaint.

**DECISION:** The Board

1. thanks Directors Stoyel, Iblher, and Director-elect Dimmitt for serving as the committee to review and

further investigate the allegations raised in the complaint of the Rotary Club of Bareilly South concerning the election of a director from Zone 6A;

2. accepts the findings outlined in the committee's letter and Director-nominee Sanghvi's acknowledgement;
3. dismisses the complaint of the Rotary Club of Bareilly South and confirms the selection of Kamal Sanghvi as the 2019–21 director from Zone 6A.

### **177. Global Networking Groups Committee Report**

*Statement:* The Global Networking Groups Committee met via teleconference to review and clarify the terms of fellowships, simplify program policy requirements, and to streamline available fellowship support to help create greater value for the program. The Board also wished to favorably recognize two recently added fellowships.

**DECISION:** The Board

1. amends the definition of Rotary Fellowships in Rotary Code of Policies section 42.020.1., as follows:

#### 42.020.1. Terms of Fellowships

A Rotary fellowship is a group of Rotarians, their family members, Rotaractors, program participants, and alumni who globally unite ~~themselves around to pursue~~ a common interest, vocational, or recreational activity; with ~~The~~ primary purpose ~~of a fellowship shall be to network and further friendship and fellowship for those who share a common interest.~~ Fellowship activities must be conducted independently of RI, but must be in harmony with RI policy, including the use of the Rotary Marks. Fellowships may not be used to promote religious beliefs, political issues, or other organizations. Recognition of a fellowship by RI in no way implies legal, financial or other obligation or responsibility on the part of RI, or any district or club. A fellowship may not act on behalf of RI, or represent or imply that it has authority to act on behalf of RI. A fellowship is not an agency of RI. Fellowships must be self-sustaining financially, administratively, and otherwise. Fellowships may not exist or function in any country in violation of the laws of such country. Individual Rotary Fellowships are not covered by RI insurance and are encouraged to assess their own risk and secure coverage as appropriate.

2. looks favorably on the general secretary's decision to recognize the LGBT Rotarians and Friends Fellowship and the Young Rotarians' Fellowship.

### **178. Strategic Planning Committee Report**

*Statement:* The Strategic Planning Committee met on 25–26 April 2018 in Evanston, IL USA and discussed club-level implementation plans for the new strategic plan, findings from strategic planning focus groups, lessons learned from the Foundation's Future Vision, an update from the Communications Working Group regarding communicating the new strategic plan across the Rotary world, and final adjustments to the plan before submitting to the Board and Trustees for adoption, among other topics.

**DECISION:** The Board

1. thanks the Strategic Planning Committee for its report;
2. adopts the new Strategic Plan priorities and objectives as shown in Appendix C.

### **179. Sponsorship Opportunity—Cruise with the President**

*Statement:* At its April 2018 meeting, the Board learned of a post-Hamburg convention sponsorship opportunity involving a river cruise with the Rotary president and authorized its Executive Committee to act on its behalf in this regard. The Executive Committee reviewed the details of this opportunity and agreed that the conditions were not ideal to pursue it any further.

**DECISION:** The Board receives the general secretary's report and agrees not to further pursue a post-Hamburg convention cruise with the president sponsorship opportunity.

### **180. Expanded End of Polio Communications Plan**

*Statement:* President Riseley requested the general secretary to present a plan to the Board regarding end of polio communications. The general secretary presented a plan that includes worldwide media relations, digital communications, celebrity ambassador engagement, highly visible special events, and Rotarian activation, among other plans.

**DECISION:** The Board receives the end of polio communications expansion concept and requests the general secretary to conduct further research into end of

polio communication plan budget implications, for report at the January 2019 Board meeting.

### 181. Director Funding Modification

*Statement:* In decision 170, April 2018, the Board increased director allocation amounts for those directors beginning their term on 1 July 2019 to US\$22,000 annually. The Board considered extending this allocation increase to those directors who will be serving their second year on 1 July 2019.

*DECISION:* The Board, noting that in decision 170, April 2018, it had amended Rotary Code of Policies section 69.010.1. to provide an additional US\$2,000 annually to the first-year directors serving on the Board starting 1 July 2019, agrees further that those directors serving in their second year on the Board (from 1 July 2019 to 30 June 2020) shall also have an increased annual allocation of US\$22,000, effective 1 July 2019.

### 182. RI Tax Status Joint Task Force Report

*Statement:* In decision 132, April 2018, the RI Board agreed to establish a six-member joint task force comprising three 2018–19 trustees appointed by the Trustee chair and three 2018–19 directors appointed by the RI president to study the issues relating to the possible change in RI’s tax status. The RI Tax Status Joint Task Force met on 14 June 2018 in Evanston, IL, USA, and discussed the development of an approach to analyzing the consequences of the possible conversion of RI from a Section 501(c)(4) tax exempt organization to a Section 501(c)(3) tax exempt organization.

*DECISION:* The Board thanks the RI Tax Status Joint Task Force for its report.

#### DECISIONS 183–186

#### Finance Committee Report

Meeting 9–11 May 2018 in Evanston, IL, USA

### 183. Finance Committee Report

*Statement:* The Finance Committee discussed a new statement of investment policy and guidelines and a reduction to the additional dues for the Council on Legislation.

*DECISION:* The Board

1. thanks the RI and TRF Finance Committees for their reports;

2. approves the Statement of Investment Policy and Guidelines as shown in Appendix D, filed only with the official copy of these minutes;

3. approves a reduction to the additional dues for the Council on Legislation from US\$1.50 to \$1.00, commencing 1 July 2018.

### 184. Operating Budget

*Statement:* The RI Bylaws require the Board to annually adopt a budget for the succeeding fiscal year, subject to review by the Board at any time. The Finance Committee considered detailed budget estimates based on membership dues, forecasted net investment returns, staffing costs, enterprise project requirements, and other factors.

*DECISION:* The Board

1. in accordance with RI Bylaws section 18.050.6. and by a three quarters vote of all directors, approves the 2018–19 Rotary International operating budget as follows:

Dues:	\$ 78,696,000
Net Investment Return:	3,390,000
Services & Other:	<u>31,740,000</u>
Total Revenue	\$ 113,826,000
Operating Expenses:	\$ 86,483,000
Services & Other:	27,444,000
Contribution to TRF:	<u>223,000</u>
Total Expense:	\$ 114,150,000
Decrease in Net Assets:	\$ (324,000)
Funding from GSF:	1,056,000
Funding from Convention Reserve:	<u>1,115,000</u>
Surplus Approved Funding Over Expenses:	\$ 1,847,000

2. recognizes that the proposed budget includes spending to be funded from the general surplus fund and the convention reserve approved in prior RI Board decisions, and ratifies the expenditures of \$1,056,000 from the general surplus fund and \$1,115,000 from the convention reserves to provide:

- i. \$663,000 for End of Polio public relations associated with decision 168, May 2014 and decision 167, April 2016;



- ii. \$113,000 for regional membership plans associated with decision 87, October 2014;
- iii. \$280,000 to permit Rotaractors to participate at the 2019 International Assembly associated with decision 154, April 2018;
- iv. \$1,115,000 from the convention reserve for Hamburg with decision 48, September 2017

3. adopts the 2018–19 RI capital expenditures budget of \$16,910,000.

**185. Rotary Foundation Allocation**

*Statement:* The Finance Committee annually reviews the allocation methodology for services paid by The Rotary Foundation to Rotary International and recommends any necessary changes in this methodology to the Board.

**DECISION:** The Board

- 1. receives the Finance Committee’s update on the allocation of expenses between Rotary International and The Rotary Foundation;
- 2. approves the 17 May 2017 Administrative Services Agreement and updated schedules, as shown in Appendix E, filed only with the official copy of these minutes.

**186. Five-Year Forecast**

*Statement:* The RI Bylaws require the Board to consider a five-year forecast annually and further require Rotary Institute conveners to present the forecast for discussion at their respective institutes. The Finance Committee recommended a five-year forecast through 2023.

**DECISION:** The Board

- 1. approves the five-year forecast assumptions for 2018–19 through 2022–23;
- 2. requests the general secretary to update 2017–18 projections as appropriate;
- 3. in accordance with RI Bylaws section 18.060.4. agrees that the five-year financial forecast should be presented for discussion at each 2018–19 Rotary institute;

\* \* \* \* \*

**187. Past Presidents’ Attendance at the International Assembly**

*Statement:* The Finance Committee reviewed the costs associated with funding RI past presidents’ attendance at the International Assembly and recommended that RI no longer continue this practice.

**DECISION:** The Board

- 1. agrees that RI past presidents and past Rotary Foundation chairs who have not served as an RI president shall not be considered funded participants at the International Assembly under Rotary Code of Policies section 58.070.1.; however, agrees that they shall be officially authorized to attend the International Assembly as official participants at no cost to Rotary International or its Foundation;
- 2. requests the general secretary to amend Rotary Code of Policies section 58.070.1. accordingly;
- 3. requests the Council of Past Presidents to hold an annual meeting at the International Convention.

**188. Audit Committee Report**

*Statement:* The Audit Committee met on 6 June 2018 via webinar to approve the internal audit plan and to discuss the audit planning process through 2021. The committee also reviewed recently issued audit reports.

**DECISION:** The Board thanks the Audit Committee for its report.

\* \* \* \* \*

**2017–18 Budget Review**

- Board approved budget, 2017–18 (in US dollars)

Revenues:	102,561,000
Expenses:	<u>104,182,000</u>
<b>Change in net assets:</b>	<b>(1,621,000)</b>
Convention reserves:	1,108,000
GSF funded expenses:	<u>1,418,000</u>
<b>Net total of revenue and reserve funding over expenses</b>	<b><u><u>905,000</u></u></b>

- Decisions taken at this meeting impacting current and future years:

187. Past Presidents' Attendance at the International Assembly

<u>Future years</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
Revenues:			
Expenses:	(133,000)	(133,000)	(133,000)

### **Adjournment**

The foregoing is a true record of the proceedings at the June 2018 Rotary International Board of Directors meeting.

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Ian H. S. Riseley  
President

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Andrew McDonald  
Secretary of the Meeting

### **ATTEST:**

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John Hewko  
General Secretary, RI

## APPENDIX A

### AMENDMENTS TO THE ROTARY CODE OF POLICIES REGARDING REGIONAL LEADERS (Decision 172)

#### **19.070. Relationship Between District Governors and Regional Leaders**

District governors and their district teams are directly supported by and have the resource of regional leaders (regional Rotary Foundation coordinators, Rotary coordinators, Rotary public image coordinators, and endowment/major gifts advisers) and their assistants to further success in their districts. District leaders partner with regional leaders to support and execute Rotary's strategic plan, align all corporate communications and goals, and deliver, individualized team training at their events. District governors and their district chairs are encouraged to develop a working relationship with their regional team by exchanging strategies, sharing goals, and planning together to further the success of their district. Governors and their district teams also connect and interact with their regional leaders by using their experience and knowledge in the districts they serve to:

#### Support and Strengthen Clubs

- Create new clubs
- Engage current members to continue participating in club activities
- Promote member diversity, club innovation, and flexibility
- Develop strategies to attract new members
- Enhance the value of membership for current members

#### Focus on and Increase Humanitarian Service

- Continue discussion of polio eradication in a meaningful way
- Grow participation in effective Foundation grants and programs
- Increase giving to the Annual Fund
- Discuss giving a major gift
- Inspire Rotarians to leave a legacy by creating an endowment

#### Enhance Public Image and Awareness

- Share the approved Rotary brand, positioning, and visual identity
- Spread club awareness and a positive public image in local communities
- Foster effective communication among clubs, potential members, and their communities

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#### **28.080. Relationship Between Directors and Regional Leaders**

Directors serve as the elected leadership of Rotary and are responsible for executing corporate governance and fiduciary responsibility globally, in the zones they serve, and on behalf of Rotary. As such, Directors are expected to create an environment for success by facilitating teamwork, communication and collaboration at the club level through the district and regional leadership. Directors communicate a vision for their zones and lead action planning with regional leaders to achieve their goals.

Directors' responsibilities to their regional leader team include but are not limited to:

- Introduce the regional team(s) to the zone and district leadership as appropriate
- Schedule regular (at least quarterly) meetings with their regional leader team(s) to confer on regional strategies, celebrate accomplishments, and to solve challenges (Meetings may be conducted in person or in a virtual environment)
- Facilitate teamwork
- Mentor individual regional leader team members to be more effective, including remediation of poor performance as appropriate
- Advise on regional leader assistant selection
- Identify potential regional leader candidates from their zones and identify replacement regional leaders for terms that end early
- Promote Rotary's strategic plan
- Promote the use of regional leader team members within the zone
- Encourage district governors to invite regional leaders or their assistants to their events

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#### **Article 29. Regional Leaders**

**29.010.** Regional Leaders

**29.020.** Rotary Coordinators (RCs)

**29.030.** Rotary Public Image Coordinators (RPICs)

#### **29.010. Regional Leaders**

Regional leaders is the term used for the team of Regional Rotary Foundation Coordinator (RRFC), Rotary Coordinator (RC), Rotary Public Image Coordinator (RPIC) and the

Endowment/Major Gifts Adviser (E/MGA) that works together in the districts they serve to improve membership, giving, program participation, and public image.

#### 29.010.1. Teamwork

The regional leader team supports the interrelated priorities of Rotary's strategic plan and goals working under the direction of the RI Director with support from either a Trustee that resides in the zones of that Director or from a Trustee within the greater geographical region.

All regional leaders and their assistants need to work together as a team to successfully serve their districts. Regional leaders understand their role and the role of each member on their team. No individual regional leader role is more important than another and none holds a more senior level of Rotary office than any other regional leader. Each regional leader has individual responsibilities, however, in order to be successful, their work intersects and supports the work of the full team. Regional leaders approach their work collaboratively, identify team dysfunction, and work together to overcome it, while continuously communicating. Working as a team, regional leaders can better meet their goals and the needs of their districts.

The regional team is strongly encouraged to jointly:

- develop shared goals and visions for their districts and zones
- hold training events whenever possible in their geographic area of responsibility
- send communications to district leadership to facilitate better communication within the districts and zone
- encourage positive change in the districts they serve.

#### 29.010.2. Coordinator Training

Newly-appointed coordinators attend a joint-training institute named "Regional Leaders Training Institute," (RLTI). RLTI is planned by a Moderator and two lead facilitators in consultation with the general secretary. The RLTI Moderator is selected jointly by the Incoming Trustee Chair-elect and the President-nominee. The Incoming Trustee Chair-elect and the President-nominee each select one of the two RLTI lead facilitators. Candidate selections for the RLTI Moderator and lead facilitator names are shared with the RI Board and TRF Trustees for review before appointments are finalized.

Second and third year coordinators are provided continued training, learning, and skill-building opportunities through a structured plan provided by the general secretary.

#### 29.010.3. Regional/District Trainings

Regional leaders organize, lead, and/or participate in trainings year-round. Training events should be relevant and targeted for governors and other district leaders to use again at the club level. Training events include:

- Regional Team Training – Assistants and others are trained before 1 July in this meeting convened by the Director that will oversee the regional team in the coming Rotary year. Incoming regional leaders work in close collaboration and communication with both the current Director and the current regional leaders for all regional team training. E/MGAs are encouraged to provide training to District Endowment/Major Gifts Subcommittee Chairs.
- Governors-elect Training (GETS) and Rotary Institutes – Serve as an introduction of regional leaders as resources to district leaders and their district chairs. While not all regional leaders may be invited to be on the official GETS training team, all regional leaders are encouraged to attend GETS and Rotary Institutes to establish and strengthen relationships with district leaders.
- Regional Seminars – Held in collaboration with other regional leaders to inspire Rotarians, especially district leaders, with new information, resources, tools, and an opportunity to share best practices.
- President-elect Training Seminar and other District Seminars –Regional leaders and their teams should work with the governor and governor-elect to support the training of club presidents-elect and other district leaders, including helping with training program and curriculum development, and, if invited, providing training or participating in district training events.
- On-line – Use of webinars, on-line meetings, teleconferences, and videoconferences is strongly encouraged for the broadest reach and impact within clubs and districts. E-learning resources on Rotary's website are also effective tools for distance learning.

#### 29.010.4. Funding

Annual funding from available Rotary financial resources is provided to cover basic and necessary business expenses incurred directly by regional leaders in carrying out their role responsibilities.

#### 29.010.5. Evaluation

Regional Leaders' progress towards reaching their goals is regularly reported to the general secretary. Annually, regional leaders self-assess their performance in reaching outcomes, conducting activities, improving their competencies, and their qualitative contributions. These annual self-assessments are shared with RI Directors and Trustees for facilitating mentoring opportunities. The general secretary consults with the Rotary President in the implementation of an independent remediation process for low or under-performing regional leaders.

#### **29.020. Rotary Coordinators (RCs)**

RCs serve as a resource to districts for membership attraction and engagement, club-strengthening strategies, new club

creation, and promotion of Rotary programs for a term of three years, subject to annual review. Each of the 34 zones has at least one regional leader team that is assigned to the districts within the zone, zone section, or part of the zone.

#### 29.020.1. Purpose

The purpose of RCs is to proactively promote Rotary's strategic plan by facilitating the support and strengthening of existing clubs and the establishment of new clubs and satellite clubs. RCs work in collaboration with the district structure to support and encourage Rotarians and clubs to increase member attraction and engagement, develop new clubs and satellite clubs, and promote participation in Rotary programs. RCs also inspire, motivate, train, advise, strategize, communicate, and promote Rotary in the districts they serve.

#### 29.020.2. Qualifications

RCs must have the following experience before appointment:

- service as a past district governor
- expertise in membership attraction and engagement, new club creation, strategic planning, or Rotary programs

Preference for RC candidates will be given to candidates with demonstrated:

- collaborative leadership styles
- training experience
- service as an Assistant RC and/or as a District Membership Chair

Due to the intensive nature of this role, RCs should not simultaneously hold other significant Rotary appointments. To avoid role overlap, RCs should not concurrently serve as the District Membership Committee Chair.

#### 29.020.3. Selection Process

The President-nominee annually appoints RCs based on recommendations of eligible candidates from districts served by the team with the open position. Candidate recommendations are solicited from current, immediate-past, and incoming Directors and Trustees along with regional leaders serving in their last year. Candidate selections are shared with the RI Board and TRF Trustees for review before appointments are finalized and announced.

#### 29.020.4. Role Responsibilities

RCs understand and effectively communicate Rotary's:

- Strategic plan
- Annual goals and priorities
- Regionally appropriate membership attraction and engagement strategies
- New club and satellite club creation strategies
- Programs
- Focus on alumni importance

RCs lead by example locally and regionally by:

- Inviting at least one candidate to join their Rotary club each year
- Supporting effective member engagement activities in their Rotary club
- Effective use of Rotary's online tools

RCs actively promote:

- Strong, dynamic, flexible and effective clubs
- Attraction of new members
- Engagement of current members
- New club and satellite club development
- Strategic planning at both the club and district level
- Adoption and use of Rotary's online tools
- Participation in Rotary Programs
- Monitoring and responding to club, district and regional membership trends
- Club success stories
- Ways to strengthen alumni connection, engagement, and commitment to Rotary
- Confer with the RRFC and RPIC regarding annual candidates for the Rotary Alumni Global Service Award and the Alumni Association of the Year Award

RCs, working with their assistants and in collaboration with their regional leader team, plan and conduct the following training:

- Regional team training for their assistants
- Governors-elect Training Seminars. Those not invited to serve on the GETS training team, are strongly encouraged to attend GETS to further deepen communication and collaboration with governors-elect and district leadership.
- Regional and other district seminars as needed

#### 29.020.5. Primary Audience

RCs work in collaboration with district governors and the district structure to connect Rotarians with resources that support Rotary's goals, priorities, and strategic plan to help strengthen and support clubs.

RCs work most closely with District Membership Committee Chairs to support membership attraction and engagement strategies, new club and satellite club development, strategic planning, and promotion of Rotary programs in the districts they serve.

#### 29.020.6. Key Network

##### Senior Leadership

RI Directors lead regional leader teams in reaching their goals within the districts they serve. RCs are expected to regularly communicate, plan, collaborate, and cooperate with their RI Director and either a Trustee who resides in the zones of that Director or within the greater geographical region as appropriate, as well as with their fellow regional leaders.

### Regional Leaders

RCs lead their assistants in collaboration and communication with their predecessor and successor to promote member attraction and engagement and ensure continuity, consistency, and successful knowledge management. Additionally, RCs plan, communicate and collaborate with their regional leader team to have long-lasting impact in the districts they serve.

### District Governors

RCs are a key resource to governors and their District Membership Committee Chairs to improve membership attraction and engagement, strategic planning at the club and district levels, new club and satellite club development strategy, and promotion of participation in Rotary programs. RCs need district governors to actively promote them as a resource to their district chairs.

### Assistant Rotary Coordinators

Rotary coordinators select their assistants, in consultation with their Director based on demonstrated success and experience with regional membership attraction and engagement strategies, new club and satellite club development, strategic planning, and Rotary programs. Assistants are appointed annually, for up to three years to ensure maximum effectiveness in the districts they serve, especially in relation to geographic coverage, functional expertise, and language ability. Assistants should not serve concurrently with a significant regional or district-level role. Assistants help the RC with education, motivation and training about membership, strategic planning, and Rotary programs.

Candidates for assistant RCs must be vetted with the general secretary for compliance with Rotary policy related to stewardship, youth protection, financial and other obligations before the appointments are finalized.

### **29.030. Rotary Public Image Coordinators (RPICs)**

RPICs serve as a resource to districts to ensure that clubs have a positive public image at the local level. They champion a consistent Rotary brand and visual identity and help identify impactful Rotary stories. RPICs are appointed for a term of three years, subject to annual review. Each of the 34 zones has at least one regional leader team that is assigned to the districts within the zone, zone section, or part of the zone.

#### 29.030.1. Purpose

The purpose of RPICs is to proactively promote Rotary's strategic plan by helping to build the capacity of clubs and districts to identify and effectively tell impactful stories that demonstrate Rotarians as people of action to the public and within Rotary. RPICs also advise on local and regionally-appropriate use of Rotary's brand and public image campaign materials. RPICs work in collaboration with the district structure to support and encourage clubs to have a robust

media and social media strategy, an up-to-date website, and an engaging online presence in their local communities. As motivators, trainers, and advisors, RPICs work with districts to help them understand how to effectively secure local media coverage and promote Rotary special events and Rotary marketing in the districts they serve.

#### 29.030.2. Qualifications

RPICs must have the following experience before appointment:

- Expertise in public relations, marketing, advertising, media relations, or brand awareness and development
- Familiarity with key leadership networks in their area

Preference for RPIC candidates will be given to candidates with demonstrated:

- collaborative leadership styles
- training experience
- familiarity with programs of Rotary and The Rotary Foundation
- service as an Assistant RPIC and/or as a District Public Image Chair

Due to the intensive nature of this role, RPICs should not simultaneously hold other time-intensive Rotary appointments. To avoid role overlap, RPICs should not concurrently serve as a District Public Image Chair.

#### 29.030.3. Selection Process

The President-nominee annually appoints RPICs based on recommendations of eligible candidates from districts served by the team with the open position. Candidate recommendations are solicited from current, immediate-past, and incoming Directors and Trustees along with regional leaders serving in their last year. Candidate selections are shared with the RI Board and TRF Trustees for review before appointments are finalized and announced.

#### 29.030.4. Role Responsibilities

RPICs understand and effectively communicate Rotary's:

- Strategic plan
- Annual goals and priorities
- Coordinated public image building activities in a regionally-appropriate manner
- Need for a consistent and unified Rotary brand and message
- Use of Rotary's visual identity assets, including the Brand Center, etc.
- Value of Rotarians and alumni in telling Rotary's story

RPICs lead by example, locally and regionally by:

- Championing Rotary's public image campaigns in their own club
- Using Rotary's online tools, including the Brand Center, to tell Rotary's story

- Sharing examples of club and district successes and challenges in public image building to help facilitate improvement
- Having a visible and vibrant traditional media and/or social media presence

RPICs actively promote:

- Engagement of clubs and districts in coordinated public image activities as part of strategic planning
- Adoption and use of Rotary's Brand Center and other on-line tools to tell Rotary's story
- Adoption and use of Rotary's brand and other visual identity assets
- Use of a consistent and unified Rotary message
- Clubs and districts telling stories about their community impact, by leveraging various communication channels, including media relations, on-line, social and digital media, local advocacy, community engagement events, thought leadership, speaking engagements, marketing and advertising channels, etc.
- Well-maintained club and district websites
- The need for clubs and districts to have a robust social media presence
- Ways to highlight Rotarian and Rotary alumni stories
- Best practices for marketing Rotary special events and activities in local communities, such as World Polio Day, etc.
- Promote that all Rotarians may suggest annual candidates for the Rotary Alumni Global Service --Award and the Alumni Association of the Year Award; and confer with the RRFC and RC on the selection of winners for these awards

RPICs, working with their assistants and in collaboration with their regional leader team, plan and conduct the following training:

- Regional team training for their assistants
- Governors-elect Training Seminars. Those not invited to serve on the GETS training team are strongly encouraged to attend GETS to further deepen their communication and collaboration with governors-elect and district leadership.
- Regional and other district seminars as needed

#### 29.030.5. Primary Audience

RPICs work in collaboration with district governors and the district structure to connect Rotarians with resources that support Rotary's goals, priorities, and strategic plan, with the aim of helping districts and clubs effectively tell their stories to ensure a vibrant public image presence in their communities.

RPICs work most closely with District Public Image Chairs in the districts they serve to support public image efforts for all clubs. RPICs inspire, motivate, train, advise, strategize, communicate, and promote Rotary's public image programs

and activities specifically to District Public Image Chairs and where appropriate to other district leadership.

#### 29.030.6. Key Network

##### Senior Leadership

RI Directors lead regional leader teams in reaching their goals within the districts they serve. RPICs are expected to regularly communicate, plan, collaborate, and cooperate with their RI Director and either a Trustee that resides in the zones of that Director or within the greater geographical region as appropriate, as well as with their fellow regional leaders.

##### Regional Leaders

RPICs lead their assistants in collaboration and communication with their predecessor and successor to promote Rotary's brand and ensure continuity, consistency, and successful knowledge management. Additionally, RPICs plan, communicate and collaborate with their regional leader team to have long-lasting impact in the districts they serve.

##### District Governors

RPICs are a key resource to governors and their District Public Image Committee Chairs to improve the local image of Rotary in its communities around the world. RPICs need district governors to actively promote them as a resource to their district chairs.

##### Assistant Rotary Public Image Coordinators

Rotary public image coordinators select their assistants, in consultation with their Director, based on demonstrated success and experience with marketing, media, and/or public relations. Assistants are appointed annually, for up to three years, to ensure maximum effectiveness in the districts they serve, especially in relation to geographic coverage, functional expertise, and language ability. Assistants should not serve concurrently with a significant regional or district-level role. Assistants help the RPIC with education, motivation and training about the importance of telling the Rotary's story at the local level.

Candidates for assistant RPICs must be vetted with the general secretary for compliance with Rotary policy related to stewardship, youth protection, financial and other obligations before the appointments are finalized.

## APPENDIX C

### STRATEGIC PLANNING PRIORITIES AND OBJECTIVES (Decision 178)

*Together, we see a world where people unite and take action to create lasting change – across the globe, in our communities, and in ourselves.*

---

Since we were founded in 1905, forging significant personal and professional connections, as well as serving the needs of others, have been at the heart of the Rotary experience. Our ability to deliver this experience is a testament to the strength of our members around the world.

But it's not enough to be satisfied with what we have achieved to date. As we stand on the cusp of eliminating polio, we need to move toward realizing a new vision, where Rotary brings more people together, increases our impact, and drives toward achieving lasting change.

The world today is not the same as it was in 1905. Demographics have shifted, the pace of change has accelerated, and technology has created new platforms for connection and service. What hasn't changed is a need for the values Rotary has long held at its core: diversity, integrity, fellowship, service, and leadership. By honoring our past and embracing the future, we can evolve and forge a path that ensures Rotary not only remains relevant but thrives going forward.

To achieve the vision of Rotary International and The Rotary Foundation, we have identified four key priorities that direct and provide a framework for our work over the next 5 years.

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#### **Increase our impact**

Rotarians strive to positively impact the lives of others. Our members invest volunteer and financial resources in a broad range of service activities, but we are not yet strong at measuring results and outcomes of our work. To remain competitive as an international humanitarian service organization, and continue to attract members, partners, and donors, our programs must become more focused—producing evidence of change and lasting impact.

#### Objectives

- a. Eradicate polio and leverage the legacy
- b. Focus our programs and offerings

- c. Improve our ability to achieve and measure impact
- 

#### **Expand our reach**

There's magic in experiencing Rotary. We need to create opportunities for more individuals and entities to be part of that magic. Clubs will continue to be important going forward. But to strengthen our global reach, we need to augment our existing structure with innovative models that welcome more participants into Rotary and give them meaningful ways to unite and take action.

#### Objectives

- a. Grow and diversify our membership and participation
  - b. Create new channels into Rotary
  - c. Increase Rotary's openness and appeal
  - d. Build awareness of our impact and brand
- 

#### **Enhance participant engagement**

Recognizing the challenges our clubs face in today's changing world, it is essential to further support clubs' efforts to deliver an experience that engages and retains members. By helping clubs better focus on the member experience and value, our members and other participants will have the opportunity to serve together, connect with each other, and have a more satisfying experience with Rotary.

#### Objectives

- a. Support clubs to better engage their members
  - b. Develop a participant-centered approach to deliver value
  - c. Offer new opportunities for personal and professional connection
  - d. Provide leadership development and skills training
- 

#### **Increase our ability to adapt**

To achieve our vision and keep pace with changing global trends, our structure and culture must be appropriately aligned. We must ensure our operating and governance structures are efficient, flexible, and effective.



tive in delivering services to the clubs and all participants in the Rotary experience.

Objectives

- a. Build a culture of research, innovation, and willingness to take risks
- b. Streamline governance, structure, and processes
- c. Review governance to foster more diverse perspectives in decision-making

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