This is the 2007 edition of the Club Leadership Plan (245-EN). The information in this publication is based on the Recommended Rotary Club Bylaws and the Rotary Code of Policies. Changes to these documents by the RI Board of Directors override policy as stated in this publication.

Comments?
If you have questions or comments, submit them to:

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The Club Leadership Plan is the recommended administrative structure for Rotary clubs. It is based on the best practices of effective Rotary clubs. Because each Rotary club is unique, the Club Leadership Plan is flexible enough to support the individual needs of clubs around the world. Although it isn’t mandatory for any club to adopt the Club Leadership Plan, every Rotary club, new and old, can benefit from standardizing its administrative procedures based on these best practices:

- Develop long-range goals that address the elements of an effective club.
- Set annual goals that support long-range goals.
- Make sure that all club members feel involved and informed.
- Keep the lines of communication open, both in the club and with the district.
- Ensure continuity in leadership from year to year.
- Customize the bylaws to reflect club operations.
- Provide regular fellowship opportunities.
- Actively involve all club members.
- Offer regular, consistent training.

The Avenues of Service are the foundation for an effective club. Effective clubs are able to achieve the Object of Rotary by

- Sustaining or increasing their membership base
- Implementing successful service projects that address the needs of its community and communities in other countries
- Supporting The Rotary Foundation through both financial contributions and program participation
- Developing leaders capable of serving in Rotary beyond the club level
The Club Leadership Plan can help clubs increase their ability to meet their goals in each Avenue of Service. Implementing successful service projects affects Vocational, Community, and International Service. Increased membership gives a club a greater pool of Rotarians working in each avenue. Supporting The Rotary Foundation affects both Community and International Service. Streamlined processes, better communication, strategic planning, and increased member involvement will improve Club Service. With efficient operations in place, your club can become more effective in conducting its service activities. The Club Leadership Plan will allow your club to devote more effort to each Avenue of Service and reach the Object of Rotary.

Benefits of the Club Leadership Plan

By providing an opportunity to reassess current operations, the Club Leadership Plan can help clubs realize many benefits:

- All members have a chance to voice their opinions on the future of their club.
- Simplified club operations give members more time to focus on service and fellowship.
- Greater involvement of club members develops future club and district leaders.
- Membership retention rates increase as members have greater participation in the club's activities.
• Club leaders have a larger group of members working to achieve the club’s goals.
• Continuity between appointments and the club’s goals eases the leadership transition from one Rotary year to the next.
• Renewed enthusiasm for Rotary comes from taking a fresh look at the practices of the club.

Implementing the Plan

Past, current, and incoming club officers work together to customize a leadership plan for their club based on the practices below:

1. Develop long-range goals that address the elements of an effective club.
   
   Your long-range goals should cover the next three to five Rotary years and address the elements of an effective club: membership, service projects, The Rotary Foundation, and leadership development. They should also include strategies for promoting your club’s successes in each element. As your club’s leadership plan evolves, these goals should be updated.

2. Use the Planning Guide for Effective Rotary Clubs to set annual goals that are in harmony with your club’s long-range goals.
   
   The planning guide lists common strategies that clubs might use to achieve their annual goals and allows clubs to add alternate strategies. Think of it as a working document, one that you can update as needed. Annual goals should address each Avenue of Service and work to help the club pursue the Object of Rotary. For more information on goal setting, see the Club Officers’ Kit (225-EN).

3. Conduct club assemblies that involve members in the planning process and keep them informed of Rotary activities.
   
   Club assemblies help all club members stay current and feel included in club activities. Many clubs use assemblies as an opportunity for all members to discuss decisions that affect the club and for committees to report on their activities.

4. Ensure clear communication between club leaders, club members, and district leaders.
   
   Regular club assemblies that include all club members and your assistant governor help to ensure that this communication takes place. Outside of club assemblies, club leaders should work together to develop a plan for communicating with each other, club members, and district leaders. In your communication plan, outline who will communicate with whom, what method will be used, and when.

5. Provide for continuity in leadership, including the concept of succession planning, to ensure development of future leaders.
   
   Because Rotary club leaders change annually, every club needs a continual supply of leaders. Three of the most successful ways to achieve continuity are making appointments for multiple years; having a current, incoming,
and past chair on all committees; and having the current club president
work closely with the president-elect, president-nominee, and immediate
past president.

6. **Amend club bylaws to reflect the club committee structure and roles
and responsibilities of club leaders.**
   Modify the Recommended Rotary Club Bylaws from RI to reflect your club’s
   operations. For more information, see “Your Club’s Bylaws” (page 6) and the
   Recommended Rotary Club Bylaws (page 9).

7. **Provide opportunities to increase fellowship among club members.**
   Members who enjoy Rotary will feel more involved. Strong club fellowship
   will also support your club’s service efforts.

8. **Ensure that every member is active in a club project or function.**
   Club involvement teaches members about Rotary and helps retain them as
   active members of the club. Active members feel ownership and dedication
to their club’s projects.

9. **Develop a comprehensive training plan.**
   A comprehensive training plan ensures that these areas are addressed:
   - Club leaders attend district training meetings.
   - Orientation for new members is provided consistently and regularly.
   - Ongoing educational opportunities are available for current members.
     Training is crucial for developing future leaders and ensuring that current
     club officers are well informed about Rotary and capable of leading the
     club and providing better Rotary service.
   - A leadership skills development program is available for all members.
   As club leaders, you should review your plan annually to ensure that it contin-
   ues to meet the club’s goals and reflect the club’s identity. Ask district leaders,
   particularly your assistant governor, for help as you implement and review
   your plan and as needed throughout the year.

### Club Committees

While many clubs may choose to continue their current committee structure,
clubs may wish to consider the following five standing committees to carry out
the club’s annual goals:

- **Membership**
  This committee develops and implements a plan for recruiting and retaining
  club members.

- **Public relations**
  This committee develops and executes a plan to provide the public with
  information about Rotary and promote the club’s service projects and
  activities.
• **Club administration**
  This committee conducts all the club's administrative activities. The club secretary and treasurer should be members of this committee.

• **Service projects**
  This committee plans and carries out educational, humanitarian, and vocational projects that address the needs of the club's community and communities in other countries.

• **The Rotary Foundation**
  This committee develops and carries out plans to support The Rotary Foundation through financial contributions and club participation in Foundation programs.

To ensure continuity in each committee's activities, appoint committee members to three-year terms, whenever possible. The club president-elect is responsible for filling vacancies and appointing committee chairs. The president-elect should also conduct planning meetings with incoming committees before the next Rotary year begins. The Club Leadership Plan recommends that each committee chair have previous experience on that committee.

The club should appoint additional committees and subcommittees as needed, such as for special projects or to reflect the traditional activities of the club. Each standing committee should set goals in support of the club's annual and long-range goals.

Each club committee should report regularly to the club's board about the progress of their activities. Many clubs use assemblies for this purpose. Each committee should also take advantage of district support by communicating regularly with the club's assistant governor and the appropriate district committees.

If your current structure serves your club well, change isn't necessary. The recommended committee structure is only one part of the Club Leadership Plan, and it's intended to align the club with major operational activities and the district structure.

## Support from Your District

Rotary districts exist to support Rotary clubs. The following chart shows how the district governor's leadership team supports club committees.

<table>
<thead>
<tr>
<th><strong>CLUB COMMITTEE</strong></th>
<th><strong>DISTRICT SUPPORT</strong></th>
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<tbody>
<tr>
<td>Membership</td>
<td>Membership development committee</td>
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<tr>
<td>Club public relations</td>
<td>Public relations committee</td>
</tr>
<tr>
<td>Club administration</td>
<td>Assistant governor</td>
</tr>
<tr>
<td>Service projects</td>
<td>Programs committees</td>
</tr>
<tr>
<td>The Rotary Foundation</td>
<td>The Rotary Foundation committee</td>
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</tbody>
</table>
As your primary district contact, your incoming assistant governor can offer guidance as you complete the *Planning Guide for Effective Rotary Clubs*, which is designed to help clubs set their goals in harmony with the plan. And whether your club is strong or struggling, newly chartered or well established, this district leader can show you how to use the plan to improve the club's operations and answer questions you have along the way.

**Other Rotary Clubs**

By sharing their own experiences with the Club Leadership Plan, other Rotary clubs can be a great source of support. If you’d like to exchange information with another club in the district, ask your governor or assistant governor about contacting other clubs that are implementing the Club Leadership Plan.

**Training Opportunities**

Training conducted by the district for all club leaders is an important aspect of the Club Leadership Plan. The president-elect should attend the presidents-elect training seminar and the district assembly. Other club leaders who should attend the district assembly are the incoming secretary, treasurer, committee chairs, and as many committee members as possible. Both the presidents-elect training seminar and district assembly will provide incoming club leaders with information on the Club Leadership Plan. Your district’s continuing education opportunities that all club members and officers are encouraged to take advantage of include:

- District conference
- District leadership seminar
- District membership seminar
- District Rotary Foundation seminar
- Leadership development program

**Your Club’s Bylaws**

Your club’s bylaws provide guidelines for managing the club. The Recommended Rotary Club Bylaws are developed in harmony with the Standard Rotary Club Constitution and reflect current Rotary policy. They can be adapted to meet your club’s needs, goals, and activities and reflect its unique identity. Over time, as your club’s leadership plan evolves, revisit your bylaws and revise them to reflect new practices and procedures.

**Club board**

As outlined in the Recommended Rotary Club Bylaws, the club’s board should consist of these officers:

- Directors (number determined by club)
- President
- Vice president
- President-elect
- Secretary
• Treasurer
• Immediate past president

Each board member is elected by a majority vote of club members to govern your Rotary club. Because committee chairs are appointed by the president-elect, rather than elected by the club, they aren’t automatically members of the board. If your club wishes to include committee chairs on its board, you should modify your club bylaws.

**Proposing and voting on amendments**

Your club may amend its bylaws at any regular meeting where a majority of the club’s members are present. Any proposed amendments should first be approved by the club’s board, and all members should be notified of proposed amendments at least 10 days before the vote. Amendments to the bylaws must be approved by a two-thirds majority vote.

**Recommended Timeline**

<table>
<thead>
<tr>
<th>Prepare to implement your club’s plan (January-June)</th>
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<tr>
<td>• The club’s current and incoming board members meet to decide how the club will implement the Club Leadership Plan.</td>
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<tr>
<td>• A club assembly is held to inform the entire club of the decision and discuss participation with all club members. If the club’s incoming assistant governor is not in attendance, the club should inform this district leader of its decision.</td>
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<tr>
<td>• The club’s current and incoming board members develop a timeline to implement the plan that includes transition activities and keeps members as involved as possible.</td>
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<tr>
<td>• The club’s bylaws are updated in accordance with the plan.</td>
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<tr>
<th>Implement the plan (1 July)</th>
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<tr>
<td>• Club committees work to pursue the club’s goals.</td>
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<tr>
<td>• The <em>Planning Guide for Effective Rotary Clubs</em> is updated as needed.</td>
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<tr>
<th>Assess the plan (1 January)</th>
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<tr>
<td>• Club leaders and members review their leadership plan and make any necessary adjustments, including revisions to the bylaws.</td>
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<tr>
<th>Prepare for following Rotary year (1 May)</th>
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<tr>
<td>• As incoming club leaders prepare for the upcoming year, the club makes any needed revisions to its leadership plan. The club’s long-range goals and bylaws are also reviewed.</td>
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**Resources**

With the exception of the *Official Directory*, all of the RI publications listed below can be ordered or downloaded at www.rotary.org.

*Club Officers’ Kit (225-EN)* — A set of manuals that includes an overview of the responsibilities of the club president, secretary, treasurer, and club committees. The kit includes:

• *Club President’s Manual*
• Club Secretary’s Manual
• Club Committee Manuals (for club administration, membership, public relations, The Rotary Foundation, and service projects)

**Manual of Procedure (035-EN)** — Policies and procedures established by legislative action, the RI Board of Directors, and the Trustees of The Rotary Foundation, issued every three years following each meeting of the Council on Legislation. Contains the RI Constitution, RI Bylaws, and Standard Rotary Club Constitution.

**Official Directory (007-ENP)** — Contact information for RI officers, committees, task forces, and Secretariat personnel; worldwide listing of districts and governors; alphabetical listing of clubs within districts, including contact information for presidents and secretaries and meeting times and places. Also available on CD (007-ENC).

**Planning Guide for Effective Rotary Clubs** — Practical goal-setting tool for club leaders that relates to key areas of club effectiveness.

**RI Web site (www.rotary.org)** — Online resource of up-to-date information on all aspects of Rotary, including membership, The Rotary Foundation, RI programs, news, events, club and district support, and training. Many of Rotary’s publications, including program application forms, are available for download. Club Leadership Plan resources, such as FAQs and PowerPoint presentations, are available.

Club and District Support representative — Staff members at RI World Headquarters and international offices can answer many administrative questions and direct other inquiries to appropriate RI staff.

**District directory** — Contact information for district leaders and other district information.
Recommended Rotary Club Bylaws

Bylaws of the Rotary Club of

**Article 1 Definitions**

1. Board: The Board of Directors of this club.
2. Director: A member of this club's Board of Directors.
3. Member: A member, other than an honorary member, of this club.
4. RI: Rotary International.
5. Year: The twelve-month period that begins on 1 July.

**Article 2 Board**

The governing body of this club shall be the board consisting of _____ members of this club, namely, the president, vice-president, president-elect (or president-nominee, if no successor has been elected), secretary, treasurer, and the sergeant-at-arms. At the discretion of the board, also added can be the _____ directors elected in accordance with article 3, section 1 of these bylaws, and the immediate past president.

**Article 3 Election of Directors and Officers**

Section 1 – At a regular meeting one month prior to the meeting for election of officers, the presiding officer shall ask for nominations by members of the club for president, vice-president, secretary, treasurer, and _____ directors. The nominations may be presented by a nominating committee or by members from the floor, by either or by both as a club may determine. If it is determined to use a nominating committee, such committee shall be appointed as the club may determine. The nominations duly made shall be placed on a ballot in alphabetical order under each office and shall be voted for at the annual meeting. The candidates for president, vice-president, secretary, and treasurer receiving a majority of the votes shall be declared elected to their respective offices. The _____ candidates for director receiving a majority of the votes shall be declared elected as directors. The candidate for president elected in such balloting shall be the president-nominee and serve as a director for the year commencing on the first day of July next following the election, and shall assume office as president on 1 July immediately following that year. The president-nominee shall take the title of president-elect on 1 July in the year prior to taking office as president.

Section 2 – The officers and directors, so elected, together with the immediate past president shall constitute the board. Within one week after their election, the directors-elect shall meet and elect some member of the club to act as sergeant-at-arms.

Section 3 – A vacancy in the board or any office shall be filled by action of the remaining directors.

Section 4 – A vacancy in the position of any officer-elect or director-elect shall be filled by action of the remaining directors-elect.

**Article 4 Duties of Officers**

Section 1 – President. It shall be the duty of the president to preside at meetings of the club and the board in the absence of the president and to perform other duties as ordinarily pertain to the office of president.

Section 2 – President-elect. It shall be the duty of the president-elect to serve as a director and to perform such other duties as may be prescribed by the president or the board.

Section 3 – Vice-President. It shall be the duty of the vice-president to preside at meetings of the club and the board in the absence of the president and to perform other duties as ordinarily pertain to the office of vice-president.

Section 4 – Secretary. It shall be the duty of the secretary to keep membership records; record attendance at meetings; send out notices of club, board, and committee meetings; record and preserve the minutes of such meetings; report as required to RI, including the semiannual reports of membership on 1 January and 1 July of each year, which shall include per capita dues for all members and prorated dues for active members who have been elected to membership in the club since the start of the July or January semiannual reporting period; report changes in membership; provide the monthly attendance report, which shall be made to the district governor within 15 days of the last meeting of the month; collect and remit RI official magazine subscriptions; and perform other duties as usually pertain to the office of secretary.

Section 5 – Treasurer. It shall be the duty of the treasurer to have custody of all funds, accounting for it to the club annually and at any other time upon demand by the board, and to perform other duties as pertain to the office of treasurer. Upon retirement from office, the treasurer shall turn over to the incoming treasurer or to the president all funds, books of accounts, or any other club property.

Section 6 – Sergeant-at-Arms. The duties of the sergeant-at-arms shall be such as are usually prescribed for such office and other duties as may be prescribed by the president or the board.

**Article 5 Meetings**

Section 1 – Annual Meeting. An annual meeting of this club shall be held on the _____ in each year, at which time the election of officers and directors to serve for the ensuing year shall take place.

(Note: Article 6, section 2 of the Standard Rotary Club Constitution provides that "An annual meeting for the election of officers shall be held not later than 31 December..."

Section 2 – The regular weekly meetings of this club shall be held on _____ (day) at _____ (time).

Due notice of any changes in or canceling of the regular meeting shall be given to all members of the club. All members excepting an honorary member (or member excused pursuant to the standard Rotary club constitution) in good standing in this club, on the day of the regular meeting, must be counted as present or absent, and attendance must be evidenced by the member's being present for at least sixty (60) percent of the time devoted to the regular meeting, either at this club or at any other Rotary club, or as otherwise provided in the standard Rotary club constitution, article 9, sections 1 and 2.

Section 3 – One-third of the membership shall constitute a quorum at the annual and regular meetings of this club.

Section 4 – Regular meetings of the board shall be held on _____ of each month. Special meetings of the board shall be called by the president, whenever deemed necessary, or upon the request of two (2) directors, due notice having been given.

*NOTE: These bylaws are recommended only and may be changed by any Rotary club to meet its own conditions, provided such changes are not out of harmony with the Standard Rotary Club Constitution and with the RI constitution, RI bylaws, and the Rotary Code of Policies. If any doubt exists, the proposed changes should be submitted to the general secretary for the consideration of the Board of Directors of RI.*
Section 5 – A majority of the directors shall constitute a quorum of the board.

Article 6 Fees and Dues
Section 1 – The admission fee shall be $______ to be paid before the applicant can qualify as a member, except as provided for in the standard Rotary club constitution, article 11.
Section 2 – The membership dues shall be $______ per annum, payable semiannually on the first day of July and of January, with the understanding that a portion of each semiannual payment shall be applied to each member’s subscription to the RI official magazine.

Article 7 Method of Voting
The business of this club shall be transacted by viva voce* vote except the election of officers and directors, which shall be by ballot. The board may determine that a specific resolution be considered by ballot rather than by viva voce vote.

(*Note: Viva voce vote is defined as when club voting is conducted by vocal assent.)

Article 8 Four Avenues of Service
The four Avenues of Service are the philosophical and practical framework for the work of this Rotary club. They are Club Service, Vocational Service, Community Service, and International Service. This club will be active in each of the four Avenues of Service.

Article 9 Committees
Club committees are charged with carrying out the annual and long-range goals of the club based on the four Avenues of Service. The president-elect is responsible for appointing committee members to fill vacancies, appointing committee chairs, and conducting planning meetings prior to the start of the year in office. It is recommended that the chair have previous experience as a member of the committee. Standing committees should be appointed as follows:

- Membership
  This committee should develop and implement a comprehensive plan for the recruitment and retention of members.

- Club Public Relations
  This committee should develop and implement plans to provide the public with information about Rotary and to promote the club’s service projects and activities.

- Club Administration
  This committee should conduct activities associated with the effective operation of the club.

- Service Projects
  This committee should develop and implement educational, humanitarian, and vocational projects that address the needs of its community and communities in other countries.

- The Rotary Foundation
  This committee should develop and implement plans to support The Rotary Foundation through both financial contributions and program participation.

Additional ad hoc committees may be appointed as needed.

(a) The president shall be ex officio a member of all committees and, as such, shall have all the privileges of membership thereon.

(b) Each committee shall transact its business as is delegated to it in these bylaws and such additional business as may be referred to it by the president or the board. Except where special authority is given by the board, such committees shall not take action until a report has been made and approved by the board.

(c) Each chair shall be responsible for regular meetings and activities of the committee, shall supervise and coordinate the work of the committee, and shall report to the board on all committee activities.

(Note: The above committee structure is in harmony with both the District Leadership Plan and the Club Leadership Plan. Clubs have the discretion to create any committees that are required to effectively meet its service and fellowship needs. A sample listing of such optional committees is found in the Club Committee Manual. A club may develop a different committee structure as needed.)

Article 10 Duties of Committees
The duties of all committees shall be established and reviewed by the president for his or her year. In declaring the duties of each, the president shall reference to appropriate RI materials. The service projects committee will consider the Avenues of Vocational Service, Community Service, and International Service when developing plans for the year.

Each committee shall have a specific mandate, clearly defined goals, and action plans established by the beginning of each year for implementation during the course of the year. It shall be the primary responsibility of the president-elect to provide the necessary leadership to prepare a recommendation for club committees, mandates, goals, and plans for presentation to the board in advance of the commencement of the year as noted above.

Article 11 Leave of Absence
Upon written application to the board, setting forth good and sufficient cause, leave of absence may be granted excusing a member from attending the meetings of the club for a specified length of time.

(Note: Such leave of absence does operate to prevent a forfeiture of membership; it does not operate to give the club credit for the member’s attendance. Unless the member attends a regular meeting of some other club, the excused member must be recorded as absent except that absence authorized under the provisions of the Standard Rotary Club Constitution is not computed in the attendance record of the club.)

Article 12 Finances
Section 1 – Prior to the beginning of each fiscal year, the board shall prepare a budget of estimated income and expenditures for the year, which shall stand as the limit of expenditures for these purposes, unless otherwise ordered by action of the board. The budget shall be broken into two separate parts: one in respect of club operations and one in respect of charitable/service operations.

Section 2 – The treasurer shall deposit all club funds in a bank, named by the board. The club funds shall be divided into two separate parts: club operations and service projects.

Section 3 – All bills shall be paid by the treasurer or other authorized officer only when approved by two other officers or directors.

Section 4 – A thorough review of all financial transactions by a qualified person shall be made once each year.

Section 5 – Officers having charge or control of club funds shall give bond as required by the board for the safe custody of the funds of the club, cost of bond to be borne by the club.

Section 6 – The fiscal year of this club shall extend from 1 July to 30 June, and for the collection of members’ dues shall be divided into two (2) semianual periods extending from 1 July to 31 December, and from 1 January to 30 June. The payment
of per capita dues and RI official magazine subscriptions shall be made on 1 July and 1 January of each year on the basis of the membership of the club on those dates.

**Article 13 Method of Electing Members**

**Section 1** – The name of a prospective member, proposed by an active member of the club, shall be submitted to the board in writing, through the club secretary. A transferring or former member of another club may be proposed to active membership by the former club. The proposal shall be kept confidential except as otherwise provided in this procedure.

**Section 2** – The board shall ensure that the proposal meets all the classification and membership requirements of the standard Rotary club constitution.

**Section 3** – The board shall approve or disapprove the proposal within 30 days of its submission and shall notify the proposer, through the club secretary, of its decision.

**Section 4** – If the decision of the board is favorable, the prospective member shall be informed of the purposes of Rotary and of the privileges and responsibilities of membership, following which the prospective member shall be requested to sign the membership proposal form and to permit his or her name and proposed classification to be published to the club.

**Section 5** – If no written objection to the proposal, stating reasons, is received by the board from any member (other than honorary) of the club within seven (7) days following publication of information about the prospective member, that person, upon payment of the admission fee (if not honorary membership), as prescribed in these bylaws, shall be considered to be elected to membership.

If any such objection has been filed with the board, it shall vote on this matter at its next meeting. If approved despite the objection, the proposed member, upon payment of the admission fee (if not honorary membership), shall be considered to be elected to membership.

**Section 6** – Following the election, the president shall arrange for the new member's induction, membership card, and new member Rotary literature. In addition, the president or secretary will report the new member information to RI and the president will assign a member to assist with the new member's assimilation to the club as well as assign the new member to a club project or function.

**Section 7** – The club may elect, in accordance with the standard Rotary club constitution, honorary members proposed by the board.

**Article 14 Resolutions**

The club shall not consider any resolution or motion to commit the club on any matter until the board has considered it. Such resolutions or motions, if offered at a club meeting, shall be referred to the board without discussion.

**Article 15 Order of Business**

Meeting called to order.
Introduction of visitors.
Correspondence, announcements, and Rotary information.
Committee reports if any.
Any unfinished business.
Any new business.
Address or other program features.
Adjournment.

**Article 16 Amendments**

These bylaws may be amended at any regular meeting, a quorum being present, by a two-thirds vote of all members present, provided that notice of such proposed amendment shall have been mailed to each member at least ten (10) days before such meeting. No amendment or addition to these bylaws can be made which is not in harmony with the standard Rotary club constitution and with the constitution and bylaws of RI.
TAKE YOUR CLUB TO THE NEXT LEVEL

Implement the Club Leadership Plan

+ Develop a long-range plan
+ Provide for continuity and succession planning
+ Involve all club members