

MANUAL DA COMISSÃO DE ADMINISTRAÇÃO
DO CLUBE クラブ管理運営委員会の手引き
LA COMMISSION ADMINISTRATION DU CLUB
클럽 관리 위원회 매뉴얼 HANDBUCH FÜR
DEN AUSSCHUSS FÜR CLUBVERWALTUNG
クラブ管理運営委員会の手引き CLUB
ADMINISTRATION COMMITTEE MANUAL
클럽 관리 위원회 매뉴얼 MANUAL DEL
COMITÉ DE ADMINISTRACIÓN DEL CLUB
MANUALE DELLA COMMISSIONE DI CLUB
PER L'AMMINISTRAZIONE MANDBOKER FÖR
KLUBBKOMMITTÉN FÖR ADMINISTRATION LA
COMMISSION ADMINISTRATION DO CLUB 클럽
관리 위원회 매뉴얼 CLUB ADMINISTRATION
COMMITTEE MANUAL

Club Administration Committee Manual

A PART OF THE CLUB OFFICERS' KIT

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This is the 2012 edition of the *Club Administration Committee Manual*. It is intended for use by 2013-14, 2014-15, and 2015-16 club committees. The information in this publication is based on the Standard Rotary Club Constitution, the Recommended Rotary Club Bylaws, the Constitution of Rotary International, the Bylaws of Rotary International, and the Rotary Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents, by the Council on Legislation or the RI Board, override policy as stated in this publication.

Photos: Alyce Henson and Monika Lozinska-Lee

Introduction

The *Club Administration Committee Manual* was developed to help Rotary club administration committees establish goals and understand their responsibilities related to increasing club effectiveness. Because committee responsibilities vary according to area laws, cultural practices, and established club procedures, you should adapt the suggestions in this publication to fit your club's needs.

This publication includes three chapters. The first describes the major responsibilities of your committee. The second describes responsibilities specific to you as the chair of the committee. The third contains resources that may be useful for you and committee members. Following the third chapter are discussion questions to be completed before the district assembly and worksheets that will be used there, so be sure to bring this manual with you.

Each committee has a manual that provides an overview of the committee and its responsibilities (club administration, membership, public relations, service projects, and The Rotary Foundation). Additional copies of this manual can be downloaded at no charge at www.rotary.org. This manual is part of the *Club Officers' Kit* (225). However, each manual can be purchased separately at shop.rotary.org.

Share chapter 1 with committee members so they are fully aware of the committee's responsibilities.

As you prepare to help lead your club, remember that it is a member of Rotary International. Through this membership, it is linked to more than 34,000 Rotary clubs worldwide and granted access to the organization's services and resources, including publications in nine languages, information at www.rotary.org, grants from The Rotary Foundation, and staff support at world headquarters and the international offices.

Comments?

Direct questions or comments about this manual or any of RI's training resources to:

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Committee Role and Responsibilities



The club president serves as an ex officio member of all club committees.

The club administration committee's work involves activities to address the Club and Vocational Avenues of Service.

The role of the club administration committee is to conduct activities associated with the effective operation of the club. It is only through efficient club operations that a Rotary club can provide service to its community, retain members, and develop leaders for the club, district, and Rotary International.

The responsibilities of the club administration committee, summarized below, are explained more fully in this chapter:

- Develop committee goals to help achieve the club's annual goals.
- Organize regular and special programs.
- Manage club member communications and maintain the club website and social media sites.
- Promote fellowship among club members.
- Help the club secretary track club attendance.
- Conduct any other activities associated with the effective operation of the club.

As you read more about these responsibilities, think about your committee goals, what your action plan will be, and what resources you will need for your year.

Subcommittees can be created to manage the committee's various responsibilities, especially if you have a large club.

This manual also applies to Rotary e-clubs. If you are a member of an e-club, note the separate sections for each type of club in the [Standard Rotary Club Constitution](#). For more information, refer to [What You Need to Know about Rotary E-Clubs](#) or contact your [Club and District Support representative](#).

Plan programs to coincide with special observances on the [Rotary calendar](#).

Club Programs

The club administration committee is responsible for developing the program for club meetings. These programs provide club members with the information and motivation necessary to increase their participation in activities that serve the club, the community, and the world. To plan effective programs:

- Schedule programs in advance.
- Relate programs to members' interests, current club projects, activities, and community concerns.
- Rotate the responsibility of arranging programs among committee members.
- Observe special dates, weeks, and months.
- Prepare contingency plans, such as having members speak about their Rotary experience or showing a segment from a *Rotary Video Magazine* collection, in case scheduled programs are canceled.

Depending on your club, the meetings may be an hour or longer. Adapt either of the sample agendas below to the needs of your club.

90-minute meeting	
Activity	Duration
Meeting call to order	5 min
Meal and fellowship period	30 min
President's remarks	20 min
Introduction of visiting Rotarians/guests	
Correspondence and announcements	
Committee reports	
Club business	
Program	30 min
Introduction of speaker	
Speaker's presentation	
Closing remarks by president and adjournment	5 min

60-minute meeting	
Activity	Duration
Meeting call to order	5 min
Meal and fellowship period	30 min
President's remarks	
Introduction of visiting Rotarians/guests	
Correspondence and announcements	
Committee reports	
Club business	
Program	20 min
Introduction of speaker	
Speaker's presentation	
Closing remarks by president and adjournment	5 min

Club assemblies. In addition to planning club programs, the club administration committee is responsible for planning club assemblies under the direction of the president and secretary.

A club assembly is an opportunity for all club members to discuss club meetings and activities. Most clubs hold four to six assemblies per year. New members should be encouraged to attend. Assemblies allow members to

- Brainstorm ideas for projects and activities
- Review the club’s strengths, opportunities, and weaknesses
- Set goals and develop action plans
- Coordinate committee activities
- Learn more about Rotary

Before planning assemblies, seek input from members to ensure that the meetings address interests and concerns. Ask questions such as:

- What do you like about our club?
- What new ideas do you have to make our club more dynamic?
- What are ways we can keep members engaged in club activities?

Time Frame	Purpose
Immediately following the district assembly (before 1 July)	To describe, review, and discuss plans developed at the district assembly (president-elect presides)
After 1 July	To discuss and adopt a strategic plan for the year
Two weeks before the official visit	To prepare for the visit
During the official visit	To discuss the club’s status with the district governor
Midpoint of Rotary year (January/February)	To review the club’s progress toward goals and determine its plan for the rest of the year
April or May	To provide an opportunity for open discussion

Communicating with Rotarians

For information about using Rotary Marks in your club newsletter or on its website, see the [RI Visual Identity Guide](#).

Another important responsibility of the club administration committee is to communicate with members through the club newsletter, website, and social media. This is fundamental to keeping members informed of Rotary news that may not be covered during club meetings. These forms of communication can be used to

- Announce club meetings
- Provide a schedule of upcoming club activities
- Discuss club goals, plans, and projects
- Report highlights of club and district meetings
- Foster fellowship by highlighting special events in members’ lives
- Address critical issues facing the club and Rotary International
- Promote club service projects and member participation

To enhance club websites, blogs, and newsletters, RI provides promotional tools on www.rotary.org, including:

- RSS feed: Current Rotary news regularly sent to registered users' websites
- Rotary Images: Photo library covering Rotary projects, programs, and Rotarians around the world
- Web ads: Online ads that promote Rotary events and resources — available for download in a variety of sizes
- Internet PSAs: Animated Humanity in Motion banner ads that can be provided to online newspapers or magazines for free placement

Communicating with club members on a social networking site can facilitate collaboration on projects and activities. Visit [Rotary International's official networking pages](#) (Facebook, LinkedIn, Flickr, and YouTube) to help share Rotary images, videos, and stories.

Protect member identity by using password-protected areas for personal information. If the club website domain name includes "Rotary," make sure it includes language that identifies the club (e.g., www.anycityrotaryclub.org). For more information on the proper use of Rotary trademarks and service marks, see the *RI Visual Identity Guide*.

Search for a Rotary club with RI's free mobile app. In the Apple app store and Android market, it's called the Rotary Club Locator from Rotary International.

Fellowship

The camaraderie that Rotary clubs foster is often what keeps members active in club activities and projects. The club administration committee should include opportunities for socializing and networking among members. This can be enhanced in the following ways:

- Schedule social and networking activities.
- Appoint a different member each week to greet and introduce new members, visitors, and speakers.
- Foster relationships with other Rotary clubs in the district, in the region, and around the world.
- Include spouses and families in club fellowship and service activities.
- Wear name badges at meetings to make introductions easier.
- Rotate seating arrangements to ensure that members get to know one another.

Family of Rotary. The family of Rotary includes Rotaract, Interact, Rotary alumni, Youth Exchange students, Inner Wheel, and family members of Rotarians. To care for Rotarians and members of Rotary's extended family:

- Remember birthdays and anniversaries.
- Assist when they are sick, or having personal issues.
- Share their grief after a death in the family.
- Celebrate births, weddings, and graduations.

For details on making up absences, see the [Standard Rotary Club Constitution, Article 9](#).

Attendance

The administration committee can help the club secretary ensure that all club members attend club meetings and understand how they can make up a missed meeting. Promote regular attendance by

- Ensuring that club meetings are relevant and interesting
- Assigning members to a committee or giving them specific duties to fill
- Encouraging members to make up missed meetings
- Asking members why they fail to attend club meetings
- Recognizing members with exemplary attendance records

Termination of membership. A Rotarian's membership is subject to termination for one or more of the following reasons, unless the club board makes an exception:

- Failure to pay dues within 30 days
- Failure to attend at least 50 percent of regular meetings (including make-ups) in each half of the Rotary year
- Failure to attend at least 30 percent of regular meetings in each half of the Rotary year
- Missing and failing to make up four consecutive regular club meetings, without the consent of the club's board

Attendance reports. Work with your club secretary to forward monthly attendance reports to your governor within 15 days of the last meeting of each month. (Clubs that aren't districted must forward attendance reports to Rotary International.)

Any member whose absences are excused because he/she is 65 or older and the aggregate of the member's age and years in Rotary totals 85 years or more, or because the member holds an RI officer position, should not be included in the membership figures used to compute the club's attendance.

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Club Administration Committee Chair



To prepare for your term as committee chair, learn what will be expected of you and your committee by the club's board of directors and members, your district, and Rotary International. There are several things you should do before you take office to prepare for your role. In addition to attending training sessions at the district assembly, you should

- Meet with the outgoing committee chair
- Review your club's bylaws to become familiar with your club's procedures and regulations
- Review your club's strategic plan and develop annual goals to support it
- Select and prepare your committee members with the president-elect
- Create subcommittees as needed (programming, club newsletter and website, fellowship, and attendance)
- Develop a communication plan for the year
- Determine what additional responsibilities or duties your club has for your committee

Answer the discussion questions at the end of this manual to prepare for the district assembly.

The club secretary and treasurer should be members of the club administration committee. The club president serves as an ex officio member of all club committees.

Good preparation will lead to a productive year. Once you take office, you will have the following major responsibilities:

- Manage your committee's budget.
- Work with other committees in your club and with your district committee on multiclub activities or initiatives.
- Plan and conduct regular committee meetings and activities.
- Monitor progress toward your committee goals, and report committee activities and progress to the club president, board of directors, and the full club.

Your Committee

Work with the president-elect to select committee members to fill vacancies and conduct planning meetings before the start of the year. For continuity, committee members should be appointed for three years. When selecting new members, consider the following characteristics:

- Organizational skills
- Knowledge of Rotary policies
- Communication and writing skills
- Design or publishing experience
- Computer and Internet skills

Once your committee is formed, it is your responsibility to prepare members for the coming Rotary year. Determine how to use the skills and interests of your members, and delegate tasks accordingly. You can prepare committee members by

- Informing them of the committee's ongoing activities and plans related to the club's strategic plan
- Pairing new committee members with more experienced ones
- Encouraging communication with counterparts in other clubs
- Sharing the resources available to your committee
- Giving members a list of district activities and meetings

Goal Setting

As the chair of your committee, you are responsible for ensuring that it sets and achieves its annual goals to support the club's strategic plan. You'll have an opportunity to work on goal setting with your president-elect and other incoming club leaders at the district assembly. RI is developing an online tool to help clubs submit their goals via Member Access.

Effective goals. Be sure that the annual goals reflect committee capabilities and club interests. Goals should be shared, measurable, challenging, achievable, and time specific.

Various planning tools are available to clubs, including *Be a Vibrant Club: Your Club Leadership Plan* and the *Strategic Planning Guide*.

Action plan. Work with club leaders and committee members to develop an action plan that outlines the steps needed to achieve each goal. The following steps can help:

- Establish a time frame for each step.
- Determine who is responsible for implementing each step.
- Establish the criteria for measuring progress and success for each step.
- Consider the resources available and needed from your club, district, and RI to support the goal.
- Decide how you will evaluate success in attaining your goals, and whether baseline data is needed.

Regularly assess your goals to ensure that steady progress is being made toward achieving them, and adjust if necessary.

Motivation. Part of your responsibility is keeping your committee members motivated. Common motivators include:

- Assurance that the goal will be beneficial
- Belief that the goal is achievable and will be successful
- Opportunities for fellowship and networking
- Assignments that use each member's expertise
- Recognition of efforts and time spent working toward committee goals

Using these motivating factors can help maintain member commitment to Rotary and encourage continued participation in club activities.

Budget

Before 1 July, work with the outgoing committee chair and the club treasurer to determine what funds your committee will need and that these funds are included in the club's budget. Be sure to include any planned fundraising activities.

Provide oversight of committee funds, transactions, and reports, and be aware of the financial condition of your committee's budget at all times. By meeting regularly with your club's treasurer, you can take action if issues arise.

Communication

Think about how you will communicate with the following club leaders:

- **Committee members.** Committees should meet regularly and identify available resources, discuss ongoing projects and new initiatives, and develop strategies to achieve committee and club goals.

- **Your club.** Report your committee's activities, including action plans and progress toward goals, to your club's president, board, and all club members.
- **Other committees.** The work of one committee affects the work of another. Your committee should work with the following club committees:
 - Membership committee (to welcome new members, to ensure that they know the club's policies and procedures, and to help them become involved)
 - Service projects and Rotary Foundation committees (to make club programs and the club communications relevant to upcoming service activities)
 - Public relations committee (to ensure that members know what publicity the club receives in the community and how they can help)
- **Your district.** If your committee needs guidance or information, contact your district counterpart or your assistant governor.
- **Your region.** Your Club and District Support (CDS) representative is available to help your club with its administrative questions. Find the CDS representative in your region at www.rotary.org.

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Resources



Many resources are available to help your committee fulfill its role. Download resources at www.rotary.org, or order them at shop.rotary.org, by email at shop.rotary@rotary.org, or from your international office.

- www.rotary.org — RI website, aimed at helping club leaders gather information about effective club operations, providing links to club administration, membership, public relations, service projects, and Rotary Foundation information and to club-level resource pages
- [*Club Secretary's Manual*](#) (229) — Component of the *Club Officers' Kit* (225) that explains the responsibilities of the club secretary
- [*Club Treasurer's Manual*](#) (220) — Component of the *Club Officers' Kit* (225) that explains the responsibilities of the club treasurer
- [*Be a Vibrant Club: Your Club Leadership Plan*](#) (245) — Publication that encourages clubs to evaluate current practices and try new ideas
- [*Manual of Procedure*](#) (035) — Policies and procedures of Rotary International and its Foundation established by legislative action, the RI Board of Directors, and the Trustees of The Rotary Foundation, issued every three years following the Council on Legislation; contains RI constitutional documents

- *Official Directory* (007) — Contact information for RI and Foundation officers, committees, resource groups, and Secretariat staff; worldwide listing of districts and governors; alphabetical listing of clubs within districts, including contact information (available in Member Access)
- [Recommended Rotary Club Bylaws](#) and [Standard Rotary Club Constitution](#) — Current versions available in the *Manual of Procedure* and at www.rotary.org.
- [Rotary Leader](#) — A bimonthly online newsletter for Rotary club and district leaders
- *The Rotarian* (or Rotary regional magazine) — RI's official monthly magazine, which reports on club and district projects, RI Board decisions, and RI meetings; in addition, 30 Rotary regional magazines in 25 languages serve Rotarians around the world.
- [RI Visual Identity Guide](#) (547) — Guidelines for the design of publications at all levels of Rotary and for the proper use of Rotary Marks
- [Strategic Planning Guide](#) — Online tool for clubs to create a vision with supporting long-range and annual goals
- [Rotary Code of Policies](#) and [Rotary Foundation Code of Policies](#) — Policies and procedures established by the RI Board of Directors and the Trustees of The Rotary Foundation in support of the RI Constitution and Bylaws, revised following each Board or Trustees meeting

Human Resources

Find contact information in the *Official Directory*, at www.rotary.org, or from your district governor.

- District governor — RI officer responsible for advising on strategies to make your club more effective
- Assistant governor — Rotarian appointed to assist the governor with the administration of designated clubs. Your assistant governor will visit your club quarterly (or more often) and is available to answer questions or provide advice.
- Other club committee chairs in your district — Leaders who can serve as a resource to help support your club's projects and initiatives
- Past club committee chairs and leaders — Knowledgeable Rotarians who can advise you as you plan your year and who can be assigned to lead committee activities
- Rotary coordinators — Rotarians appointed by the RI president to serve as a resource within a specific region
- RI Club and District Support representatives — Staff members at RI World Headquarters or international offices available to answer administrative questions and direct other inquiries to appropriate RI and Foundation staff. Find your representative at www.rotary.org/cds.

- Contact Center — A team available to answer questions; can be reached at contact.center@rotary.org or toll-free (within U.S. and Canada) at 866-9-ROTARY (866-976-8279). Rotarians outside North America should continue to contact their international office.

District Assembly Discussion Questions

When considering these questions, talk to outgoing and incoming club leaders to compare ideas.

What are the responsibilities of the club administration committee, and what are your responsibilities as chair?

How will your committee support the club's strategic plan?

What type of activities will you plan to foster fellowship among club members?

How can you keep club programs interesting and relevant?

What is your plan for communicating with club members? What type of media will work best for your club?

How can you help committee members do their job?

Worksheet 2: Goals

Use this worksheet to draft a long-range goal and annual goals for three years to reach the long-range goal. Ensure that your goals are:

Shared. Those who participate in setting a goal and developing strategies to achieve that goal are committed to implementing it.

Measurable. A goal should provide a tangible point to pursue.

Challenging. A goal should be ambitious enough to go beyond what your club has accomplished in the past.

Achievable. Rotarians should be able to accomplish the goal with the resources available.

Time specific. A goal should have a deadline or timeline.

Long-range goal (goal for your club three years from now)

Year 1 annual goal

Year 2 annual goal

Year 3 annual goal

Worksheet 3: Action Plan

In the space below, write one annual goal from your goals worksheet. Then determine the action steps that need to be taken to meet this goal.

Annual goal

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

Resources needed

Worksheet 4: Club Administration Committee Case Studies

Read the case study below and answer the questions. Create a plan using the case study action plan on page 21.

Case Study 1

The Rotary Club of Willabee has 45 active members. Recently, attendance at weekly meetings has dropped significantly. You've heard several members complain that the weekly programs are boring. As chair of the club administration committee, you are concerned.

What do you do to make the weekly meetings more interesting and engaging for your club members?

Case Study 2

Your club conducted a survey recently and learned that members do not feel they know what to expect at each weekly meeting. They are also confused about current club projects.

How can you work to communicate more effectively to club members?

Case Study 3

Your committee members have conflicting opinions about your club's weekly meeting programs.

As chair, how can you demonstrate leadership and bring committee members together to find a solution?

Case Study 4

You have noticed cliques forming in your club. You want your club to be welcoming to new members and guests.

What are some ways to promote fellowship among members?

Case Study Action Plan

Action step	Who will be responsible?	How long will this step take?	How will progress be measured?	What resources are available?
1.				
2.				
3.				
4.				
5.				

What did you learn that you can apply to your club?

Resources needed

Worksheet 5: Problem-Solving Guide

Use the Planning Guide for Effective Rotary Clubs and the goals worksheet from session 2 to develop your problem-solving guide. Analyze your club’s goals, and think about potential challenges to achieving them. Then, offer solutions to these challenges.

	Goal	Potential Challenge	What resources are available?
Administration			
Membership			
Public Relations			
Service Projects			
Rotary Foundation			
Other			

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